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

Funded through a Caltrans Community Based Transportation Planning Grant

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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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

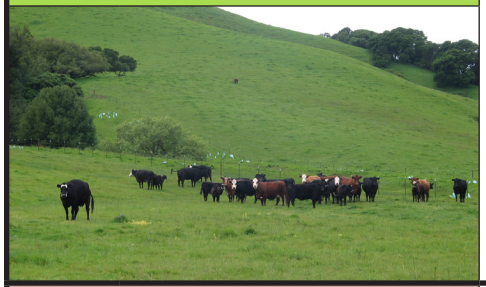
S-3 Neighborhood Commercial 	Low Intensity (FAR less than 0.5)	Stand-alone retail buildings, strip malls, local-serving big-box stores, and smaller-scale offices or office parks. Usually one story buildings occupying low proportion of total lot area; offices in some instances are multi-story. Typically 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

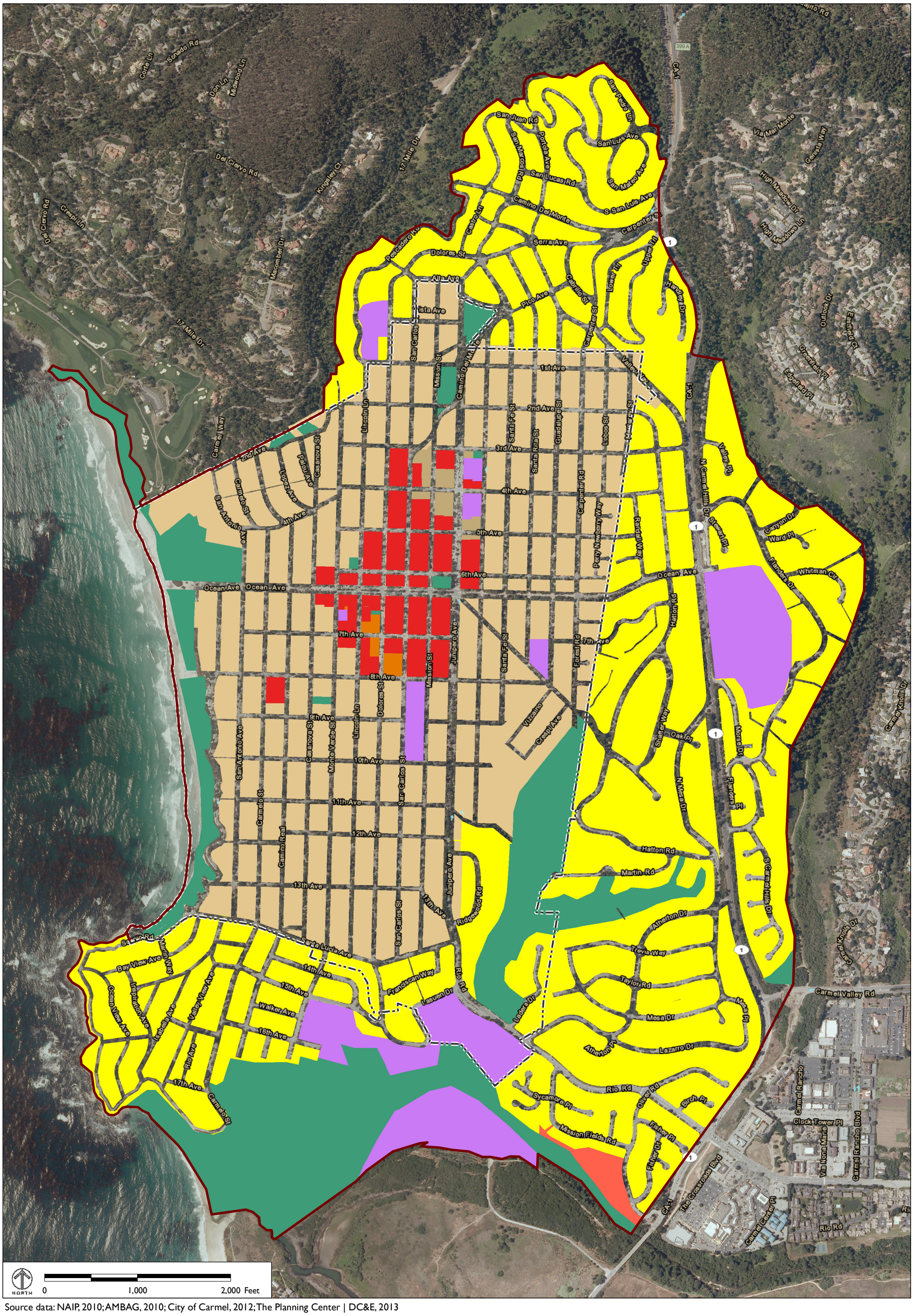
	Intensity	General Characteristics		Examples
		Land Use	Transportation	
NU-1 Agriculture 	Very Low Intensity (1 unit per acre or less)	Isolated single-family homes, farm houses, and other agriculture-related structures in an agricultural or rural setting. Various building heights and sizes, frequently 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


Corte Ln
Sonado Rd
Don Ln
Midwood Ln
17 Mile Dr
Del Ciervo Rd
Kingsley Ct
Del Ciervo Rd
Crespi Ln
Macomber Dr
17 Mile Dr
Carmel Way
2nd Ave
Casanova St
Lopez Ave
Palou Ave
San Antonio Ave
Carmelo St
4th Ave
Ocean Ave
Ocean Ave
San Antonio Ave
Carmelo St
Camino Real
9th Ave
Monte Verde St
Casanova St
10th Ave
11th Ave
12th Ave
13th Ave
Stevens Rd
Martin Way
Bay View Ave
Ocean View Ave
Inspiration Ave
Isabella Ave
Valley View Ave
Rio Ave
17th Ave
Carmelo St
14th Ave
15th Ave
Walker Ave
16th Ave
Santa Lucia Ave
Franciscan Way
Lasuen Dr
Rio Rd
San Carlos St
Junipero Ave
Ridgewood Rd
7th Ave
8th Ave
Dolores St
Lincoln Ln
Mission St
Junipero Ave
Santa Fe St
Vizcaino
Crespi Ave
Forest Rd
7th Ave
Hatton Rd
Shafter Way
Oak Pl
N Mesa Dr
Morse Dr
Flanders Pl
Martin Rd
Hatton Rd
Ridgewood Rd
Junipero Ave
75th Ave
San Carlos St
S Carmel Hills Dr
Atherton Dr
Trevis Way
Taylor Rd
Mesa Dr
Lazarro Dr
Atherton Pl
Mesa Pl
Leader Dr
Rio Rd
Sycamore Pl
Oliver Rd
Birch Pl
Mission Fields Rd
Fisher Pl
Fisher Dr
CA-1
The Crossroads Blvd
Carmel Center Pl
Rio Rd
Carmel Rancho
Clock Tower Pl
Via Nona Marie
Carmel Rancho Blvd
Carmel Valley Rd
Carmel Knolls Dr
Carmel Knolls Dr
Valley Fly
N Carmel Hills Dr
Stewart Pl
Rancho Way
Perry Newberry Way
Carpenter Rd
Santa Rita St
Guadalupe St
Lobos St
Santa Fe St
Casanova St
Palou Ave
Lopez Ave
4th Ave
3rd Ave
2nd Ave
Lincoln Ln
Mission St
Camino Del Monte
Carpenter St
Castro Ln
Pescadero Rd
Dolores St
Alta Ave
Ista Ave
San Carlos
Pico Ave
Cabrillo St
Lower Trl
Upper Trl
Serra Ave
Handley Dr
Carpenter St
Valley View
1st Ave
2nd Ave
3rd Ave
4th Ave
5th Ave
6th Ave
Ocean Ave
Canyon Dr
Ward Pl
Flanders Dr
Whitman Cir
Hatton Rd
Forest Rd
7th Ave
Santa Fe St
Junipero Ave
Mission St
Dolores St
Lincoln Ln
Vizcaino
Crespi Ave
Shafter Way
Oak Pl
Morse Dr
Flanders Pl
N Mesa Dr
Carmel Knolls Dr
Carmel Knolls Dr
Valley Fly
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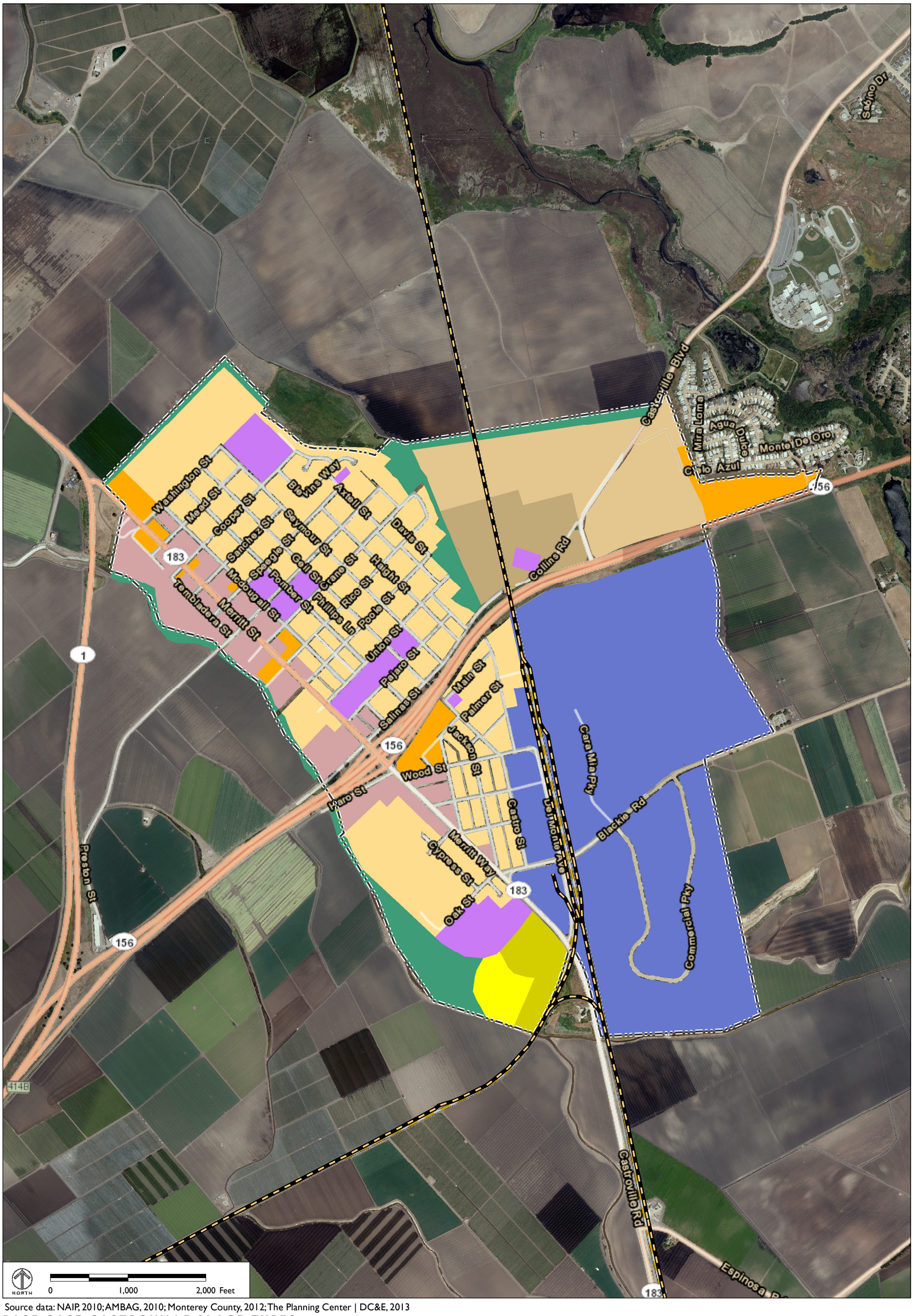
Santa Fe St



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; 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

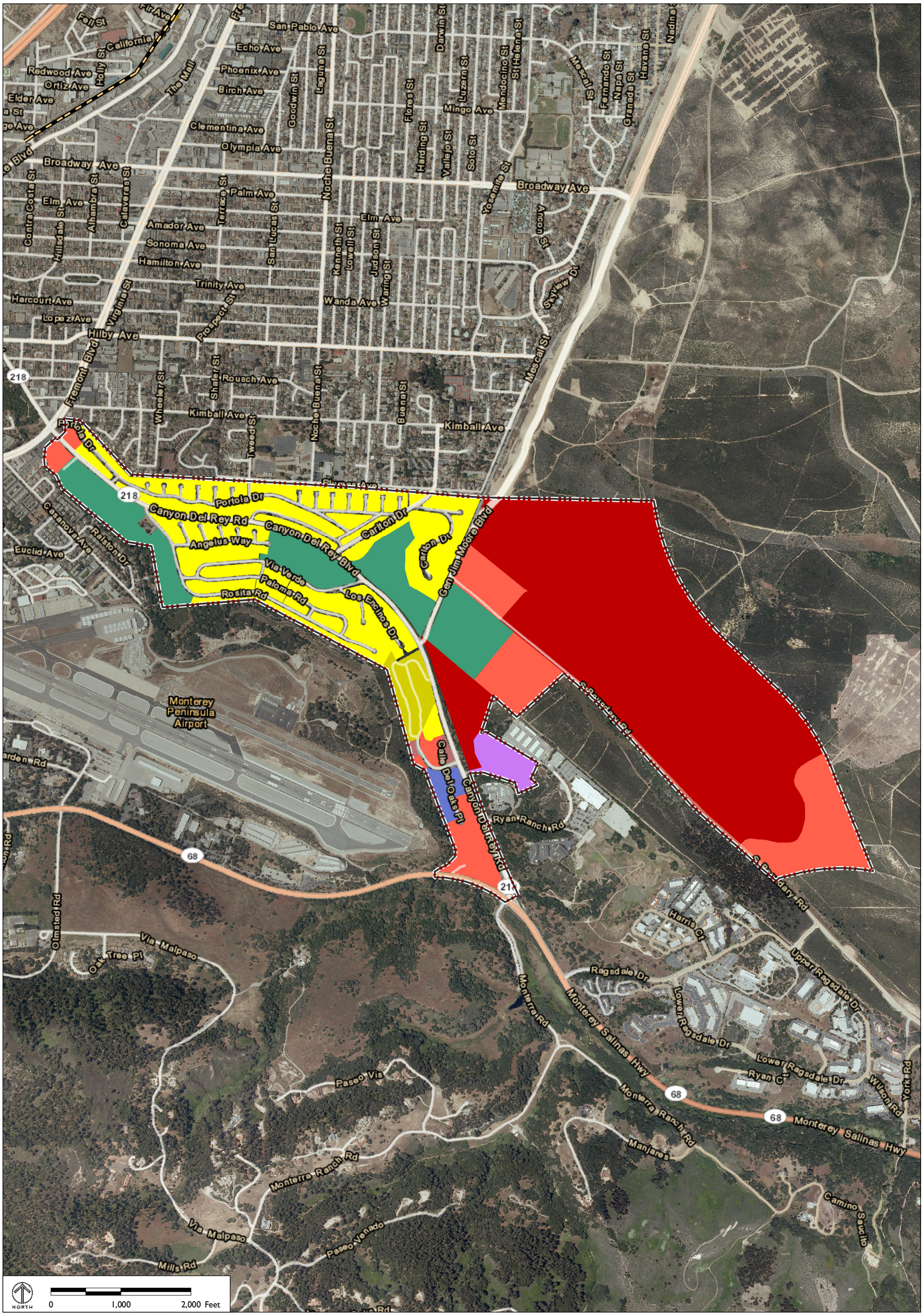
Other

- INS Institutional/Civic

- Census Designated Place
- Railroads

CHUALAR

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; 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

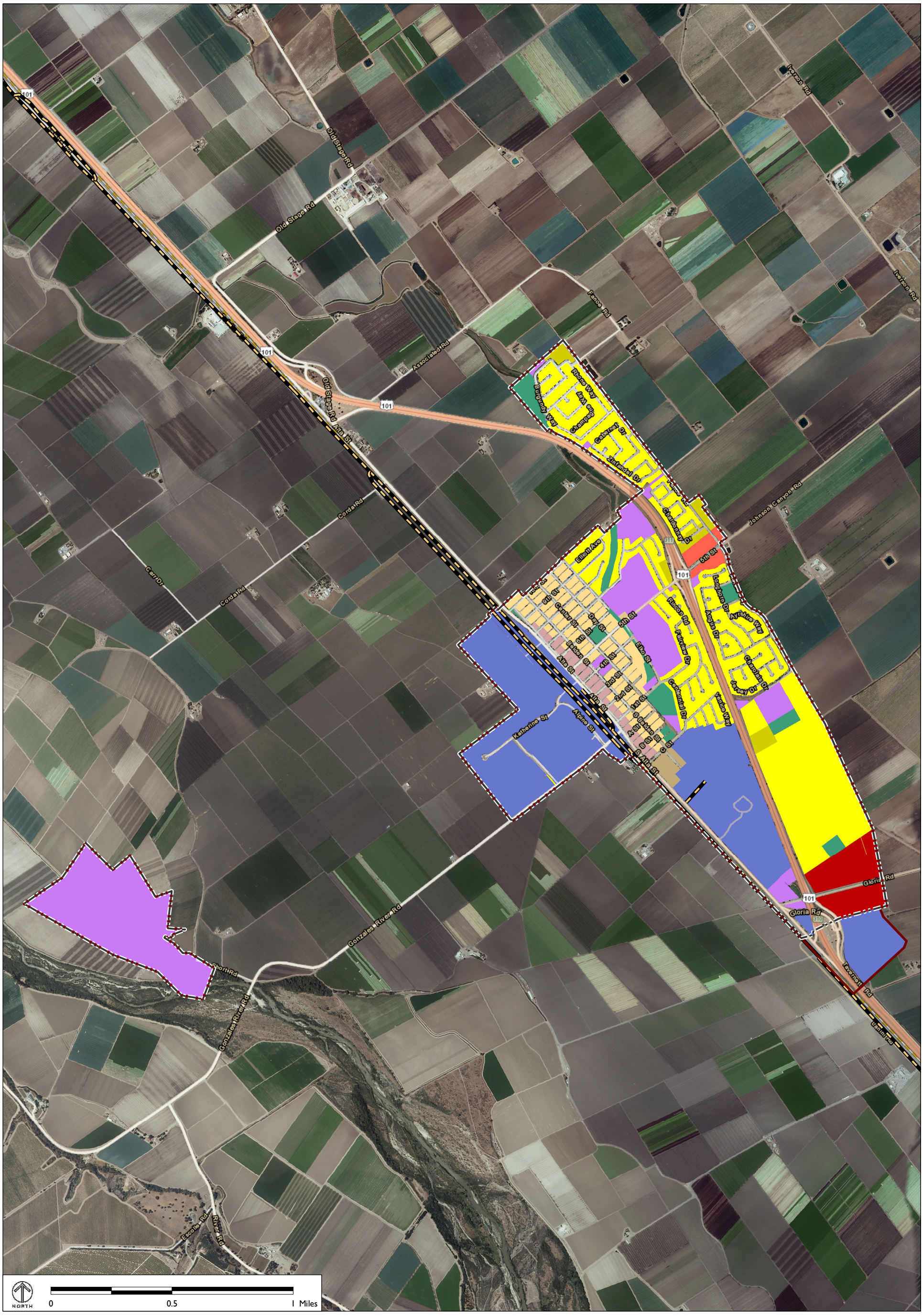
Other

- 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; 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

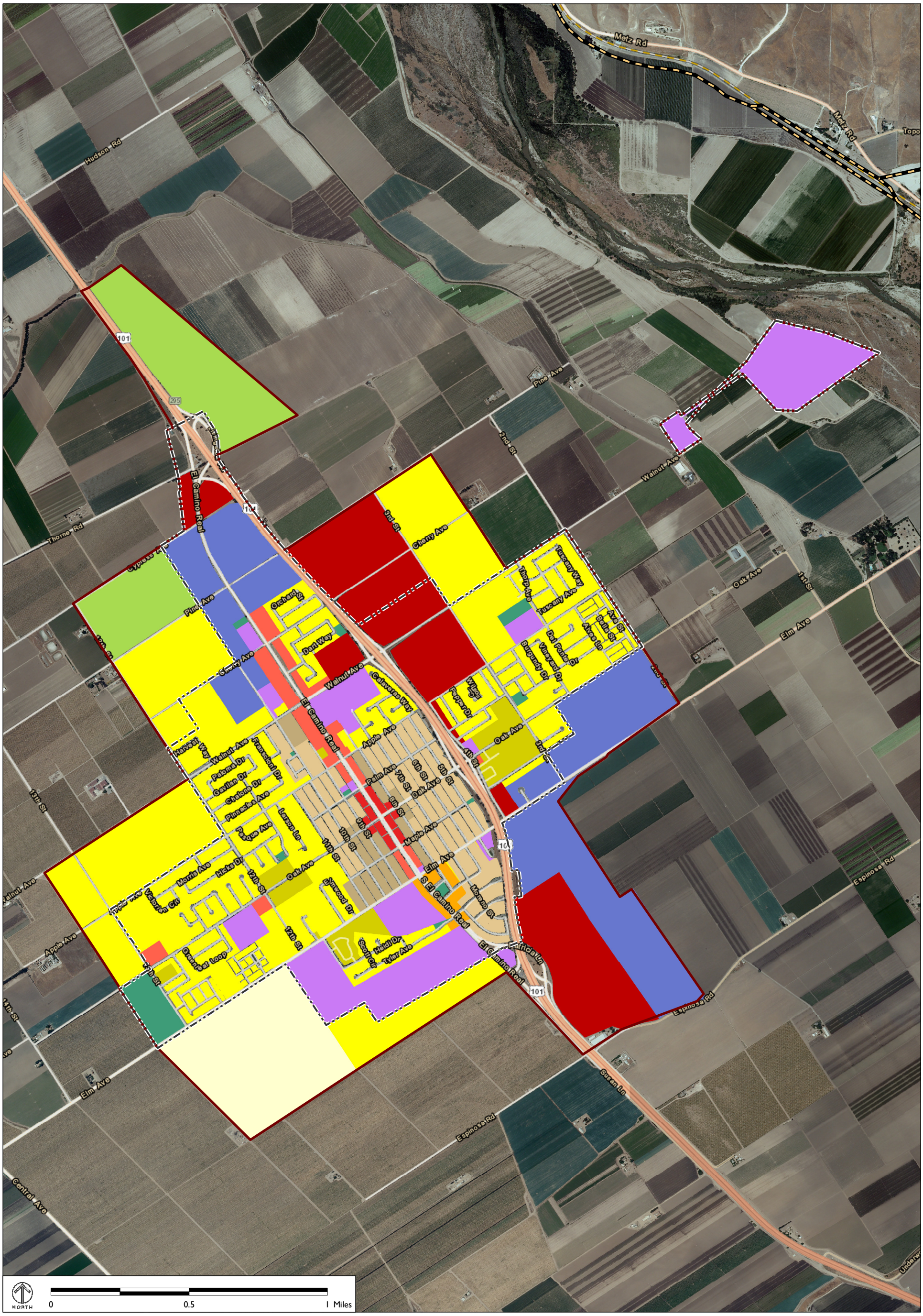
Other

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

- City Limits
- Sphere of Influence
- Railroads

GONZALES

BASE CASE SCENARIO



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

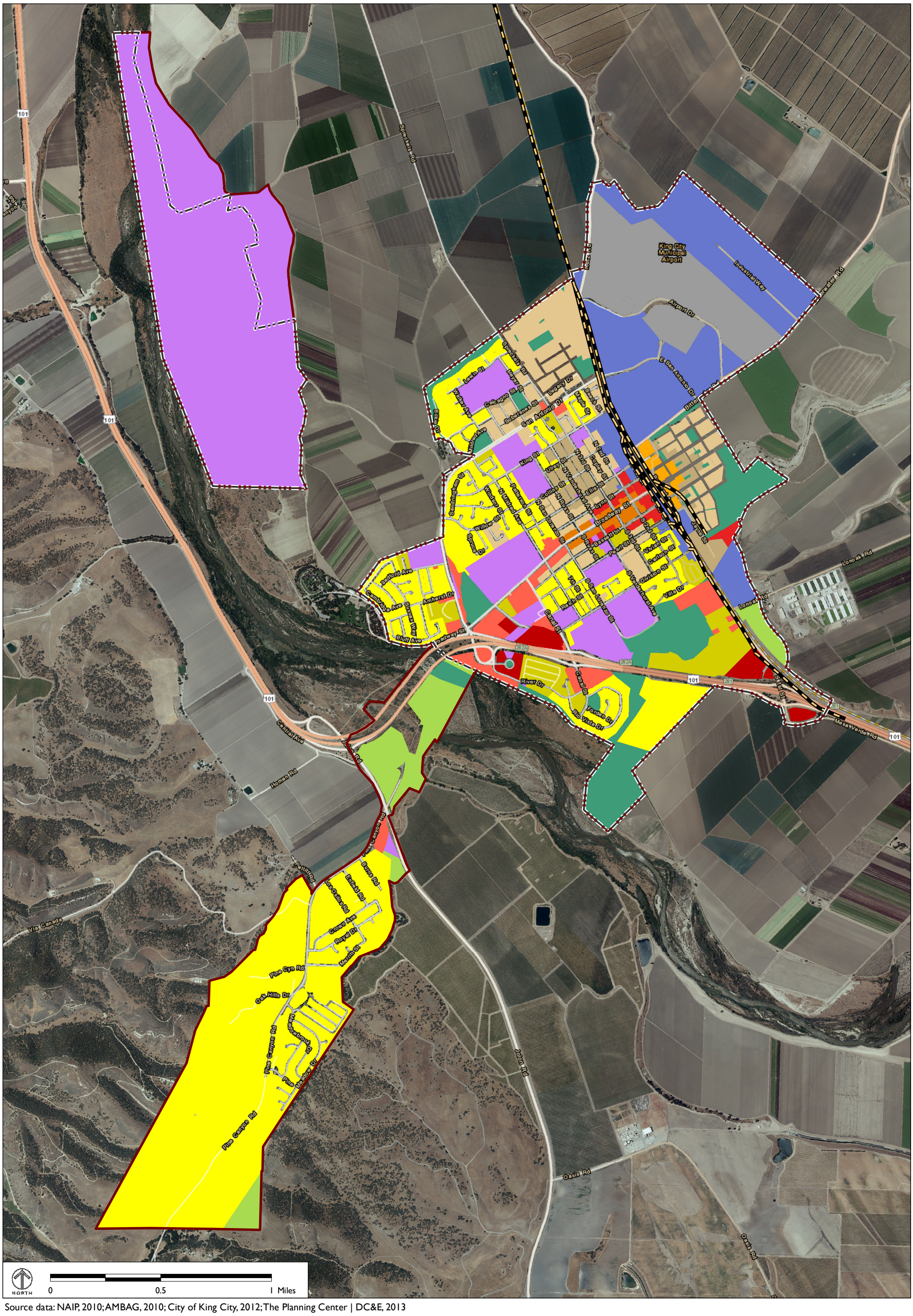
Other

- 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 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

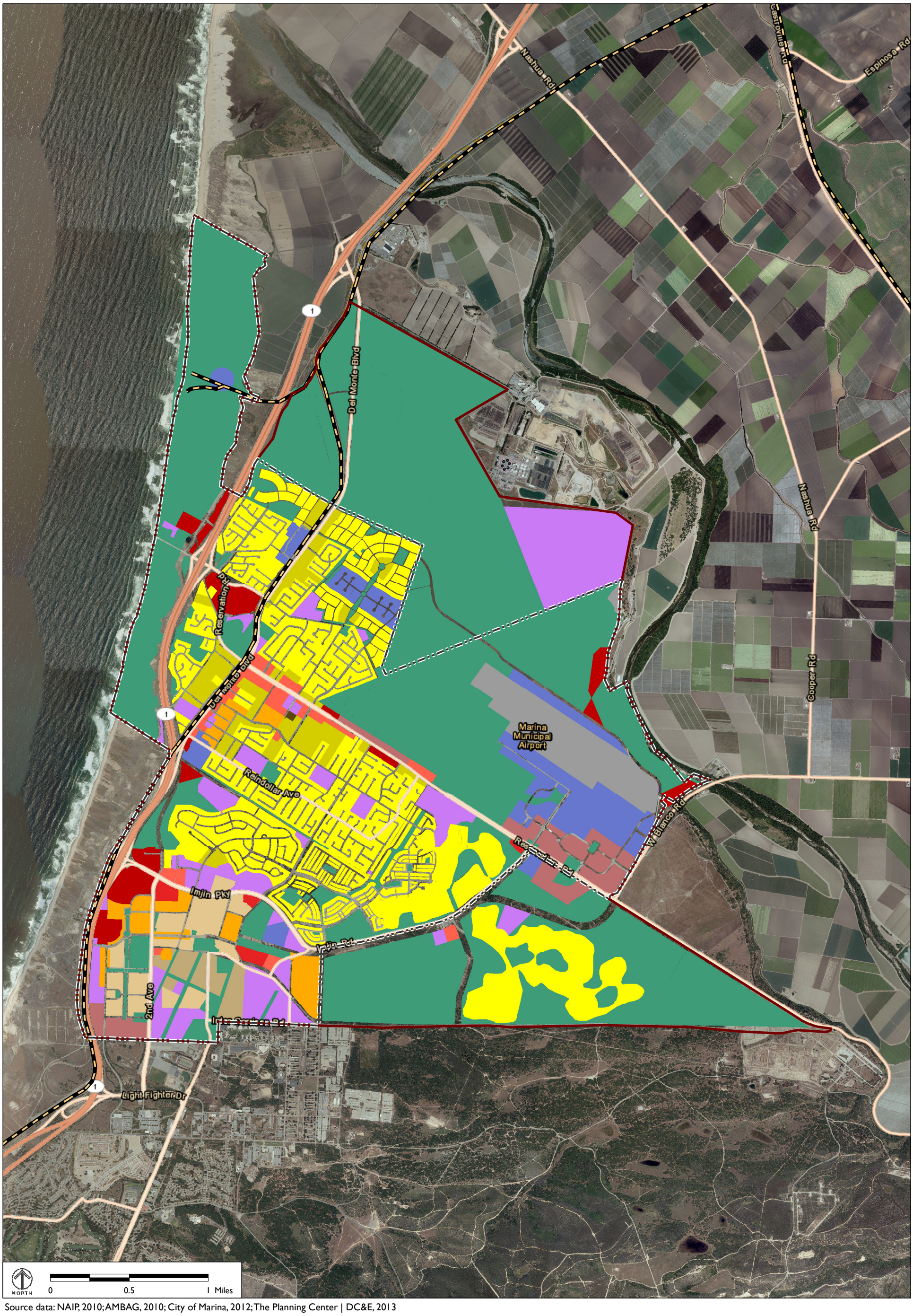
Other

- 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 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

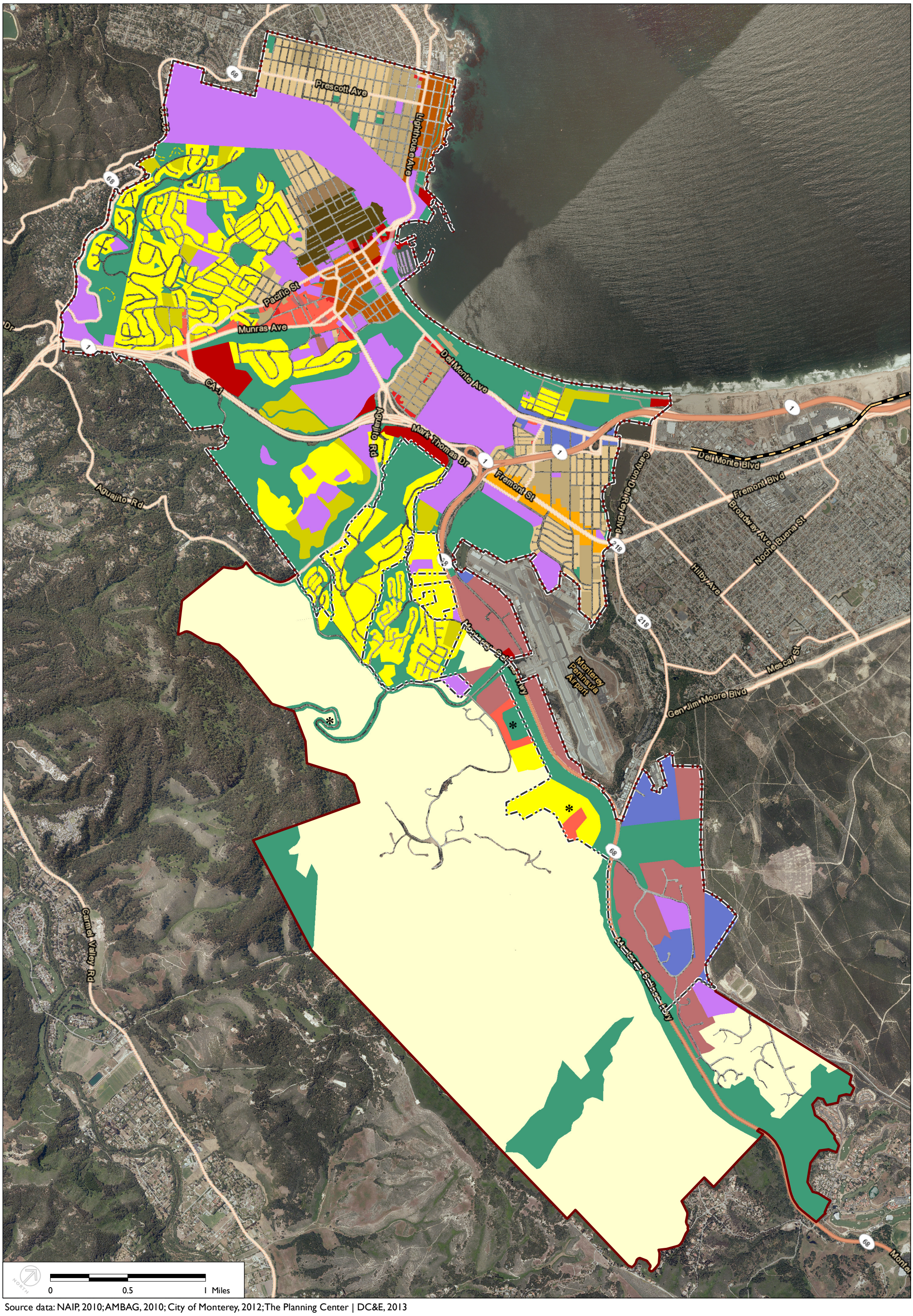
Other

- 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 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

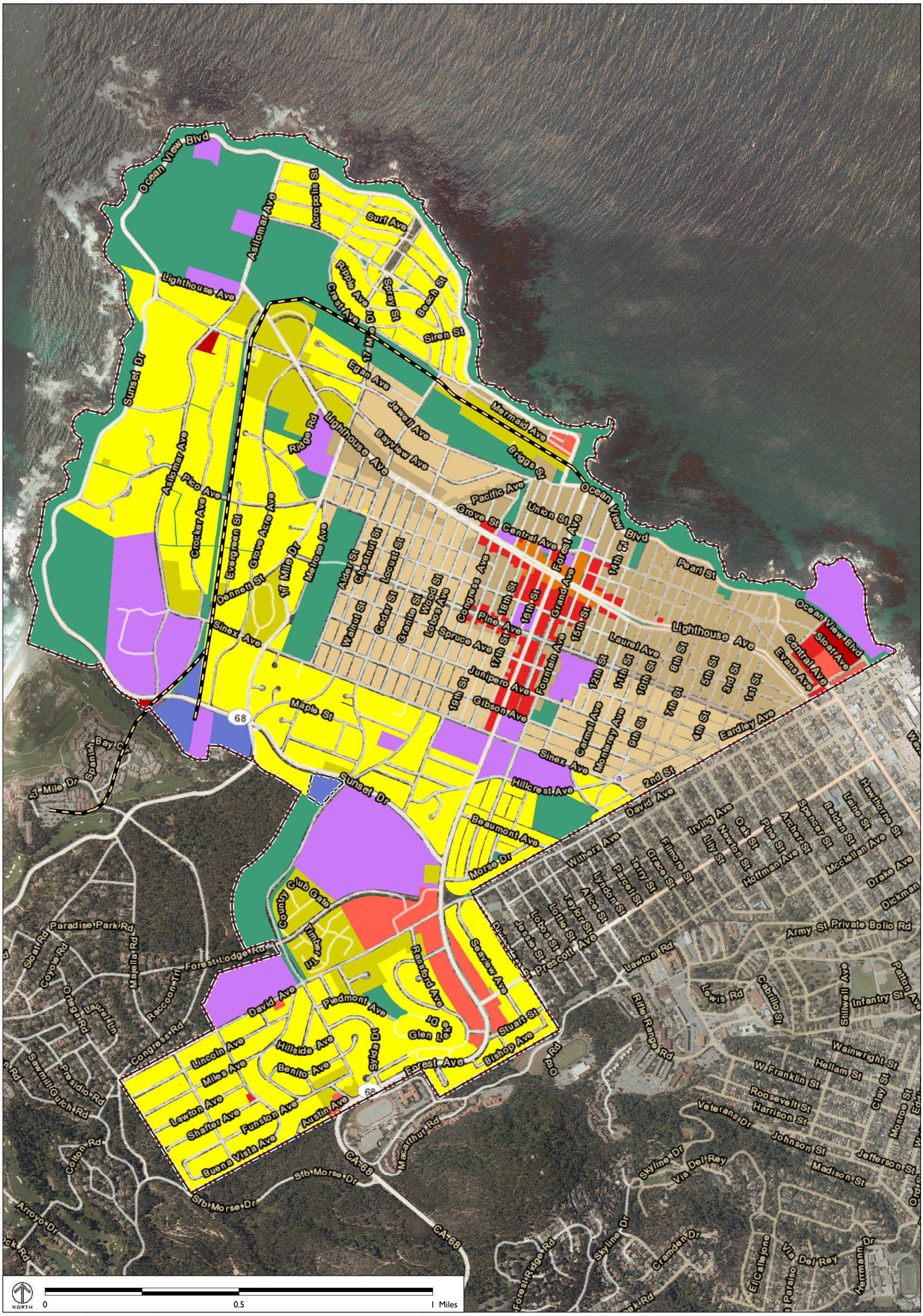
City Limits

Sphere of Influence

Railroads

MONTEREY

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of 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

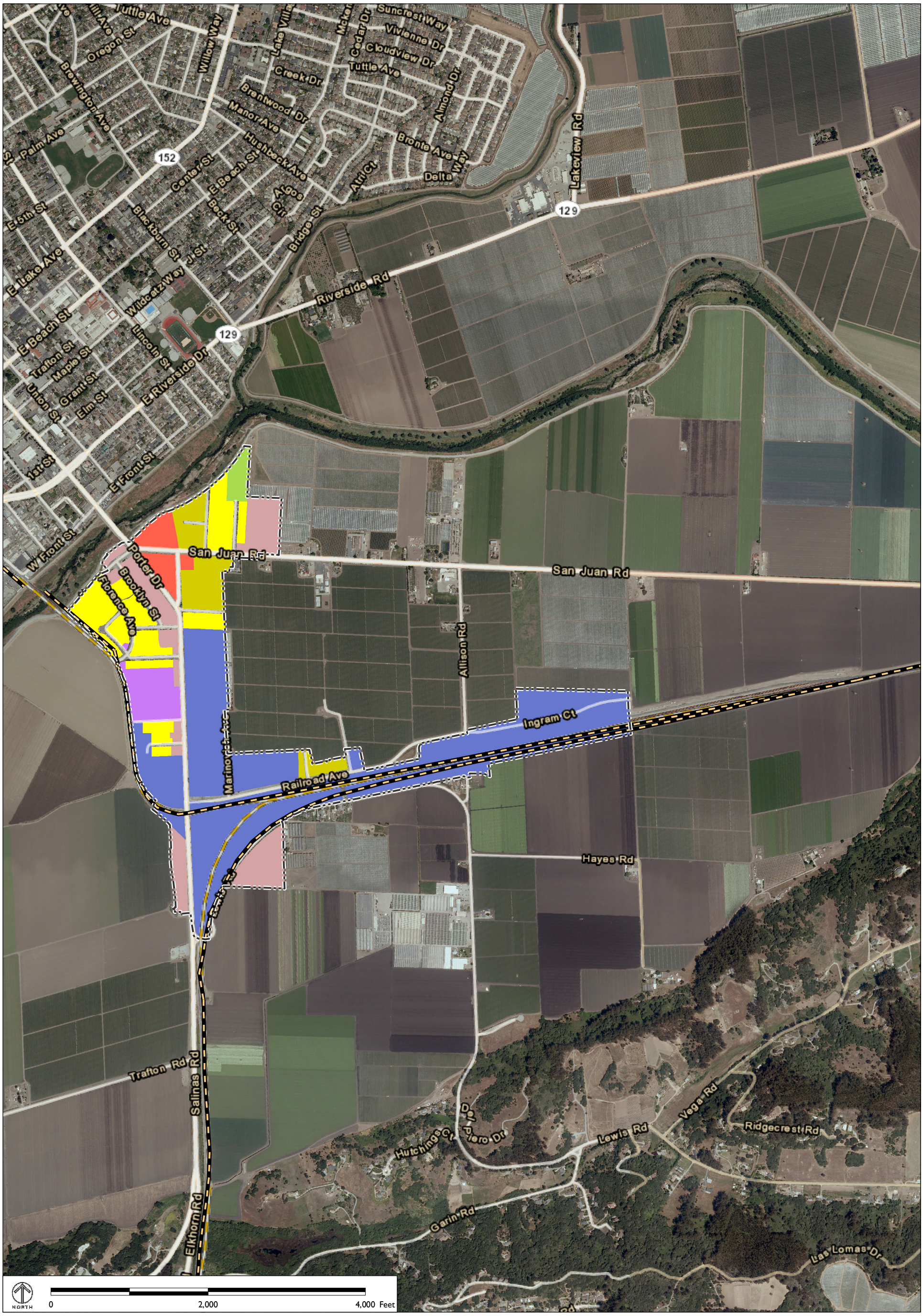
City Limits

Sphere of Influence

Railroads

PACIFIC GROVE

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; 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

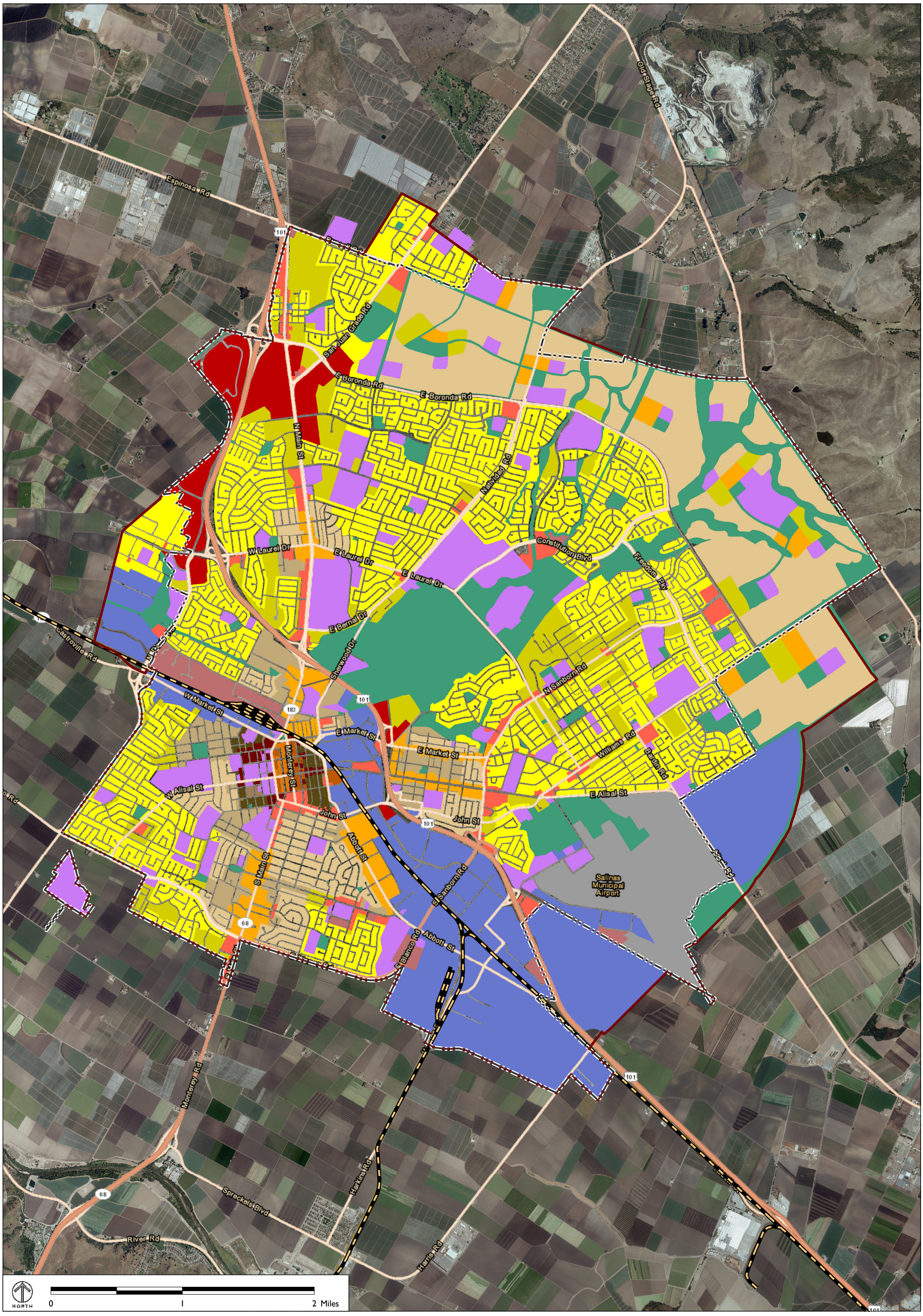
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic

- Community Area
- Railroads

PAJARO

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of 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

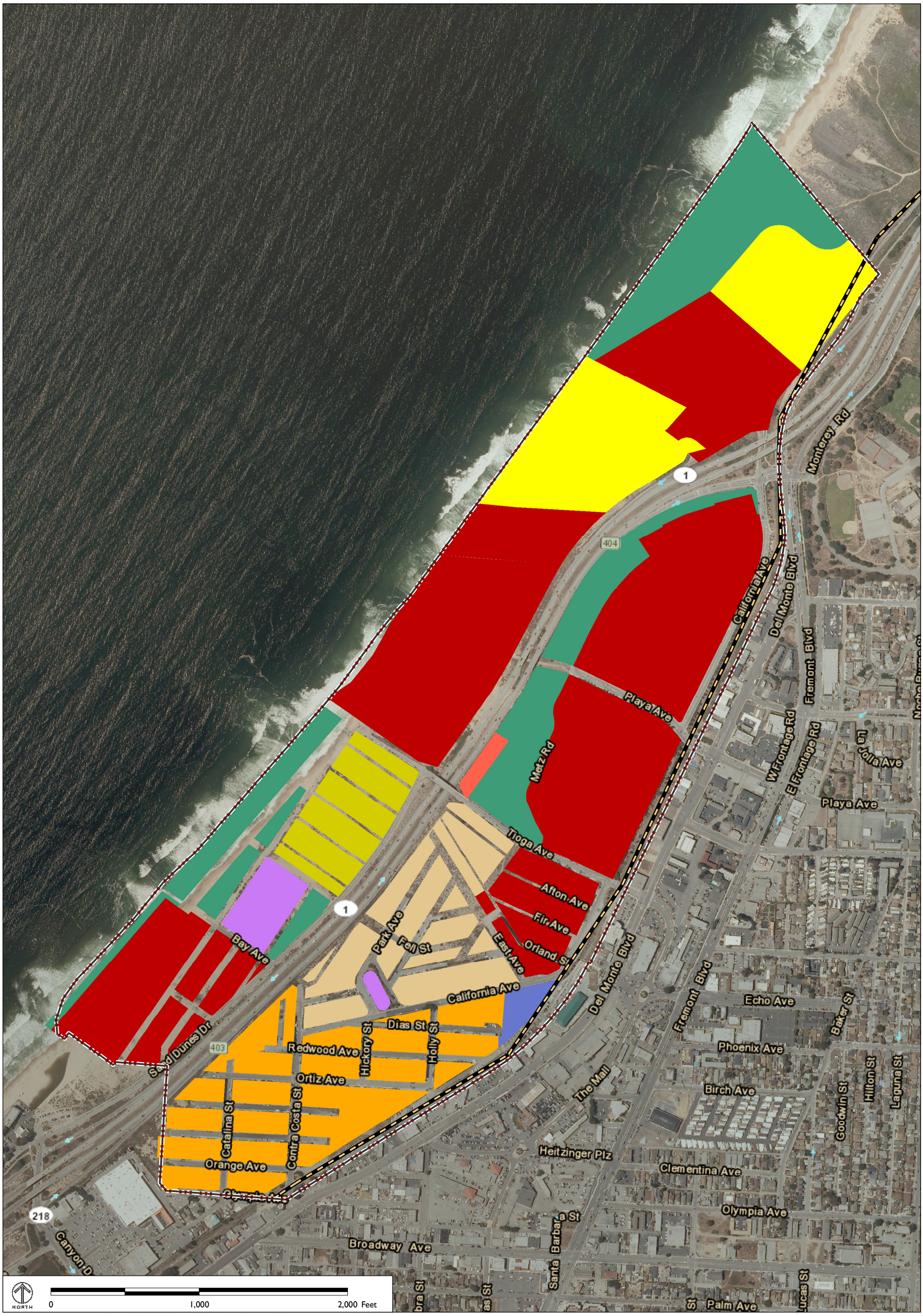
City Limits

Sphere of Influence

Railroads

SALINAS

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; 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

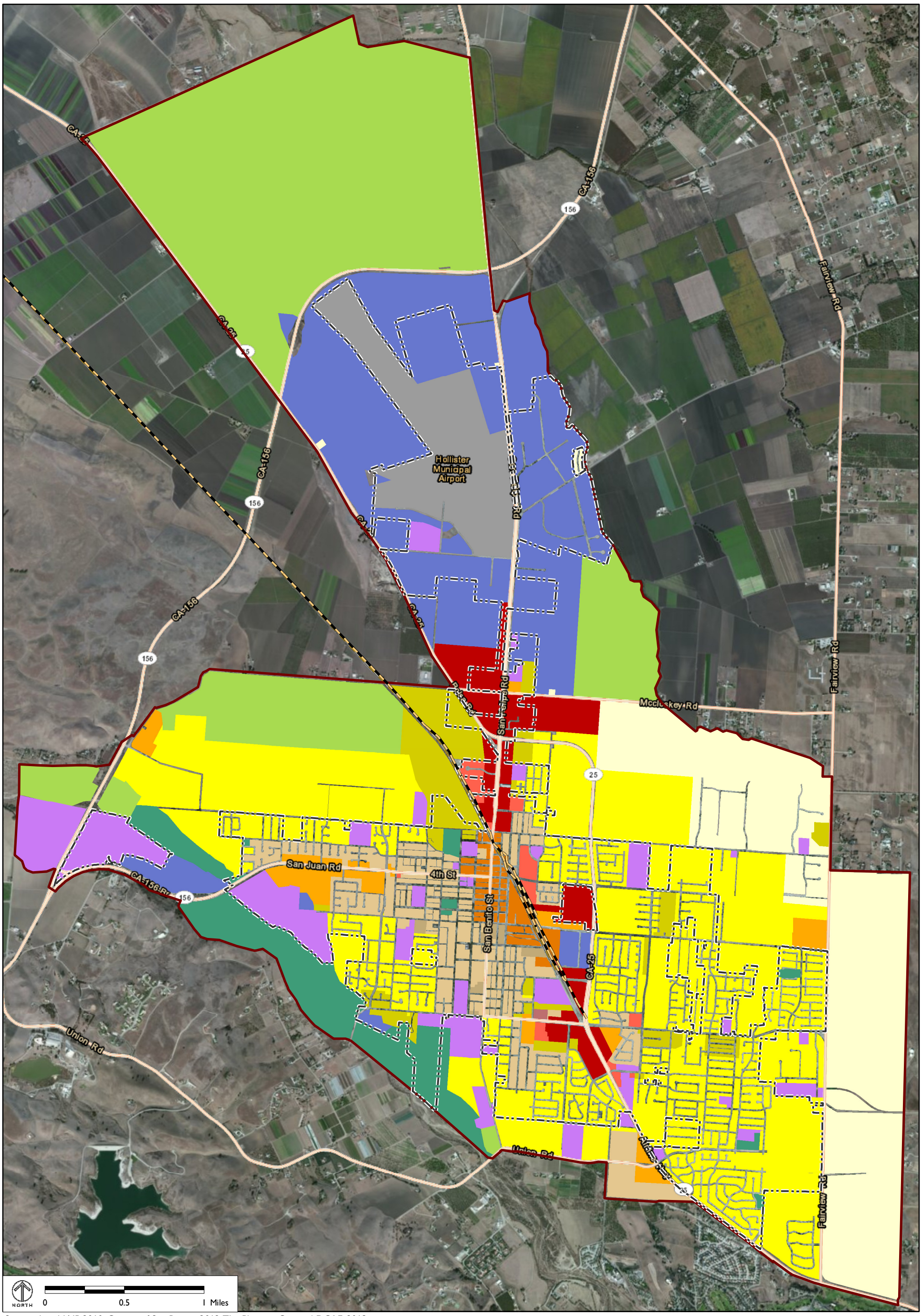
Other

- 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; 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

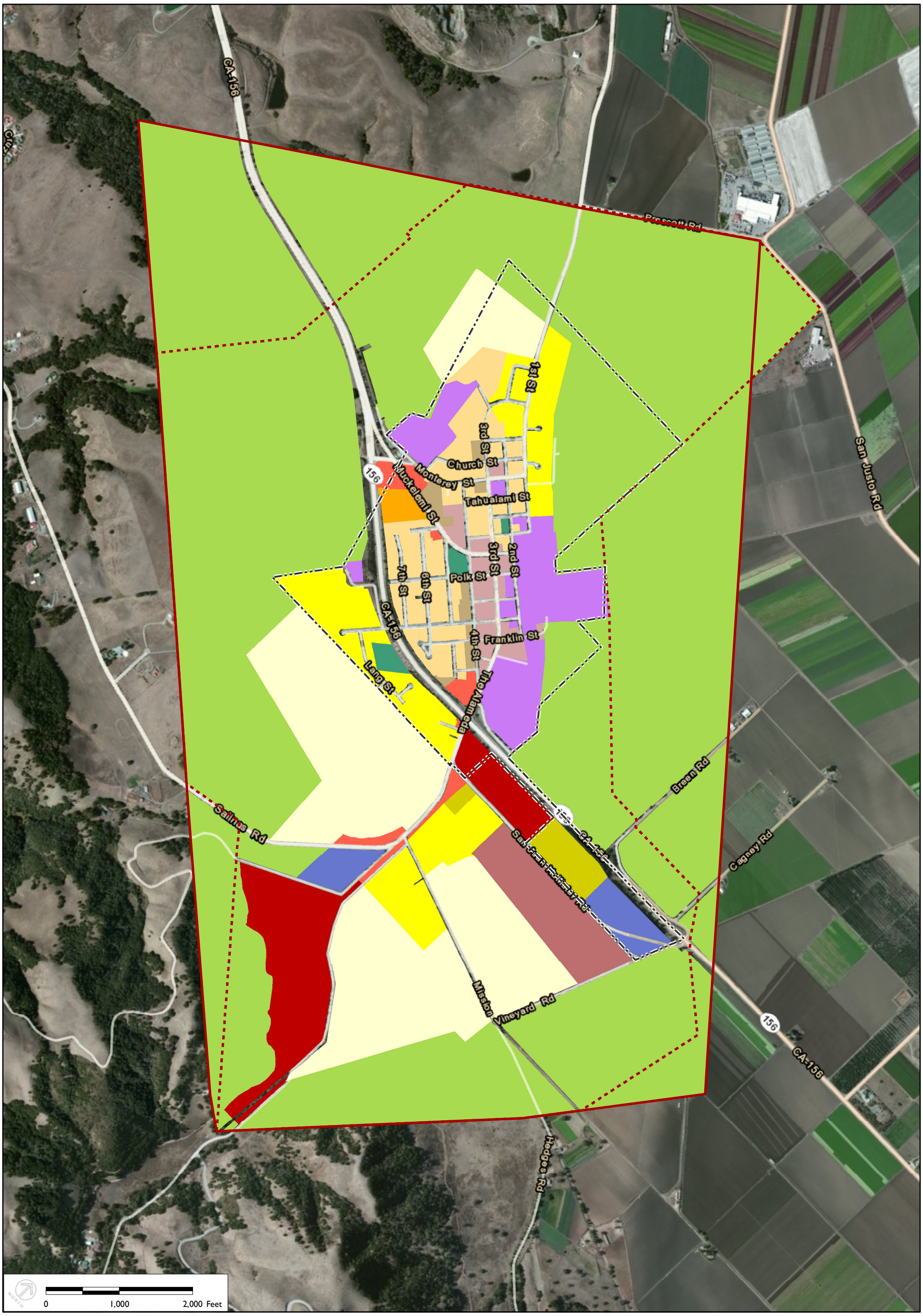
City Limits

Sphere of Influence

Railroads

HOLLISTER

BASE CASE SCENARIO



Source data: NAIP, 2010; 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

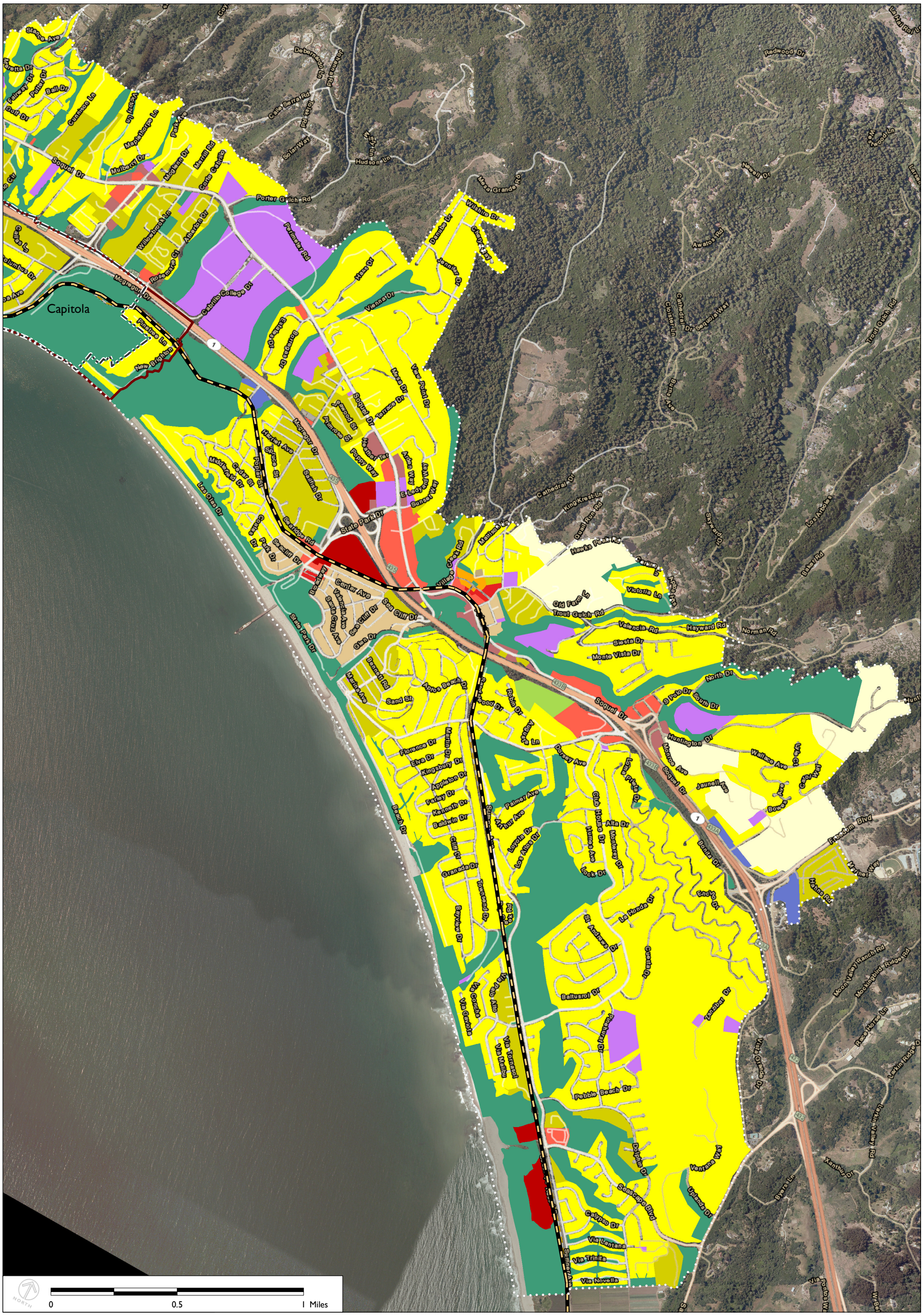
Other

- 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; 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

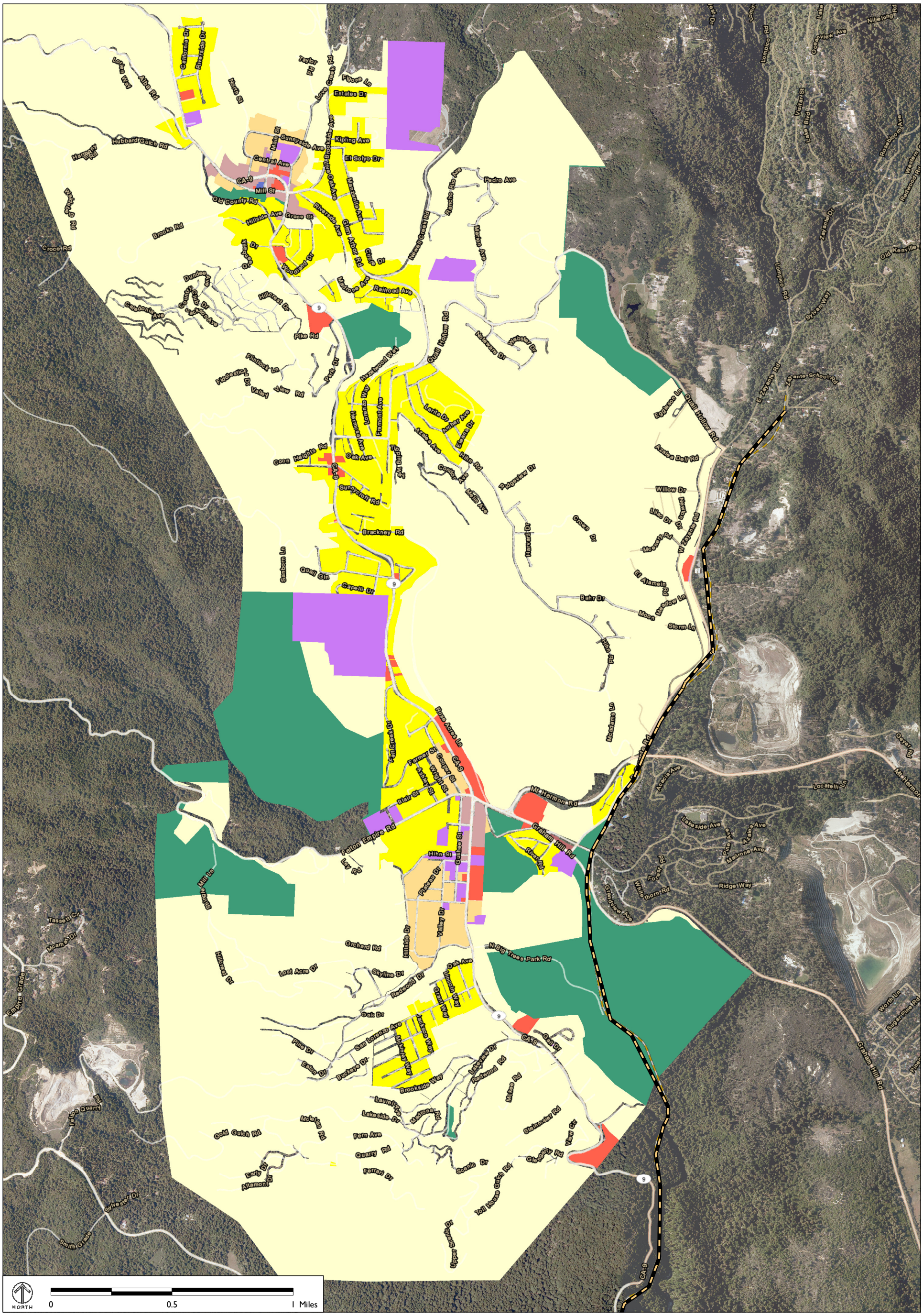
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

Sphere of Influence
City Limits
Urban Service Boundary
Railroads

APTOS URBAN AREA

BASE CASE SCENARIO

INCLUDES ADJACENT INCORPORATED URBAN AREAS



Source data: NAIP, 2010; 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

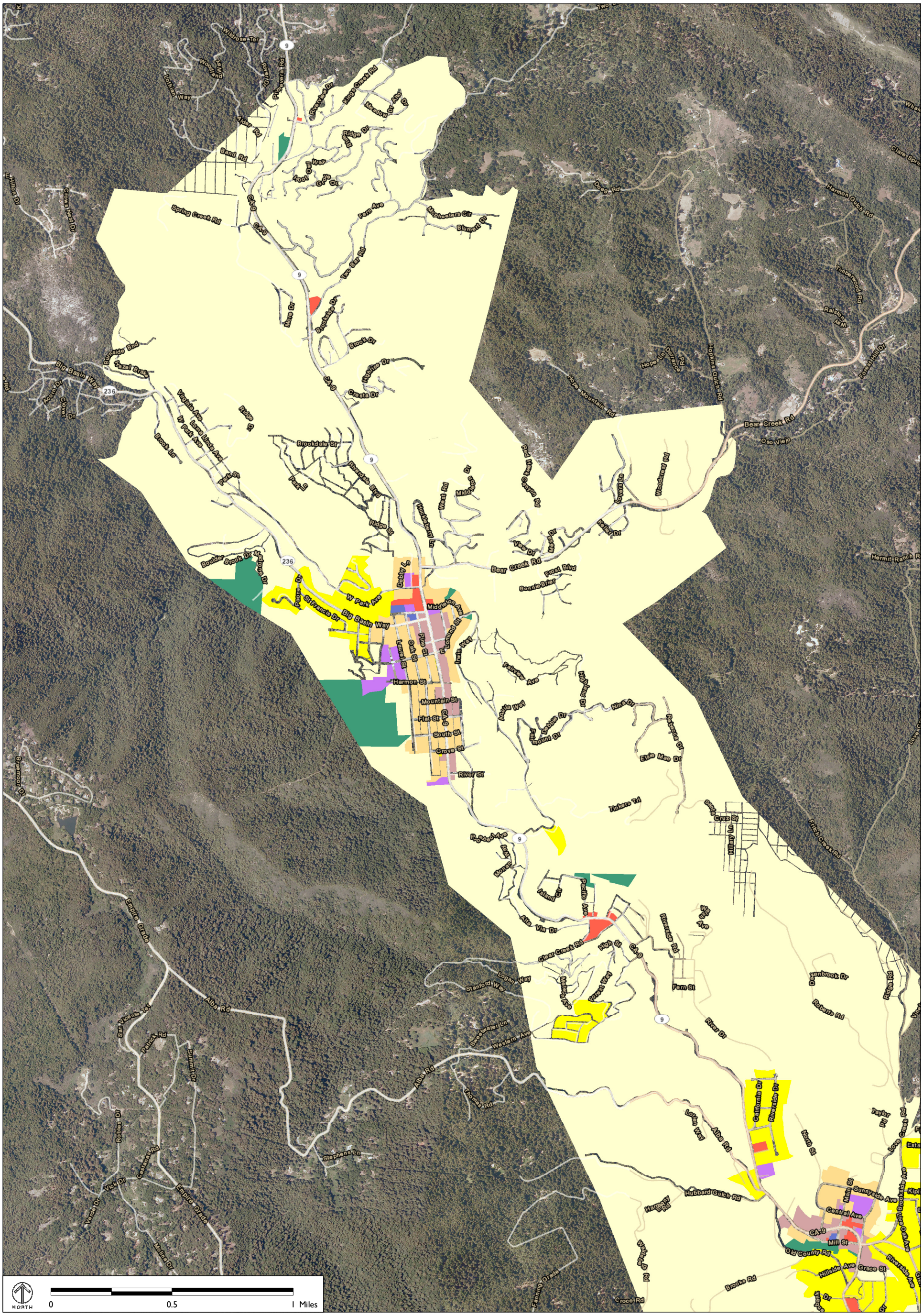
Other

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

Railroads

BEN LOMOND AND FELTON

BASE CASE SCENARIO



Source data: NAIP, 2010; 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

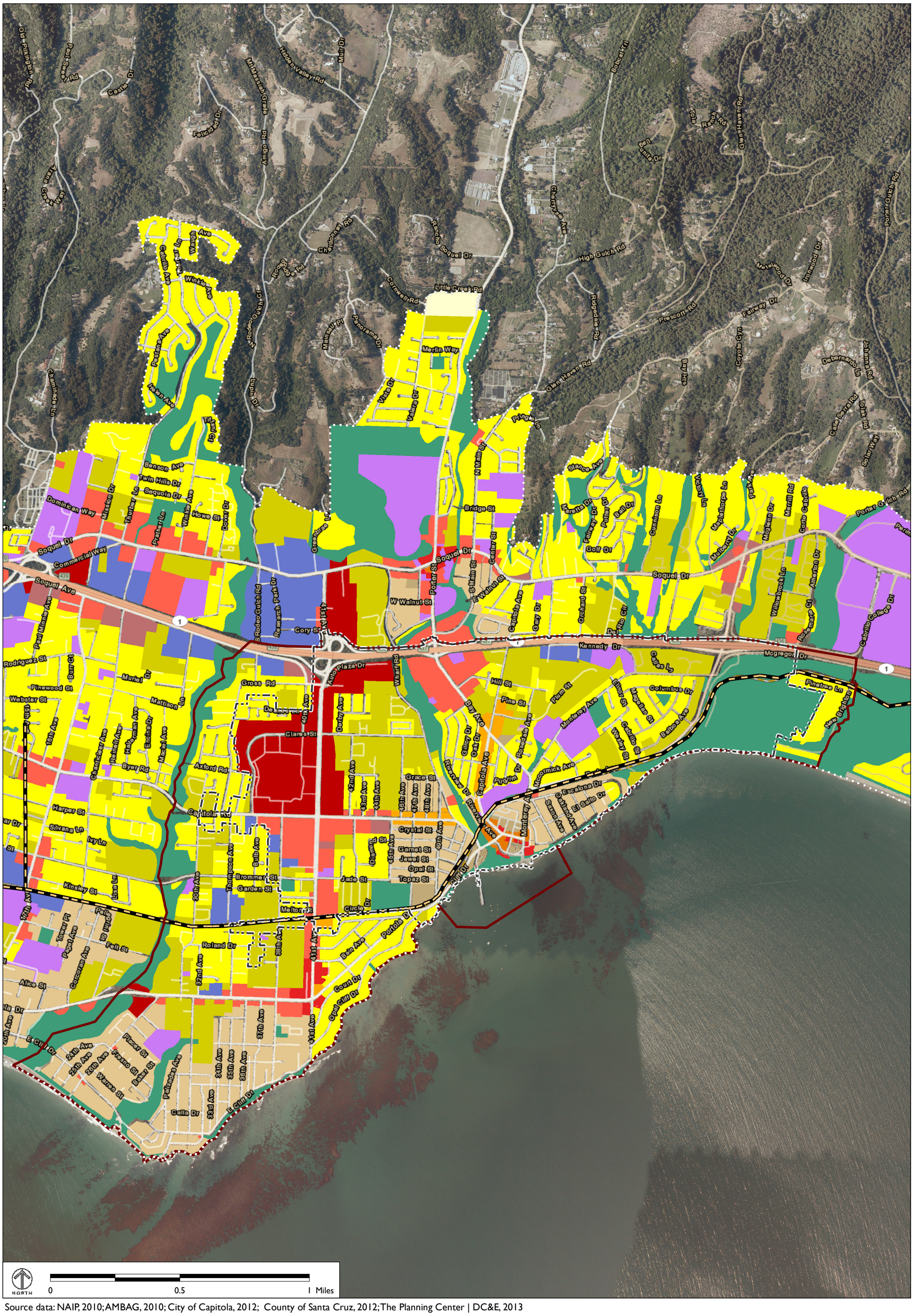
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential
- NU-4 Exurban and Rural Residential

Other

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

BOULDER CREEK AND BROOKDALE

BASE CASE SCENARIO


Soquel Dr
Soquel Ave
Commercial Way
Capitola Rd
Clares St
Bay Ave
Capitola Ave
Porter St
Center St
Main St
Walnut St
Cabrillo College Dr
Kennedy Dr
Mcgregor Dr
Auto Plaza Dr
Wharf Rd
Hill St
Pine St
Plum St
Columbus Dr
Monterey Ave
Pinetree Ln
New Brighton
Grace St
Crystal St
Garnet St
Jewel St
Opal St
Topaz St
Jade St
Cliff Dr
Escalona Dr
Seacliff Dr
Portola Dr
Circle Dr
Melrose Dr
Gross Rd
Kinsley St
Harper St
Axford Rd
Byer Rd
Cory St
Rodeo Gulch Rd
Research Park Dr
Paul Minnie Ave
Rodriguez St
Webster St
Pinewood St
Murial Dr
Mattison Ln
Chanticleer Ave
Rainelli Ave
Hallerman Ave
Encina Dr
Mastel Ave
Derby Ave
Thompson Ave
Bulb Ave
Garden St
Brommer St
Ivy Ln
Silvana Ln
Urea Ln
Felt St
Roland Dr
Alice St
Concoran Ave
Pearl Ave
Tower Pl
Polito Ct
Sam Ave
Court Dr
Opal Cliff Dr
E Cliff Dr
Pacific Ave
Sacramento Ave
Escalona Dr
Orchard Ave
Sesame Ave
Fairway Dr
Golf Dr
Gunnison Ln
Victory Ln
Maplethorpe Ln
Mulberry Dr
Meglann Dr
Merrill Rd
Corte Cabrillo
Willowbrook Ln
Rosemary Ct
American Dr
Porter Gulch Rd
Solari Way
Calle Sierra Rd
Toltec Rd
Johanna Rd
Debernardo Ln
Coventry Cyn
Bay Hts
Prescott Rd
Fairway Dr
Ironwood Dr
Meadowood Dr
High Gulch Rd
Glen Haven Rd
Ridgedale Rd
Cornwall Rd
Little Creek Rd
Rancho Soquel Dr
Chardonnay Rd
Cherryvale Ave
Bobcat Trl
Tola Ranch Rd
Glen Haven Rd
Porter Gulch Rd
Hidden Valley Rd
Muir Dr
Mt Mesa Grade
Arroyo Rd
Foxfield Dr
Castle Dr
Paul Sweet Rd
Pilkington Rd
Alma Grove Way
Chaminade Ln
Rodeo Gulch Cir
Lupine Dr
Ridge Rd
Mainsail Pl
Panorama Dr
Winkle Ave
Walnut Ave
Capitola Ave
Foster Ave
Helen Ave
Tuscan Ct
Benson Ave
Twin Hills Dr
Sequoia Dr
Thurber Ln
Prather Ln
Dominican Way
Mission Dr
Howe St
Dover Dr
Greenburg Ln
Vista Dr
Valera Dr
Merlin Way
Pilgrim Ln
N Main St
Bridge St
Riverview Dr
Capitola Ave
Pilgrim Dr
Gilroy Dr
Oak Dr
Riverview Ave
Macormick Ave
Wesley St
Capitola St
Balboa Ave
Monterey Ave
Sesame Ave
Escalona Dr
El Salto Dr
Orchard Ave
Sesame Ave
Calle La
Calle L
Pinetree Ln
Columbus Dr
Magellan St
Elinor St
Cabrillo St
Wesley St
Balboa Ave
Monterey Ave
Riverview Dr
Capitola Ave
Pilgrim Dr
Macormick Ave
Grace St
42nd Ave
43rd Ave
44th Ave
45th Ave
47th Ave
48th Ave
49th Ave
Diamond St
Crystal St
Garnet St
Jewel St
Opal St
Topaz St
Jade St
Cliff Dr
Escalona Dr
El Salto Dr
Orchard Ave
Sesame Ave
Monterey Ave
Macormick Ave
Riverview Ave
Riverview Dr
Capitola Ave
Pilgrim Dr
Gilroy Dr
Oak Dr
Bay Ave
Derby Ave
Darwin Dr
Del Mar Ave
40th Ave
Gross Rd
Auto Plaza Dr
Wharf Rd
Hill St
Pine St
Plum St
Columbus Dr
Monterey Ave
Pinetree Ln
New Brighton
Grace St
Crystal St
Garnet St
Jewel St
Opal St
Topaz St
Jade St
Cliff Dr
Escalona Dr
El Salto Dr
Orchard Ave
Sesame Ave
Monterey Ave
Macormick Ave
Riverview Ave
Riverview Dr
Capitola Ave
Pilgrim Dr
Gilroy Dr
Oak Dr
Bay Ave
Derby Ave
Del Mar Ave
40th Ave
Clares St
Gross Rd
Auto Plaza Dr
Wharf Rd
Kennedy Dr
Mcgregor Dr
Soquel Dr
Soquel Ave
Commercial Way
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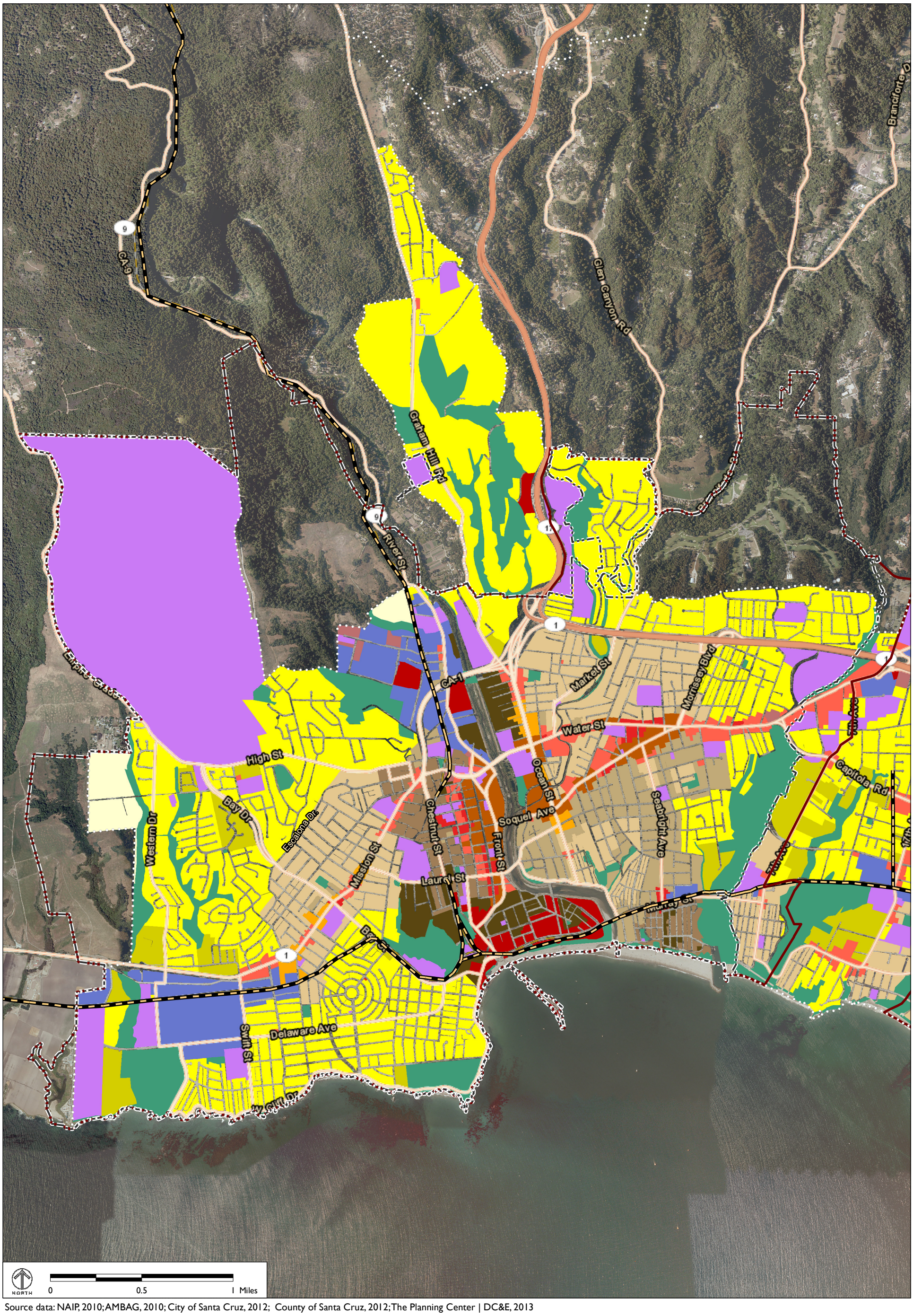
Center St
Main St
Walnut St
Cabrillo College Dr
Kennedy Dr
Mcgregor Dr



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

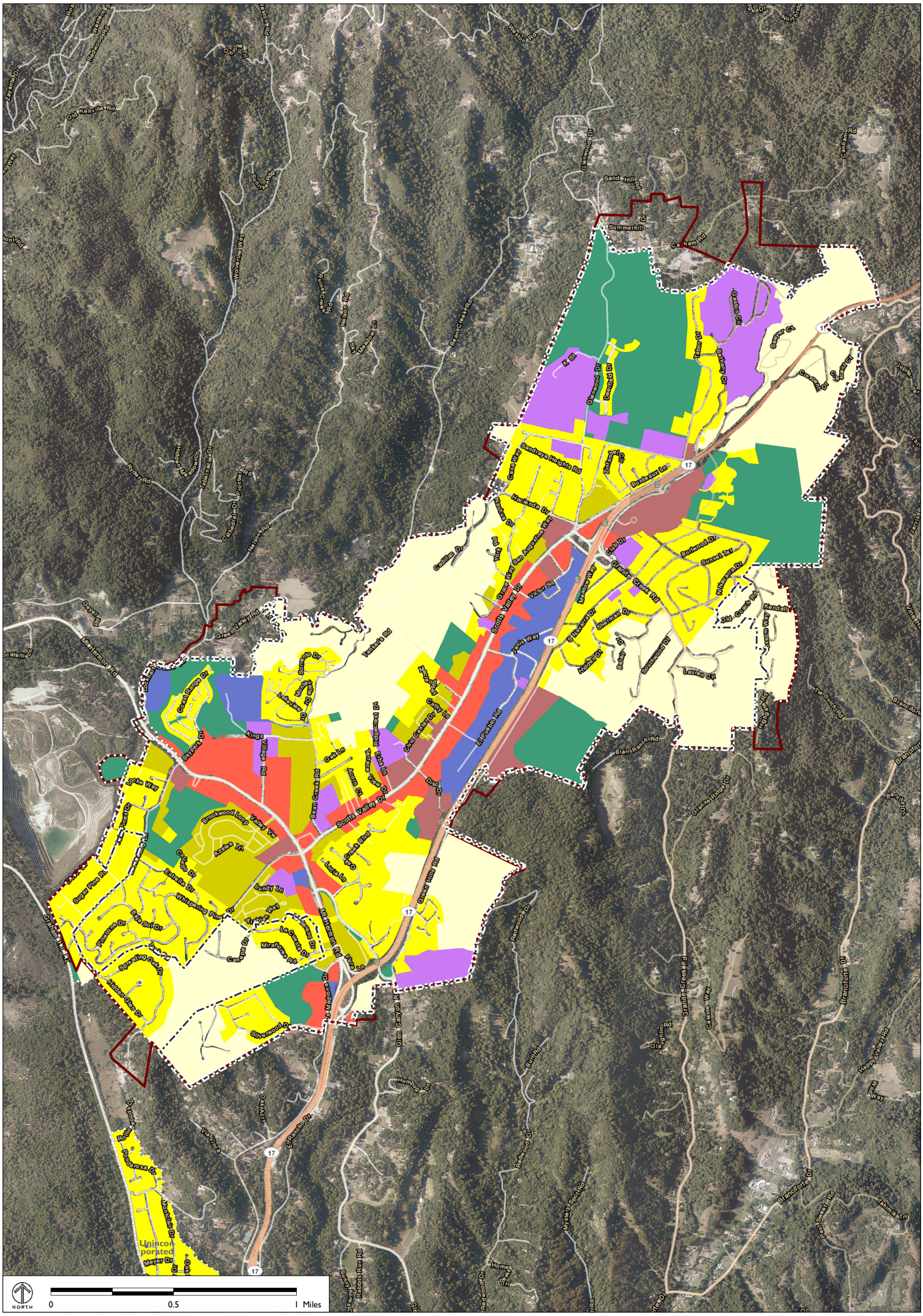
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

*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 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

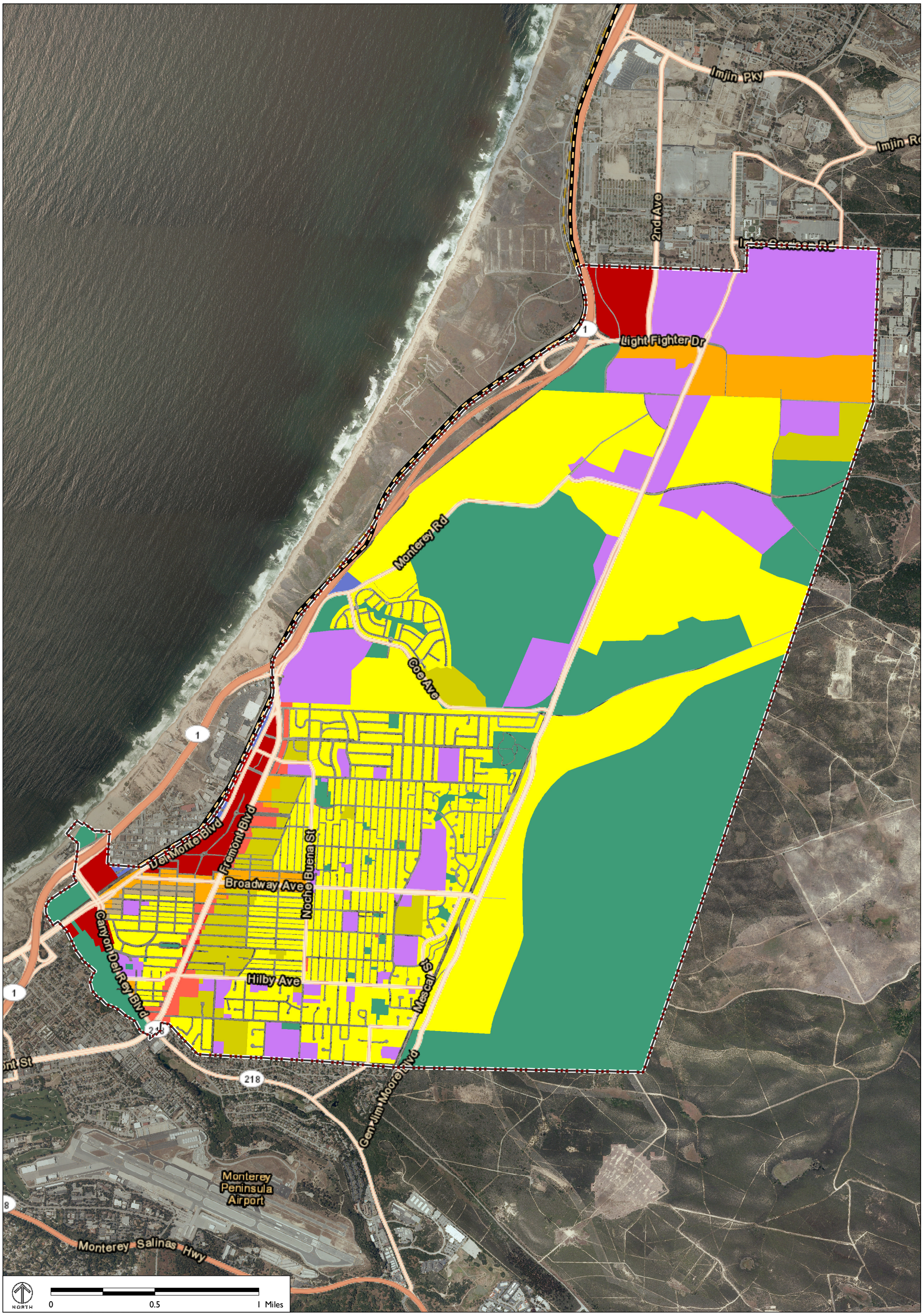
Sphere of Influence

City Limits

Urban Service Boundary

SCOTTS VALLEY

BASE CASE SCENARIO INCLUDES SURROUNDING UNINCORPORATED URBAN AREAS



Source data: NAIP, 2010; AMBAG, 2010; City of 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

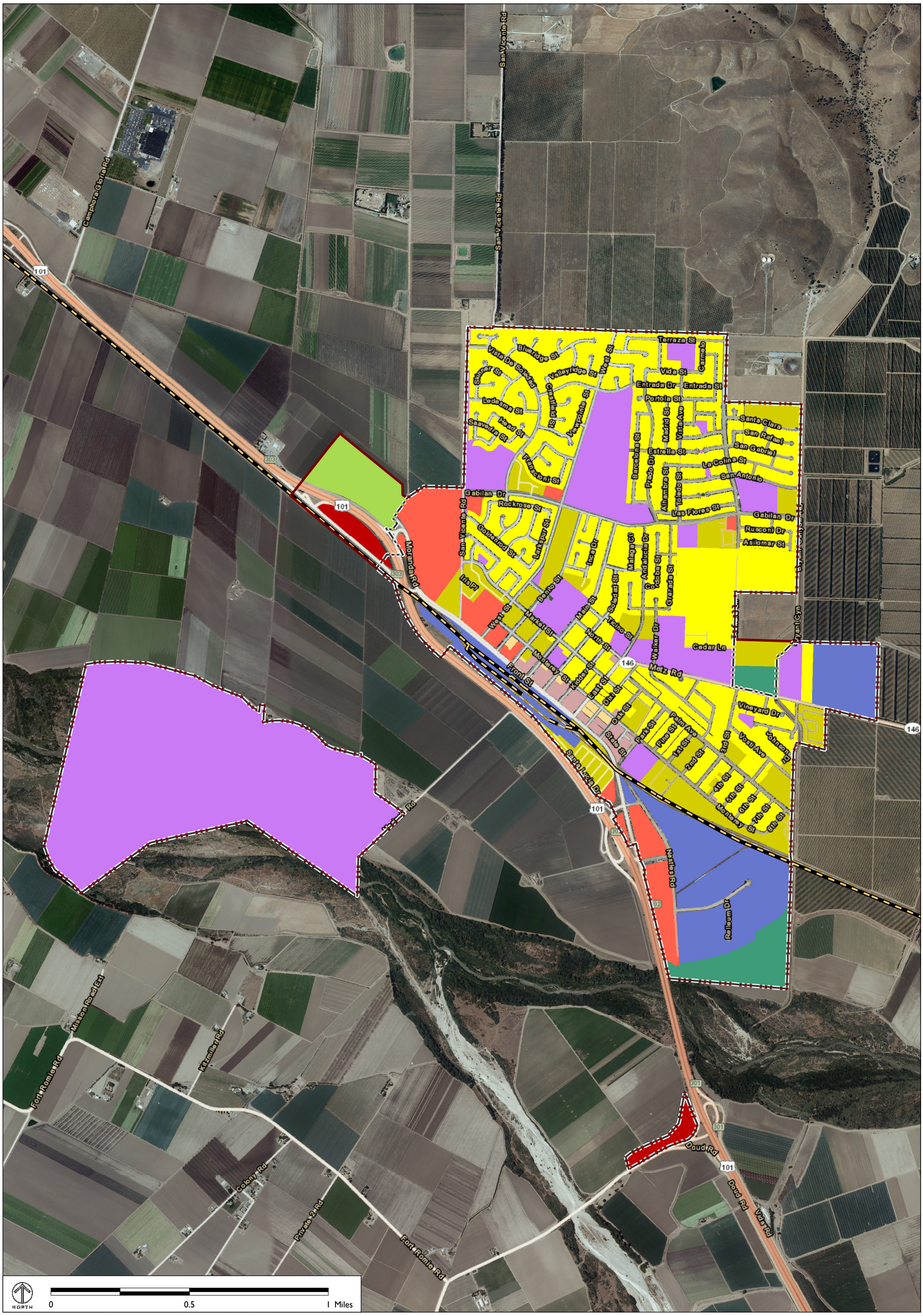
Other

- 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 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

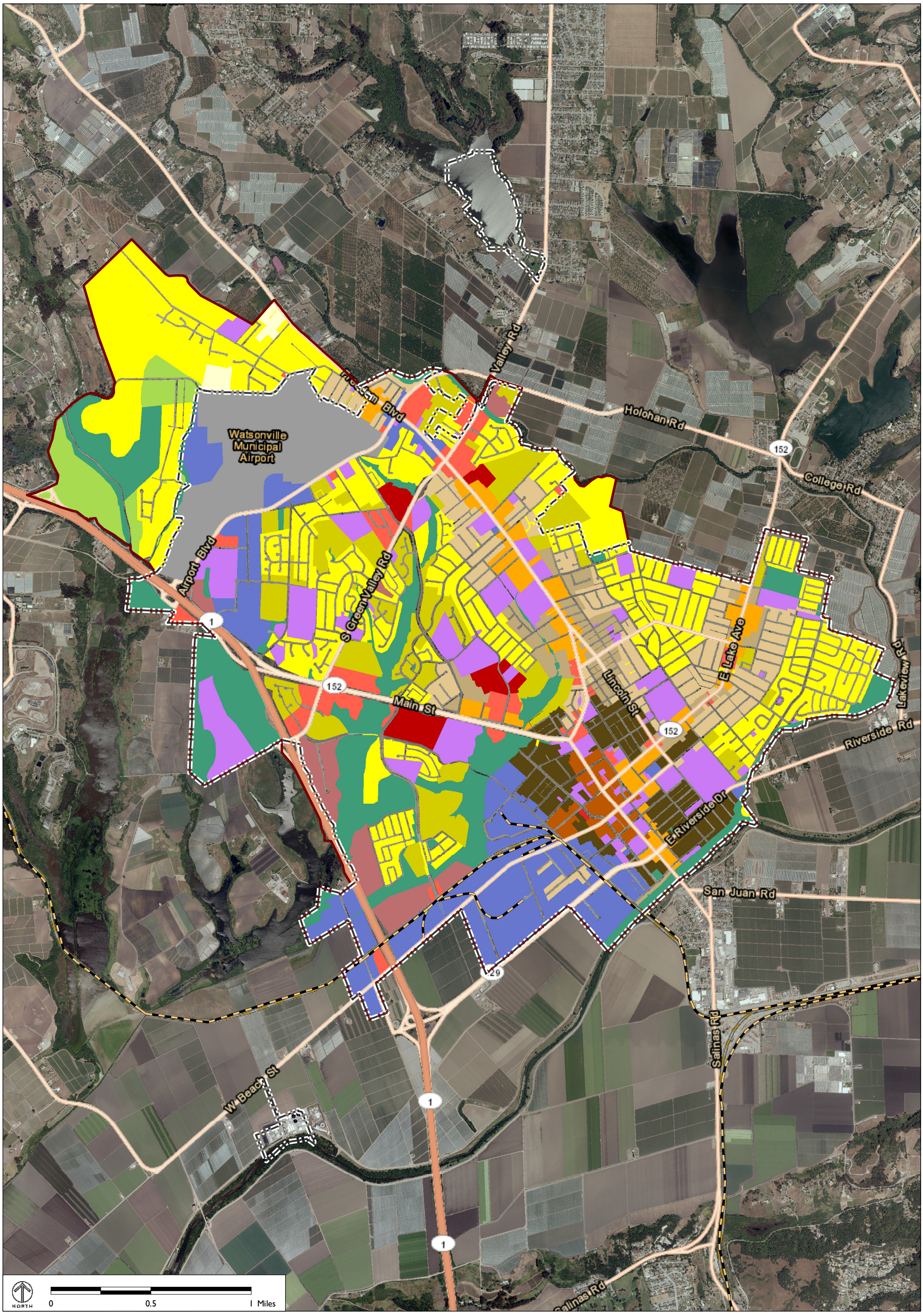
City Limits

Sphere of Influence

Railroads

SOLEDAD

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of 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

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

APPENDIX B

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

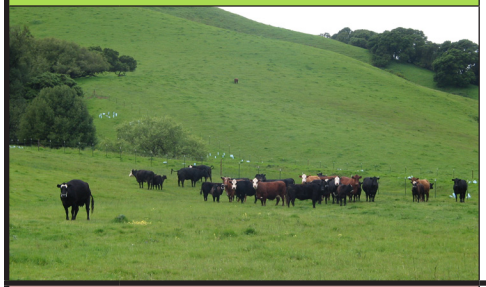
S-3 Neighborhood Commercial 	Low Intensity (FAR less than 0.5)	Stand-alone retail buildings, strip malls, local-serving big-box stores, and smaller-scale offices or office parks. Usually one story buildings occupying low proportion of total lot area; offices in some instances are multi-story. Typically 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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AMBAG Smart Growth Development Strategies

Monterey Penninsula Building Footprints

Attributed Data per Building

- Average Building Height (ft)
- Average Building Elevation (ft)
- Perimeter Length (ft)
- Building Area (ft^2)

Monterey Bay

Pacific Ocean

Marina
MARINA MUNI AIRPORT
Sand City
Seaside
Pacific Grove
Del Rey Oaks
MONTEREY PENINSULA AIRPORT
Monterey
Carmel
Del Monte Blvd
Beach Rd
Reservation Rd
Blanco Rd
South Rd
Del Monte Ave
Fremont St
Hilby Ave
Kimball Ave
Plumas Ave
San Pablo Ave
Broadway Ave
Franklin St
Lighthouse Ave
Central Ave
Forest Ave
Prescott Ave
Congress Ave
David Ave
Sunset Dr
Skyline Dr
Lopez Rd
Aguajito Rd
Carmel Valley Rd
Scenic Rd
San Carlos St
Ocean View Blvd
Canyon Del Rey
Garden Rd
Munras Ave
Del Monte Ave
Casa Verde Way
Los Arboles Ave
Work Rd
Carpenter St
Via Mazatlan
Jacks Peak Park
Rio Grande
Rio Canyon Rd
Josselyn Canyon Rd
Laguna Grande
Del Monte Lake
Roberts Lake
Laguna Seca Recreation Area
1
68
218

0 1.25 2.5 5 Miles

N

PLANNING EXCELLENCE
AMBAG
Association of Monterey Bay Area Governments

Building Footprints

- Railroad
- Public Airport
- Highway
- Major Road
- County Boundaries
- Census Designated Places
- Sphere of Influence
- City Boundaries
- Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:

Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

Salinas City Building Footprints

Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)

Espinosa Rd
Russell Rd
San Juan Grade Rd
Old Stage Rd
Rogge Rd
Boronda Rd
Davis Rd
Alvin Dr
Navajo Dr
Chaparral St
Iris Dr
Williams St
Sherwood Dr
Laurel Dr
Williams Rd
Old Stage Rd
Market St
Central Ave
Main St
Clay St
John St
Work St
Monte Ave
Hardin Rd
Blanco Rd
Acacia St
Ambrose Dr
Davis Rd
San Miguel Ave
Romie Ln
Sanborn Rd
Blanco Rd
Abbott St
Fairview Blvd
Alisal Rd
Old Stage Rd
Harkins Rd
Hartnell Rd
Reservation Rd
Salinas
SALINAS MUNI AIRPORT
101
183
68

0 1 2 4 Miles

N

Building Footprints

Railroad
Public Airport
Highway
Major Road
County Boundaries
Census Designated Places
Sphere of Influence
City Boundaries
Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:

Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

Salinas Valley Building Footprints

Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)

Gonzales

Soledad

Greenfield

King City

MESA DEL REY AIRPORT

Old Stage Rd

Gonzales River Rd

Alisal

River Rd

Fort Romie Rd

Foothill Rd

Paraiso Springs Rd

Metz Rd

Coalinga Rd

King City Rd

Thorne Rd

El Camino Real

Elm Ave

Central Ave

Carmel Valley Rd

Arroyo Seco Rd

Spreckels Rd

Bitterwater Rd

Mesa Verde Rd

Polor Rd

101

146

25

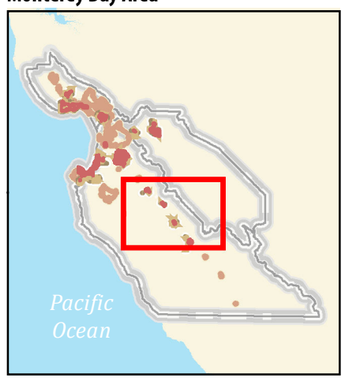
0 2.5 5 10 Miles

N

Building Footprints

Railroad
Public Airport
Highway
Major Road
County Boundaries
Census Designated Places
Sphere of Influence
City Boundaries
Parks

Monterey Bay Area



Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:
Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

San Benito Building Footprints

Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)

Zier Lake Rd
Shore Rd
Fairview Rd
Bolsa Rd
Fallon Rd
HOLLISTER MUNI AIRPORT
San Felipe Rd
San Juan Hwy
San Justo Rd
San Juan Bautista
4th St
5th St
Powell St
Hillcrest Rd
Santa Ana Rd
Sunnyslope Rd
Union Rd
Hollister
Fairview Rd
Southside Rd
Crazy Horse Canyon Rd
San Juan Grade Rd
Cienega Rd
101
156
25

0 1.25 2.5 5 Miles

N

PLANNING EXCELLENCE
AMBAG
Association of Monterey Bay Area Governments

Building Footprints

- Railroad
- Public Airport
- Highway
- Major Road
- County Boundaries
- Census Designated Places
- Sphere of Influence
- City Boundaries
- Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:

Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

Santa Cruz Region Building Footprints

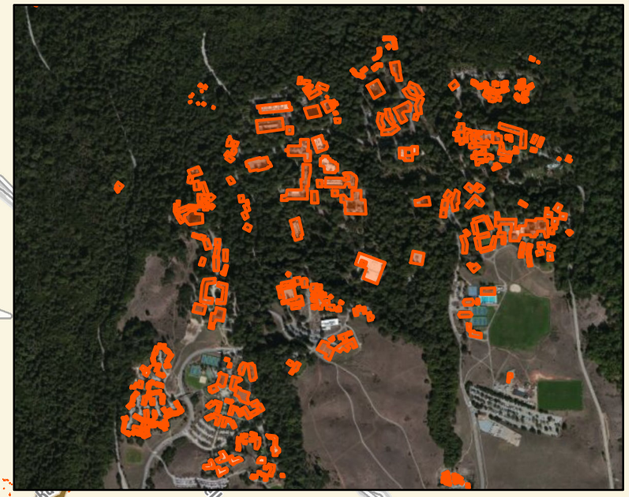
Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)



Scotts Valley
Santa Cruz
Capitola
Watsonville
Monterey Bay
WATSONVILLE MUNI AIRPORT
WATSONVILLE COMMUNITY HOSPITAL HELIPORT
Pacific Ocean

Association of Monterey Bay Area Governments

Building Footprints

- Railroad
- Public Airport
- Highway
- Major Road
- County Boundaries
- Census Designated Places
- Sphere of influence
- City Boundaries
- Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

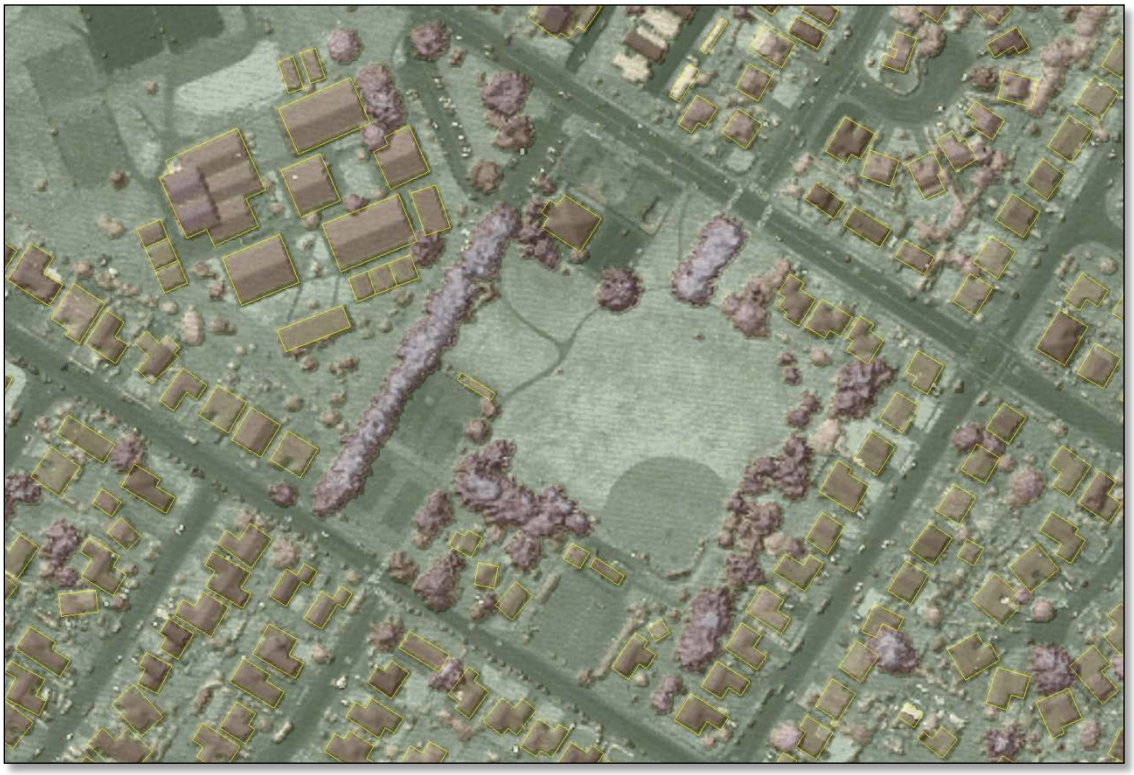
Data Sources:
Association of Monterey Bay Area Governments

0 2.5 5 10 Miles

N

AMBAG LiDAR Building Extraction Technical Documentation

Data Description and Workflow



August 2012

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Disclaimer and Data Agreement ..... **Error! Bookmark not defined.**

Introduction

In 2011-2012 AMBAG conducted an inventory of existing Smart Growth Development Strategies for the Monterey Bay Area, and was investigated the feasibility of developing new strategies. An updated and comprehensive database of building footprints within the Monterey Bay area was identified as data needed to assist AMBAG planners in implementing GIS-based analyses of redevelopment potential. The recently acquired 2010 ARRA airborne LiDAR data was used in conjunction with ESRI ArcGIS 10 and QCoherent's LP360 Extractor module to provide building footprint and height attributes within selected regions in the Monterey Bay area.

Project Extent

A study area encompassing the developed areas of Santa Cruz, San Benito and Monterey Counties was selected for processing. This area included 104 first-priority LiDAR data tiles, which received thorough feature editing and review, and 47 second-priority tiles, for which only initial extraction was performed. Areas processed for building footprint extraction are shown in Figure 1 below.

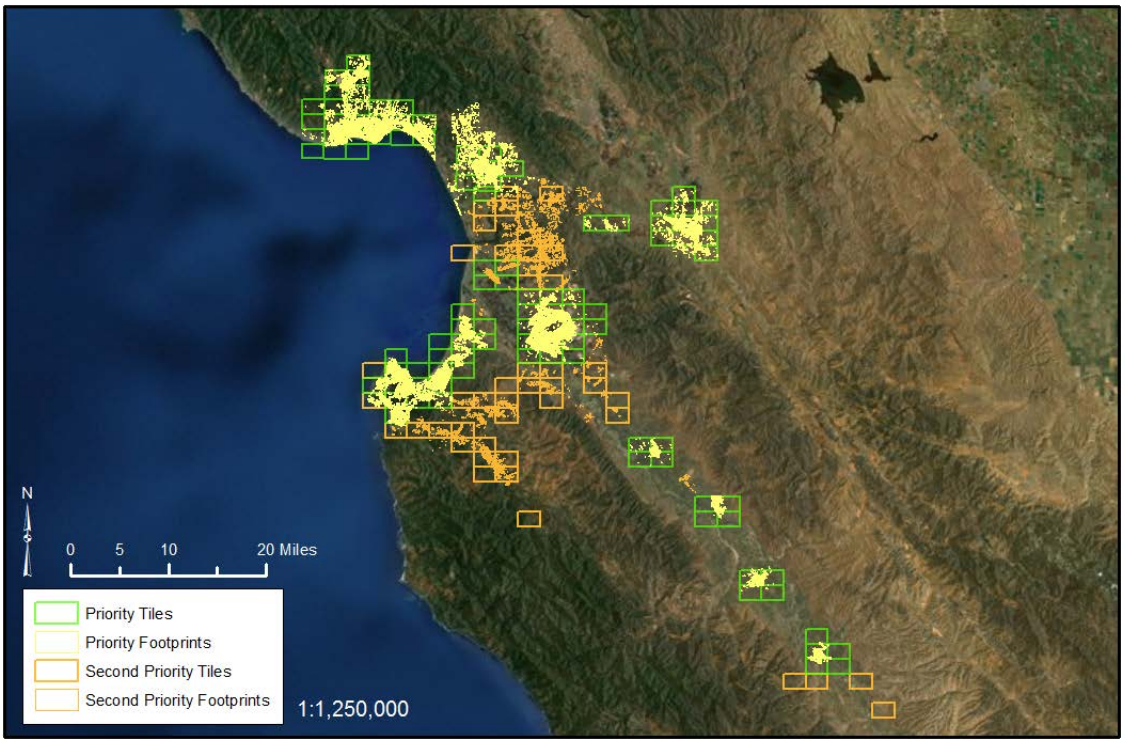


Figure 1. Project extent including first and second priority areas.

Project Deliverables

Building Footprint Shapefiles

Building footprints stored in polygon shapefile format were the primary deliverable for this project. The priority areas of Santa Cruz and Watsonville were retained as separate shapefiles. For these areas, building footprint geometry and some attributes previously existed. In this project, height attributes were added to existing building features in the Santa Cruz and Watsonville shapefiles, and other existing attributes were retained. Newly constructed building features apparent in the 2010 LiDAR dataset were also added to the dataset. In addition, readily apparent discrepancies in building area or position, or major modifications to existing structures were updated to reflect the conditions shown in 2010 LiDAR reference data.

For Monterey and San Benito counties, newly extracted building features are grouped into a single shapefile, with an attribute to designate the groupings by community. Organization of the shapefile layers is illustrated below in Figure 2.

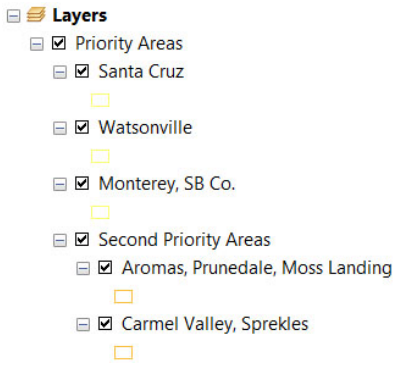
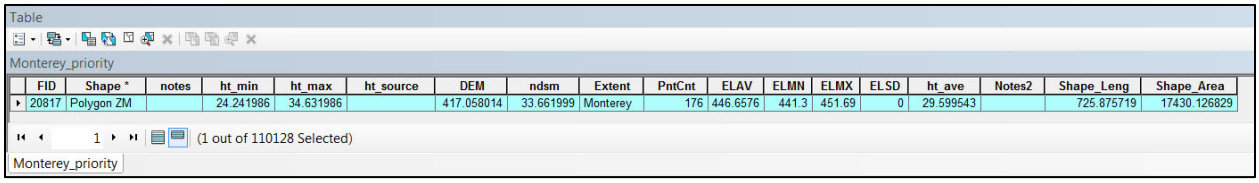


Figure 2. Delivered building footprint shapefiles.

Definition of attributes for the building footprint shapefiles is presented in Table 2 below, with an example feature selected and shown in Figure 3.



Table

Monterey_priority

FID	Shape *	notes	ht_min	ht_max	ht_source	DEM	ndsm	Extent	PntCnt	ELAV	ELMN	ELMX	ELSD	ht_ave	Notes2	Shape_Leng	Shape_Area
20817	Polygon ZM		24.241986	34.631986		417.058014	33.661999	Monterey	176	446.6576	441.3	451.69	0	29.599543		725.875719	17430.126829

1 (1 out of 110128 Selected)

Monterey_priority

Figure 3. Attribute table values for example building feature.

Table 1. Building footprint attribute table description (all units are ft.).

notes	50 char. text field used for feature comments
ht_min	Minimum height derived as [Minimum LiDAR point elevation - DEM ground elevation]
ht_max	Maximum height derived as [Maximum LiDAR point elevation - DEM ground elevation]
ht_source	10 char. text field used to indicate which elevation source was used to record building height
DEM	DEM ground elevation for a representative point within each building feature
ndsm	Alternate building height derived from the nDSM layer, like above, sampling from a representative point within each building feature
Extent	25 char. text field describing the community/region or collection of tiles that the feature was processed within
pntCnt	number of LiDAR points classified as 'Building' within the feature polygon
ELAV	Average elevation of LiDAR points classified as 'Building' within the feature polygon
ELMN	Minimum elevation of LiDAR points classified as 'Building' within the feature polygon
ELMX	Maximum elevation of LiDAR points classified as 'Building' within the feature polygon
ELSD	Standard Deviation of elevation of LiDAR points classified as 'Building' within the feature polygon
ht_ave	Used as the primary building height field. In most cases, this is value is calculated as: [ELAV – DEM]. In other cases, this value is entered from the nDSM field. Those cases are noted as 'nDSM' in the ht_source' field.
Notes2	50 char. text field used for additional feature comments, specifically identifying footprints that had overlap with adjacent features.
Shape_Leng	ArcGIS length field
Shape_Area	Feature area calculated in $ft.^2$

LiDAR Baselayers

Associated deliverables for this project include a set of gridded LiDAR baselayers useful for both measurement and display with the building footprint polygons. A separate set of baselayers was developed for each processed region (Monterey, Salinas, Hollister, Santa Cruz, etc.). LiDAR grid layers include are presented in Table 1 below.

Table 2. LiDAR grid baselayers.

DEM	Digital Elevation Model. 10 ft. resolution bare-earth elevations as delivered by the original LiDAR vendor
DSM	Digital Surface Model. 1 m resolution grid of LIDAR first-return elevations
nDSM	Normalized Digital Surface Model. 1 m resolution grid of LiDAR heights from the ground surface. Calculated as [DSM-DEM]
Intensity	LiDAR intensity image. 1 m resolution grayscale image of LiDAR first-return intensity
DSM Hillshade	DSM hillshade used to visualize the DSM surface.

Figure 4. LiDAR baselayers (nDSM, Intensity, and DSM hillshade) blended for display.

Classified LAS Tiles

A final deliverable for this project includes the LAS tiles with LiDAR points classified as 'Building' (ASPRS LAS classification code: 6). This classified LAS data is an intermediate step in the building extraction process, but the data in this format may be useful for future efforts. As an intermediate product, the classified LAS data is not intended to be a 'cleaned' layer identifying buildings. In many cases trees, bridges and other non-building features are present in the 'Building' class. In addition, many true buildings are not represented at this stage of the processing.

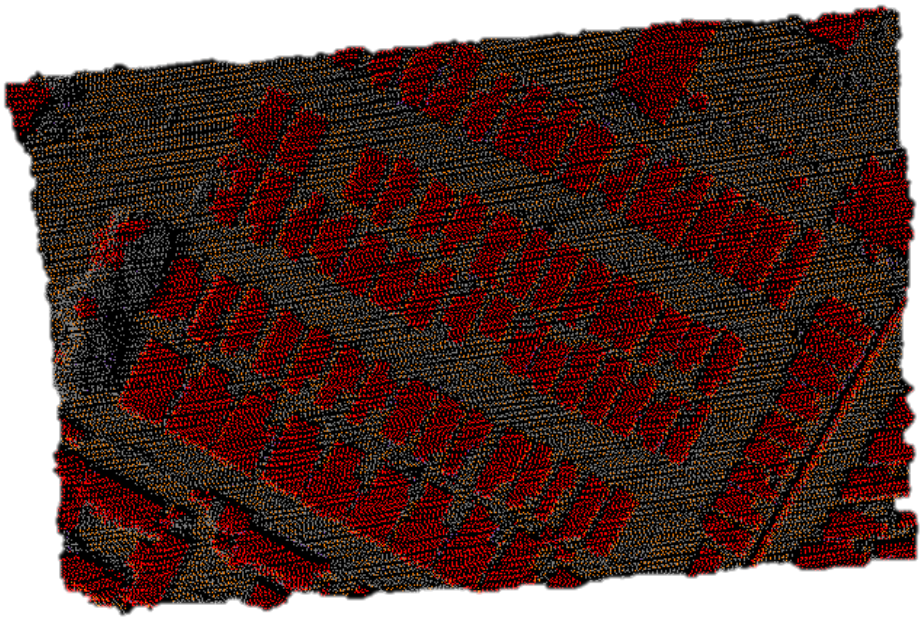


Figure 5. LiDAR point data with building points (Class 6) shown in red.

Workflow Description

The overall workflow for building extraction is summarized with the following steps, and expanded in further detail below. This workflow was conducted for each major developed area identified as a priority area within the LiDAR extent of Santa Cruz, Monterey and San Benito counties.

1. Tile Selection and Data Preparation
2. Building Feature Extraction in LP360
3. Polygon Editing and Review in ArcGIS
4. LiDAR Height Calculation and Attribution
5. Merge Datasets and Final Review in ArcGIS

1. Tile Selection and Data Preparation

LiDAR data tiles for priority areas were first grouped into regions to be processed; examples below show Santa Cruz, Monterey, Salinas, Hollister, San Juan Bautista, and communities along the Salinas Valley.

Figure 6. LiDAR tiles grouped for processing.

1. Construct LiDAR Base Layers

   Data tiles from each of these areas were grouped to generate gridded LiDAR base layers.

   a. DEM; the original 10 ft. resolution DEM tiles were mosaicked into a seamless DEM.
   b. DSM; using LP360, LiDAR first-returns were exported as a 1 m elevation grid.
   c. Intensity; as above, LiDAR first-returns were exported as a 1 m grayscale grid.
      i. Note, when exporting DSM and Intensity data; spurious high-elevation returns were often present along the edges of flighlines, or due to obstructions such as clouds, birds, or other instrument errors. Results were better when export data was filtered by a maximum elevation threshold. The elevation threshold was

determined interactively in LP360, selecting an elevation slightly higher than the highest terrain or surface feature in the tile set.

d. DSM Hillshade produced in ArcGIS
e. nDSM; Using the Raster Calculator in ArcGIS, the DSM – DEM layer produced the normalized Digital Surface Model layer, reporting surface height from the ground.
f. Layers were ordered and symbolized do display with an effective and standardized style for visualization.

2. Evaluate parcel data, create processing extent polygon.
   In the LP360 building extraction process, polygons such as parcels can be used to bound the processing extent. Parcel data can also be an effective way to create 'breaklines' between adjacent buildings, which should be extracted as separate buildings. Unfortunately, the parcel layer is often not correctly georeferenced relative to LiDAR building features or other GIS data.
   a. If needed, the parcel layer was edited by shifting parcels to correctly bound building features in the LIDAR data.
   b. The parcel layer was also edited by adding or removing parcel lines to correctly bound buildings.
   c. Often, simple, coarse polygons were used to define the processing extent, instead of attempting manipulate the parcel layer.

2. Building Feature Extraction in LP360

Qcoherent LP360 software was operated as a plug-in extension to ArcGIS 10 to perform LAS file viewing and feature extraction. In LP360, building feature extraction is performed in a two-stage process. First, the 'Building Filter' evaluates point spacing and elevation characteristics (height, planarity) to classify points as 'Building', and excluding other above ground features such as trees, utility poles, etc. Next, 'Building Extractor' attempts to group, the classified points into the appropriate features, and then square these features into rectangular building footprints.

1. With the Qcoherent plug-in to ArcGIS, LiDAR point data was be viewed with other GIS layer to locate a representative scene. The Extractor Preview window of LP360 was used to visualize the classification settings over the small representative area.
   a. Adjust '**Building Filter**' Settings.
   b. Adjust '**Building Extractor**' Settings
2. Test the selected settings at various 'representative areas'
   a. Adjust for the settings that provide the best overall results over the given processing extent. The type and spacing of buildings, presence of trees and other factors may change across the scene, but the selected settings need to be reasonably effective across these changes.
3. Apply Filter and Extractor to Selected LAS tiles.

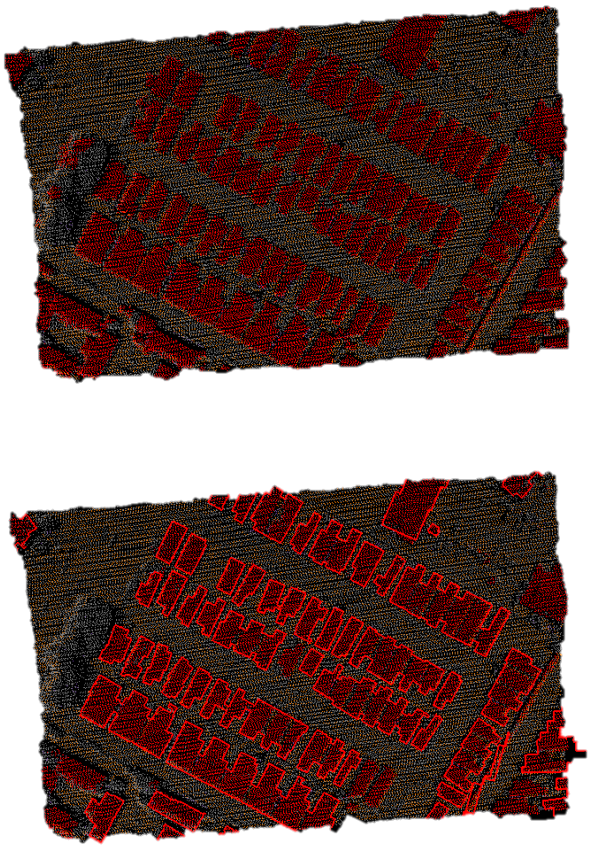


Figure 7. LiDAR point cloud classified using Building Filter (above) and Vectorized using Building Extractor (below). Note the example below shows the difficulty where buildings points are correctly Classified (Step 1), but incorrectly grouped (Step 2). Adjusted settings, inclusion of correct parcel boundaries, or ultimately, manual feature editing were used to improve the final feature output.

3. Polygon Edits in ArcGIS

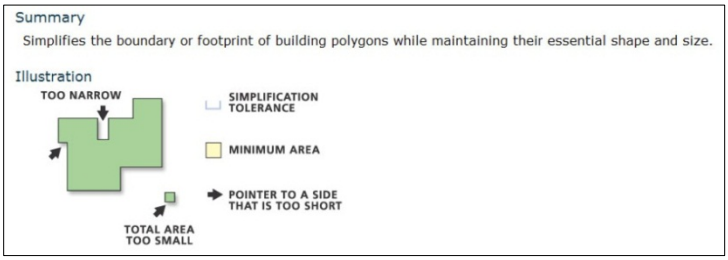
Following initial extraction, extensive review and polygon editing was required to ensure proper building geometry, position and representation. The effectiveness of building extraction varied depending on building size, density and complexity; but was also affected by tree cover, LIDAR data density and other factors. In general, the level of manual intervention varied, but all areas required careful visual inspection.

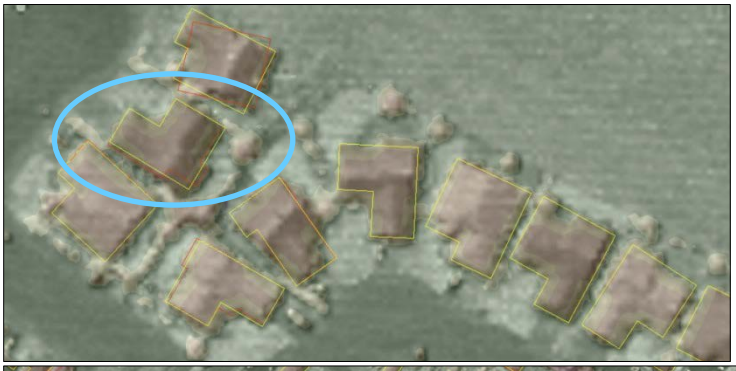
1. Building simplification, manual editing and review of building features was conducted in ArcGIS 10.
    a. The ArcGIS Simplify Building tool (tolerance = 8 ft.) was used to simplify building edges.
    b. ArcGIS Editing was used to split adjacent features that should be separate
    c. Merge features that were incorrectly split by parcel lines
    d. Rotate features to match true position
    e. Trim features to exclude extraneous area (adjacent trees, adjacent structures (sheds, RVs).

i. The scene below contains examples of these types of edits.
ii. Features in Red result from the Squaring, and Simplify Building steps
iii. Features in Yellow represent Manual Edits.

f. Digitize features not captured in the initial extraction
   i. Set digitizing mode to Rectangle

g. At all times when possible, digitize and perform edits using the Parallel and Perpendicular editing tools in ArcGIS to maintain features with right-angles.





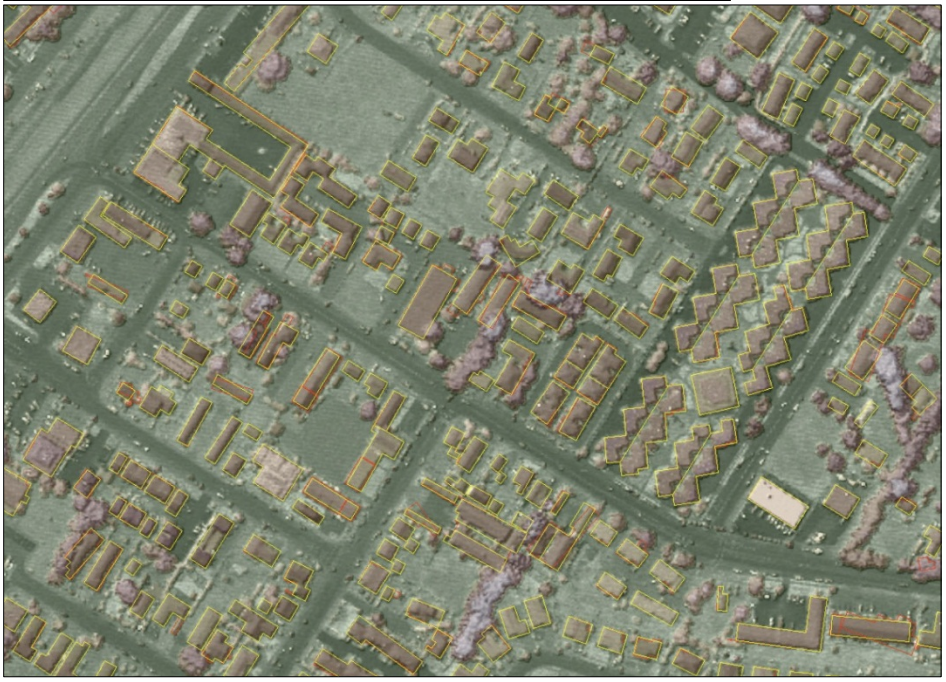


Figure 8. Initial extraction (red) and edited polygons (yellow).

4. LiDAR Height Calculation and Attribution

Once the building footprint polygons have been finalized, they are used again in LP360 to summarize LiDAR elevations within the extent of each polygon feature.

1. LP360 Point Statistics tool was used to summarize the elevation Mean, Min, Max, and StDev for the points classified as 'Building' within each footprint. These attributes are stored in the polygon shapefile attribute table.
2. LP360 does not determine building height directly, this must be calculated with a supplied ground surface elevation for each building.
    a. In ArcGIS, the Feature to Point tool was used to create a single point at a 'representative location', within each polygon.
    b. Extract Value to point was used to extract the DEM ground surface elevation at this point.
    c. A Spatial Join was used to add this ground surface elevation to the building feature attribute table
    d. Finally the building height fields (ht_min, ht_max, ht_ave) were created and calculated as ELMN – DEM, ELMX – DEM, and ELAV – DEM, respectively within the attribute table.
    e. ELSD, the standard deviation of elevation values within a feature and the PntCnt, the number of classified points within a feature were also exported from the LP360 Point Statistics tool.
        i. These offer additional information about the building feature and point data used in generating building height. For example, a feature with a high ELSD is likely to have a complex roof, or contain portions with with distinctly different roof elevations.
        ii. Note due to processing limitations, the classified point data for the Monterey Extent was thinned to a 3m spacing to facilitate Point Statistics processing in ArcGIS. This reduced the number of points available to calculate feature heights relative to other processed areas.

3. Omissions and other height errors were identified and required alternate workflows supply reasonable building feature heights. Several cases were encountered:
    a. If a building polygon was digitized, but no LiDAR points had been classified as 'Building', no appropriate height was given from the method above.
        i. In many cases, buildings were not correctly classified, but appropriate rooftop heights were still obtained by extracting the height value from the nDSM layer.
        ii. If no appropriate height could be obtained from the nDSM layer, feature heights had to be estimated manually (a relatively small number of cases).

Figure 9. LiDAR data 'drop-out' due to low-intensity returns not reflecting from dark rooftop materials. Feature was manually digitized, and height estimated from the height of nearby features.

5. Merge Datasets and Final Review

Building features from each processing area were merged into the final, consolidated shapefiles to ensure consistent attributes, updated area calculation, and correct topology. Any duplicate features were removed using the Delete Identical tool in ArcGIS. Areas of adjacent building overlap were identified and eliminated. A thorough process of visual inspection, review and editing was conducted throughout the project extent to identify and correct building feature geometry and height. However, due to the large project extent, variations in LiDAR data quality, and scene complexity, there are variations in the success and accuracy of extracted building footprints. Additional review and inspection of this dataset are warranted to ensure suitability for use in further applications. A list of known issues and corrective actions are presented in Table 3 below. These are presented to indicate the type of errors present within the dataset, which can only be detected through extensive review efforts.

Table 3. Known issues and corrective measures for errors encountered in the building footprint dataset.

	Issue	**Correction**
1	LiDAR dropout, missed building	Manual digitizing feature from imagery, estimate height
2	Split adjacent buildings	Manual edit to split features, re-calculate areas and heights
3	Missed building	Manual digitizing to create feature
4	Split joined buildings that have different heights	Split feature and re-calculate areas and heights
5	Tree or other feature as building	Delete feature
6	Merge adjacent building parts	Manual edit to merge features, re-calculate area
7	Poor geometry, underestimated area	Manual editing to re-draw geometry, re-calculate area
8	Poor DEM elevation, overestimated building height	Estimate true ground elevation or building height

DATA AGREEMENT OF
NAME

FOR THE DELIVERY OF BUILDING FOOTPRINTS

As of **DATE**, the **NAME** agrees as follows:

WHEREAS, the **NAME** requests digital building footprint data derived from LiDAR data from AMBAG; and

WHEREAS, the AMBAG maintains the data as part of its Geographic Information System for transportation planning and management purposes; and

WHEREAS, the AMBAG agrees to supply such digital data in the format requested by **NAME**;

NOW THEREFORE, the **NAME** agrees as follows:

1. The AMBAG shall supply digital data identified below, which is hereby incorporated into this Agreement as if fully set forth herein.
    - *Building footprint data extracted from LiDAR coverage for Santa Cruz, San Benito and Monterey Counties.*
2. AMBAG disclaims any responsibility for the accuracy or correctness of the data. THERE ARE NO WARRANTIES WHATSOEVER AND IN PARTICULAR NO WARRANTIES OF MERCHANTABILITY, FITNESS FOR PARTICULAR PURPOSE AND/OR ANY OTHER TYPE WHETHER EXPRESS OR IMPLIED. In no event shall the AMBAG become liable to the **NAME**, or any other party, for any loss or damages, consequential or otherwise, including but not limited to time, money, or goodwill, arising for the use, operation or modification of the data by **NAME** or its CONTRACTORS. **NAME** and its CONTRACTORS further agrees to indemnify, defend, and hold harmless the AMBAG for any and all liability of any nature arising out of or resulting from the lack of accuracy or correctness of the data, or the use of the data by **NAME** or its CONTRACTORS.
3. The **NAME** agrees to use the data solely for **PROJECT NAME** and shall not share, sell or otherwise transfer said data to others for any use beyond such projects.
4. The **NAME** shall acknowledge AMBAG GIS as a source when these data are used in the preparation of reports, papers, publications, maps, and other products.
5. To assist AMBAG in the maintenance of the data, **NAME** agrees to provide AMBAG with any information concerning errors or discrepancies found in using the data.
6. In using the data, **NAME** recognizes that these data are generalized and were created for use in transportation and land use planning and management projects.
7. The **NAME** acknowledges that they have received the technical documentation describing the methods for extracting this data and limitations of the data.

NAME ACKNOWLEDGES THAT IT HAS READ THIS AGREEMENT AND UNDERSTANDS IT, AND THAT BY ENTERING INTO THE AGREEMENT, USER AGREES TO BE BOUND BY THE TERMS AND CONDITIONS HEREOF. **NAME** FURTHER AGREES THAT, EXCEPT FOR SEPARATE WRITTEN AGREEMENTS BETWEEN AMBAG AND USER, THIS AGREEMENT IS THE COMPLETE AND EXCLUSIVE STATEMENT OF THE RIGHTS AND LIABILITIES OF THE PARTIES.

Name: _____

Title: _____

Phone: _____

Technical Documentation for Development Potential Analysis

The following explains the data gathering process as well as the methodology used for the Smart Growth Development project.

Methodology:

1. Data Sources: County Assessor Data from each County, General Plan Documents for each jurisdiction, AMBAG GIS shapefiles representing General Plans, and Zoning Ordinances for each jurisdiction.

2. Field Description (see below):
    a. Residential land Uses

        1) Capacity: Includes the number of dwelling units that can be built in a particular parcel based on the maximum number of units per acre defined by the General Plan or the Zoning Ordinance. This figure is calculated regardless of the existing dwelling units.

        2) REMcapacity: Includes the actual remaining number of dwelling units that can be built in a parcel. In order to calculate the remaining capacity one must subtract the existing number of dwelling units defined by the "Land Use Code." The "Monterey County Assessor Data" excel file contains the following codes. The REMcapacity field always include a figure equal or higher than the REMcapacity_Conservative field; however, it will never have a figure higher than the Capacity field.

        3) LANDUSE1: Each of the parcels for the county of Monterey as well the cities within the county have a land use code that defines their existing number of residential units. This field is the basis for calculating the "Built_DU" field.

        4) REMcapacity_Conservative: There are residentially zoned parcels within each jurisdiction that include non-residential uses instead. This means that the existing land use is not in compliance with General Plan or the Zoning. In order to be more accurate we decided that there should be two different remaining capacity fields. The conservative remaining capacity is calculated only for those parcels that include actual residential units. Please follow these steps: First, select the parcels that are zoned as residential. Second, from the current selection, select land use codes that

start with on or two. These parcels are the ones that are zoned residential and include a residential construction as well. For these parcels the remaining capacity and the conservative remaining capacity are equal.

b. Non-Residential Land Uses

1. Capacity: Maximum Number of Stories * Total Parcel Size in square feet * Maximum Lot Coverage (percentage)

2. REMcapacity_Conservative:
First, choose parcels that are zoned as non-residential. Second, from the current selection, reselect parcels with a "LANDUSECODE1" starting with numbers five or six. According to the code these parcels contain commercial or industrial buildings. In this case the remaining capacity and the conservative remaining capacity are calculated the same method and they should be less than the general capacity. In order to calculate both remaining capacities, subtract the existing building's area in square feet from the general capacity figure.

3. Methodology and calculation criteria:

Field Name	Calculation Method	GIS formula
1) Capacity	Maximum Number of Dwelling Units per Acre * Total Parcel Size in acre	([MaxLotCoverage] * [ParcelSize_SQFT] * [MaxStories])
2) REMcapacity	Capacity – Existing Number of Residential Units	([MaxDensityDUAC] * [ParcelSize_Acre]) - [Built_DU]
3) BCratio	Based on the residential or non-residential land use designation of the parcel, this field presents the ratio of the existing dwelling units or existing built square footage to the capacity of the parcel.	(Built_DU/Capacity)*100 or (Built_SQFT / Capacity)*100
Jurisdiction	Name of the city or county	
MaxDensityDUAC	Maximum number of Dwelling units per acre allowed by the General Plan or the Zoning Ordinance.	
MaxHeight	Maximum allowed building height in feet	

MaxStories	Maximum allowed number of stories. For residential buildings this figure might have been assumed based on an existing pattern	
MaxLotCoverage	Includes the percentage of a lot that can be covered by the building structure	
MaxLotCoverageSQFT	Includes the maximum square footage of a proposed structure. Up to this point of the analysis this figure has been used for the non-residential capacity analysis.	[ParcelSize_SQFT] * [MaxLotCoverage]
4)REMcapacity_Conservative		
Built_DU	For the county of Monterey, this field presents the existing number of dwelling units. The land use codes that start with 1 or 2 are residential uses and based on the description provided in the excel file a maximum number of dwelling units have been assigned to the county assessor parcels.	
Built_SQFT	In order to calculate the non-residential remaining capacity and the non-residential conservative remaining capacity for Monterey's county and city parcels this field is subtracted from the capacity field. However, one must pay attention to the difference between the remaining capacity and conservative remaining capacity when subtracting this figure from the actual capacity.	
IL-Ratio	Presents the improvement to land ratio	[IMP1] / [LAND]
BLDG_TYPE	Incomplete (Do not refer to this filed)	
LANDUSE1	The following code was used to assign the existing number of dwelling units to the residential parcels.	

4. Notification: If the land use code and the zoning are consistent, then the Remaining Capacity and the Conservative Remaining Capacity are the same. Otherwise, the Remaining Capacity is equal with the Capacity.

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

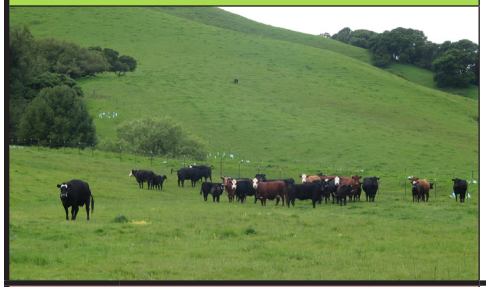
S-3 Neighborhood Commercial 	Low Intensity (FAR less than 0.5)	Stand-alone retail buildings, strip malls, local-serving big-box stores, and smaller-scale offices or office parks. Usually one story buildings occupying low proportion of total lot area; offices in some instances are multi-story. Typically 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

AMBAG Smart Growth Development Strategies

Monterey Penninsula Building Footprints

Attributed Data per Building

- Average Building Height (ft)
- Average Building Elevation (ft)
- Perimeter Length (ft)
- Building Area (ft^2)

Monterey Bay

Pacific Ocean

Marina
MARINA MUNI AIRPORT
Sand City
Seaside
Pacific Grove
Del Rey Oaks
MONTEREY PENINSULA AIRPORT
Monterey
Carmel
Del Monte Blvd
Beach Rd
Reservation Rd
Blanco Rd
South Rd
Del Monte Ave
Fremont St
Hilby Ave
Kimball Ave
Plumas Ave
San Pablo Ave
Broadway Ave
Franklin St
Lighthouse Ave
Central Ave
Forest Ave
Prescott Ave
Congress Ave
David Ave
Sunset Dr
Skyline Dr
Lopez Rd
Aguajito Rd
Carmel Valley Rd
Scenic Rd
San Carlos St
Ocean View Blvd
Canyon Del Rey
Garden Rd
Munras Ave
Del Monte Ave
Casa Verde Way
Los Arboles Ave
Work Rd
Carpenter St
Via Mazatlan
Jacks Peak Park
Rio Grande
Rio Canyon Rd
Josselyn Canyon Rd
Laguna Grande
Del Monte Lake
Roberts Lake
Laguna Seca Recreation Area
1
68
218

0 1.25 2.5 5 Miles

N

PLANNING EXCELLENCE
AMBAG
Association of Monterey Bay Area Governments

Building Footprints

- Railroad
- Public Airport
- Highway
- Major Road
- County Boundaries
- Census Designated Places
- Sphere of Influence
- City Boundaries
- Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:

Association of Monterey Bay Area Governments

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

APPENDIX B

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

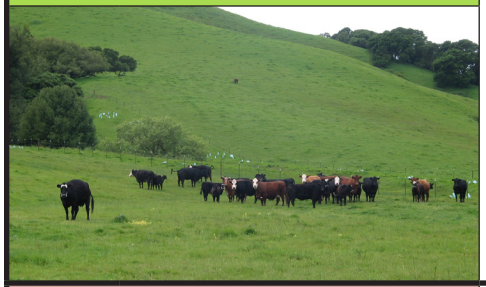
S-3 Neighborhood Commercial 	Low Intensity (FAR less than 0.5)	Stand-alone retail buildings, strip malls, local-serving big-box stores, and smaller-scale offices or office parks. Usually one story buildings occupying low proportion of total lot area; offices in some instances are multi-story. Typically 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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AMBAG Smart Growth Development Strategies

Salinas City Building Footprints

Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)

Espinosa Rd
Russell Rd
San Juan Grade Rd
Old Stage Rd
Rogge Rd
Boronda Rd
Davis Rd
Alvin Dr
Navajo Dr
Chaparral St
Iris Dr
Williams St
Sherwood Dr
Laurel Dr
Williams Rd
Old Stage Rd
Market St
Central Ave
Main St
Clay St
John St
Work St
Monte Ave
Hardin Rd
Blanco Rd
Acacia St
Ambrose Dr
Davis Rd
San Miguel Ave
Romie Ln
Sanborn Rd
Blanco Rd
Abbott St
Fairview Blvd
Alisal Rd
Old Stage Rd
Harkins Rd
Hartnell Rd
Reservation Rd
Salinas
SALINAS MUNI AIRPORT
101
183
68

0 1 2 4 Miles

N

Building Footprints

Railroad
Public Airport
Highway
Major Road
County Boundaries
Census Designated Places
Sphere of Influence
City Boundaries
Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:

Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

Salinas Valley Building Footprints

Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)

Gonzales

Soledad

Greenfield

King City

MESA DEL REY AIRPORT

Old Stage Rd

Gonzales River Rd

Alisal

River Rd

Fort Romie Rd

Foothill Rd

Paraiso Springs Rd

Metz Rd

Coalinga Rd

King City Rd

Thorne Rd

El Camino Real

Elm Ave

Central Ave

Carmel Valley Rd

Arroyo Seco Rd

Spreckels Rd

Bitterwater Rd

Mesa Verde Rd

Polor Rd

101

146

25

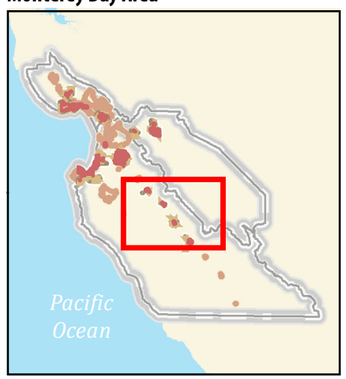
0 2.5 5 10 Miles

N

Building Footprints

Railroad
Public Airport
Highway
Major Road
County Boundaries
Census Designated Places
Sphere of Influence
City Boundaries
Parks

Monterey Bay Area



Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:
Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

San Benito Building Footprints

Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)

Zier Lake Rd
Shore Rd
Fairview Rd
Bolsa Rd
Fallon Rd
HOLLISTER MUNI AIRPORT
San Felipe Rd
San Juan Hwy
San Justo Rd
San Juan Bautista
4th St
5th St
Powell St
Hillcrest Rd
Santa Ana Rd
Sunnyslope Rd
Union Rd
Hollister
Fairview Rd
Southside Rd
Crazy Horse Canyon Rd
San Juan Grade Rd
Cienega Rd
101
156
25

0 1.25 2.5 5 Miles

N

PLANNING EXCELLENCE
AMBAG
Association of Monterey Bay Area Governments

Building Footprints

- Railroad
- Public Airport
- Highway
- Major Road
- County Boundaries
- Census Designated Places
- Sphere of Influence
- City Boundaries
- Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

Data Sources:

Association of Monterey Bay Area Governments

AMBAG Smart Growth Development Strategies

Santa Cruz Region Building Footprints

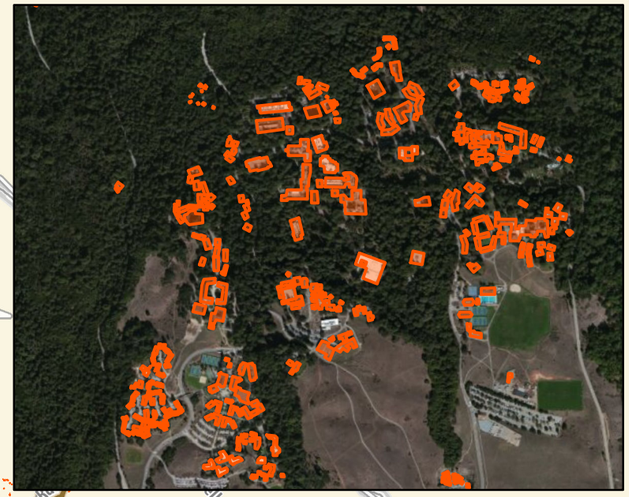
Attributed Data per Building

Average Building Height (ft)

Average Building Elevation (ft)

Perimeter Length (ft)

Building Area (ft^2)



Scotts Valley
Santa Cruz
Capitola
Watsonville
Monterey Bay
WATSONVILLE MUNI AIRPORT
WATSONVILLE COMMUNITY HOSPITAL HELIPORT
Pacific Ocean

Association of Monterey Bay Area Governments

Building Footprints

- Railroad
- Public Airport
- Highway
- Major Road
- County Boundaries
- Census Designated Places
- Sphere of influence
- City Boundaries
- Parks

Monterey Bay Area

Date: February 2013
Project Name:
Potential Development Analysis
Funding: California Department of Transportation

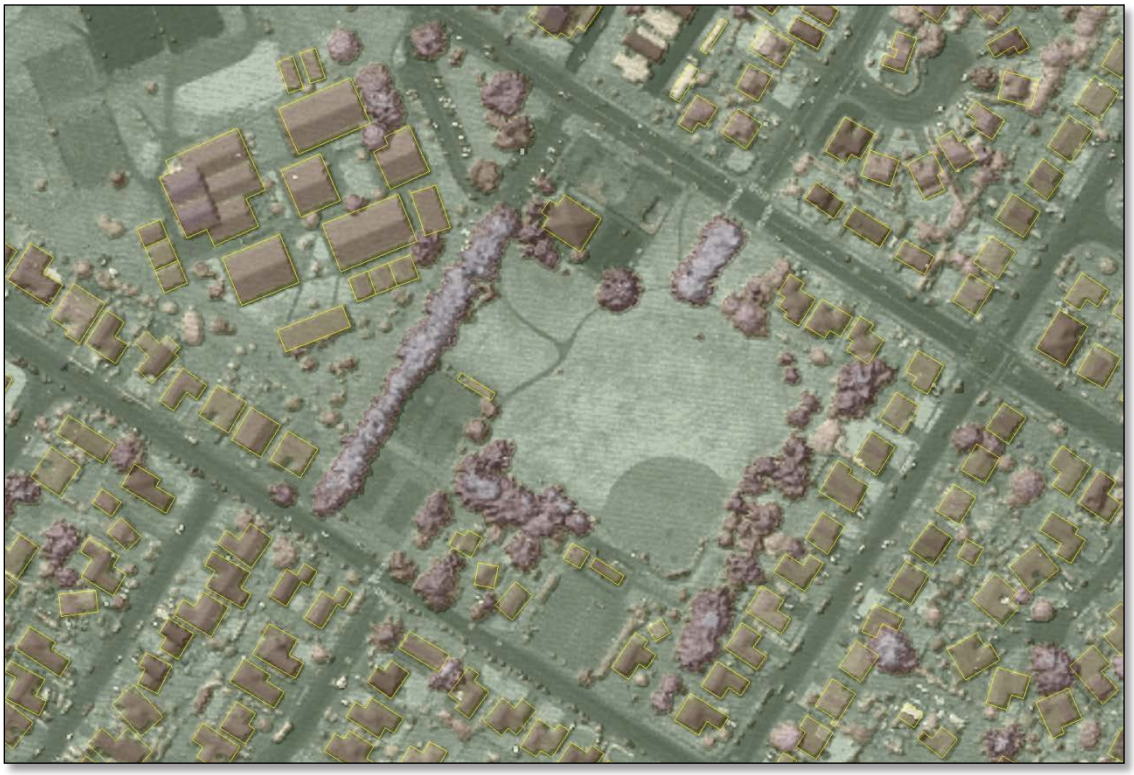
Data Sources:
Association of Monterey Bay Area Governments

0 2.5 5 10 Miles

N

AMBAG LiDAR Building Extraction Technical Documentation

Data Description and Workflow



August 2012

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Introduction

In 2011-2012 AMBAG conducted an inventory of existing Smart Growth Development Strategies for the Monterey Bay Area, and was investigated the feasibility of developing new strategies. An updated and comprehensive database of building footprints within the Monterey Bay area was identified as data needed to assist AMBAG planners in implementing GIS-based analyses of redevelopment potential. The recently acquired 2010 ARRA airborne LiDAR data was used in conjunction with ESRI ArcGIS 10 and QCoherent's LP360 Extractor module to provide building footprint and height attributes within selected regions in the Monterey Bay area.

Project Extent

A study area encompassing the developed areas of Santa Cruz, San Benito and Monterey Counties was selected for processing. This area included 104 first-priority LiDAR data tiles, which received thorough feature editing and review, and 47 second-priority tiles, for which only initial extraction was performed. Areas processed for building footprint extraction are shown in Figure 1 below.

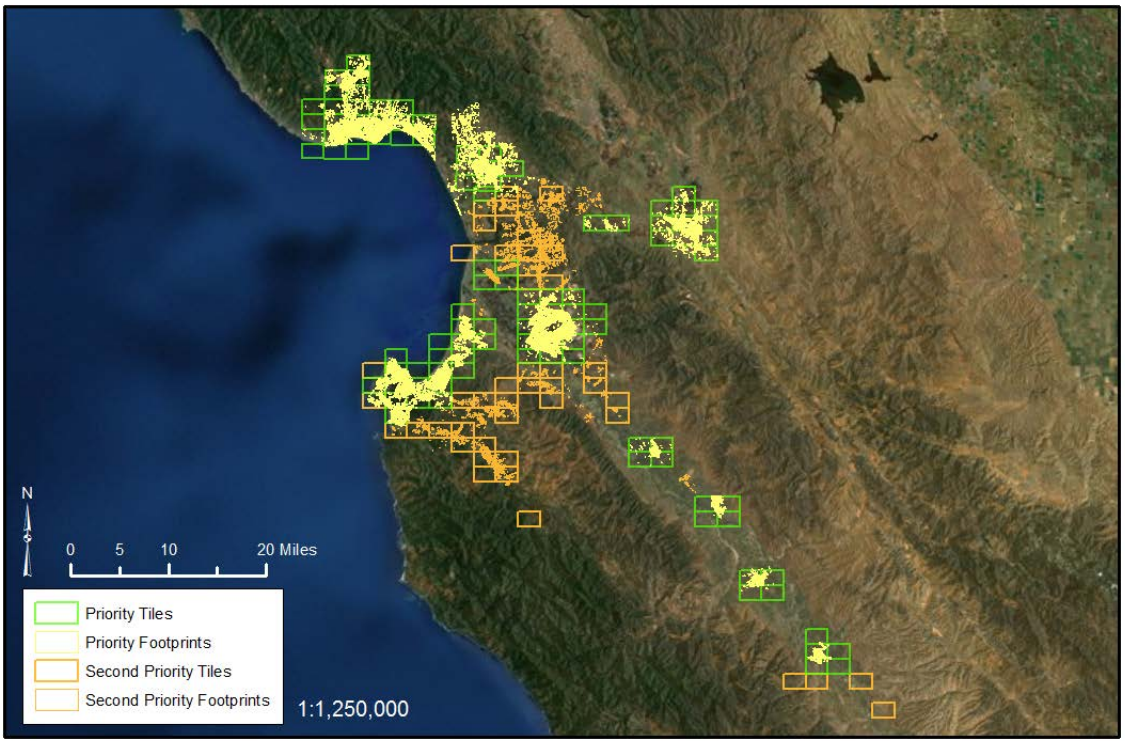


Figure 1. Project extent including first and second priority areas.

Project Deliverables

Building Footprint Shapefiles

Building footprints stored in polygon shapefile format were the primary deliverable for this project. The priority areas of Santa Cruz and Watsonville were retained as separate shapefiles. For these areas, building footprint geometry and some attributes previously existed. In this project, height attributes were added to existing building features in the Santa Cruz and Watsonville shapefiles, and other existing attributes were retained. Newly constructed building features apparent in the 2010 LiDAR dataset were also added to the dataset. In addition, readily apparent discrepancies in building area or position, or major modifications to existing structures were updated to reflect the conditions shown in 2010 LiDAR reference data.

For Monterey and San Benito counties, newly extracted building features are grouped into a single shapefile, with an attribute to designate the groupings by community. Organization of the shapefile layers is illustrated below in Figure 2.

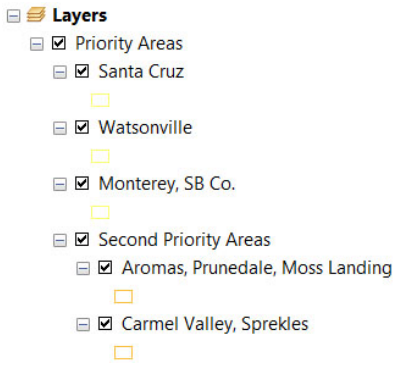
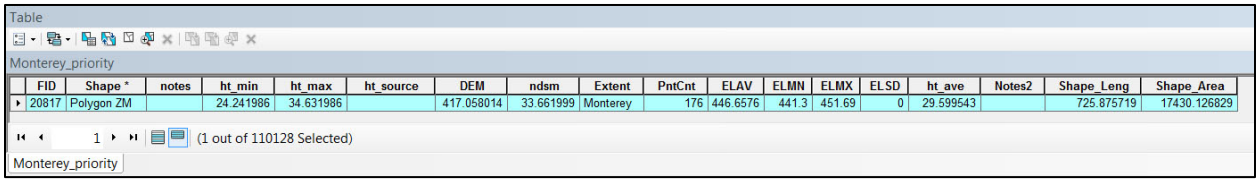


Figure 2. Delivered building footprint shapefiles.

Definition of attributes for the building footprint shapefiles is presented in Table 2 below, with an example feature selected and shown in Figure 3.



Table

Monterey_priority

FID	Shape *	notes	ht_min	ht_max	ht_source	DEM	ndsm	Extent	PntCnt	ELAV	ELMN	ELMX	ELSD	ht_ave	Notes2	Shape_Leng	Shape_Area
20817	Polygon ZM		24.241986	34.631986		417.058014	33.661999	Monterey	176	446.6576	441.3	451.69	0	29.599543		725.875719	17430.126829

1 (1 out of 110128 Selected)

Monterey_priority

Figure 3. Attribute table values for example building feature.

Table 1. Building footprint attribute table description (all units are ft.).

notes	50 char. text field used for feature comments
ht_min	Minimum height derived as [Minimum LiDAR point elevation - DEM ground elevation]
ht_max	Maximum height derived as [Maximum LiDAR point elevation - DEM ground elevation]
ht_source	10 char. text field used to indicate which elevation source was used to record building height
DEM	DEM ground elevation for a representative point within each building feature
ndsm	Alternate building height derived from the nDSM layer, like above, sampling from a representative point within each building feature
Extent	25 char. text field describing the community/region or collection of tiles that the feature was processed within
pntCnt	number of LiDAR points classified as 'Building' within the feature polygon
ELAV	Average elevation of LiDAR points classified as 'Building' within the feature polygon
ELMN	Minimum elevation of LiDAR points classified as 'Building' within the feature polygon
ELMX	Maximum elevation of LiDAR points classified as 'Building' within the feature polygon
ELSD	Standard Deviation of elevation of LiDAR points classified as 'Building' within the feature polygon
ht_ave	Used as the primary building height field. In most cases, this is value is calculated as: [ELAV – DEM]. In other cases, this value is entered from the nDSM field. Those cases are noted as 'nDSM' in the ht_source' field.
Notes2	50 char. text field used for additional feature comments, specifically identifying footprints that had overlap with adjacent features.
Shape_Leng	ArcGIS length field
Shape_Area	Feature area calculated in $ft.^2$

LiDAR Baselayers

Associated deliverables for this project include a set of gridded LiDAR baselayers useful for both measurement and display with the building footprint polygons. A separate set of baselayers was developed for each processed region (Monterey, Salinas, Hollister, Santa Cruz, etc.). LiDAR grid layers include are presented in Table 1 below.

Table 2. LiDAR grid baselayers.

DEM	Digital Elevation Model. 10 ft. resolution bare-earth elevations as delivered by the original LiDAR vendor
DSM	Digital Surface Model. 1 m resolution grid of LIDAR first-return elevations
nDSM	Normalized Digital Surface Model. 1 m resolution grid of LiDAR heights from the ground surface. Calculated as [DSM-DEM]
Intensity	LiDAR intensity image. 1 m resolution grayscale image of LiDAR first-return intensity
DSM Hillshade	DSM hillshade used to visualize the DSM surface.

Figure 4. LiDAR baselayers (nDSM, Intensity, and DSM hillshade) blended for display.

Classified LAS Tiles

A final deliverable for this project includes the LAS tiles with LiDAR points classified as 'Building' (ASPRS LAS classification code: 6). This classified LAS data is an intermediate step in the building extraction process, but the data in this format may be useful for future efforts. As an intermediate product, the classified LAS data is not intended to be a 'cleaned' layer identifying buildings. In many cases trees, bridges and other non-building features are present in the 'Building' class. In addition, many true buildings are not represented at this stage of the processing.

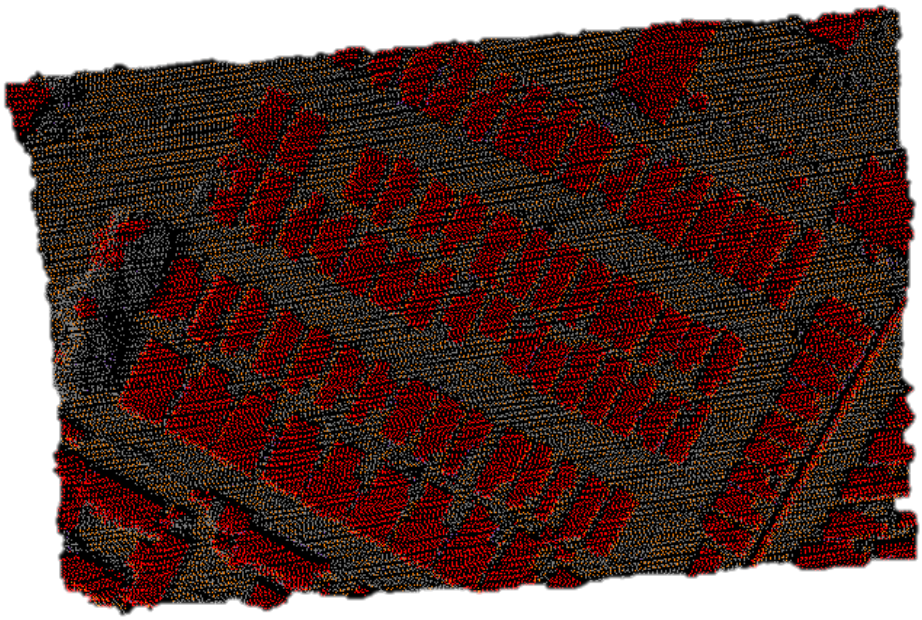


Figure 5. LiDAR point data with building points (Class 6) shown in red.

Workflow Description

The overall workflow for building extraction is summarized with the following steps, and expanded in further detail below. This workflow was conducted for each major developed area identified as a priority area within the LiDAR extent of Santa Cruz, Monterey and San Benito counties.

1. Tile Selection and Data Preparation
2. Building Feature Extraction in LP360
3. Polygon Editing and Review in ArcGIS
4. LiDAR Height Calculation and Attribution
5. Merge Datasets and Final Review in ArcGIS

1. Tile Selection and Data Preparation

LiDAR data tiles for priority areas were first grouped into regions to be processed; examples below show Santa Cruz, Monterey, Salinas, Hollister, San Juan Bautista, and communities along the Salinas Valley.

Figure 6. LiDAR tiles grouped for processing.

1. Construct LiDAR Base Layers

   Data tiles from each of these areas were grouped to generate gridded LiDAR base layers.

   a. DEM; the original 10 ft. resolution DEM tiles were mosaicked into a seamless DEM.
   b. DSM; using LP360, LiDAR first-returns were exported as a 1 m elevation grid.
   c. Intensity; as above, LiDAR first-returns were exported as a 1 m grayscale grid.
      i. Note, when exporting DSM and Intensity data; spurious high-elevation returns were often present along the edges of flighlines, or due to obstructions such as clouds, birds, or other instrument errors. Results were better when export data was filtered by a maximum elevation threshold. The elevation threshold was

determined interactively in LP360, selecting an elevation slightly higher than the highest terrain or surface feature in the tile set.

d. DSM Hillshade produced in ArcGIS
e. nDSM; Using the Raster Calculator in ArcGIS, the DSM – DEM layer produced the normalized Digital Surface Model layer, reporting surface height from the ground.
f. Layers were ordered and symbolized do display with an effective and standardized style for visualization.

2. Evaluate parcel data, create processing extent polygon.
   In the LP360 building extraction process, polygons such as parcels can be used to bound the processing extent. Parcel data can also be an effective way to create 'breaklines' between adjacent buildings, which should be extracted as separate buildings. Unfortunately, the parcel layer is often not correctly georeferenced relative to LiDAR building features or other GIS data.
   a. If needed, the parcel layer was edited by shifting parcels to correctly bound building features in the LIDAR data.
   b. The parcel layer was also edited by adding or removing parcel lines to correctly bound buildings.
   c. Often, simple, coarse polygons were used to define the processing extent, instead of attempting manipulate the parcel layer.

2. Building Feature Extraction in LP360

Qcoherent LP360 software was operated as a plug-in extension to ArcGIS 10 to perform LAS file viewing and feature extraction. In LP360, building feature extraction is performed in a two-stage process. First, the 'Building Filter' evaluates point spacing and elevation characteristics (height, planarity) to classify points as 'Building', and excluding other above ground features such as trees, utility poles, etc. Next, 'Building Extractor' attempts to group, the classified points into the appropriate features, and then square these features into rectangular building footprints.

1. With the Qcoherent plug-in to ArcGIS, LiDAR point data was be viewed with other GIS layer to locate a representative scene. The Extractor Preview window of LP360 was used to visualize the classification settings over the small representative area.
   a. Adjust '**Building Filter**' Settings.
   b. Adjust '**Building Extractor**' Settings
2. Test the selected settings at various 'representative areas'
   a. Adjust for the settings that provide the best overall results over the given processing extent. The type and spacing of buildings, presence of trees and other factors may change across the scene, but the selected settings need to be reasonably effective across these changes.
3. Apply Filter and Extractor to Selected LAS tiles.

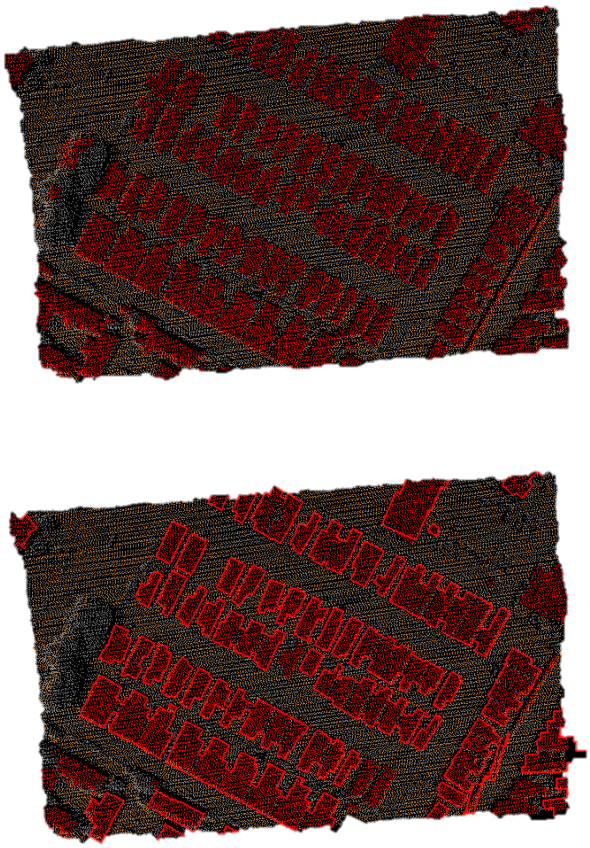


Figure 7. LiDAR point cloud classified using Building Filter (above) and Vectorized using Building Extractor (below). Note the example below shows the difficulty where buildings points are correctly Classified (Step 1), but incorrectly grouped (Step 2). Adjusted settings, inclusion of correct parcel boundaries, or ultimately, manual feature editing were used to improve the final feature output.

3. Polygon Edits in ArcGIS

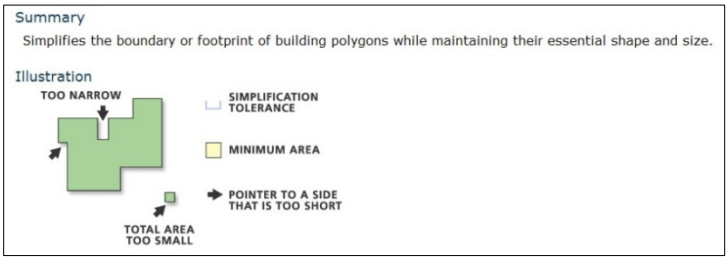
Following initial extraction, extensive review and polygon editing was required to ensure proper building geometry, position and representation. The effectiveness of building extraction varied depending on building size, density and complexity; but was also affected by tree cover, LIDAR data density and other factors. In general, the level of manual intervention varied, but all areas required careful visual inspection.

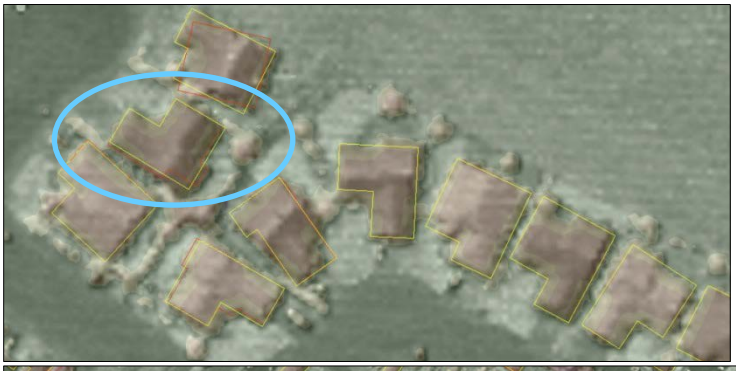
1. Building simplification, manual editing and review of building features was conducted in ArcGIS 10.
    a. The ArcGIS Simplify Building tool (tolerance = 8 ft.) was used to simplify building edges.
    b. ArcGIS Editing was used to split adjacent features that should be separate
    c. Merge features that were incorrectly split by parcel lines
    d. Rotate features to match true position
    e. Trim features to exclude extraneous area (adjacent trees, adjacent structures (sheds, RVs).

i. The scene below contains examples of these types of edits.
ii. Features in Red result from the Squaring, and Simplify Building steps
iii. Features in Yellow represent Manual Edits.

f. Digitize features not captured in the initial extraction
   i. Set digitizing mode to Rectangle

g. At all times when possible, digitize and perform edits using the Parallel and Perpendicular editing tools in ArcGIS to maintain features with right-angles.





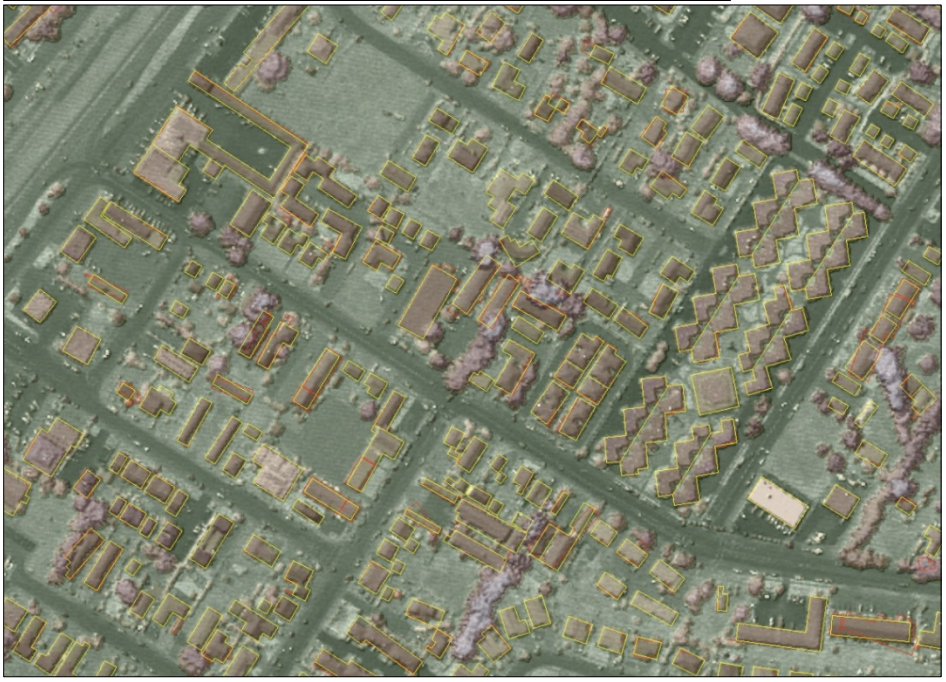


Figure 8. Initial extraction (red) and edited polygons (yellow).

4. LiDAR Height Calculation and Attribution

Once the building footprint polygons have been finalized, they are used again in LP360 to summarize LiDAR elevations within the extent of each polygon feature.

1. LP360 Point Statistics tool was used to summarize the elevation Mean, Min, Max, and StDev for the points classified as 'Building' within each footprint. These attributes are stored in the polygon shapefile attribute table.
2. LP360 does not determine building height directly, this must be calculated with a supplied ground surface elevation for each building.
    a. In ArcGIS, the Feature to Point tool was used to create a single point at a 'representative location', within each polygon.
    b. Extract Value to point was used to extract the DEM ground surface elevation at this point.
    c. A Spatial Join was used to add this ground surface elevation to the building feature attribute table
    d. Finally the building height fields (ht_min, ht_max, ht_ave) were created and calculated as ELMN – DEM, ELMX – DEM, and ELAV – DEM, respectively within the attribute table.
    e. ELSD, the standard deviation of elevation values within a feature and the PntCnt, the number of classified points within a feature were also exported from the LP360 Point Statistics tool.
        i. These offer additional information about the building feature and point data used in generating building height. For example, a feature with a high ELSD is likely to have a complex roof, or contain portions with with distinctly different roof elevations.
        ii. Note due to processing limitations, the classified point data for the Monterey Extent was thinned to a 3m spacing to facilitate Point Statistics processing in ArcGIS. This reduced the number of points available to calculate feature heights relative to other processed areas.

3. Omissions and other height errors were identified and required alternate workflows supply reasonable building feature heights. Several cases were encountered:
    a. If a building polygon was digitized, but no LiDAR points had been classified as 'Building', no appropriate height was given from the method above.
        i. In many cases, buildings were not correctly classified, but appropriate rooftop heights were still obtained by extracting the height value from the nDSM layer.
        ii. If no appropriate height could be obtained from the nDSM layer, feature heights had to be estimated manually (a relatively small number of cases).

Figure 9. LiDAR data 'drop-out' due to low-intensity returns not reflecting from dark rooftop materials. Feature was manually digitized, and height estimated from the height of nearby features.

5. Merge Datasets and Final Review

Building features from each processing area were merged into the final, consolidated shapefiles to ensure consistent attributes, updated area calculation, and correct topology. Any duplicate features were removed using the Delete Identical tool in ArcGIS. Areas of adjacent building overlap were identified and eliminated. A thorough process of visual inspection, review and editing was conducted throughout the project extent to identify and correct building feature geometry and height. However, due to the large project extent, variations in LiDAR data quality, and scene complexity, there are variations in the success and accuracy of extracted building footprints. Additional review and inspection of this dataset are warranted to ensure suitability for use in further applications. A list of known issues and corrective actions are presented in Table 3 below. These are presented to indicate the type of errors present within the dataset, which can only be detected through extensive review efforts.

Table 3. Known issues and corrective measures for errors encountered in the building footprint dataset.

	Issue	**Correction**
1	LiDAR dropout, missed building	Manual digitizing feature from imagery, estimate height
2	Split adjacent buildings	Manual edit to split features, re-calculate areas and heights
3	Missed building	Manual digitizing to create feature
4	Split joined buildings that have different heights	Split feature and re-calculate areas and heights
5	Tree or other feature as building	Delete feature
6	Merge adjacent building parts	Manual edit to merge features, re-calculate area
7	Poor geometry, underestimated area	Manual editing to re-draw geometry, re-calculate area
8	Poor DEM elevation, overestimated building height	Estimate true ground elevation or building height

DATA AGREEMENT OF
NAME

FOR THE DELIVERY OF BUILDING FOOTPRINTS

As of **DATE**, the **NAME** agrees as follows:

WHEREAS, the **NAME** requests digital building footprint data derived from LiDAR data from AMBAG; and

WHEREAS, the AMBAG maintains the data as part of its Geographic Information System for transportation planning and management purposes; and

WHEREAS, the AMBAG agrees to supply such digital data in the format requested by **NAME**;

NOW THEREFORE, the **NAME** agrees as follows:

1. The AMBAG shall supply digital data identified below, which is hereby incorporated into this Agreement as if fully set forth herein.
    - *Building footprint data extracted from LiDAR coverage for Santa Cruz, San Benito and Monterey Counties.*
2. AMBAG disclaims any responsibility for the accuracy or correctness of the data. THERE ARE NO WARRANTIES WHATSOEVER AND IN PARTICULAR NO WARRANTIES OF MERCHANTABILITY, FITNESS FOR PARTICULAR PURPOSE AND/OR ANY OTHER TYPE WHETHER EXPRESS OR IMPLIED. In no event shall the AMBAG become liable to the **NAME**, or any other party, for any loss or damages, consequential or otherwise, including but not limited to time, money, or goodwill, arising for the use, operation or modification of the data by **NAME** or its CONTRACTORS. **NAME** and its CONTRACTORS further agrees to indemnify, defend, and hold harmless the AMBAG for any and all liability of any nature arising out of or resulting from the lack of accuracy or correctness of the data, or the use of the data by **NAME** or its CONTRACTORS.
3. The **NAME** agrees to use the data solely for **PROJECT NAME** and shall not share, sell or otherwise transfer said data to others for any use beyond such projects.
4. The **NAME** shall acknowledge AMBAG GIS as a source when these data are used in the preparation of reports, papers, publications, maps, and other products.
5. To assist AMBAG in the maintenance of the data, **NAME** agrees to provide AMBAG with any information concerning errors or discrepancies found in using the data.
6. In using the data, **NAME** recognizes that these data are generalized and were created for use in transportation and land use planning and management projects.
7. The **NAME** acknowledges that they have received the technical documentation describing the methods for extracting this data and limitations of the data.

NAME ACKNOWLEDGES THAT IT HAS READ THIS AGREEMENT AND UNDERSTANDS IT, AND THAT BY ENTERING INTO THE AGREEMENT, USER AGREES TO BE BOUND BY THE TERMS AND CONDITIONS HEREOF. **NAME** FURTHER AGREES THAT, EXCEPT FOR SEPARATE WRITTEN AGREEMENTS BETWEEN AMBAG AND USER, THIS AGREEMENT IS THE COMPLETE AND EXCLUSIVE STATEMENT OF THE RIGHTS AND LIABILITIES OF THE PARTIES.

Name: _____

Title: _____

Phone: _____

Technical Documentation for Development Potential Analysis

The following explains the data gathering process as well as the methodology used for the Smart Growth Development project.

Methodology:

1. Data Sources: County Assessor Data from each County, General Plan Documents for each jurisdiction, AMBAG GIS shapefiles representing General Plans, and Zoning Ordinances for each jurisdiction.

2. Field Description (see below):
    a. Residential land Uses

        1) Capacity: Includes the number of dwelling units that can be built in a particular parcel based on the maximum number of units per acre defined by the General Plan or the Zoning Ordinance. This figure is calculated regardless of the existing dwelling units.

        2) REMcapacity: Includes the actual remaining number of dwelling units that can be built in a parcel. In order to calculate the remaining capacity one must subtract the existing number of dwelling units defined by the "Land Use Code." The "Monterey County Assessor Data" excel file contains the following codes. The REMcapacity field always include a figure equal or higher than the REMcapacity_Conservative field; however, it will never have a figure higher than the Capacity field.

        3) LANDUSE1: Each of the parcels for the county of Monterey as well the cities within the county have a land use code that defines their existing number of residential units. This field is the basis for calculating the "Built_DU" field.

        4) REMcapacity_Conservative: There are residentially zoned parcels within each jurisdiction that include non-residential uses instead. This means that the existing land use is not in compliance with General Plan or the Zoning. In order to be more accurate we decided that there should be two different remaining capacity fields. The conservative remaining capacity is calculated only for those parcels that include actual residential units. Please follow these steps: First, select the parcels that are zoned as residential. Second, from the current selection, select land use codes that

start with on or two. These parcels are the ones that are zoned residential and include a residential construction as well. For these parcels the remaining capacity and the conservative remaining capacity are equal.

b. Non-Residential Land Uses

1. Capacity: Maximum Number of Stories * Total Parcel Size in square feet * Maximum Lot Coverage (percentage)

2. REMcapacity_Conservative:
First, choose parcels that are zoned as non-residential. Second, from the current selection, reselect parcels with a "LANDUSECODE1" starting with numbers five or six. According to the code these parcels contain commercial or industrial buildings. In this case the remaining capacity and the conservative remaining capacity are calculated the same method and they should be less than the general capacity. In order to calculate both remaining capacities, subtract the existing building's area in square feet from the general capacity figure.

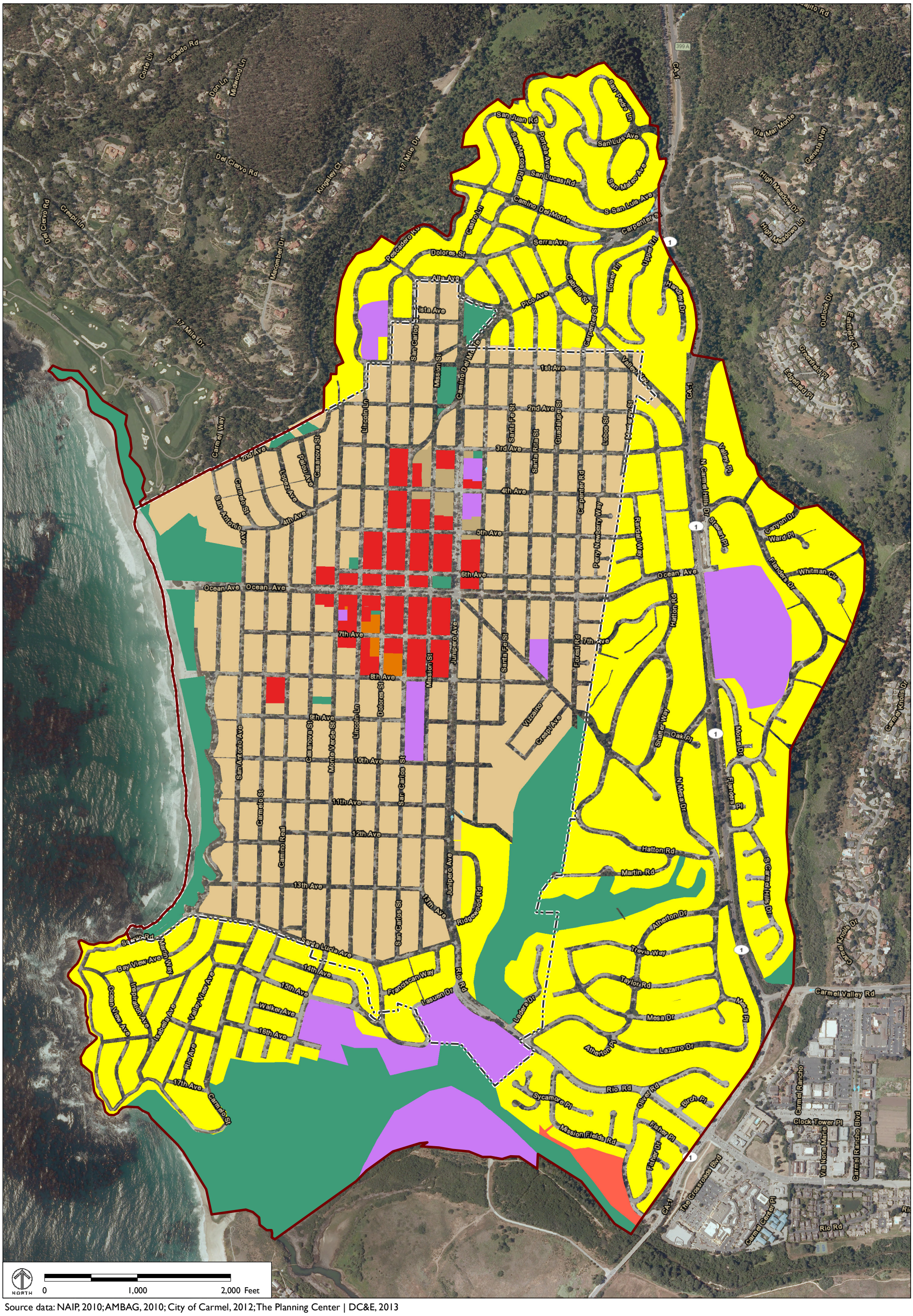
3. Methodology and calculation criteria:

Field Name	Calculation Method	GIS formula
1) Capacity	Maximum Number of Dwelling Units per Acre * Total Parcel Size in acre	([MaxLotCoverage] * [ParcelSize_SQFT] * [MaxStories])
2) REMcapacity	Capacity – Existing Number of Residential Units	([MaxDensityDUAC] * [ParcelSize_Acre]) - [Built_DU]
3) BCratio	Based on the residential or non-residential land use designation of the parcel, this field presents the ratio of the existing dwelling units or existing built square footage to the capacity of the parcel.	(Built_DU/Capacity)*100 or (Built_SQFT / Capacity)*100
Jurisdiction	Name of the city or county	
MaxDensityDUAC	Maximum number of Dwelling units per acre allowed by the General Plan or the Zoning Ordinance.	
MaxHeight	Maximum allowed building height in feet	

MaxStories	Maximum allowed number of stories. For residential buildings this figure might have been assumed based on an existing pattern	
MaxLotCoverage	Includes the percentage of a lot that can be covered by the building structure	
MaxLotCoverageSQFT	Includes the maximum square footage of a proposed structure. Up to this point of the analysis this figure has been used for the non-residential capacity analysis.	[ParcelSize_SQFT] * [MaxLotCoverage]
4)REMcapacity_Conservative		
Built_DU	For the county of Monterey, this field presents the existing number of dwelling units. The land use codes that start with 1 or 2 are residential uses and based on the description provided in the excel file a maximum number of dwelling units have been assigned to the county assessor parcels.	
Built_SQFT	In order to calculate the non-residential remaining capacity and the non-residential conservative remaining capacity for Monterey's county and city parcels this field is subtracted from the capacity field. However, one must pay attention to the difference between the remaining capacity and conservative remaining capacity when subtracting this figure from the actual capacity.	
IL-Ratio	Presents the improvement to land ratio	[IMP1] / [LAND]
BLDG_TYPE	Incomplete (Do not refer to this filed)	
LANDUSE1	The following code was used to assign the existing number of dwelling units to the residential parcels.	

4. Notification: If the land use code and the zoning are consistent, then the Remaining Capacity and the Conservative Remaining Capacity are the same. Otherwise, the Remaining Capacity is equal with the Capacity.

1. Base Case Scenario Development & Development Potential Analysis Deliverables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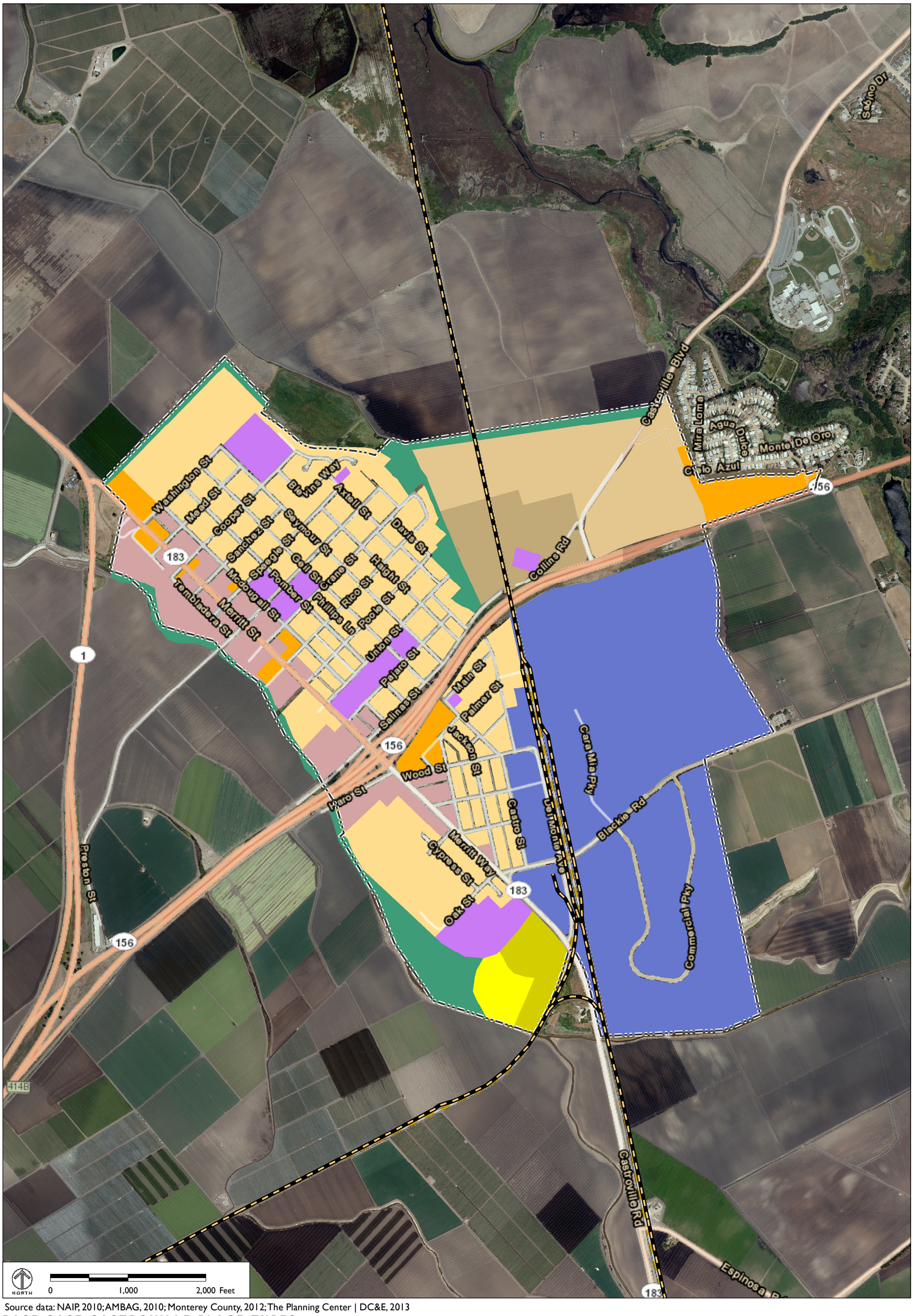
Sonado Rd
Don Ln
Midwood Ln
17 Mile Dr
Del Ciervo Rd
Kingsley Ct
Del Ciervo Rd
Crespi Ln
Macomber Dr
17 Mile Dr
Carmel Way
2nd Ave
Casanova St
Lopez Ave
Palou Ave
San Antonio Ave
Carmelo St
4th Ave
Ocean Ave
Ocean Ave
San Antonio Ave
Carmelo St
Camino Real
9th Ave
Monte Verde St
Casanova St
10th Ave
11th Ave
12th Ave
13th Ave
Stevens Rd
Martin Way
Bay View Ave
Ocean View Ave
Inspiration Ave
Isabella Ave
Valley View Ave
Rio Ave
17th Ave
Carmelo St
14th Ave
15th Ave
Walker Ave
16th Ave
Santa Lucia Ave
Franciscan Way
Lasuen Dr
Rio Rd
San Carlos St
Junipero Ave
Ridgewood Rd
7th Ave
8th Ave
Dolores St
Lincoln Ln
Mission St
Junipero Ave
Santa Fe St
Vizcaino
Crespi Ave
Forest Rd
7th Ave
Hatton Rd
Shafter Way
Oak Pl
N Mesa Dr
Morse Dr
Flanders Pl
Martin Rd
Hatton Rd
Ridgewood Rd
Junipero Ave
75th Ave
San Carlos St
S Carmel Hills Dr
Atherton Dr
Trevis Way
Taylor Rd
Mesa Dr
Lazarro Dr
Atherton Pl
Mesa Pl
Leader Dr
Rio Rd
Sycamore Pl
Oliver Rd
Birch Pl
Mission Fields Rd
Fisher Pl
Fisher Dr
CA-1
The Crossroads Blvd
Carmel Center Pl
Rio Rd
Carmel Rancho
Clock Tower Pl
Via Nona Marie
Carmel Rancho Blvd
Carmel Valley Rd
Carmel Knolls Dr
Carmel Knolls Dr
Valley Fly
N Carmel Hills Dr
Stewart Pl
Rancho Way
Perry Newberry Way
Carpenter Rd
Santa Rita St
Guadalupe St
Lobos St
Santa Fe St
Casanova St
Palou Ave
Lopez Ave
4th Ave
3rd Ave
2nd Ave
Lincoln Ln
Mission St
Camino Del Monte
Carpenter St
Castro Ln
Pescadero Rd
Dolores St
Alta Ave
Ista Ave
San Carlos
Pico Ave
Cabrillo St
Lower Trl
Upper Trl
Serra Ave
Handley Dr
Carpenter St
Valley View
1st Ave
2nd Ave
3rd Ave
4th Ave
5th Ave
6th Ave
Ocean Ave
Canyon Dr
Ward Pl
Flanders Dr
Whitman Cir
Hatton Rd
Forest Rd
7th Ave
Santa Fe St
Junipero Ave
Mission St
Dolores St
Lincoln Ln
Vizcaino
Crespi Ave
Shafter Way
Oak Pl
Morse Dr
Flanders Pl
N Mesa Dr
Carmel Knolls Dr
Carmel Knolls Dr
Valley Fly
N Carmel Hills Dr
Stewart Pl
Rancho Way
Perry Newberry Way
Carpenter Rd
Santa Rita St
Guadalupe St
Lobos St
Santa Fe St



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; 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

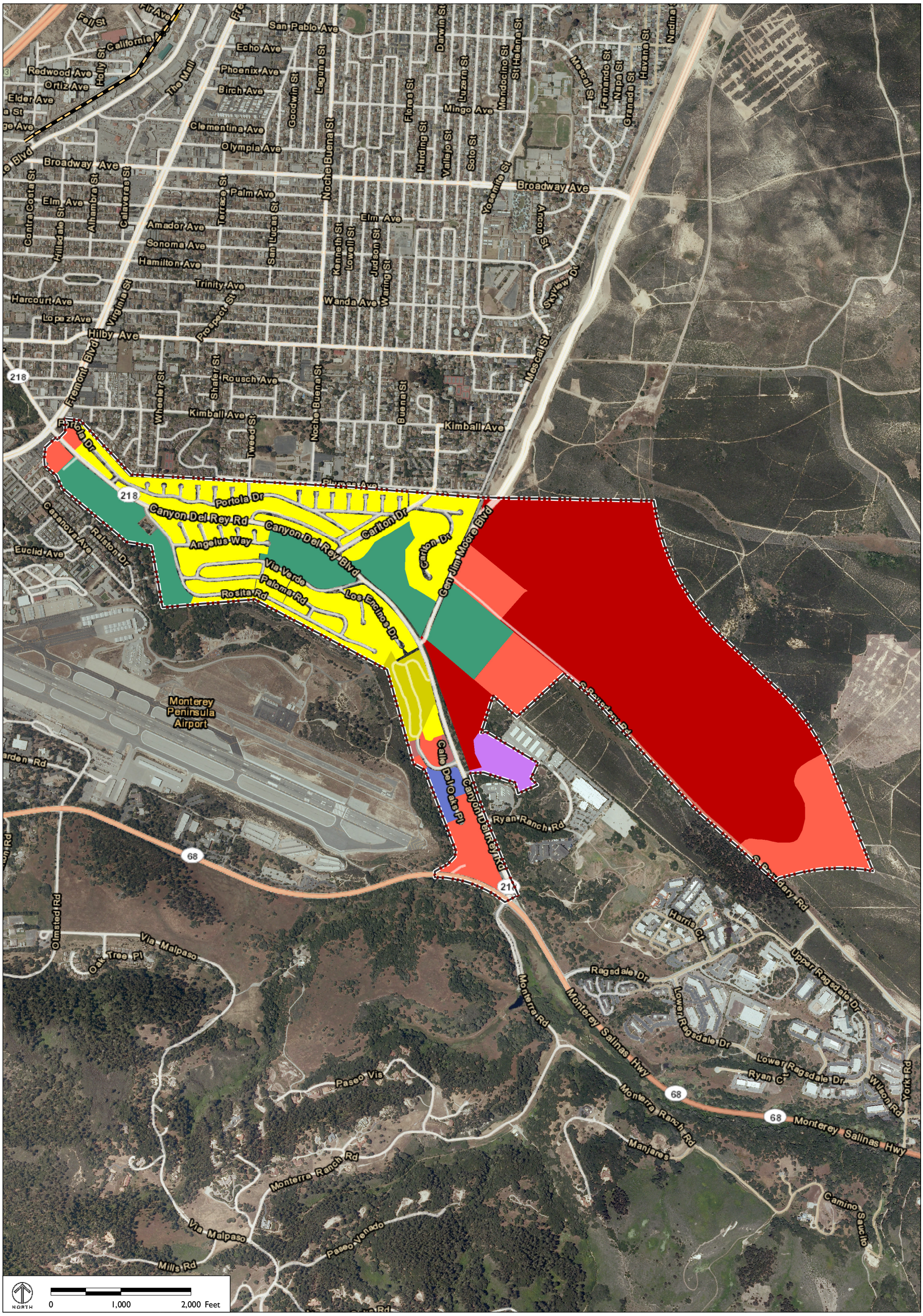
Other

- INS Institutional/Civic

- Census Designated Place
- Railroads

CHUALAR

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; 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

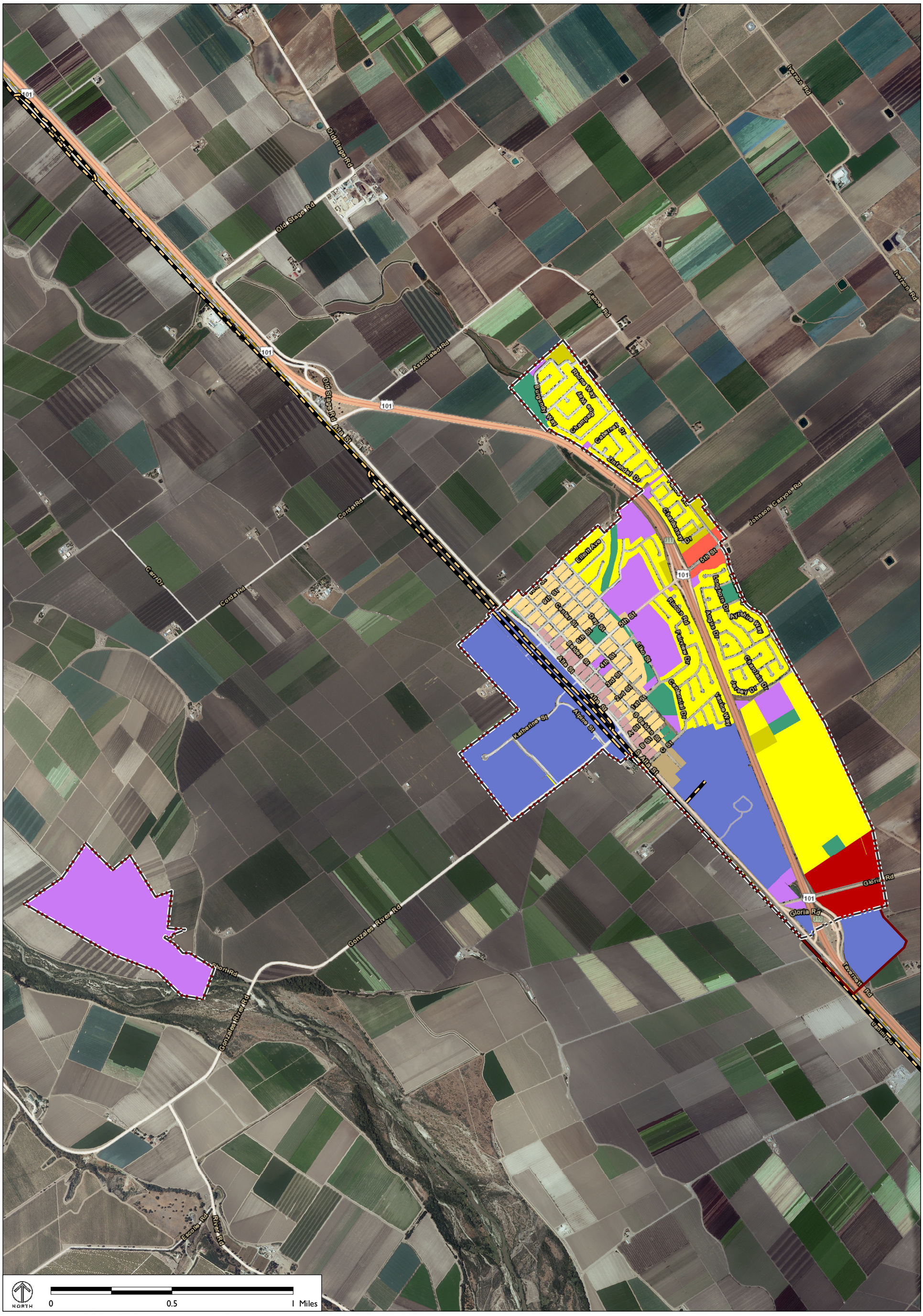
Other

- 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; 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

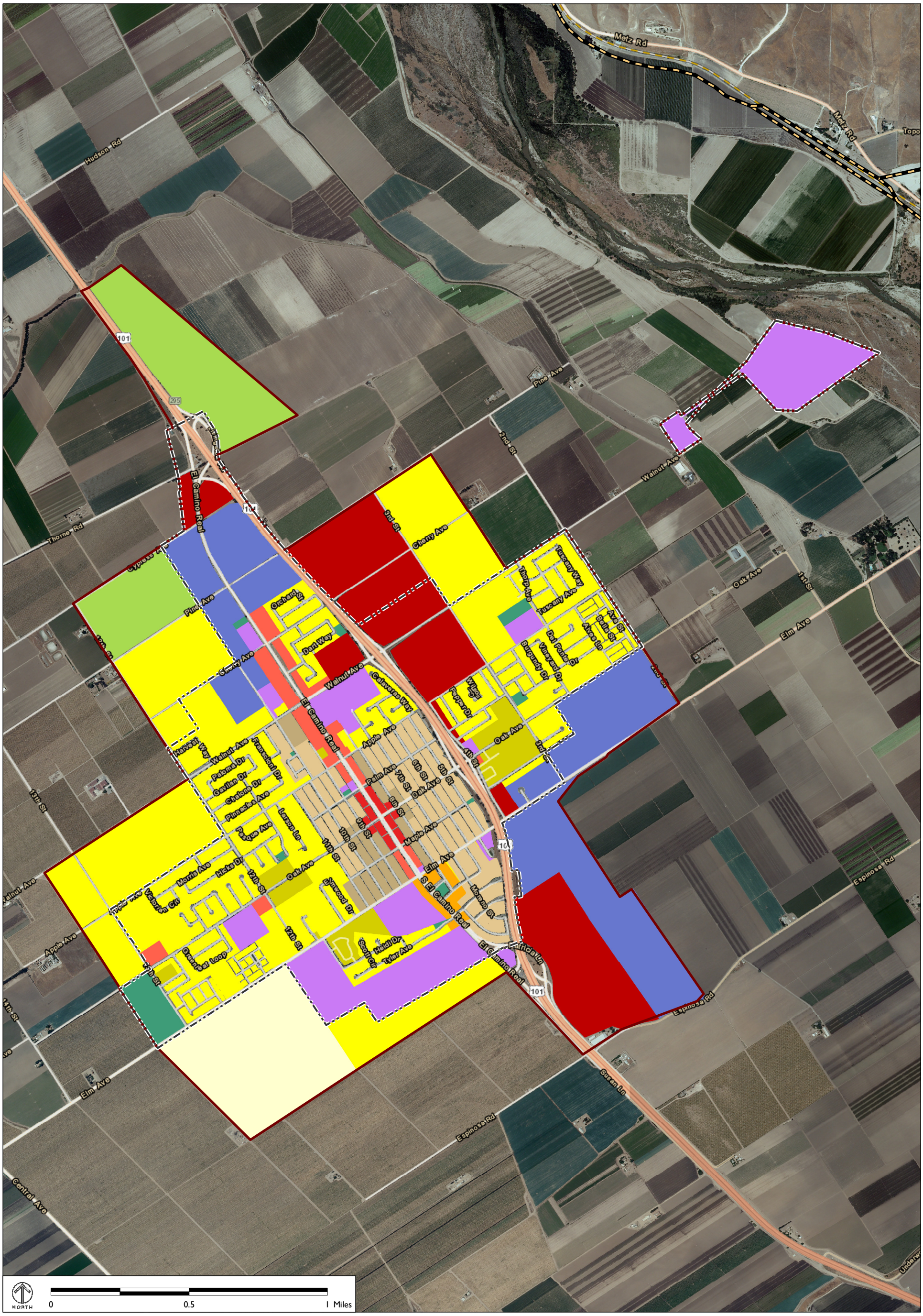
Other

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

- City Limits
- Sphere of Influence
- Railroads

GONZALES

BASE CASE SCENARIO



0 0.5 1 Miles

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

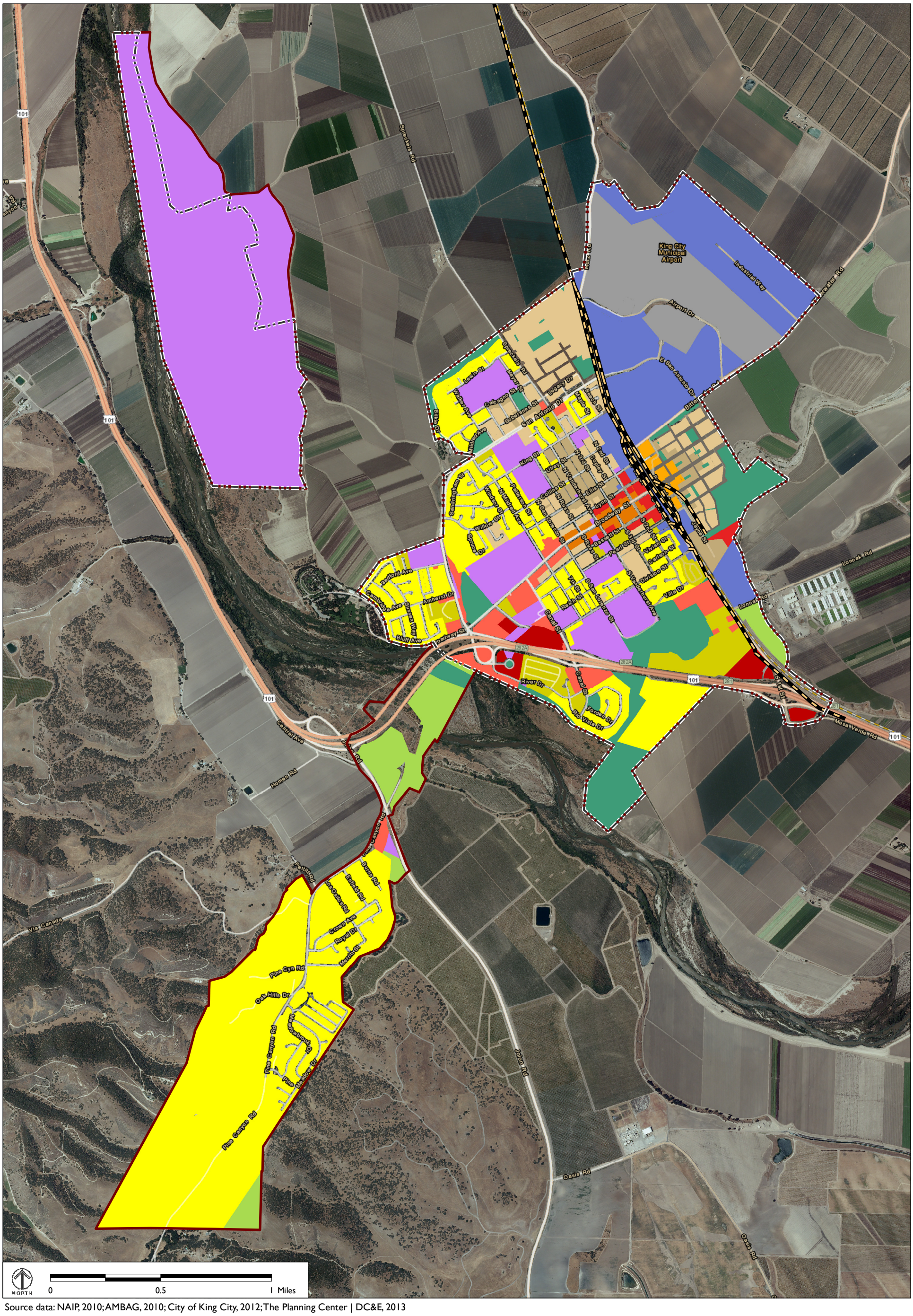
Other

- 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 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

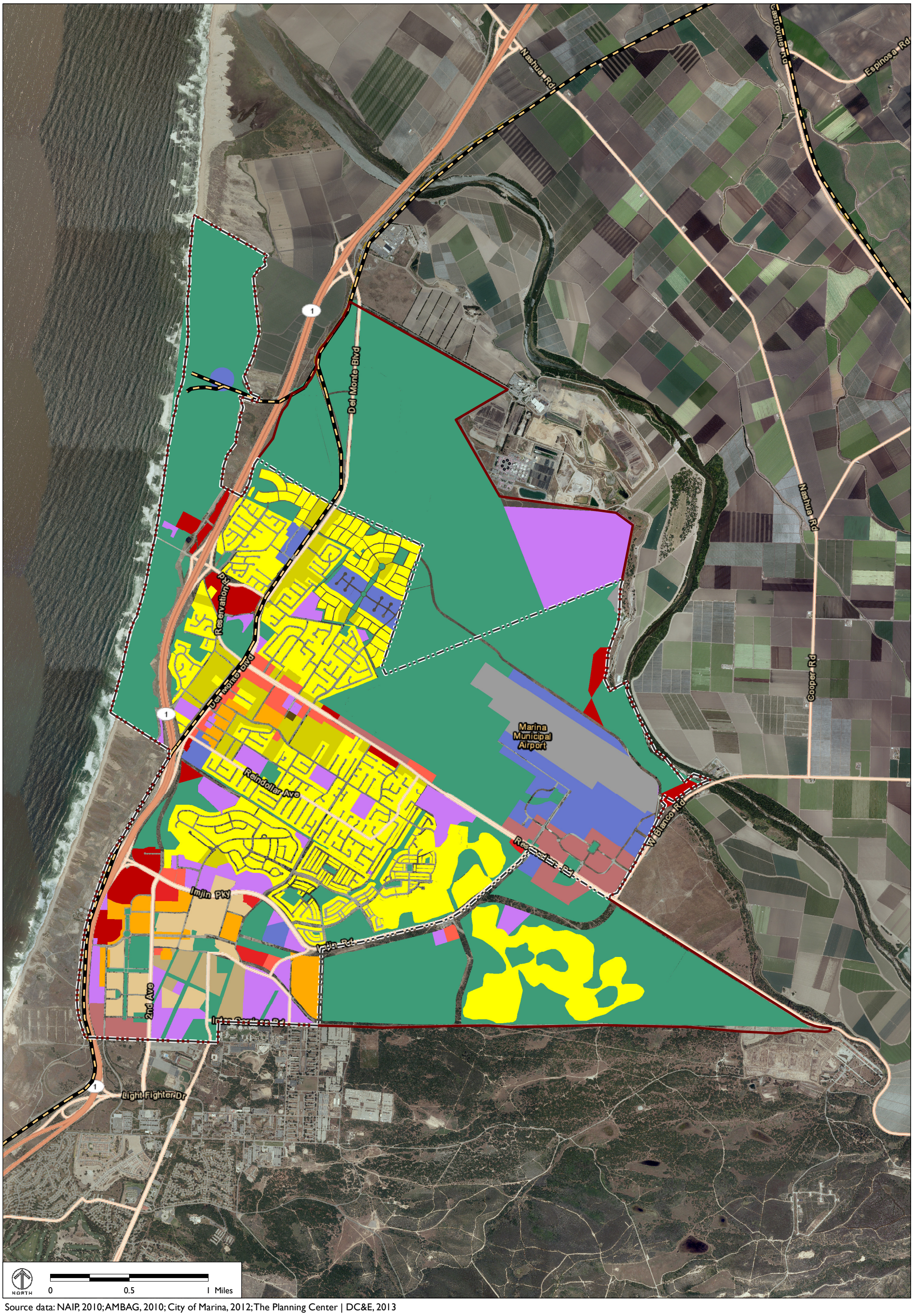
Other

- 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 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

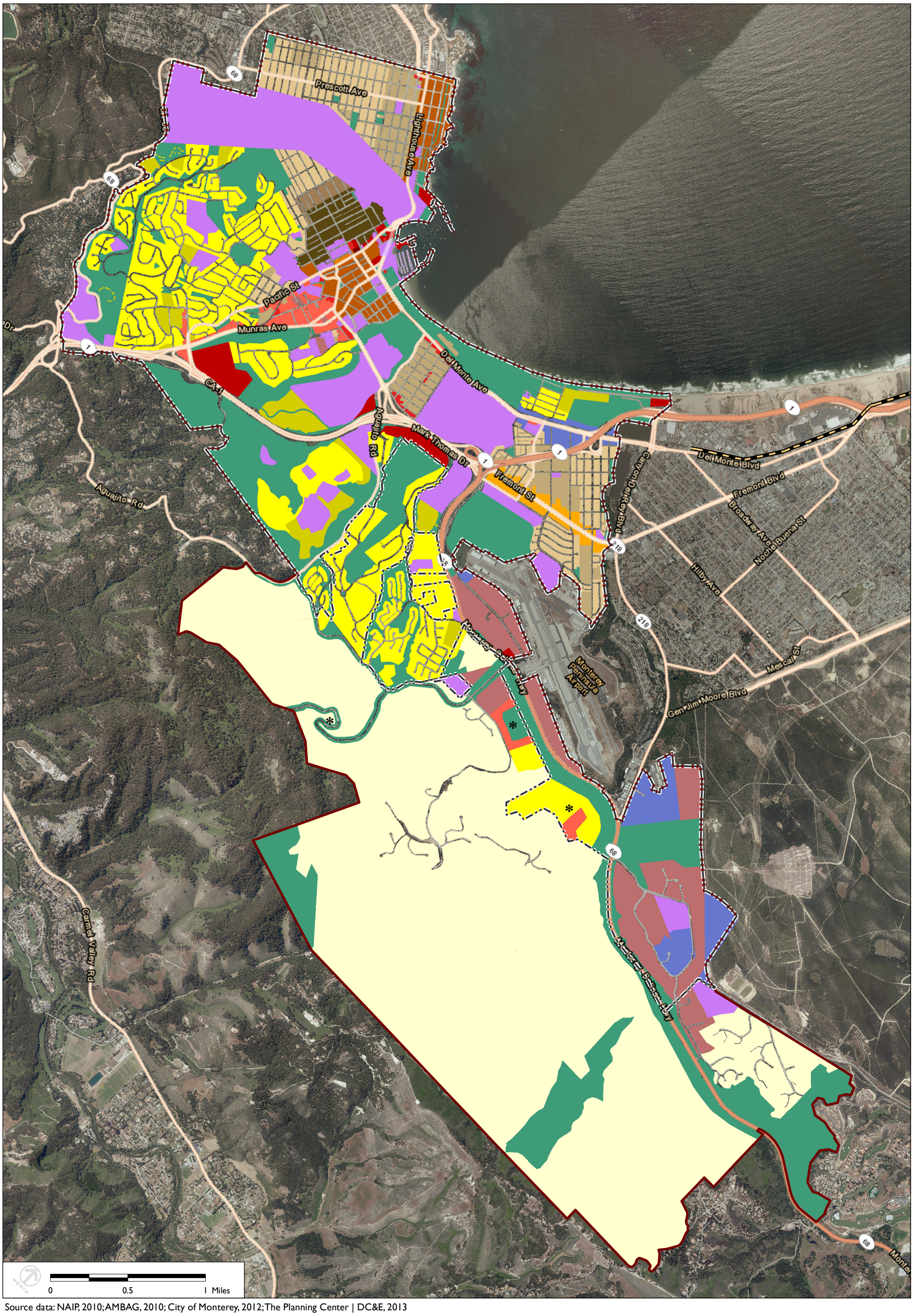
Other

- 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 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

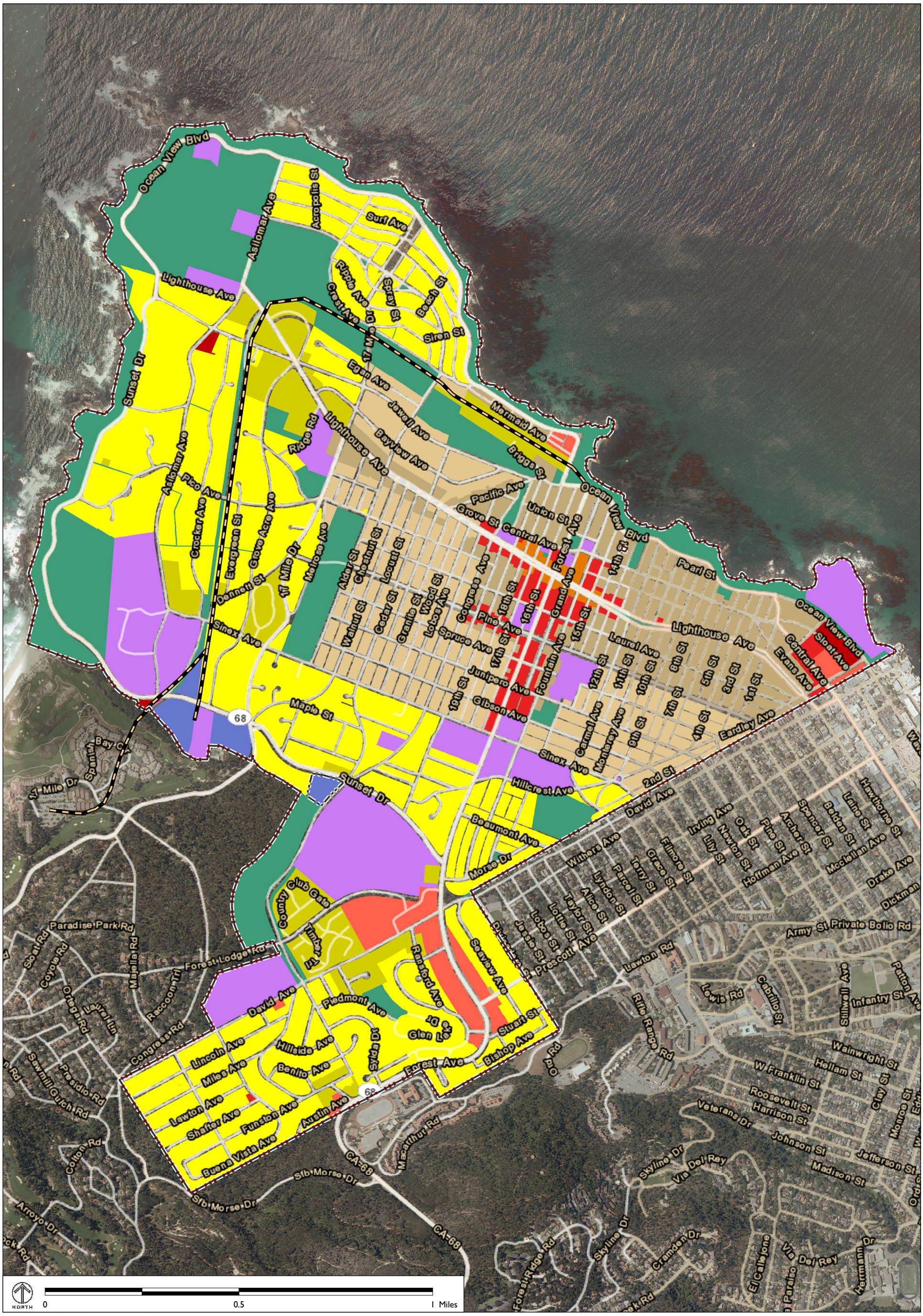
City Limits

Sphere of Influence

Railroads

MONTEREY

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of 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

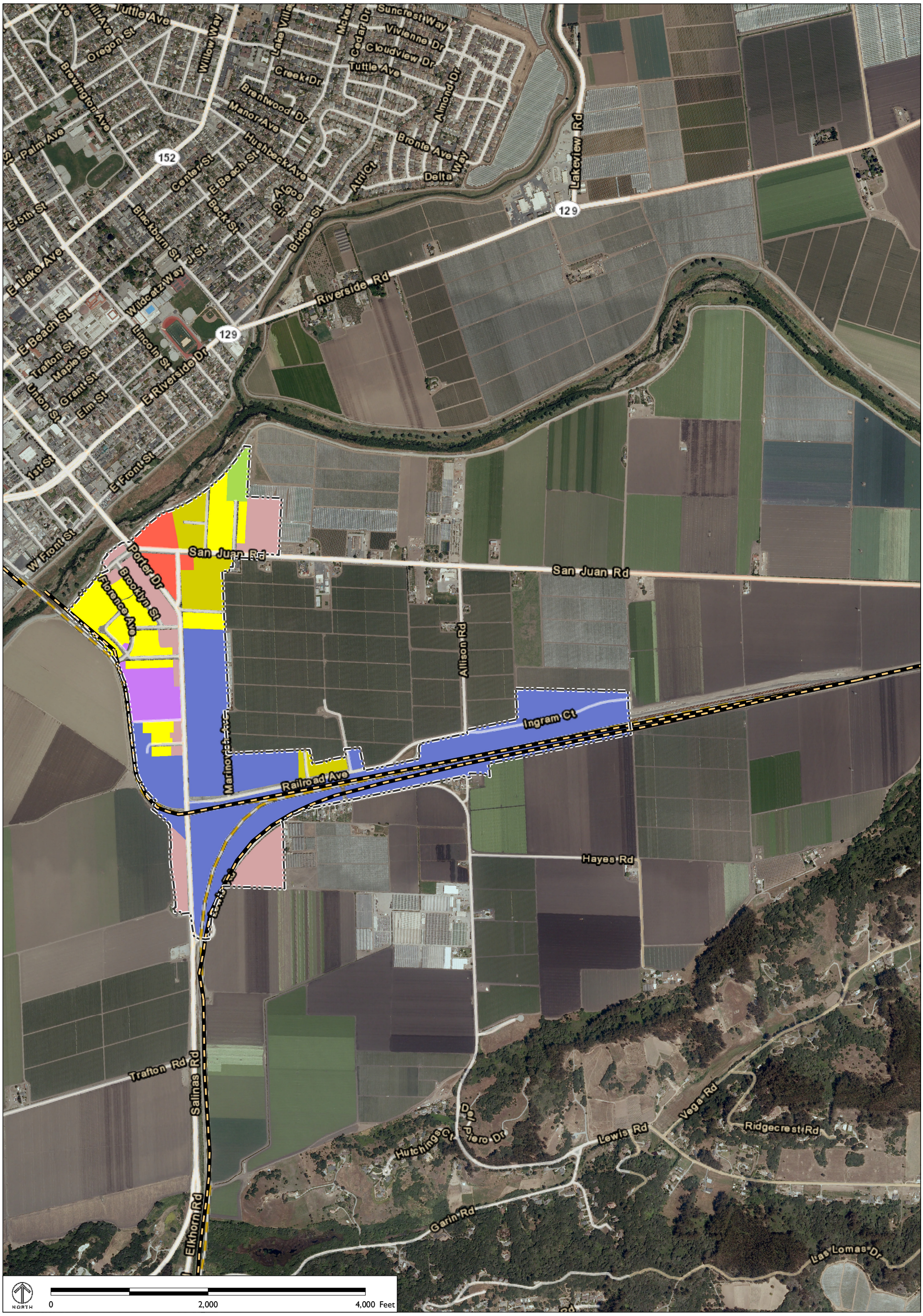
City Limits

Sphere of Influence

Railroads

PACIFIC GROVE

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; 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

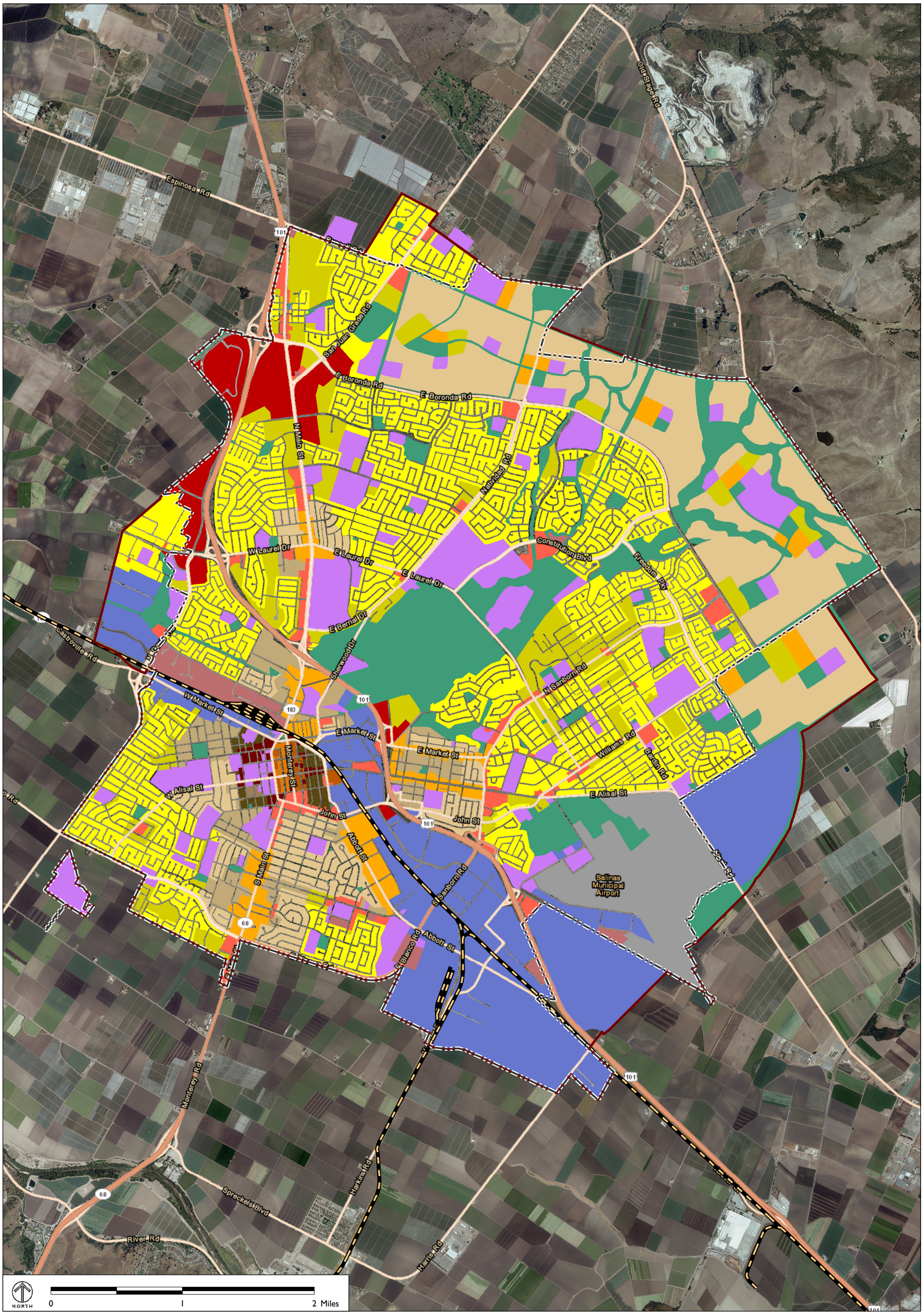
Other

- IND Industrial/Manufacturing
- INS Institutional/Civic

- Community Area
- Railroads

PAJARO

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of 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

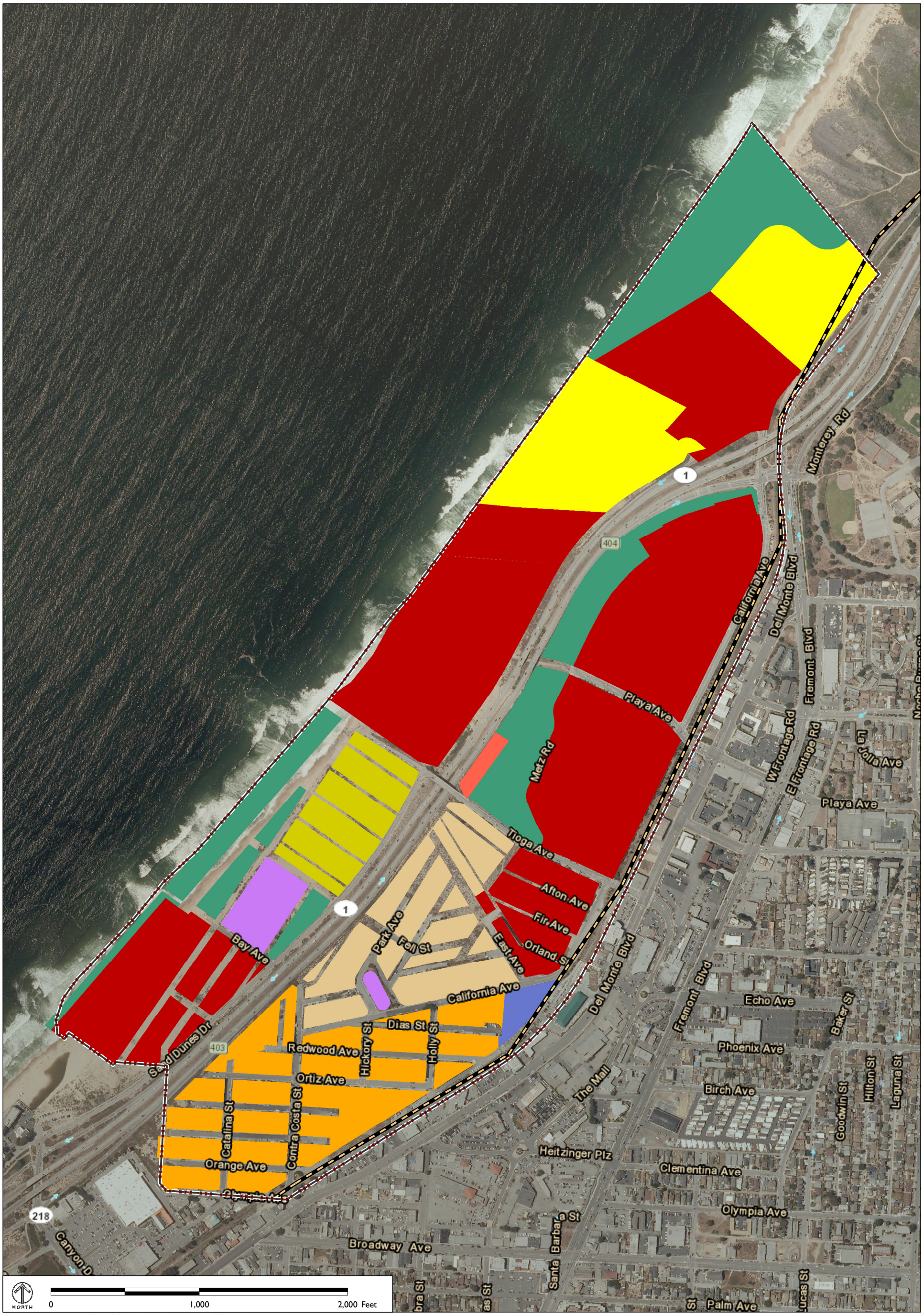
City Limits

Sphere of Influence

Railroads

SALINAS

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; 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

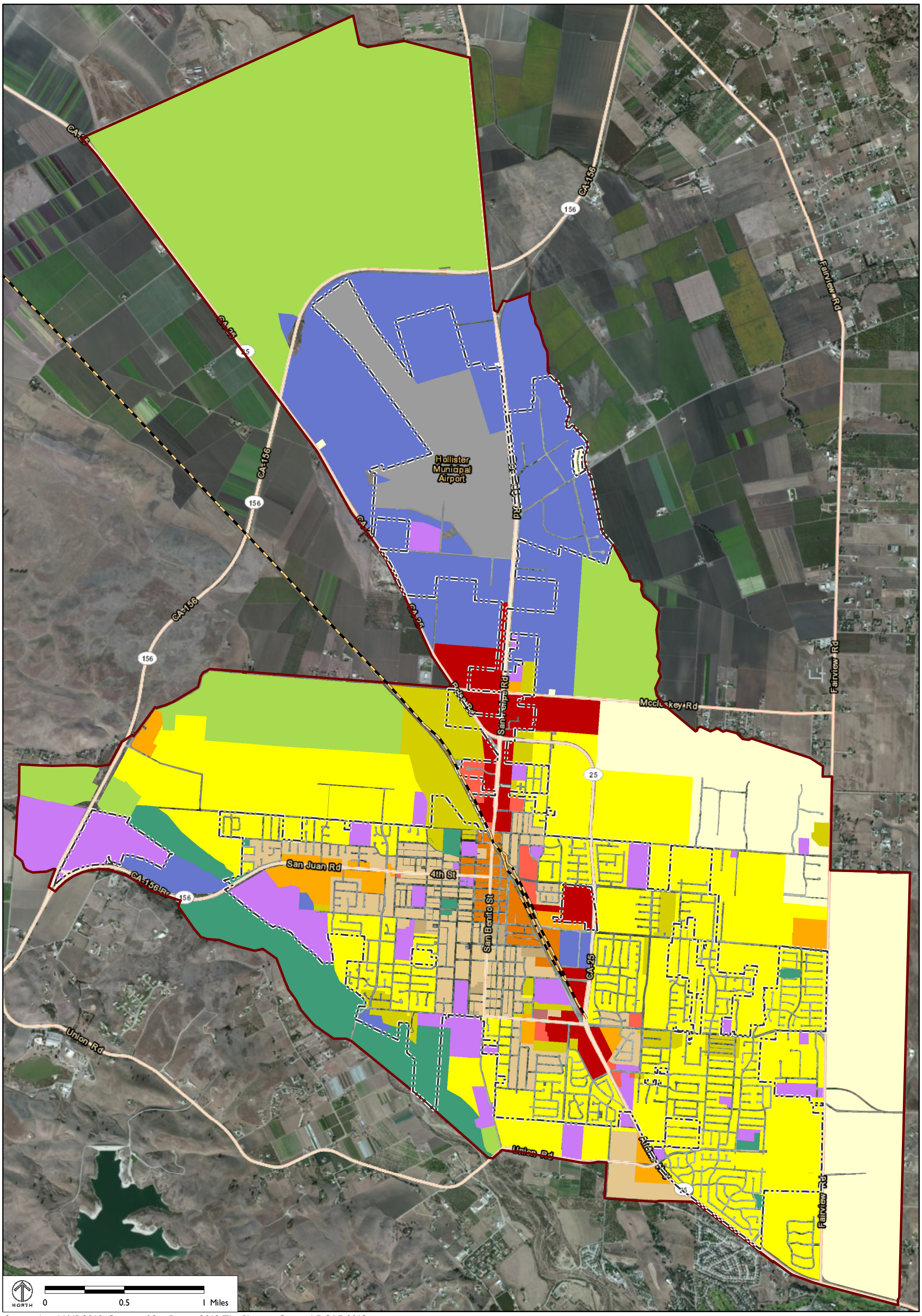
Other

- 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; 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

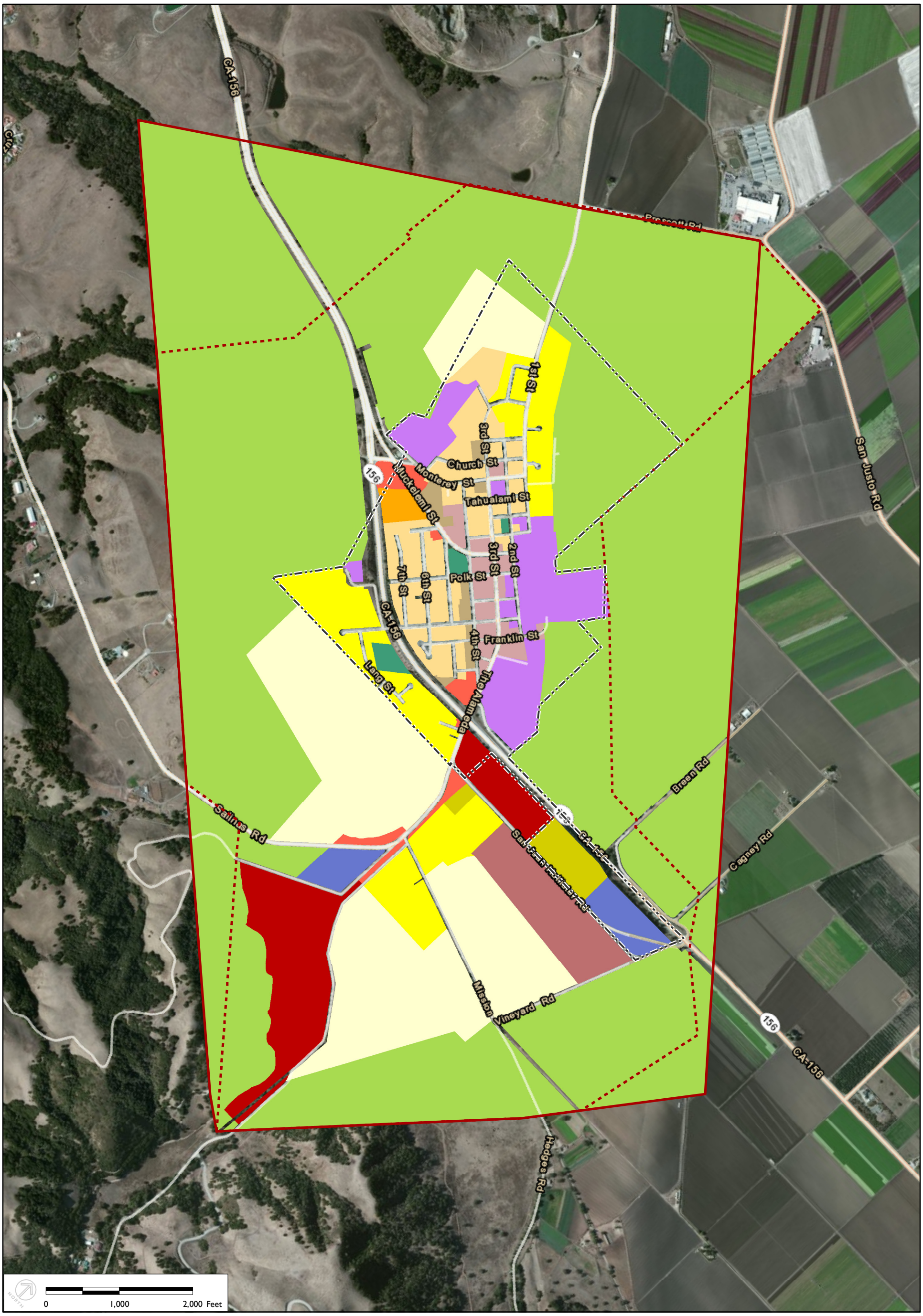
City Limits

Sphere of Influence

Railroads

HOLLISTER

BASE CASE SCENARIO



Source data: NAIP, 2010; 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

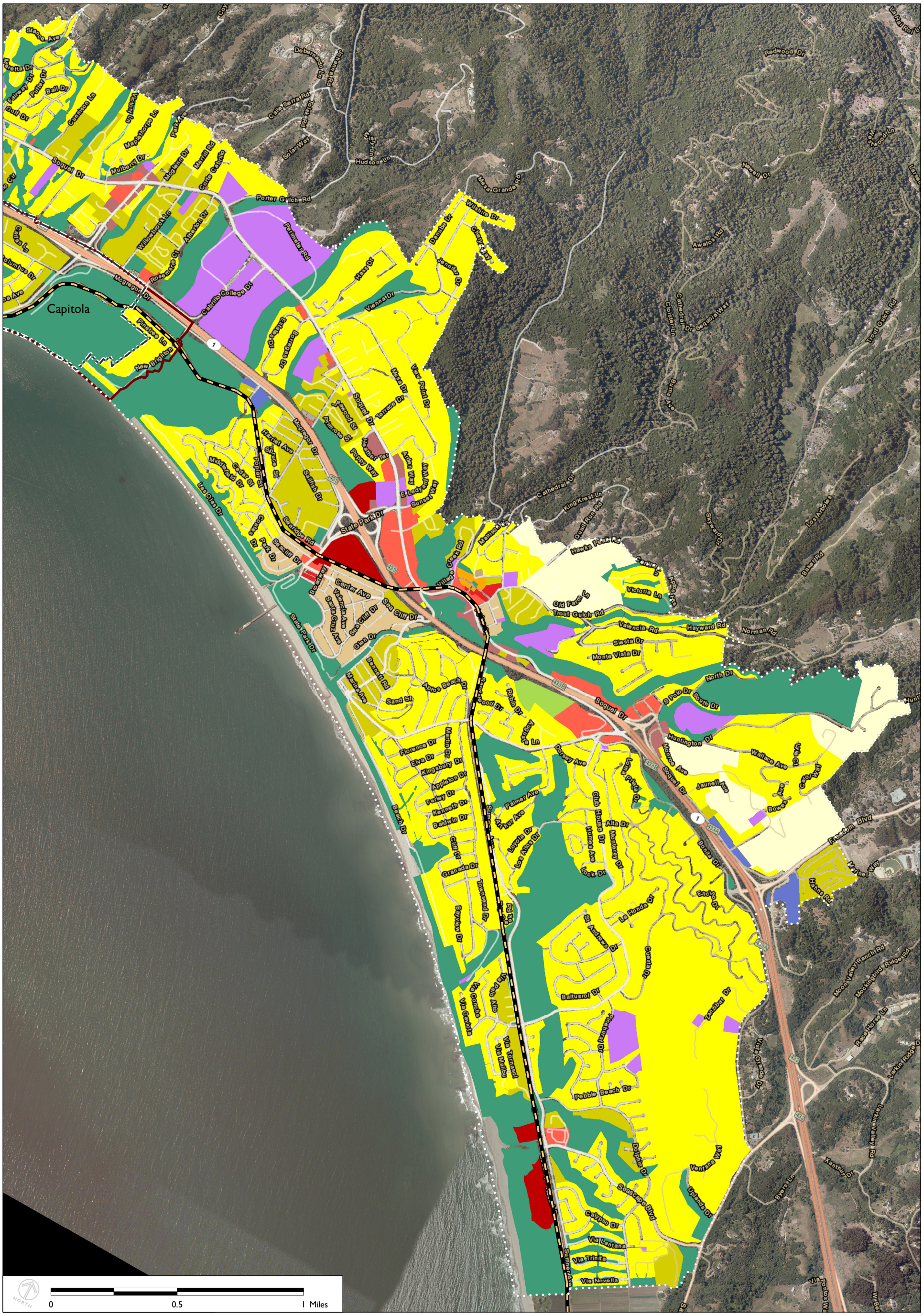
Other

- 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; 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

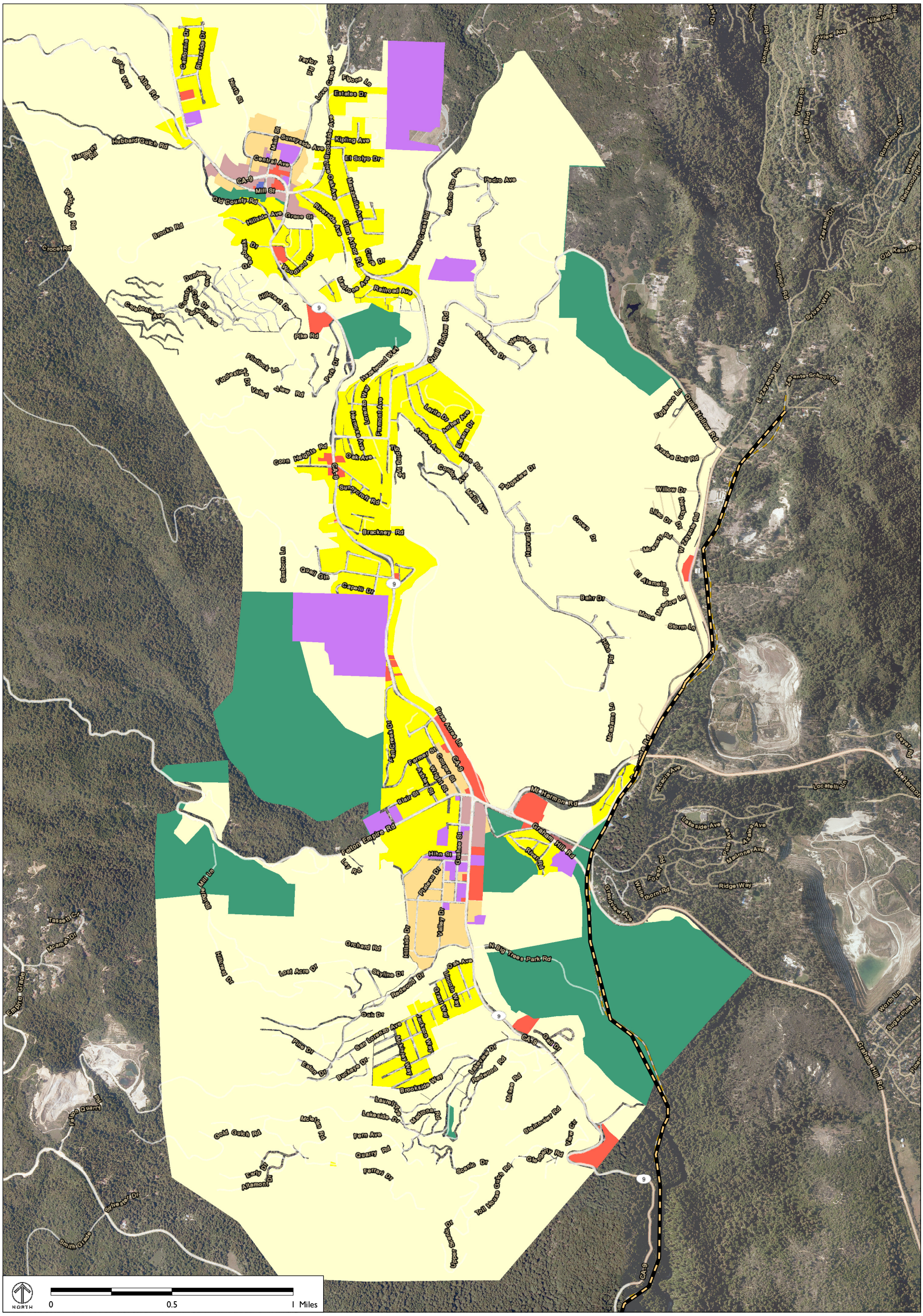
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

Sphere of Influence
City Limits
Urban Service Boundary
Railroads

APTOS URBAN AREA

BASE CASE SCENARIO

INCLUDES ADJACENT INCORPORATED URBAN AREAS



Source data: NAIP, 2010; 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

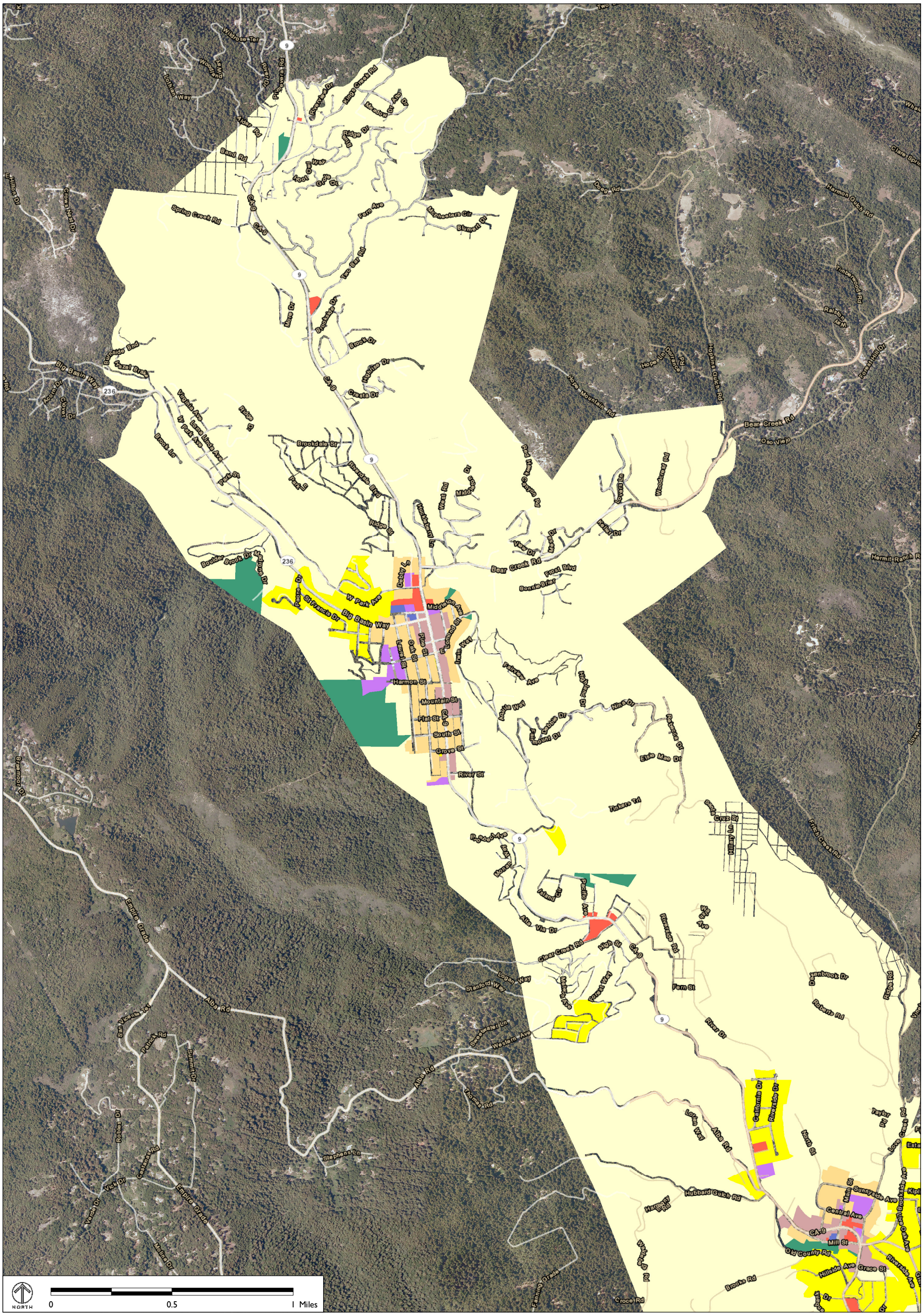
Other

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

Railroads

BEN LOMOND AND FELTON

BASE CASE SCENARIO



Source data: NAIP, 2010; 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

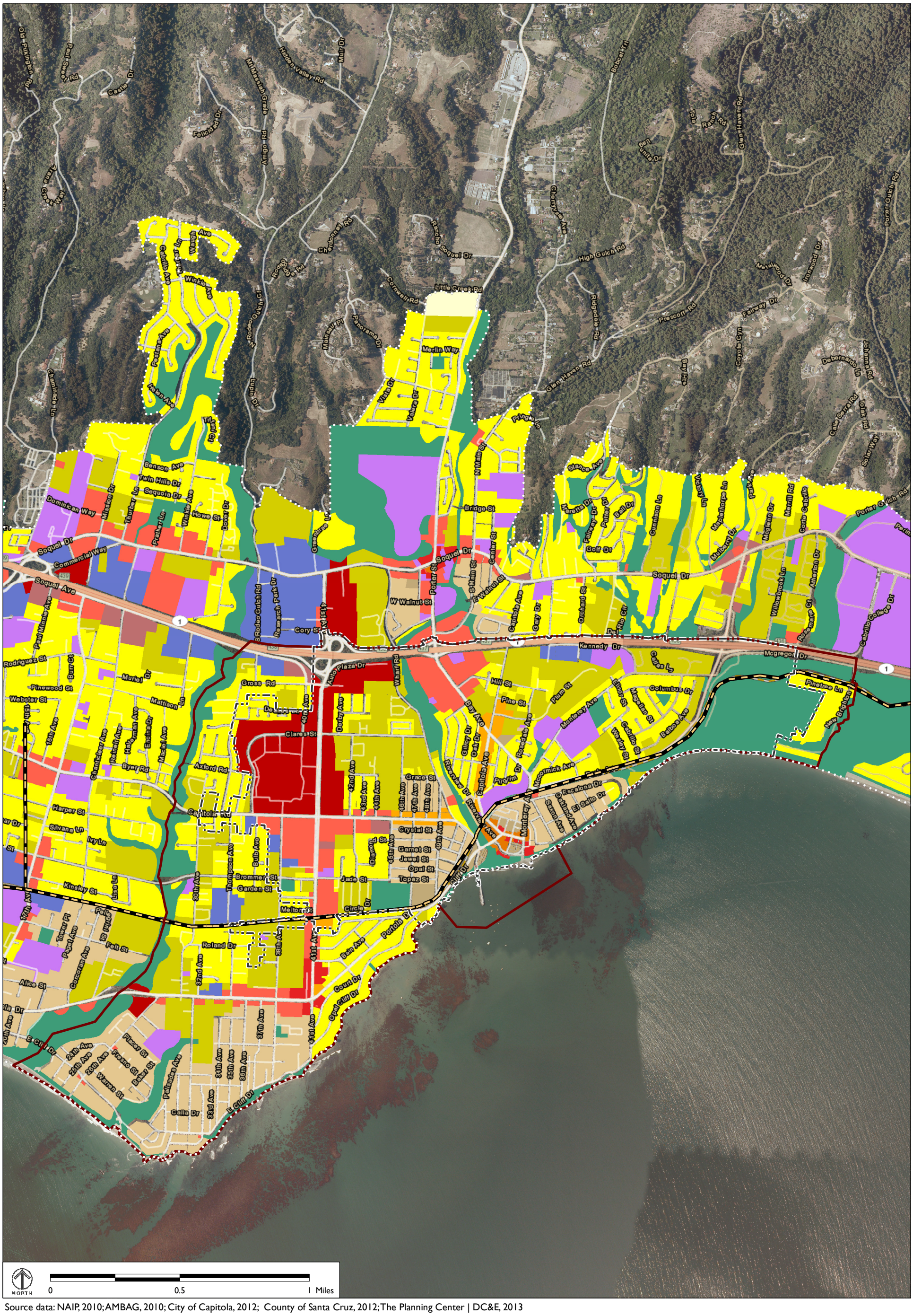
- NU-2 Rural Town Commercial
- NU-3 Rural Town Residential
- NU-4 Exurban and Rural Residential

Other

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

BOULDER CREEK AND BROOKDALE

BASE CASE SCENARIO


Soquel Dr
Soquel Ave
Commercial Way
Capitola Rd
Clares St
Bay Ave
Capitola Ave
Porter St
Center St
Main St
Walnut St
Cabrillo College Dr
Kennedy Dr
Mcgregor Dr
Auto Plaza Dr
Wharf Rd
Hill St
Pine St
Plum St
Columbus Dr
Monterey Ave
Pinetree Ln
New Brighton
Grace St
Crystal St
Garnet St
Jewel St
Opal St
Topaz St
Jade St
Cliff Dr
Escalona Dr
Seacliff Dr
Portola Dr
Circle Dr
Melrose Dr
Gross Rd
Kinsley St
Harper St
Axford Rd
Byer Rd
Cory St
Rodeo Gulch Rd
Research Park Dr
Paul Minnie Ave
Rodriguez St
Webster St
Pinewood St
Murial Dr
Mattison Ln
Chanticleer Ave
Rainelli Ave
Hallerman Ave
Encina Dr
Mastel Ave
Derby Ave
Thompson Ave
Bulb Ave
Garden St
Brommer St
Ivy Ln
Silvana Ln
Urea Ln
Felt St
Roland Dr
Alice St
Concoran Ave
Pearl Ave
Tower Pl
Polito Ct
Sam Ave
Court Dr
Opal Cliff Dr
E Cliff Dr
Pacific Ave
Sacramento Ave
Escalona Dr
Orchard Ave
Sesame Ave
Fairway Dr
Golf Dr
Gunnison Ln
Victory Ln
Maplethorpe Ln
Mulberry Dr
Meglann Dr
Merrill Rd
Corte Cabrillo
Willowbrook Ln
Rosemary Ct
American Dr
Porter Gulch Rd
Solari Way
Calle Sierra Rd
Toltec Rd
Johanna Rd
Debernardo Ln
Coventry Cyn
Bay Hts
Prescott Rd
Fairway Dr
Ironwood Dr
Meadowood Dr
High Gulch Rd
Glen Haven Rd
Ridgedale Rd
Cornwall Rd
Little Creek Rd
Rancho Soquel Dr
Chardonnay Rd
Cherryvale Ave
Bobcat Trl
Tola Ranch Rd
Glen Haven Rd
Porter Gulch Rd
Hidden Valley Rd
Muir Dr
Mt Mesa Grade
Arroyo Rd
Foxfield Dr
Castle Dr
Paul Sweet Rd
Pilkington Rd
Alma Grove Way
Chaminade Ln
Rodeo Gulch Cir
Lupine Dr
Ridge Rd
Mainsail Pl
Panorama Dr
Winkle Ave
Walnut Ave
Capitola Ave
Foster Ave
Helen Ave
Tuscan Ct
Benson Ave
Twin Hills Dr
Sequoia Dr
Thurber Ln
Prather Ln
Dominican Way
Mission Dr
Howe St
Dover Dr
Greenburg Ln
Vista Dr
Valera Dr
Merlin Way
Pilgrim Ln
N Main St
Bridge St
Riverview Dr
Capitola Ave
Pilgrim Dr
Gilroy Dr
Oak Dr
Riverview Ave
Macormick Ave
Wesley St
Capitola St
Balboa Ave
Monterey Ave
Sesame Ave
Escalona Dr
El Salto Dr
Orchard Ave
Sesame Ave
Calle La
Calle L
Pinetree Ln
Columbus Dr
Magellan St
Elinor St
Cabrillo St
Wesley St
Balboa Ave
Monterey Ave
Riverview Dr
Capitola Ave
Pilgrim Dr
Macormick Ave
Grace St
42nd Ave
43rd Ave
44th Ave
45th Ave
47th Ave
48th Ave
49th Ave
Diamond St
Crystal St
Garnet St
Jewel St
Opal St
Topaz St
Jade St
Cliff Dr
Escalona Dr
El Salto Dr
Orchard Ave
Sesame Ave
Monterey Ave
Macormick Ave
Riverview Ave
Riverview Dr
Capitola Ave
Pilgrim Dr
Gilroy Dr
Oak Dr
Bay Ave
Derby Ave
Darwin Dr
Del Mar Ave
40th Ave
Gross Rd
Auto Plaza Dr
Wharf Rd
Hill St
Pine St
Plum St
Columbus Dr
Monterey Ave
Pinetree Ln
New Brighton
Grace St
Crystal St
Garnet St
Jewel St
Opal St
Topaz St
Jade St
Cliff Dr
Escalona Dr
El Salto Dr
Orchard Ave
Sesame Ave
Monterey Ave
Macormick Ave
Riverview Ave
Riverview Dr
Capitola Ave
Pilgrim Dr
Gilroy Dr
Oak Dr
Bay Ave
Derby Ave
Del Mar Ave
40th Ave
Clares St
Gross Rd
Auto Plaza Dr
Wharf Rd
Kennedy Dr
Mcgregor Dr
Soquel Dr
Soquel Ave
Commercial Way
Capitola Rd
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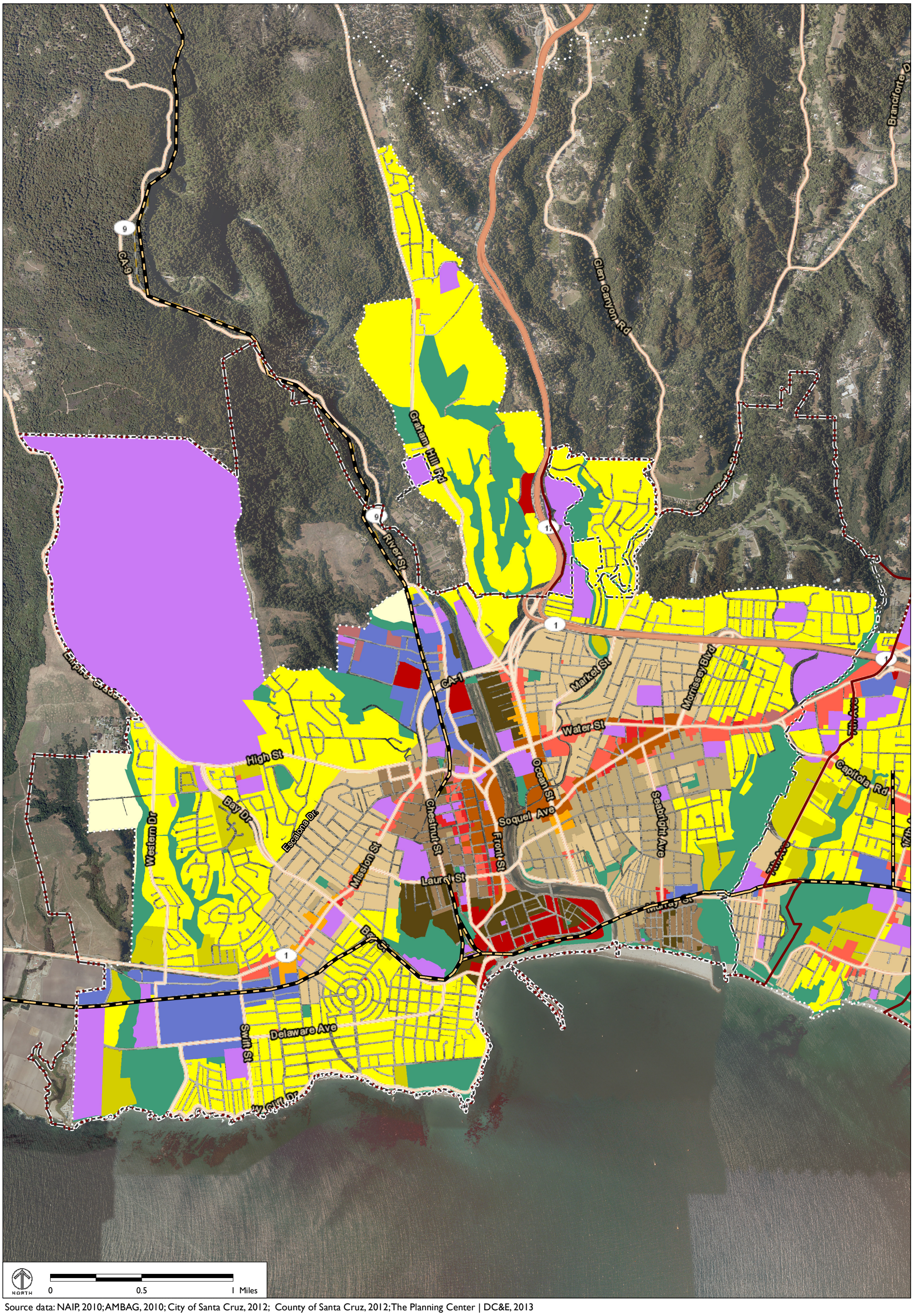
Porter St
Center St
Main St
Walnut St
Cabrillo College Dr
Kennedy Dr
Mcgregor Dr



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

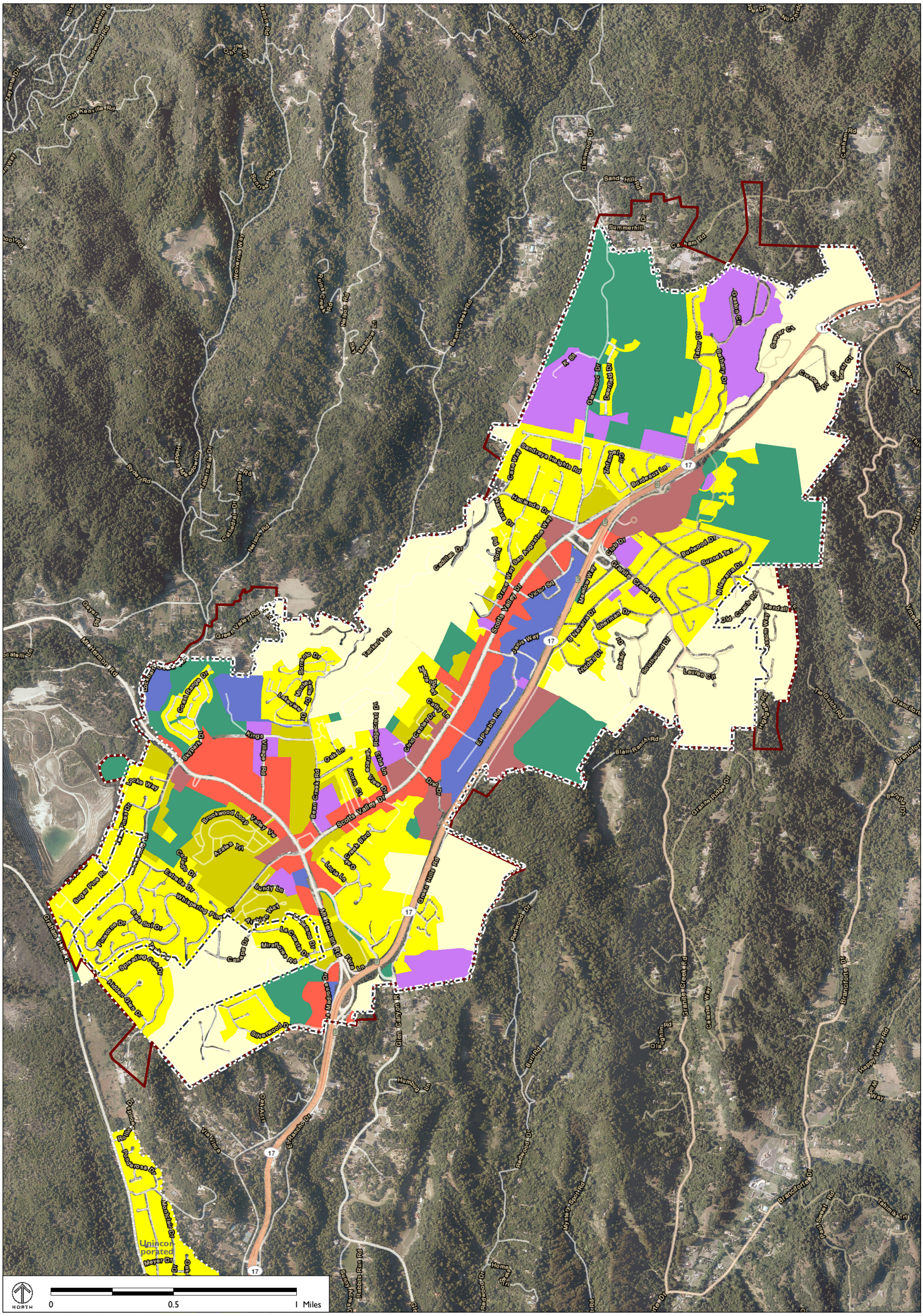
- IND Industrial/Manufacturing
- INS Institutional/Civic
- OSR Open Space/Recreational

*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 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

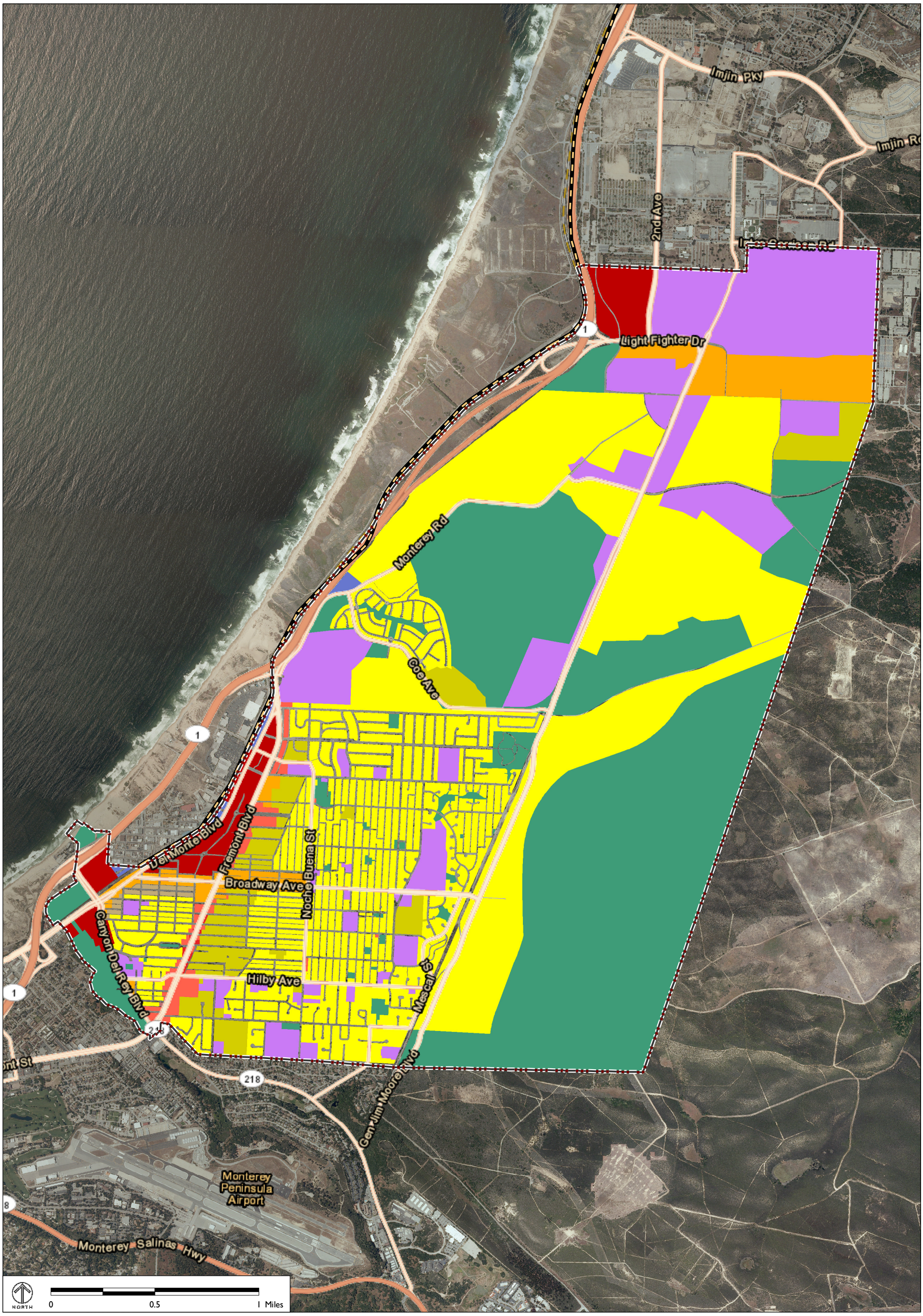
Sphere of Influence

City Limits

Urban Service Boundary

SCOTTS VALLEY

BASE CASE SCENARIO INCLUDES SURROUNDING UNINCORPORATED URBAN AREAS



Source data: NAIP, 2010; AMBAG, 2010; City of 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

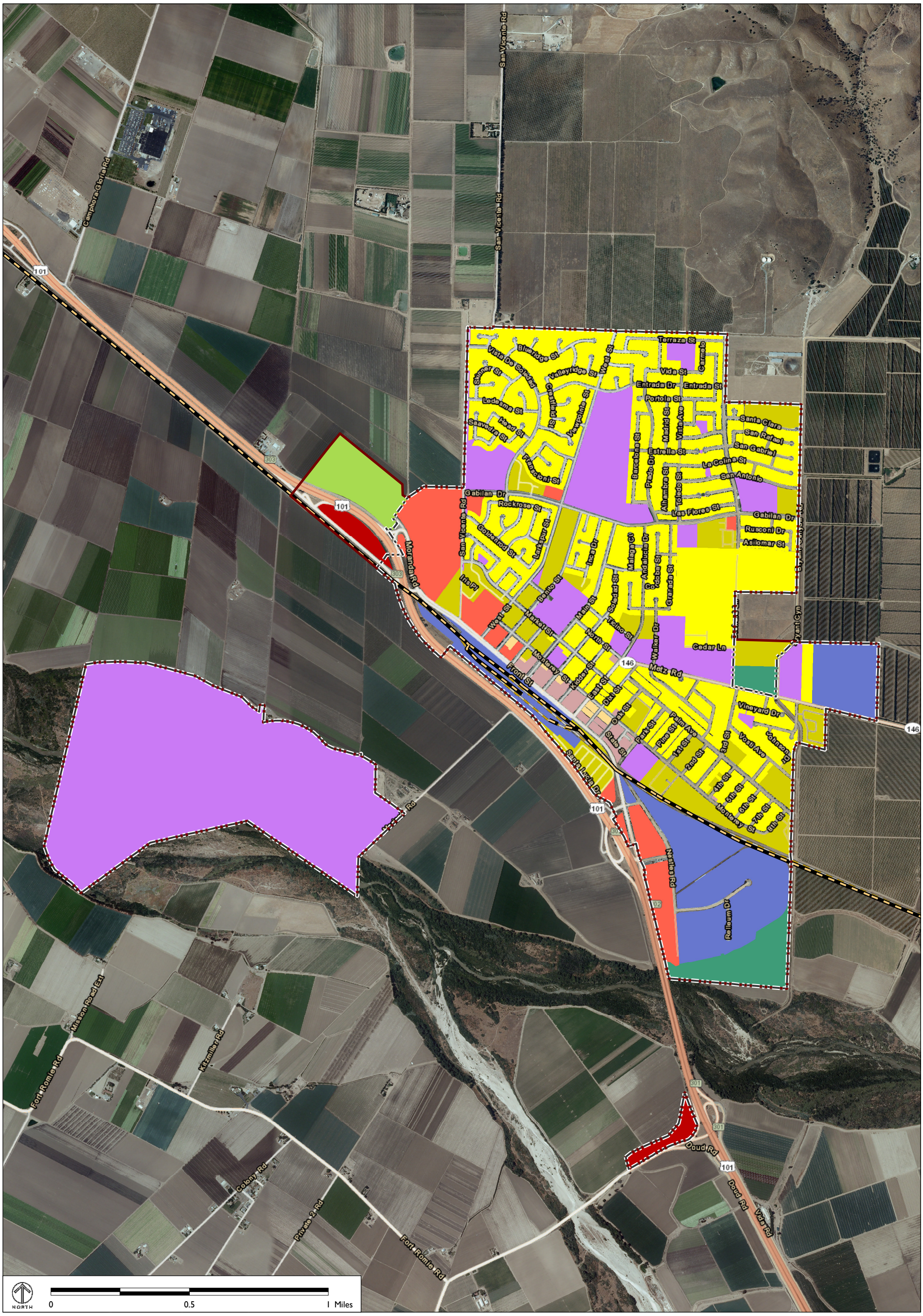
Other

- 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 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

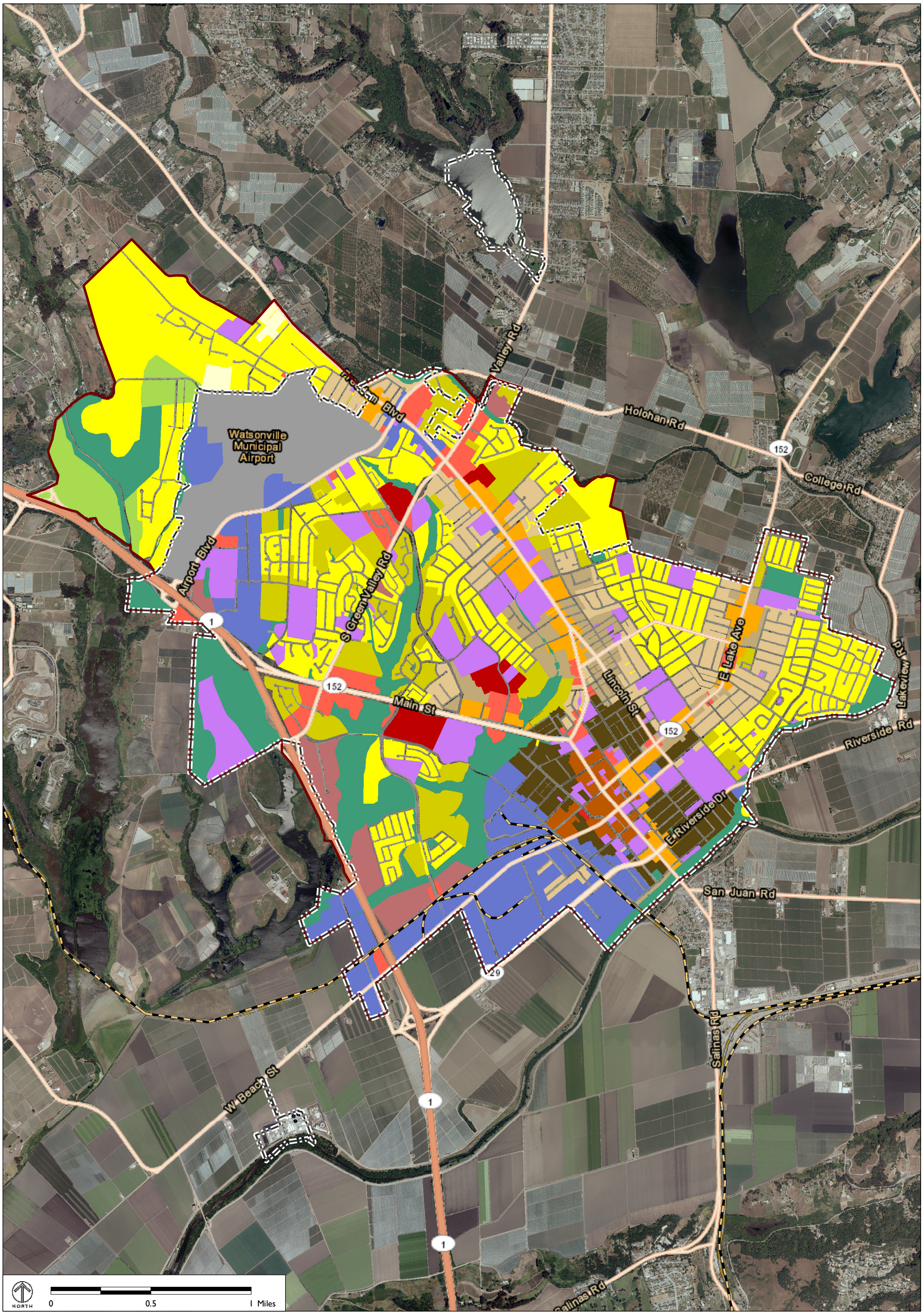
City Limits

Sphere of Influence

Railroads

SOLEDAD

BASE CASE SCENARIO



Source data: NAIP, 2010; AMBAG, 2010; City of 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

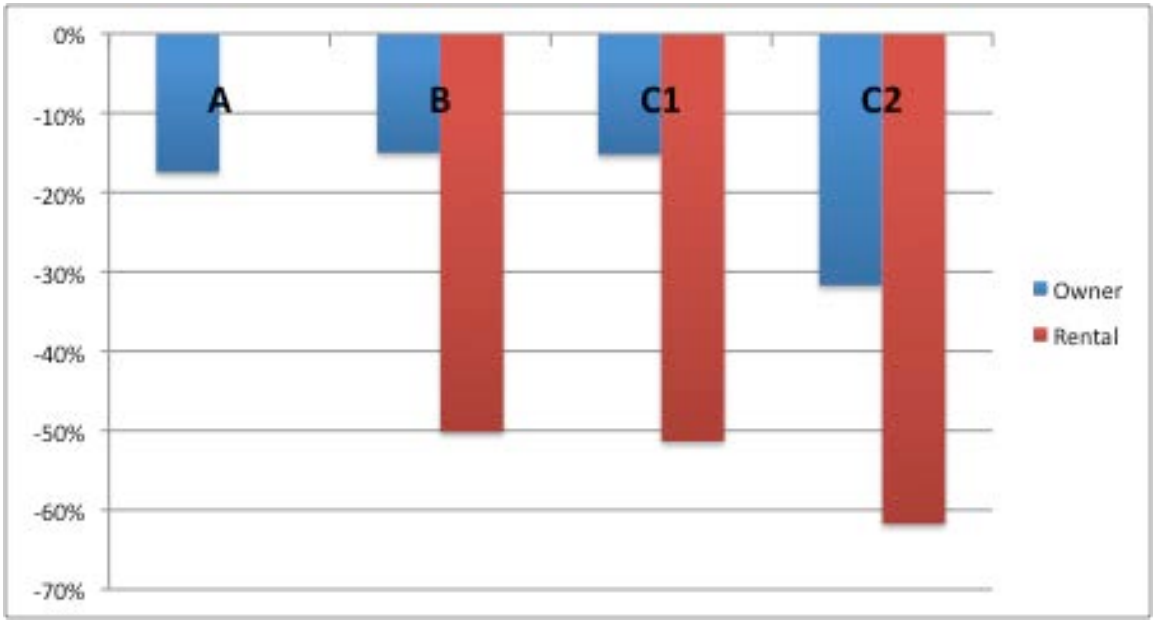


Chart 2: Return on Investment in Medium Cost Areas, by Typology

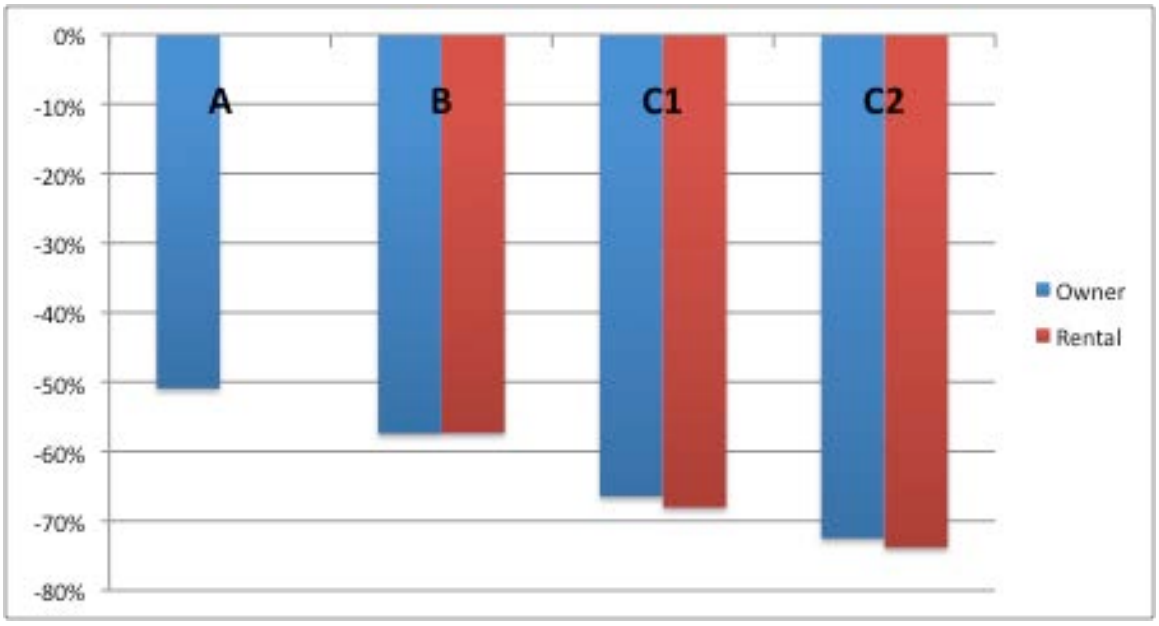
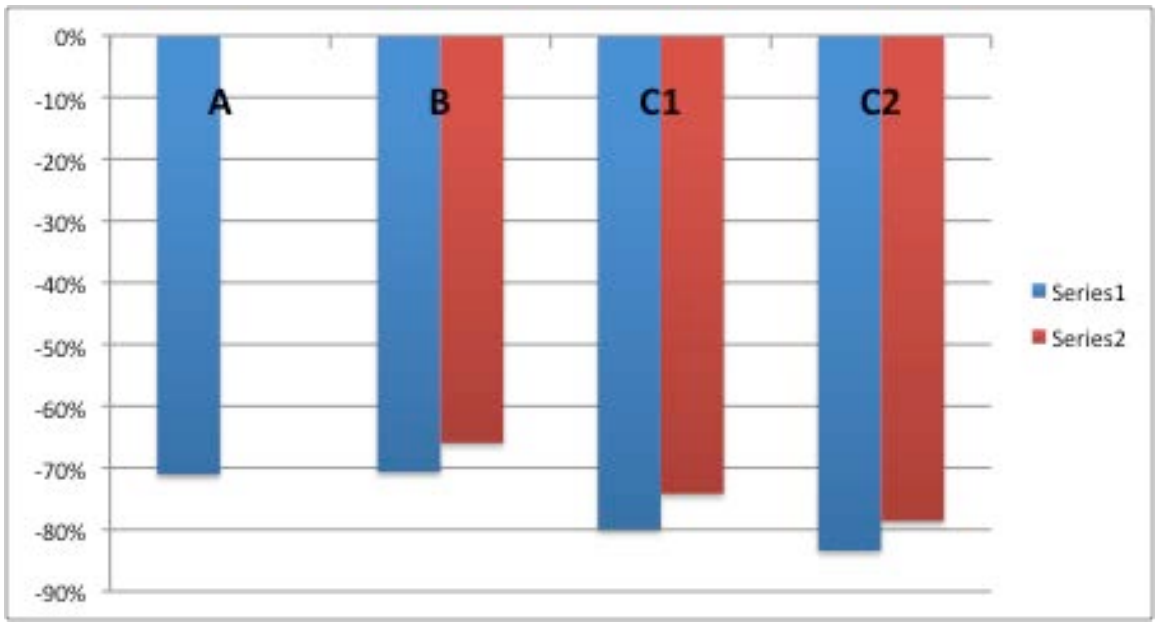


Chart 3: Return on Investment in Low Cost Areas, by Typology



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

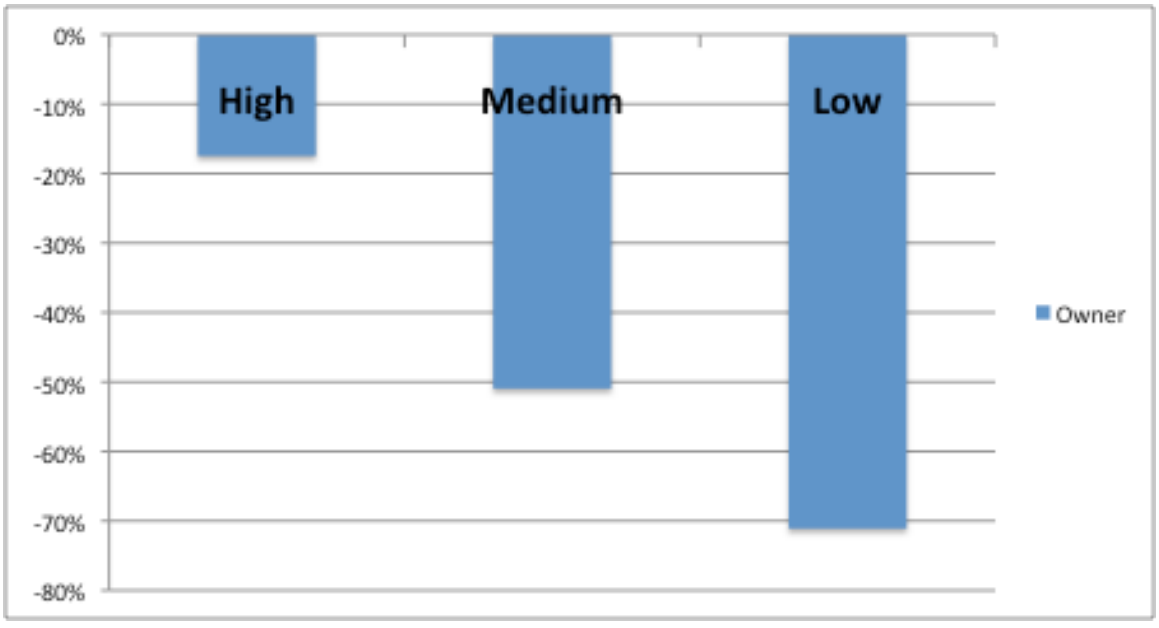


Chart 5: Return on Investment for Typology B, by Cost Area

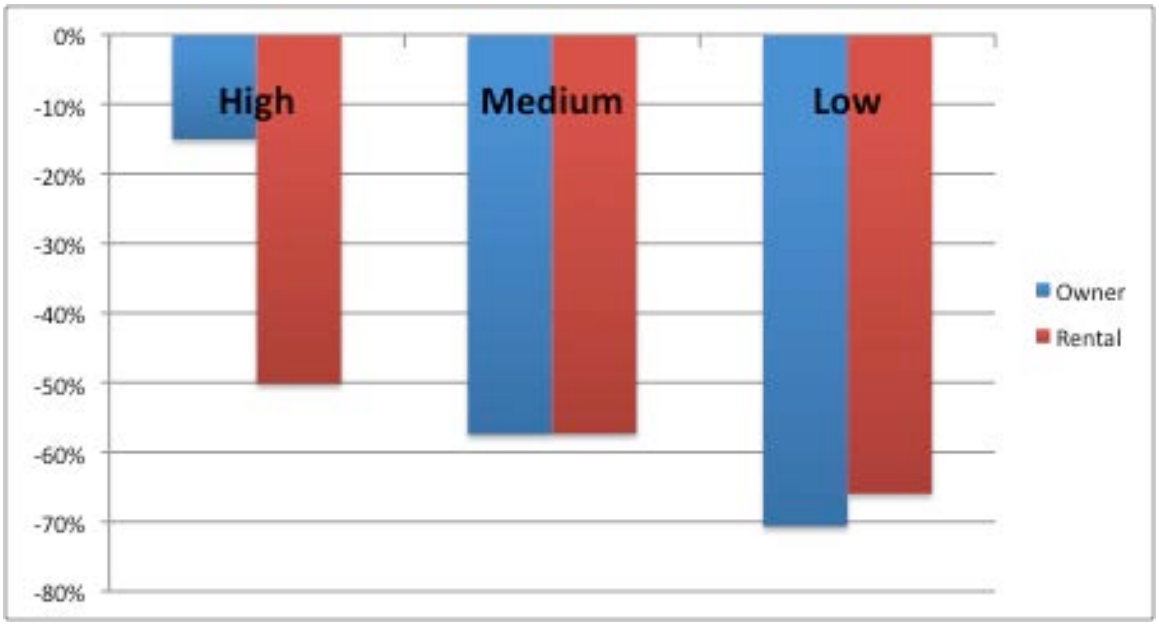


Chart 6: Return on Investment for Typology C (off-site parking), by Cost Area

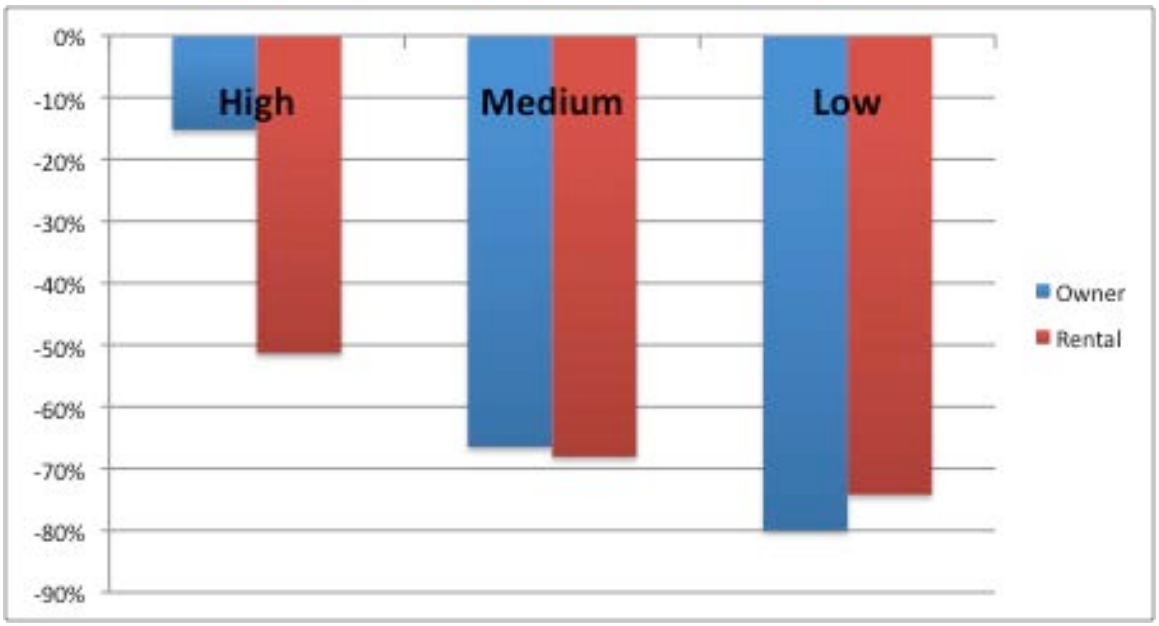
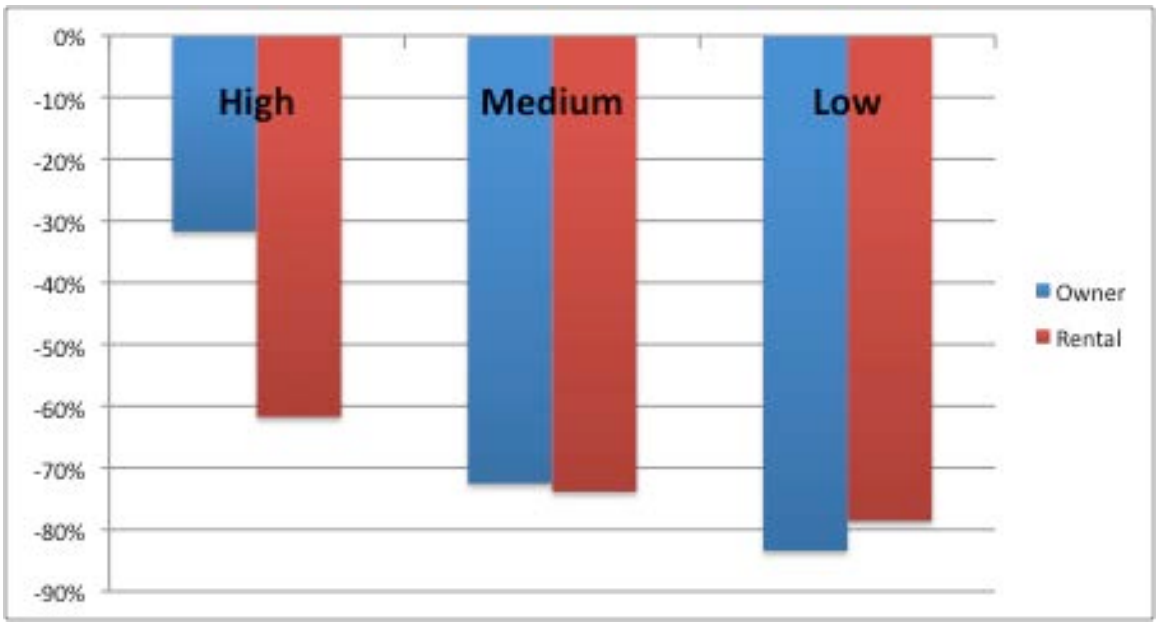


Chart 7: Return on Investment for Typology C (on-site parking), by Cost Area



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

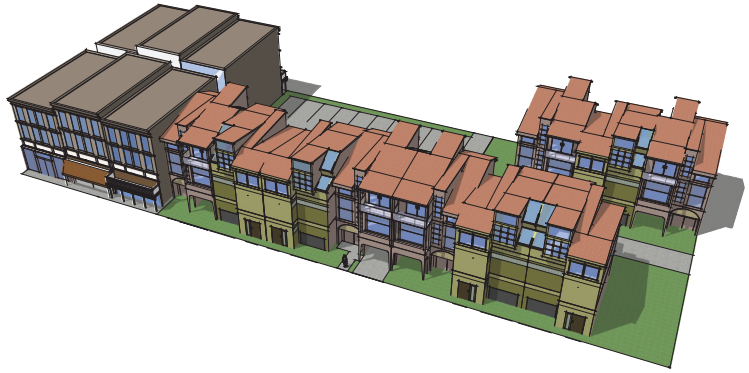
Scenario	Baseline	Policy or Market Change						
		Single Changes					*Lower Parking + No Commercial*	*Lower Parking + No Commercial + 25% Increase in Housing Prices*
		Lower Parking	No Commercial	No Inclusionary Requirement	25% Increase in Housing Prices	20% Decrease in Construction Costs		
1	-	0	0	12	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

Typology A: Small Lot Single Family Detached Houses

Illustration purposes only

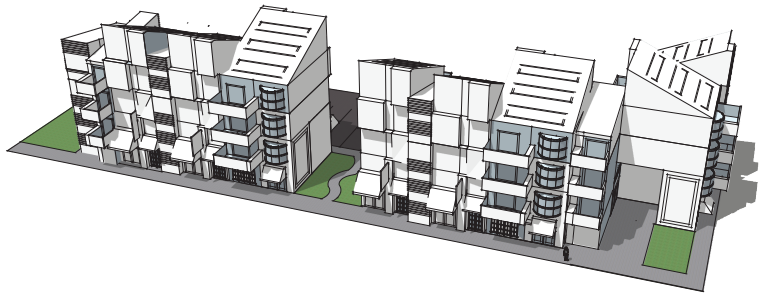
Typology B: Townhouses & Rowhouses

Illustration purposes only



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

Illustration purposes only



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
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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%
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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%
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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

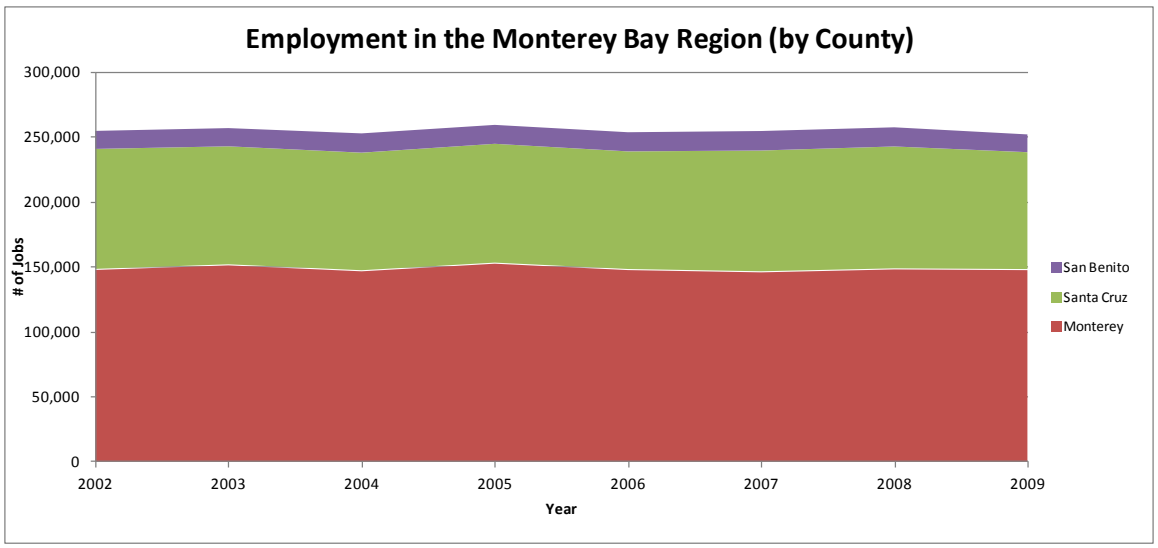
Scenario		Baseline	Lower Parking	No Commercial	No Inclusionary Requirement	25% Increase in Housing Prices	20% Decrease in Construction Costs	*Lower Parking + No Commercial*	*Lower Parking + No Commercial + 25% Increase in Housing Prices*
1	Typology A, High Cost Markets (Ownership)	-17%	-17%	-17%	-5%	-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

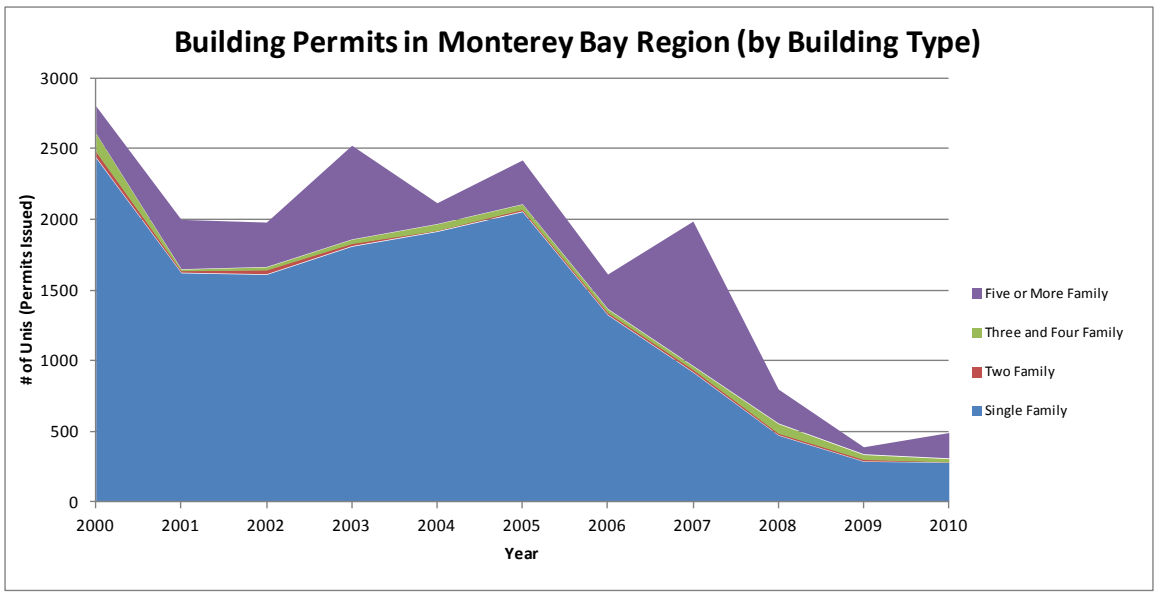
- Employment growth was stagnant in all portions of the region from 2002-2009. Consequently, there have been no endogenous drivers for major expansion of housing demand.
    - In addition, in both Monterey and San Benito Counties, more than 30% of jobs are in Natural Resources (Agriculture and Mining), 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



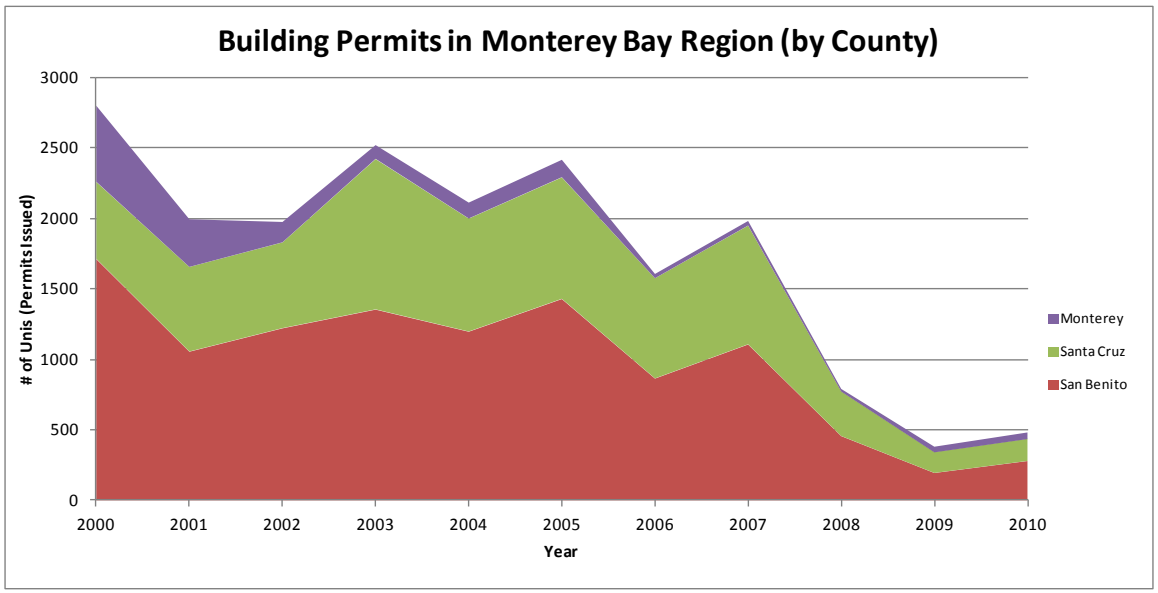
Source: U.S. Census Bureau, Longitudinal Employment and Housnig Dynamics, 2002-2009

Housing Production

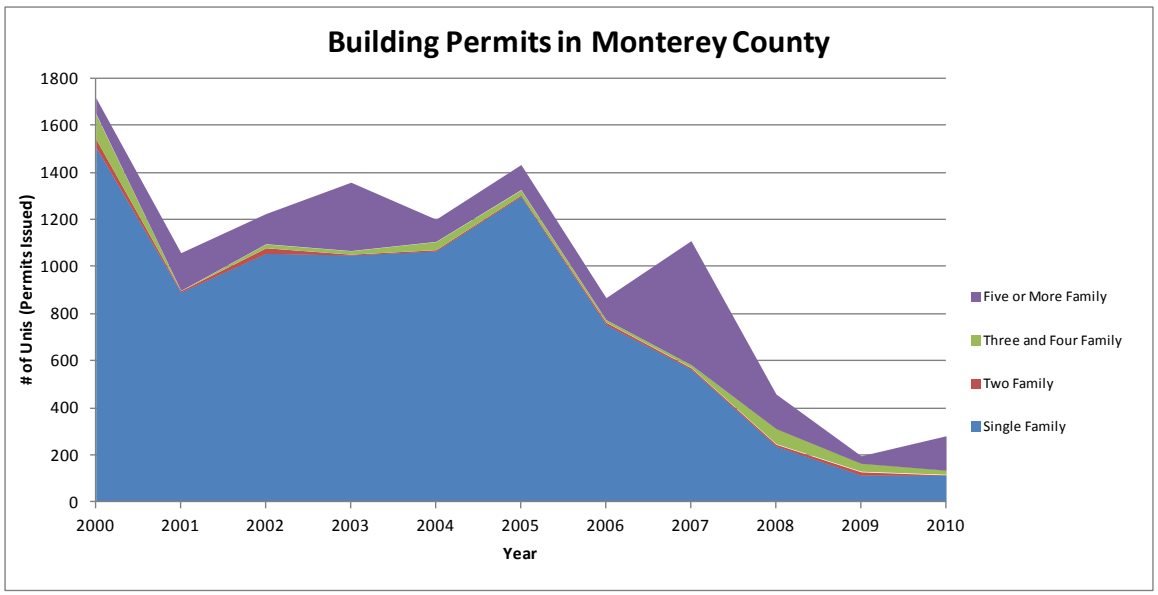
- Contacts indicated that, all else being equal, most developers would prefer to build single-family homes on small parcels- these are the cheapest products to build and (at least historically) the easiest to market. This building type tends to be the lowest risk and offer the greatest return on investment.
    - 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.



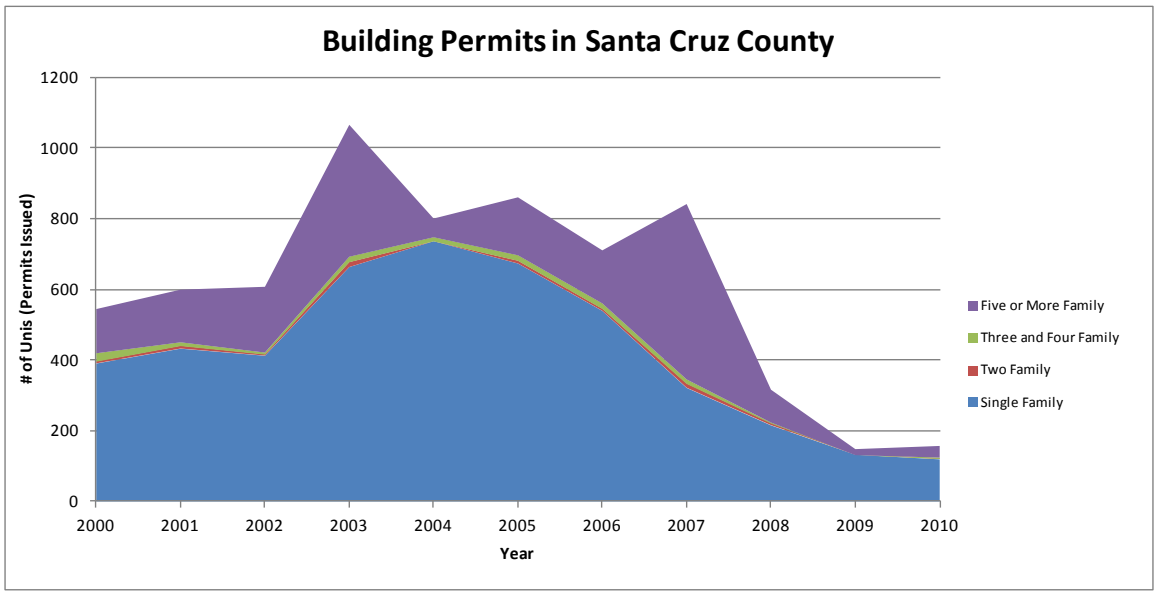
Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



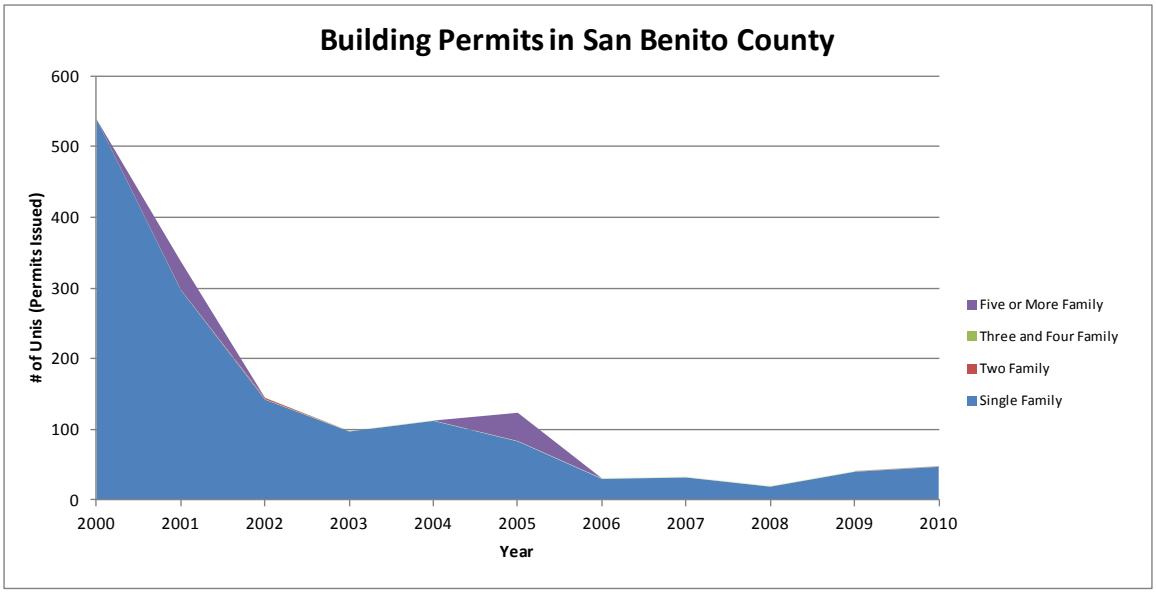
Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



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)

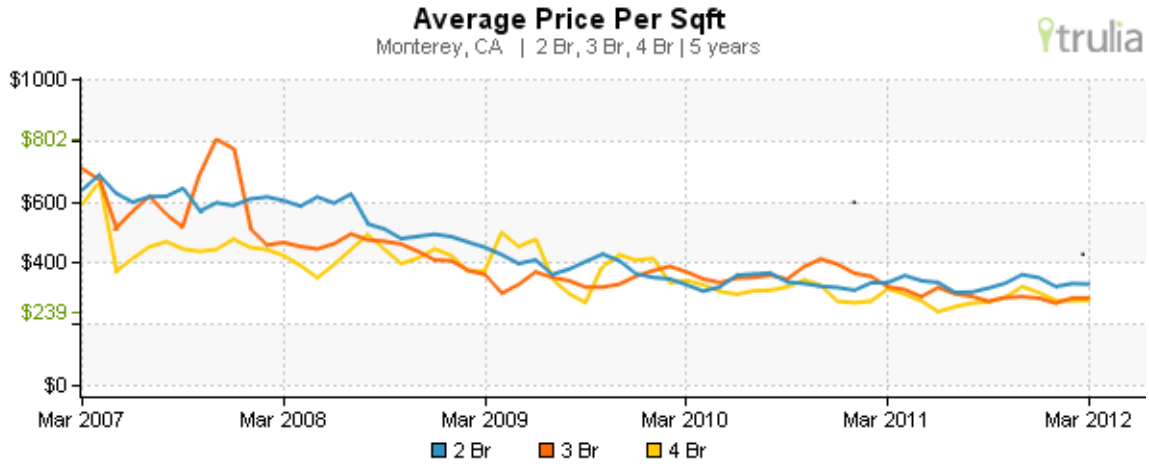
Building Type	0	1	2	3	4	5	6	7	All
Large Lot SFR				2	4	1			7
Small Lot SFR		1	3	38	96	31	4	1	174
Attached			2	5	3				10
Low-Rise MFR	1		3	1					5
All	1	1	8	46	103	32	4	1	196

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

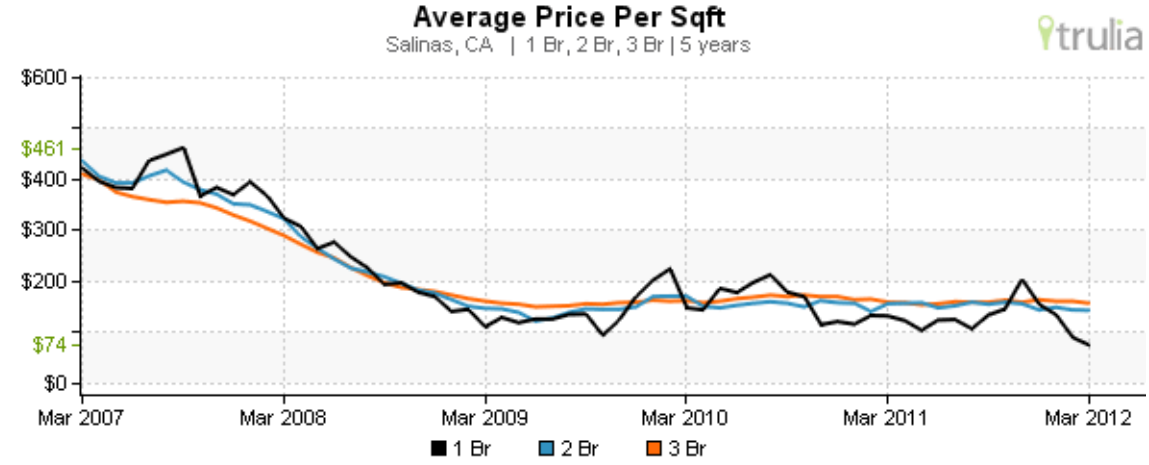
Housing Prices

- 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



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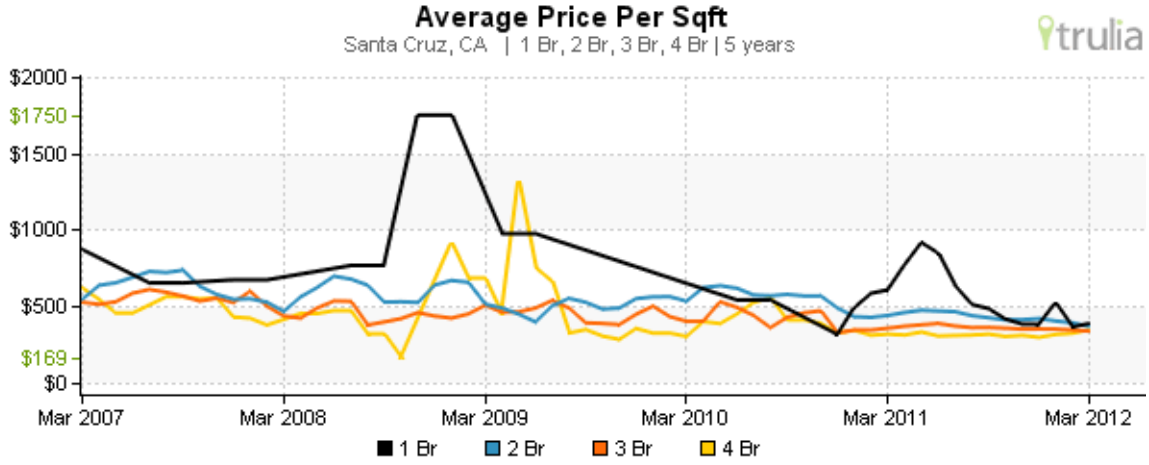

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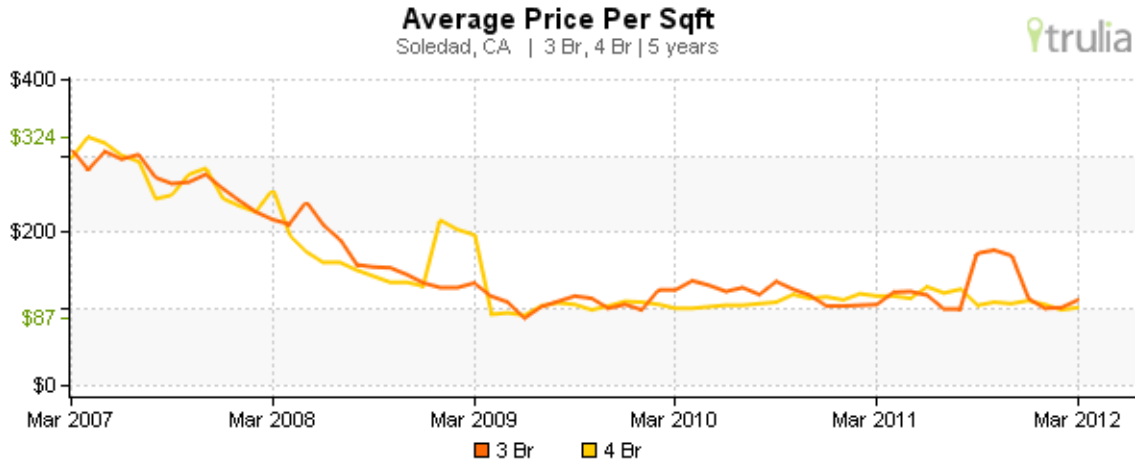

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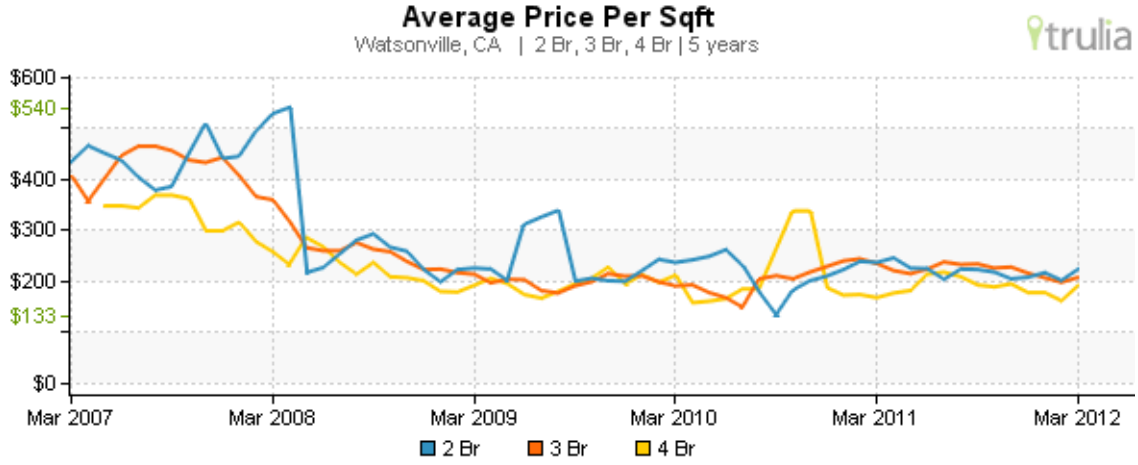
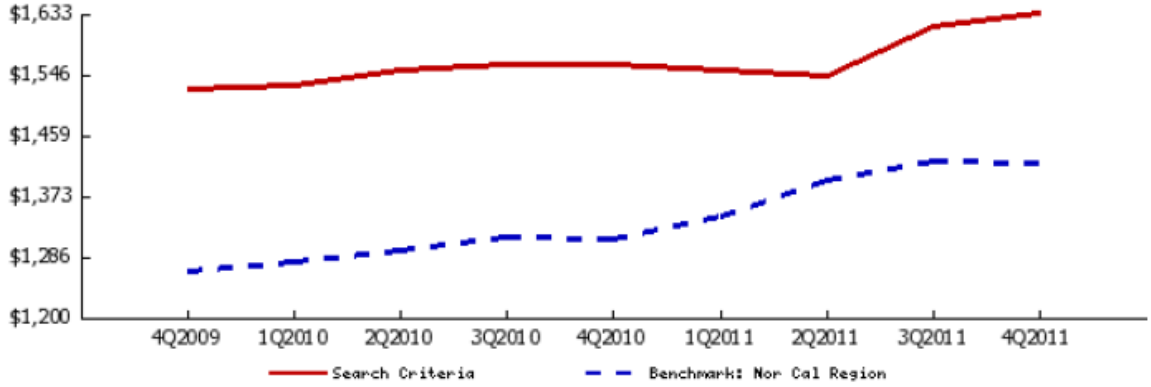


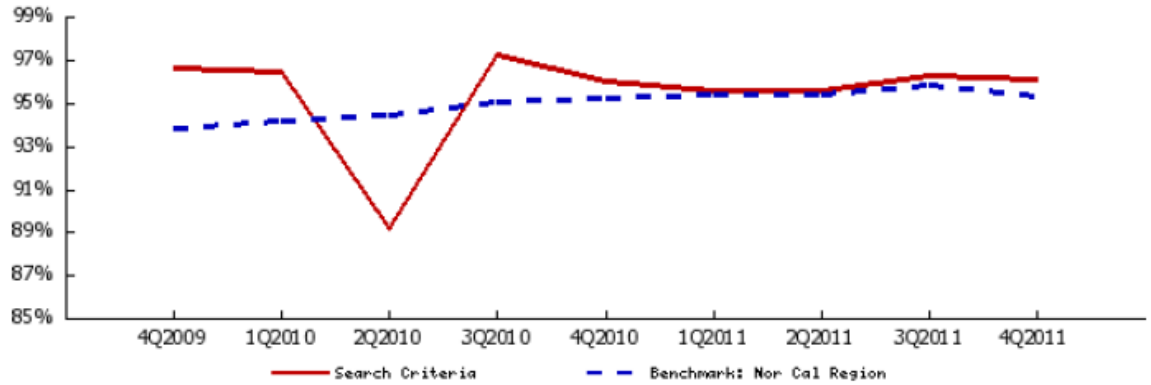
Source: Trulia.com, March 2012

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



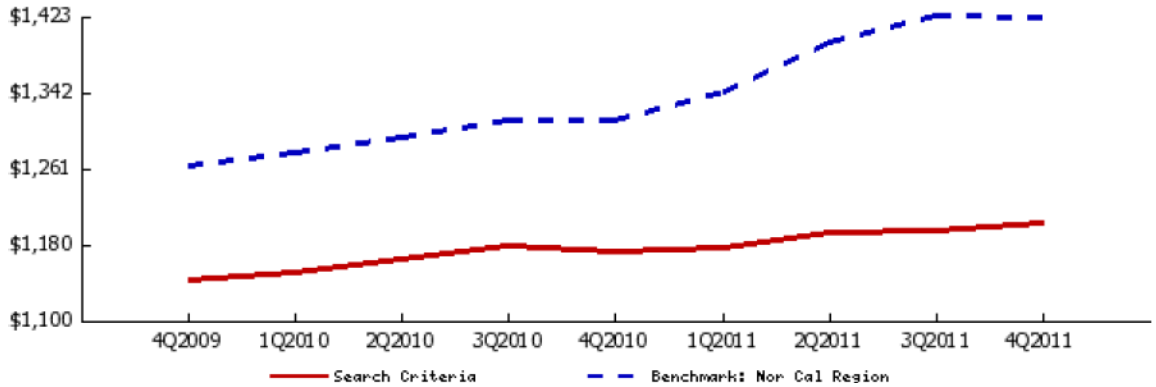
Source: Real Facts, March 2012

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



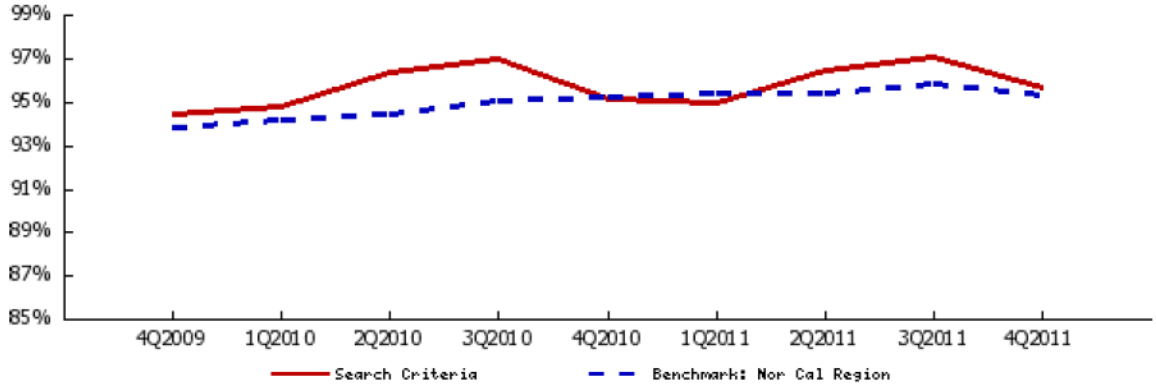
Source: Real Facts, March 2012

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.

Unit Types	Bedroooms	Cost Area		
		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 (c	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

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

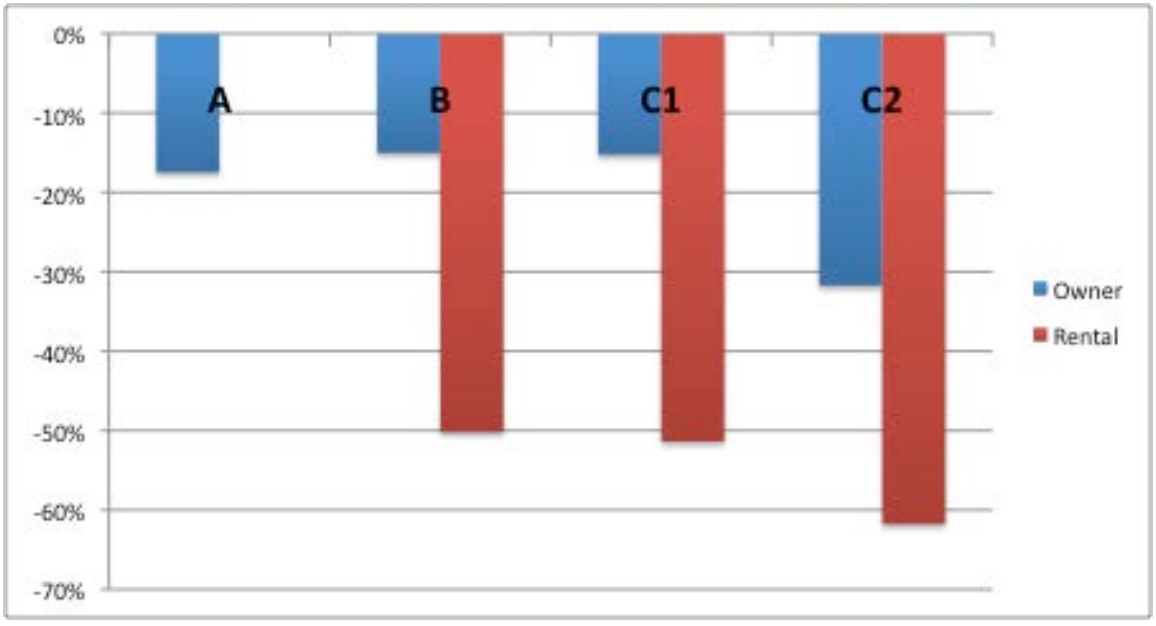


Chart 2: Return on Investment in Medium Cost Areas, by Typology

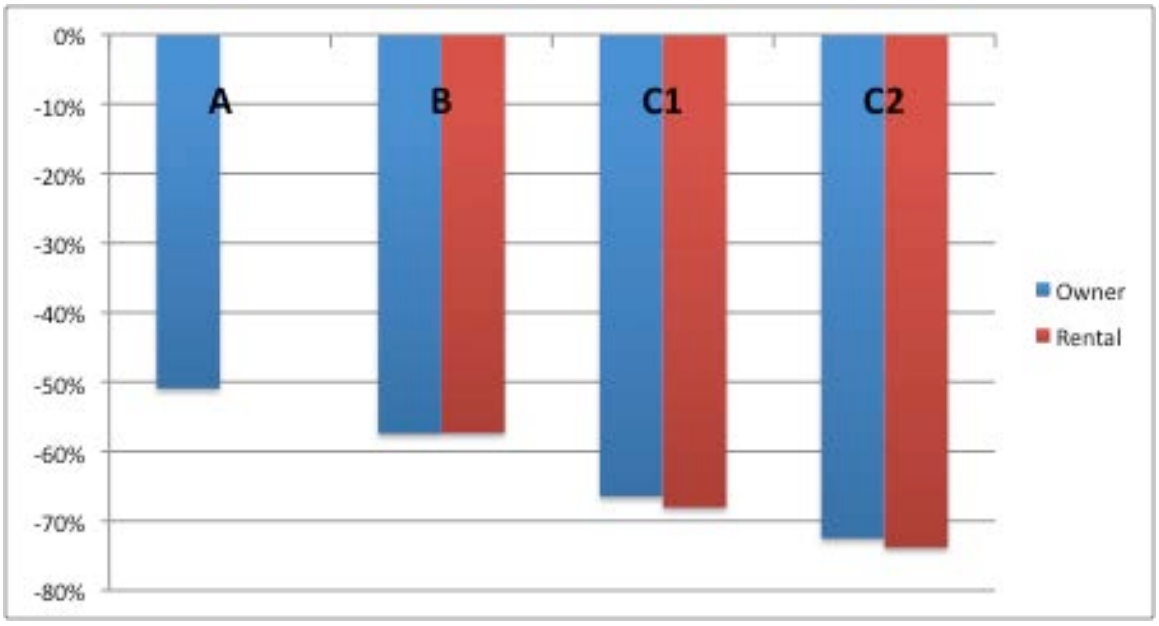
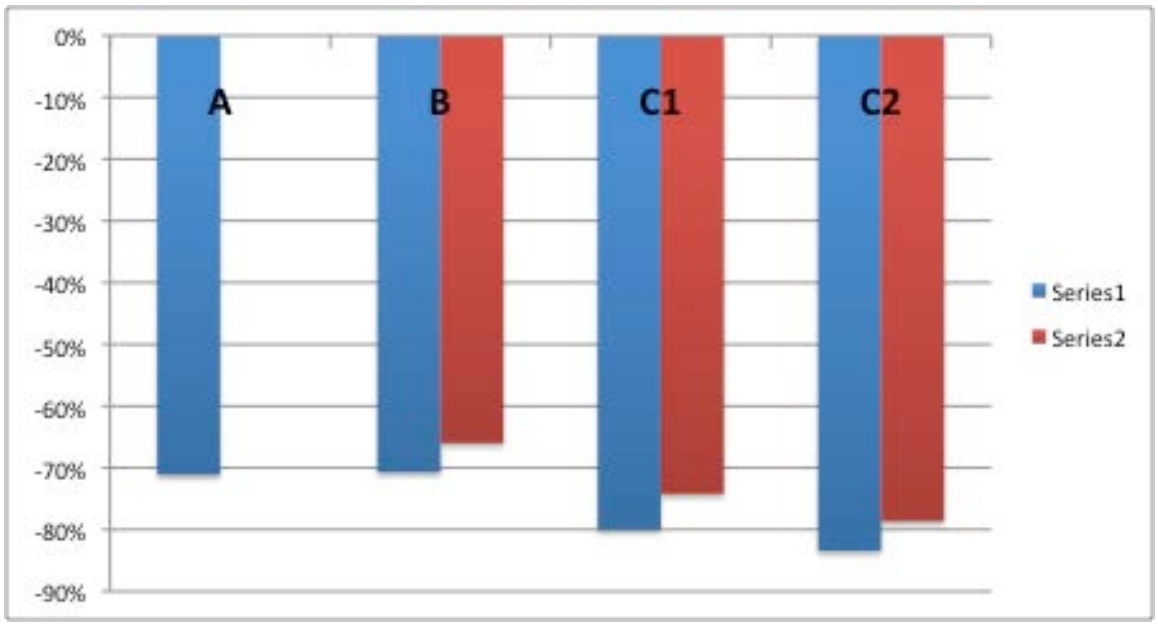


Chart 3: Return on Investment in Low Cost Areas, by Typology



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

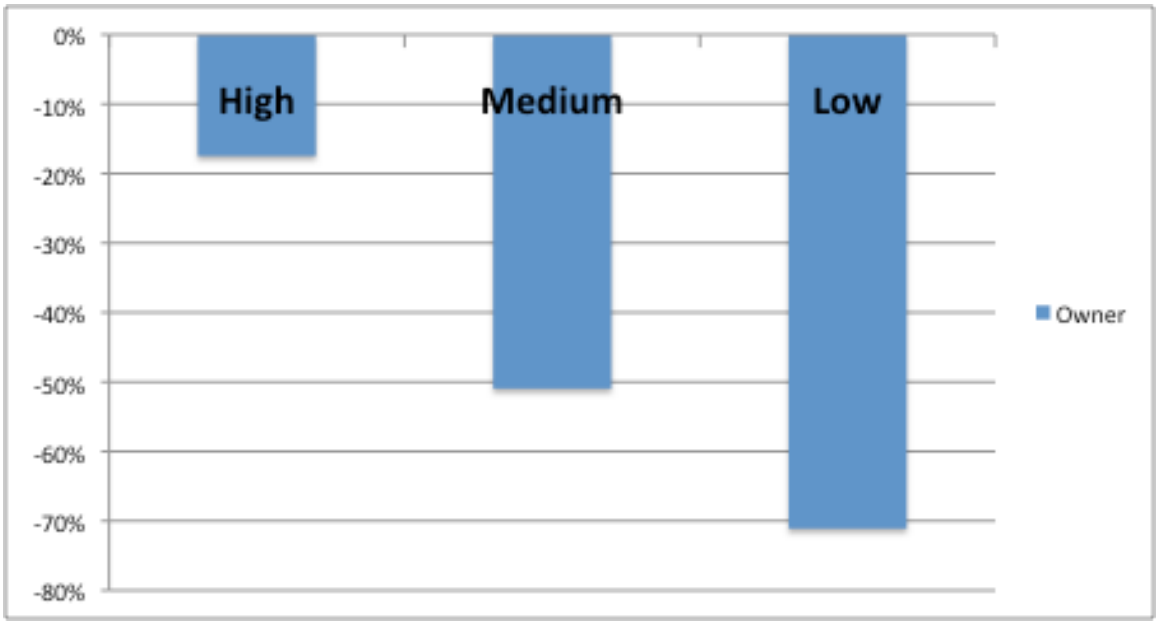


Chart 5: Return on Investment for Typology B, by Cost Area

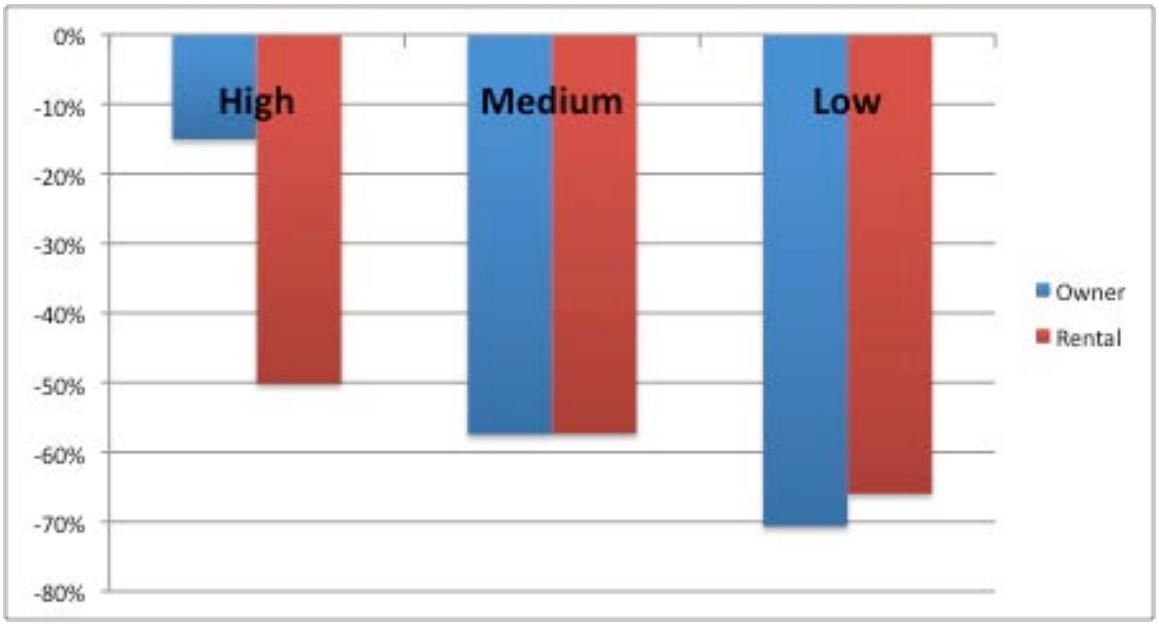


Chart 6: Return on Investment for Typology C (off-site parking), by Cost Area

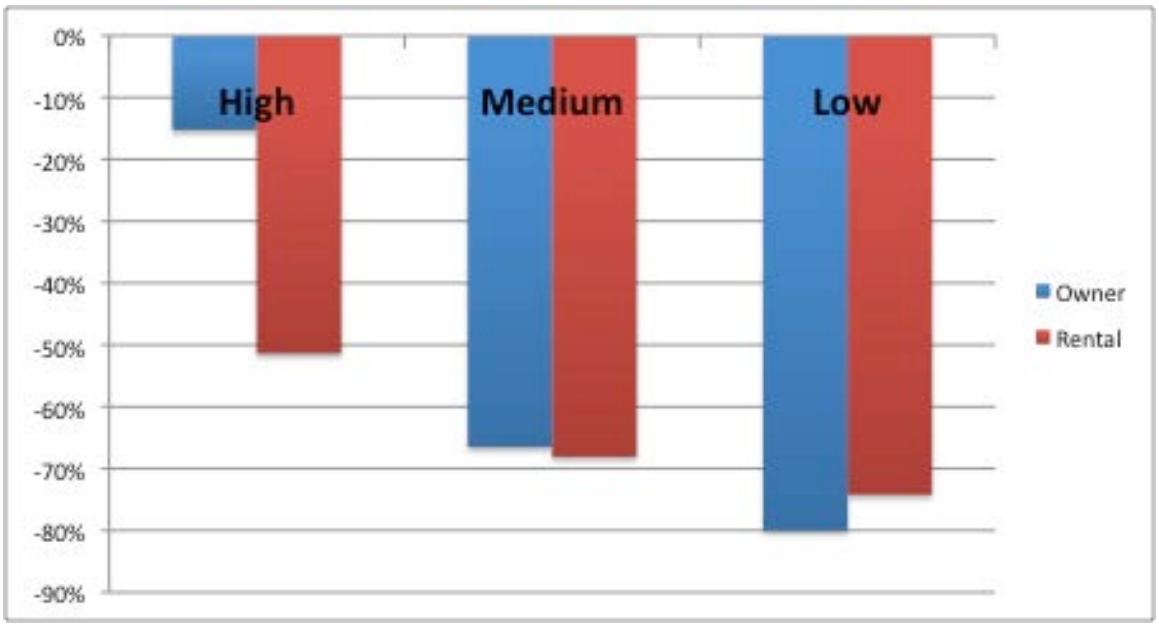
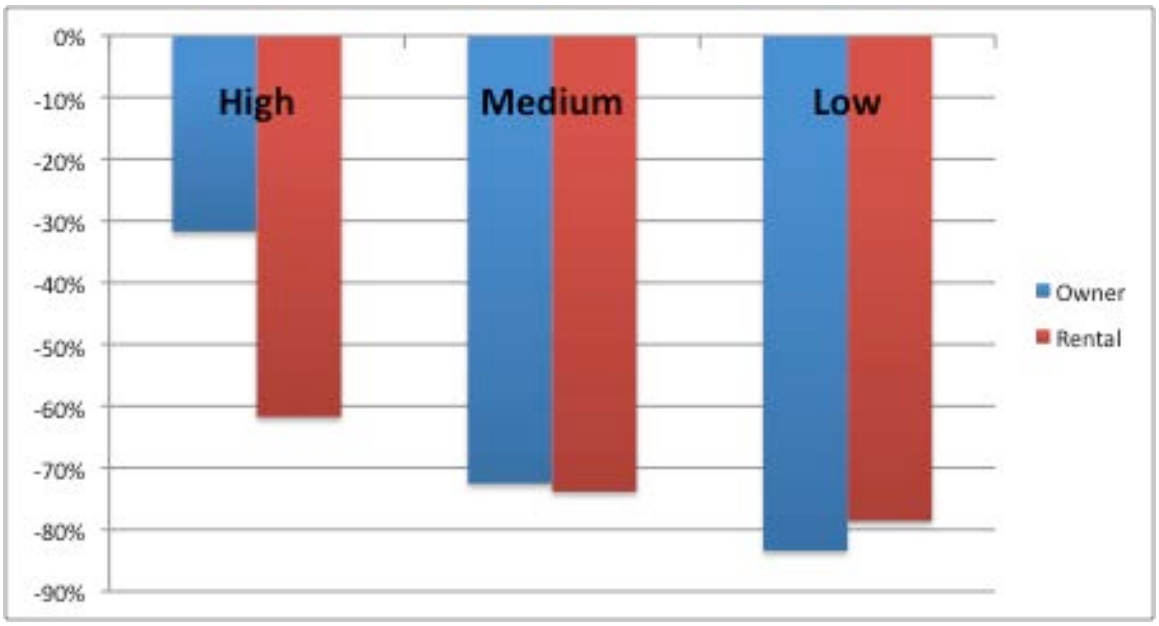


Chart 7: Return on Investment for Typology C (on-site parking), by Cost Area



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

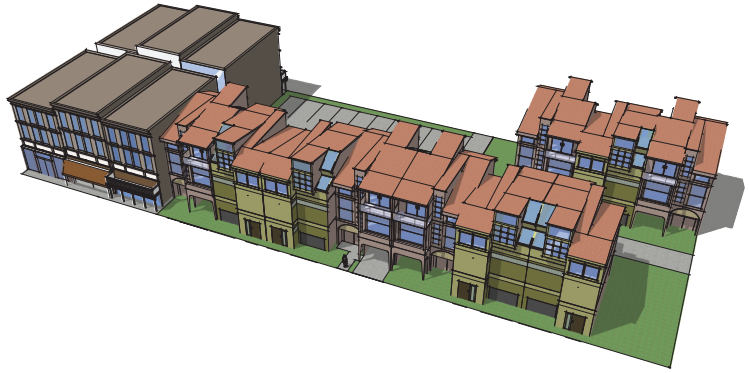
Scenario	Baseline	Policy or Market Change						
		Single Changes					*Lower Parking + No Commercial*	*Lower Parking + No Commercial + 25% Increase in Housing Prices*
		Lower Parking	No Commercial	No Inclusionary Requirement	25% Increase in Housing Prices	20% Decrease in Construction Costs		
1	-	0	0	12	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

Typology A: Small Lot Single Family Detached Houses

Illustration purposes only

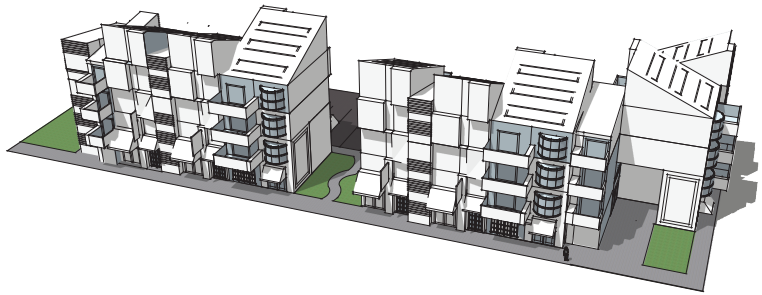
Typology B: Townhouses & Rowhouses

Illustration purposes only



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

Illustration purposes only



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

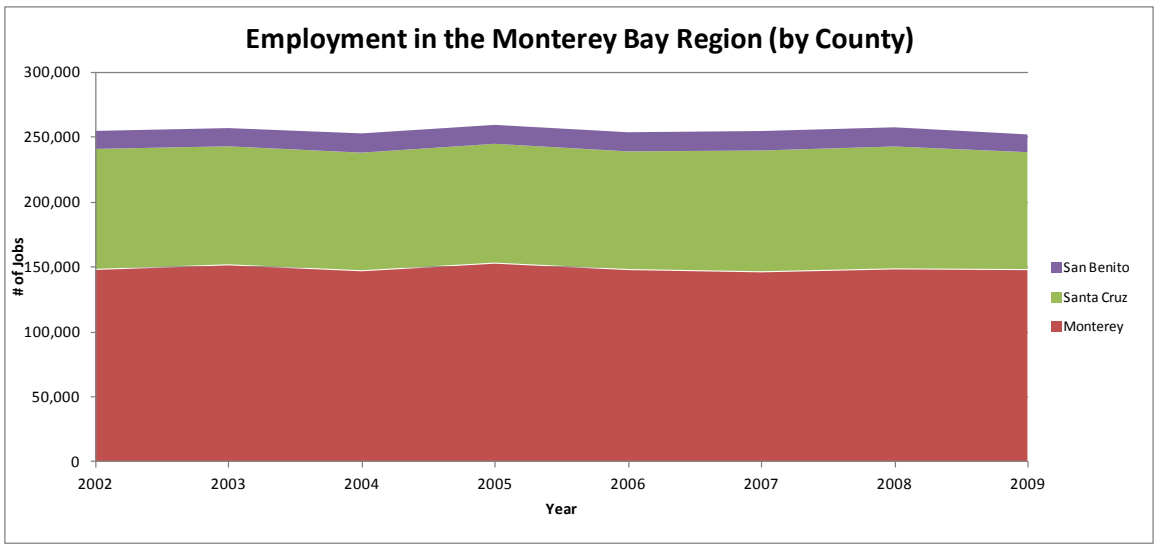
Scenario		Baseline	Lower Parking	No Commercial	No Inclusionary Requirement	25% Increase in Housing Prices	20% Decrease in Construction Costs	*Lower Parking + No Commercial*	*Lower Parking + No Commercial + 25% Increase in Housing Prices*
1	Typology A, High Cost Markets (Ownership)	-17%	-17%	-17%	-5%	-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

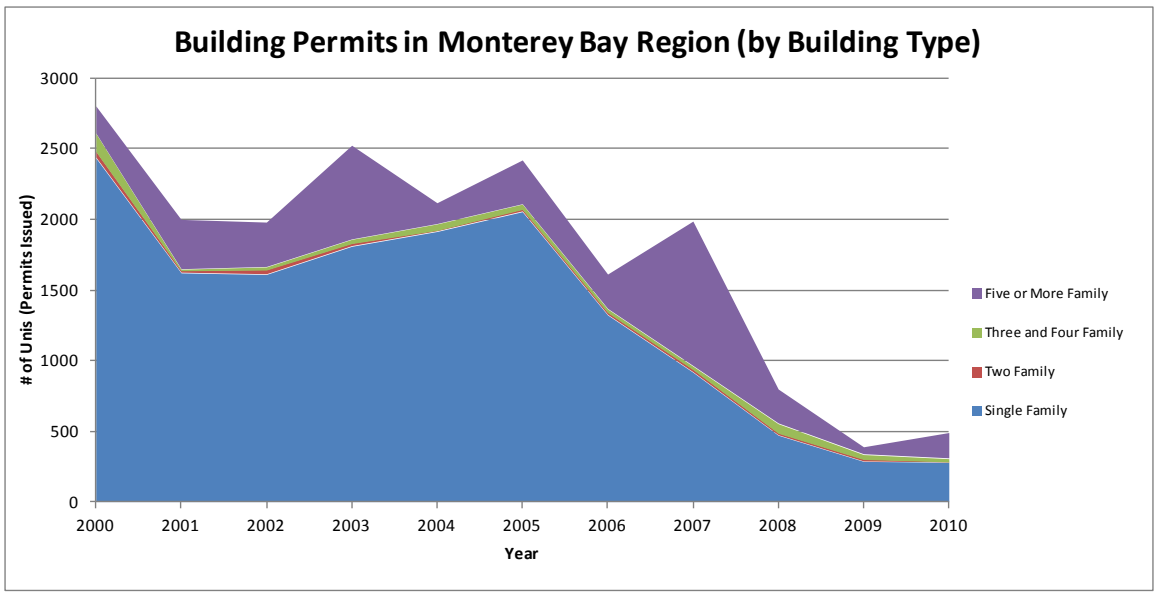
- Employment growth was stagnant in all portions of the region from 2002-2009. Consequently, there have been no endogenous drivers for major expansion of housing demand.
    - In addition, in both Monterey and San Benito Counties, more than 30% of jobs are in Natural Resources (Agriculture and Mining), 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



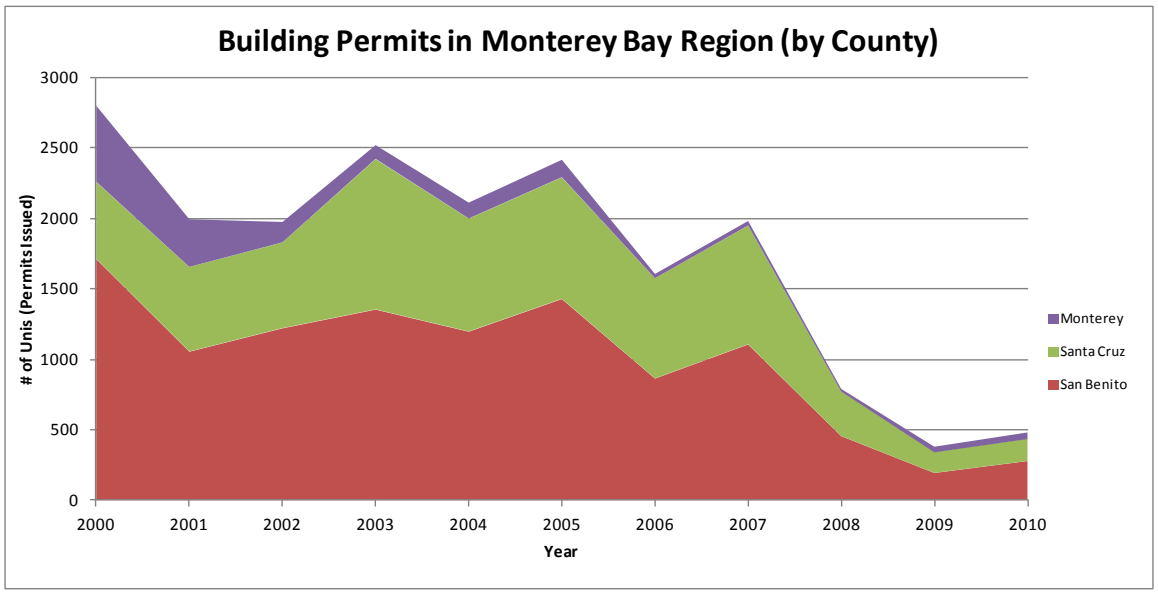
Source: U.S. Census Bureau, Longitudinal Employment and Housnig Dynamics, 2002-2009

Housing Production

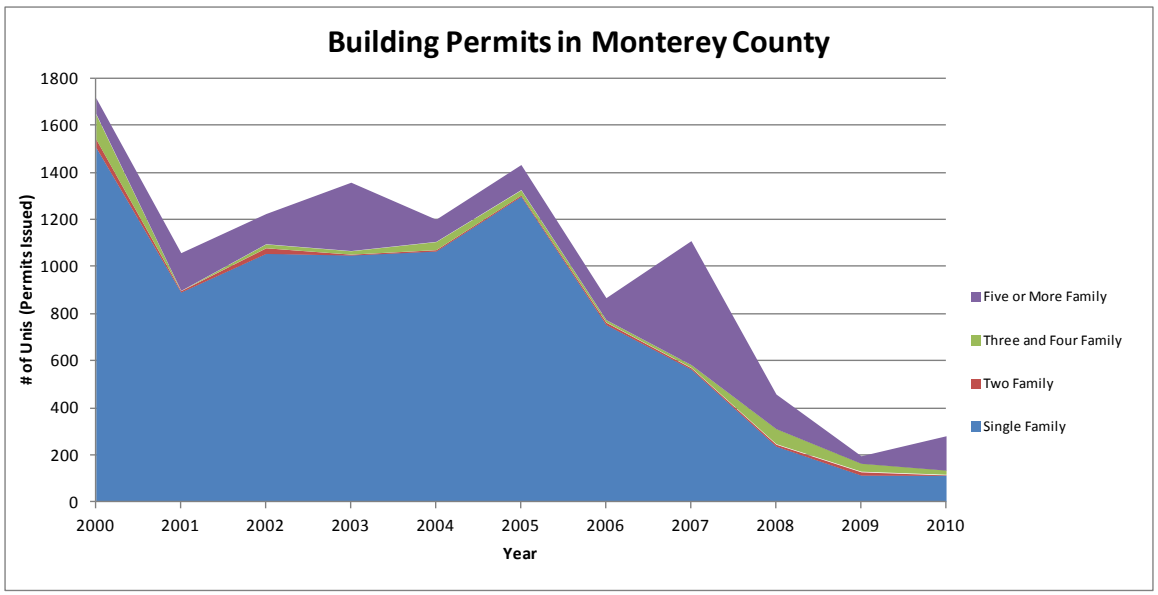
- Contacts indicated that, all else being equal, most developers would prefer to build single-family homes on small parcels- these are the cheapest products to build and (at least historically) the easiest to market. This building type tends to be the lowest risk and offer the greatest return on investment.
    - 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.



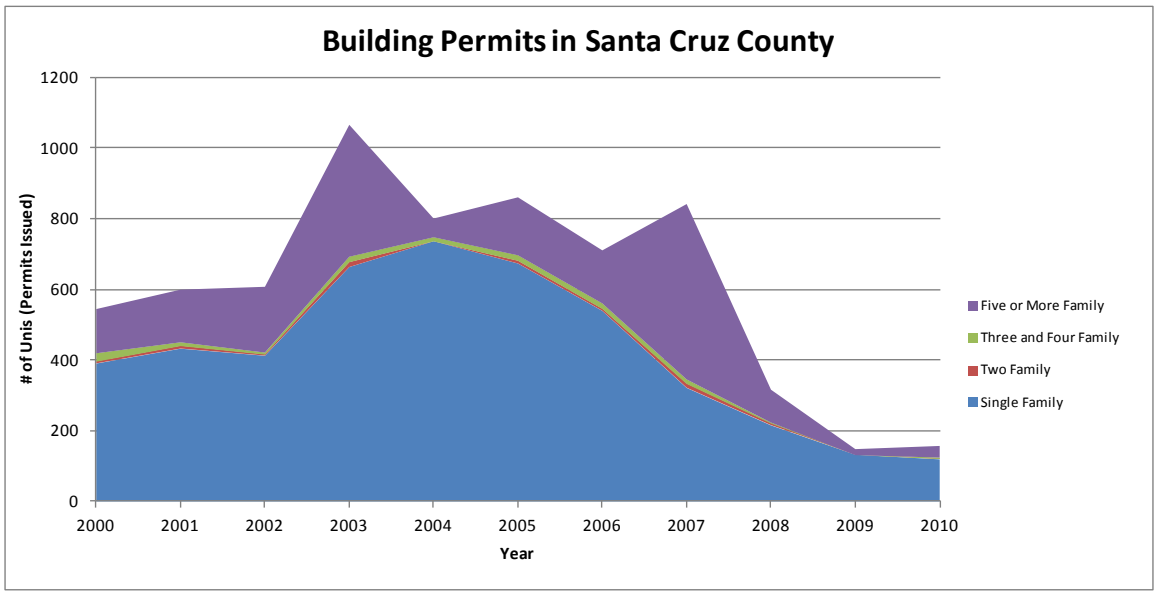
Source: U.S. Census Bureau, Building Permits Survey, 2000-2010



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



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



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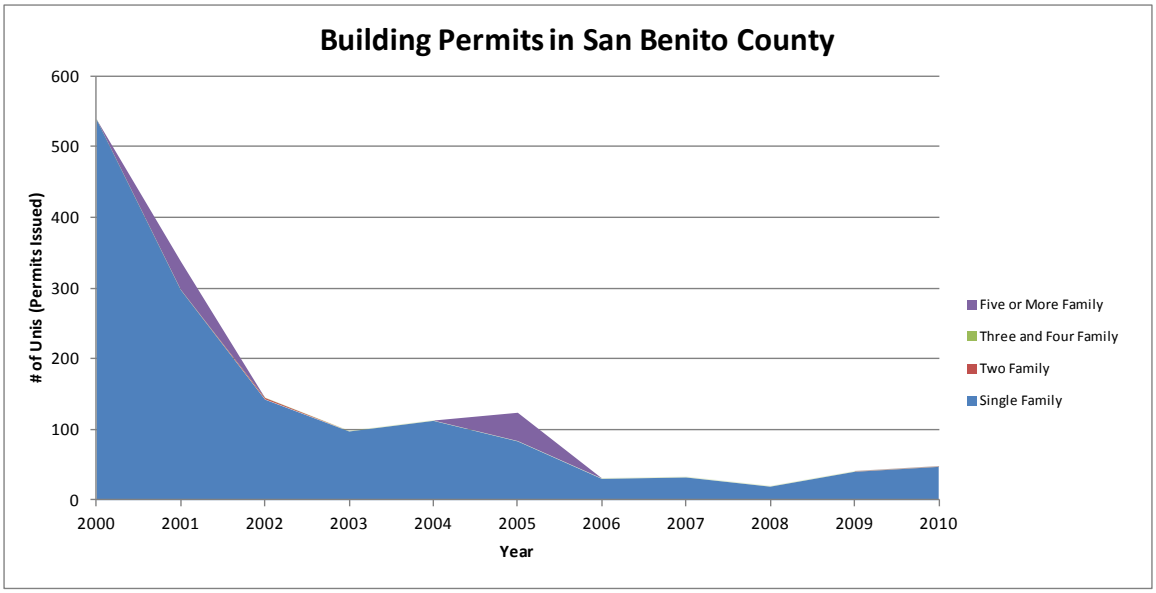


Source: U.S. Census Bureau, Building Permits Survey, 2000-2010

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)

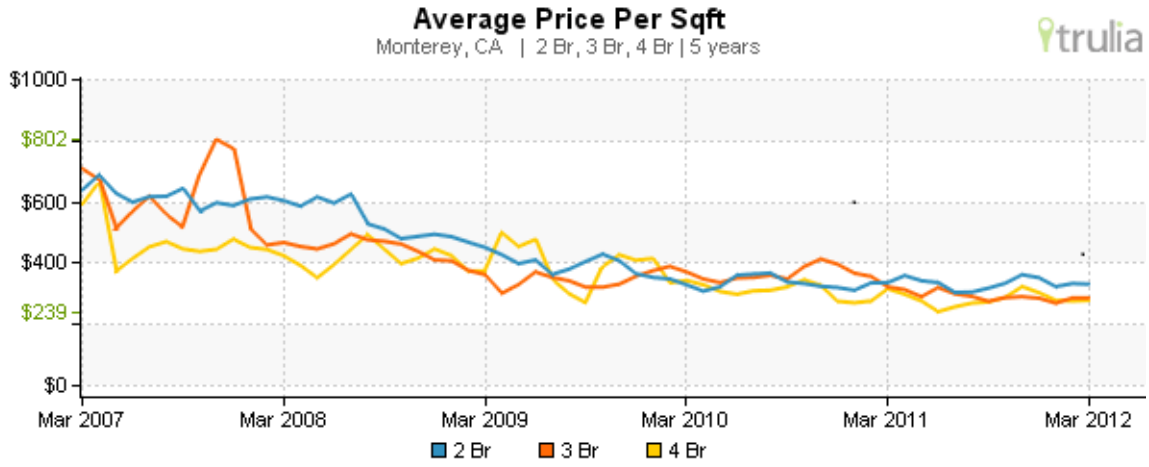
Building Type	0	1	2	3	4	5	6	7	All
Large Lot SFR				2	4	1			7
Small Lot SFR		1	3	38	96	31	4	1	174
Attached			2	5	3				10
Low-Rise MFR	1		3	1					5
All	1	1	8	46	103	32	4	1	196

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

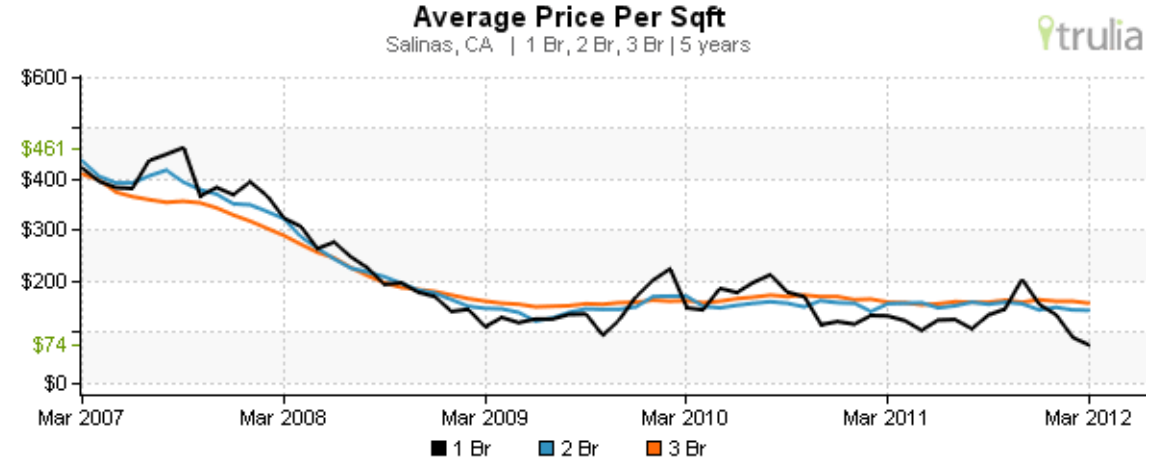
Housing Prices

- 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



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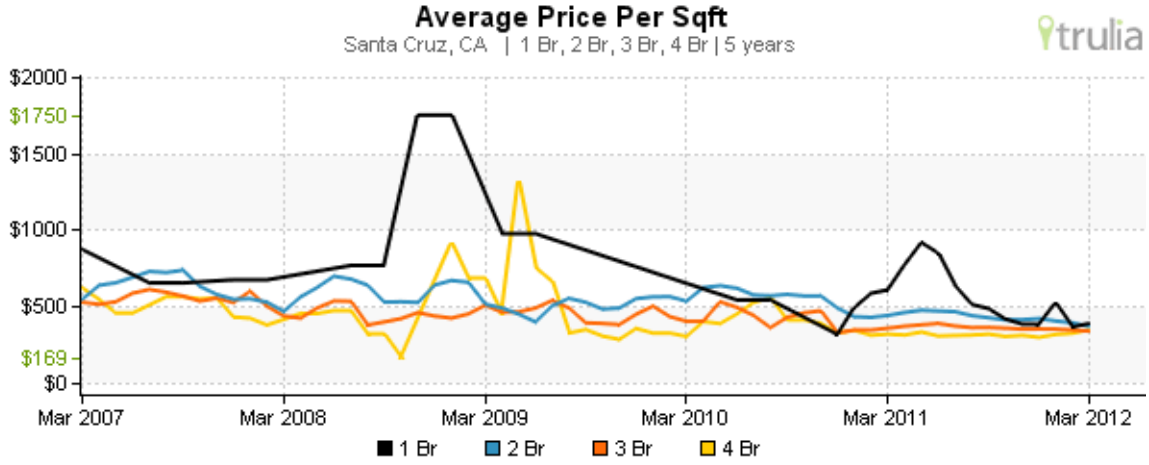

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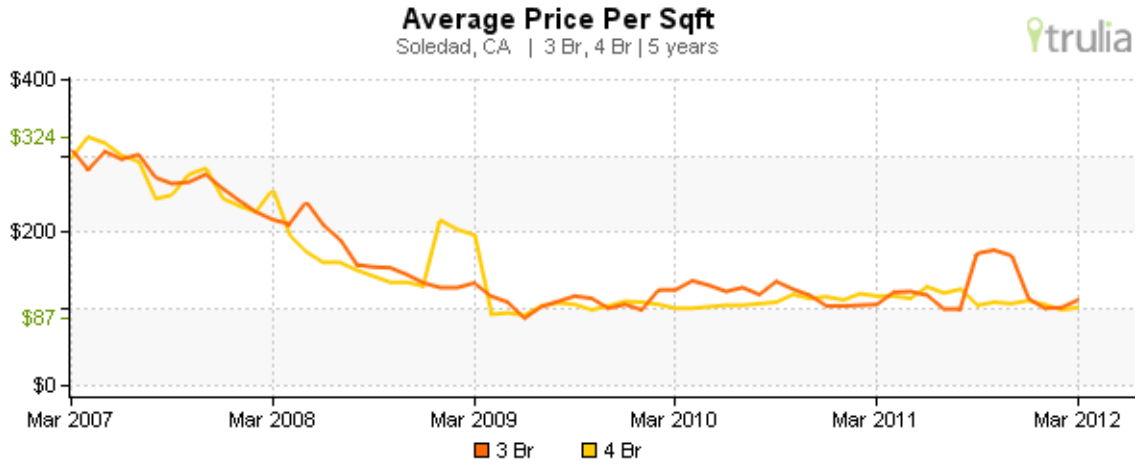

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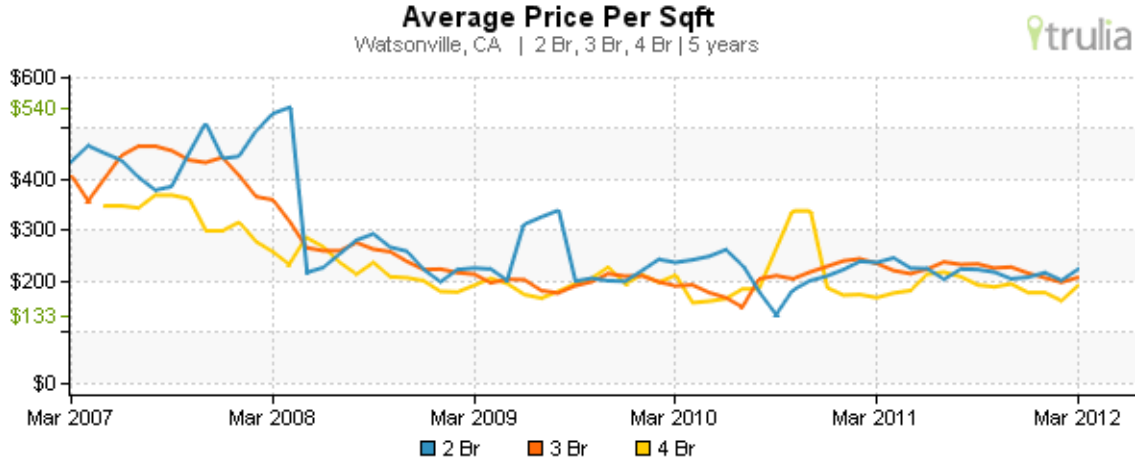
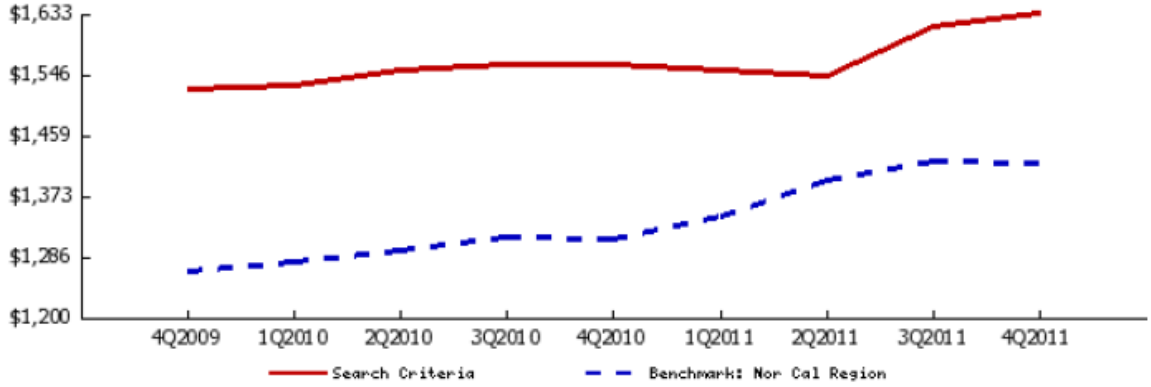


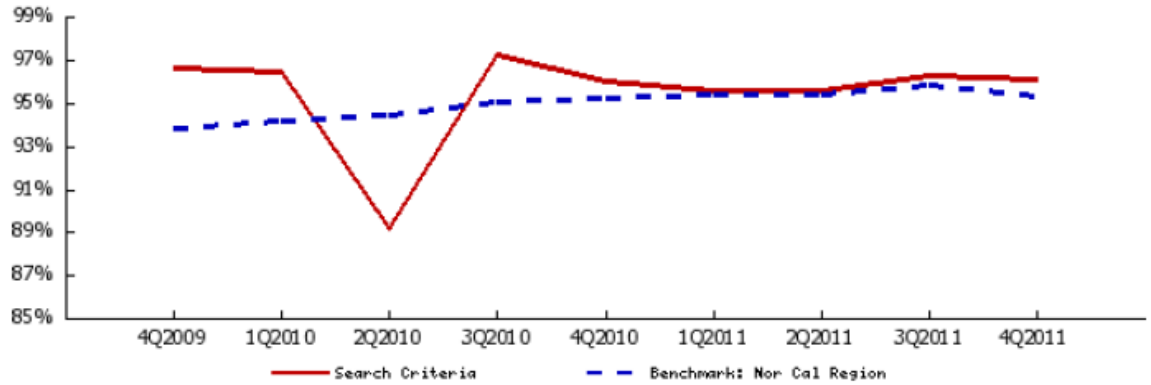
Source: Trulia.com, March 2012

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



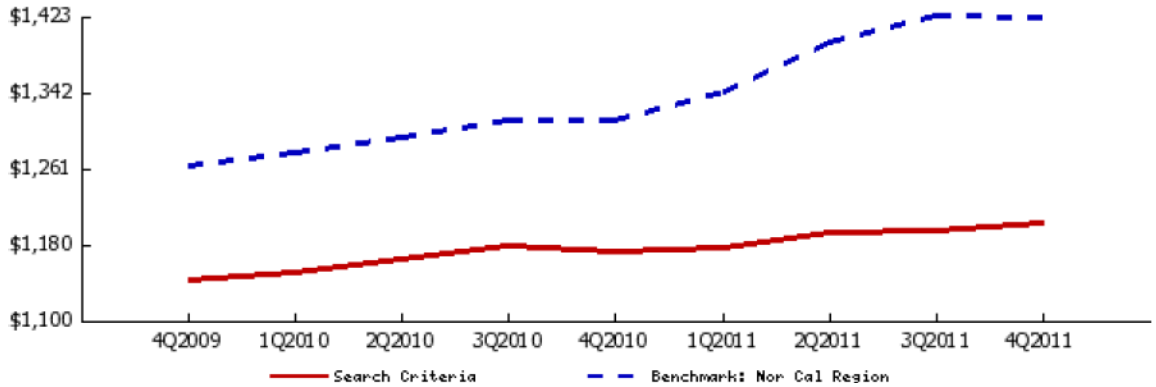
Source: Real Facts, March 2012

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



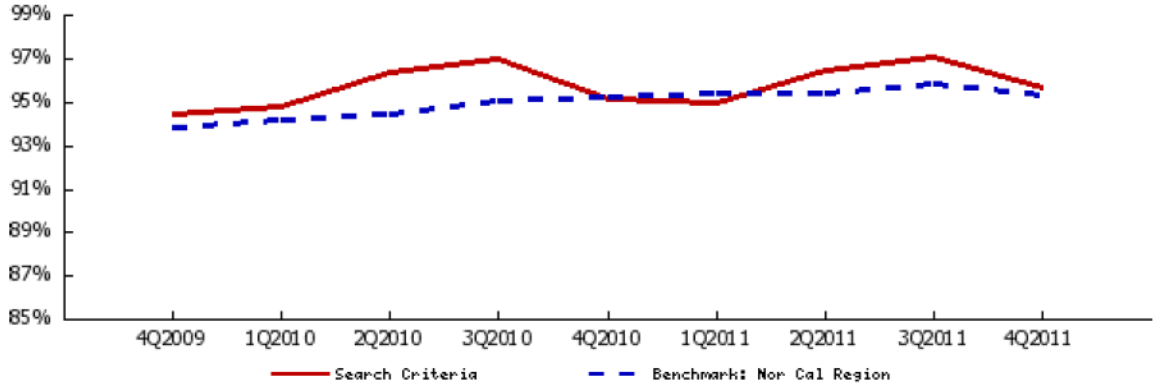
Source: Real Facts, March 2012

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.

Unit Types	Bedroooms	Cost Area		
		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 (c	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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Kristin McKee

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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

"Low-Hanging Fruit" Potential (Factor 2)

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

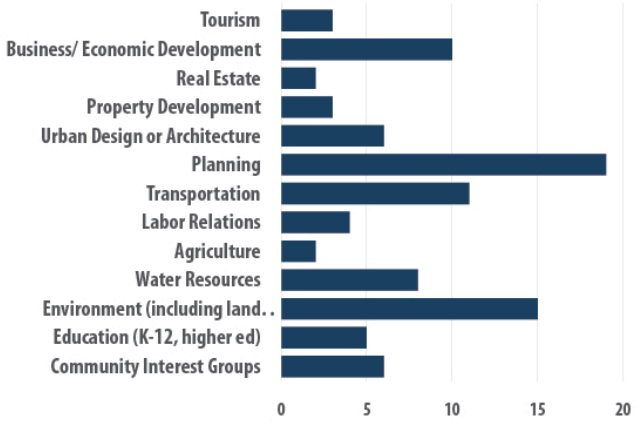
The research process involved the evaluation of smart growth strategies based on three different factors determined to contribute to the political feasibility of implementation in the Monterey Bay Area. For each factor, Public/Stakeholder Support, "Low-Hanging Fruit" Potential, and VMT/GHG Reduction 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

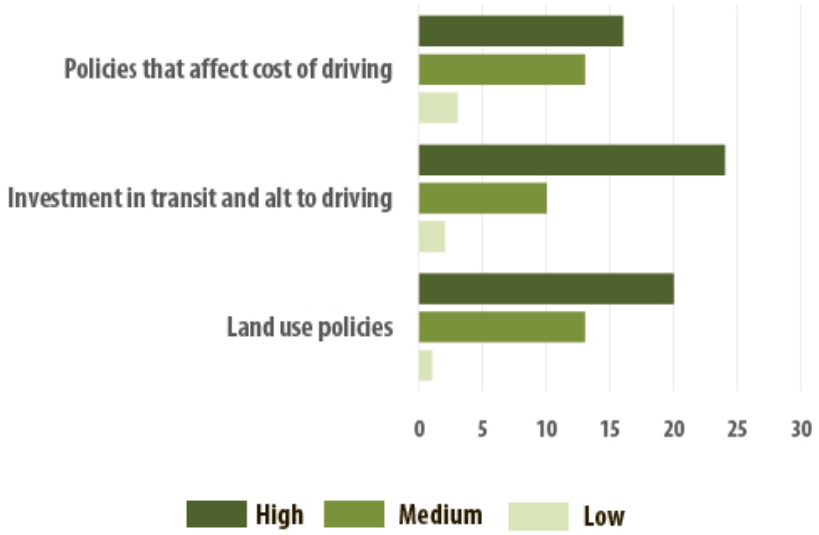
The first online survey aimed to gauge how RAC members identify themselves. Figure 2 shows that the majority of committee members identify 'Planning' and 'Environment (including land conservation)' as their primary areas of expertise and/or professional interest, followed by 'Transportation' and 'Business/Economic 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"

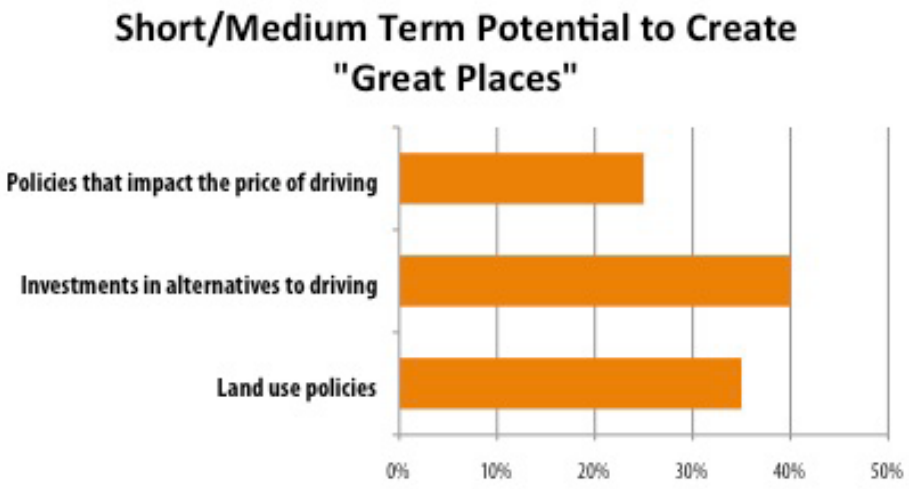
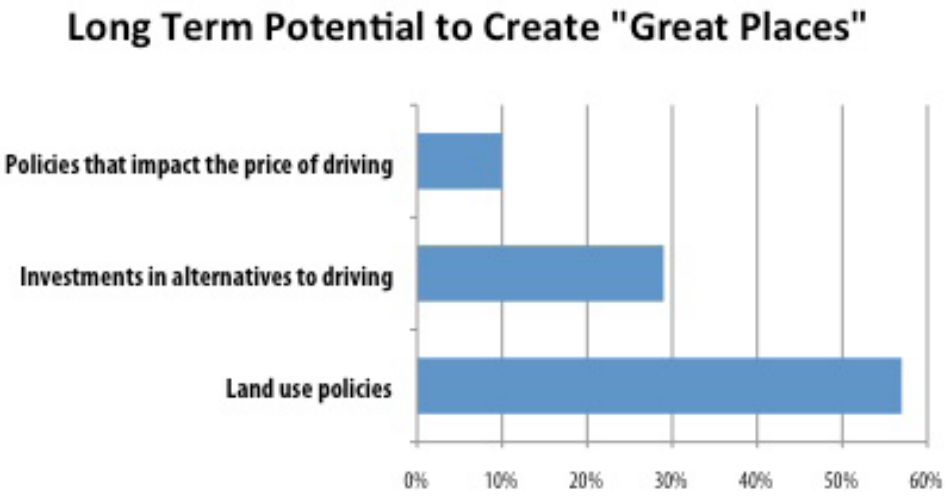


Figure 5: Long Term Potential to Create "Great Places"



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

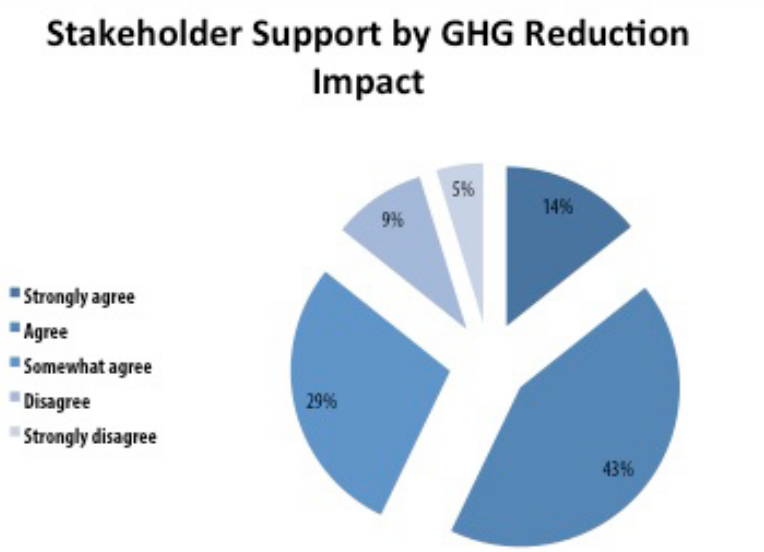
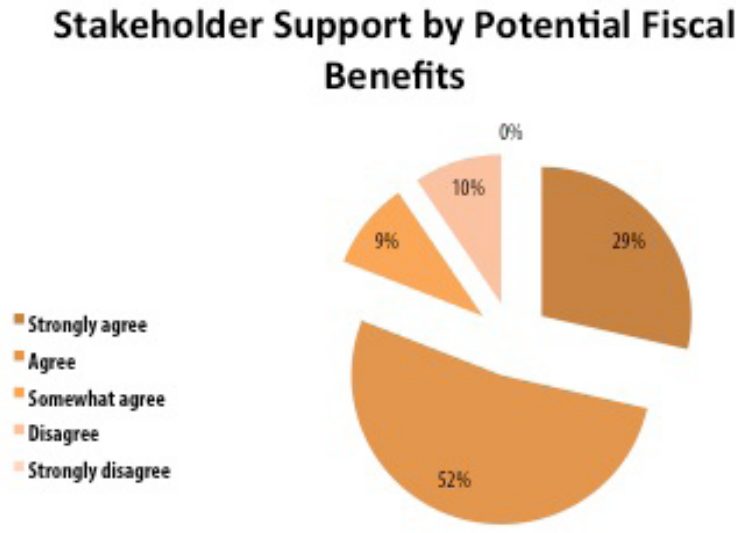
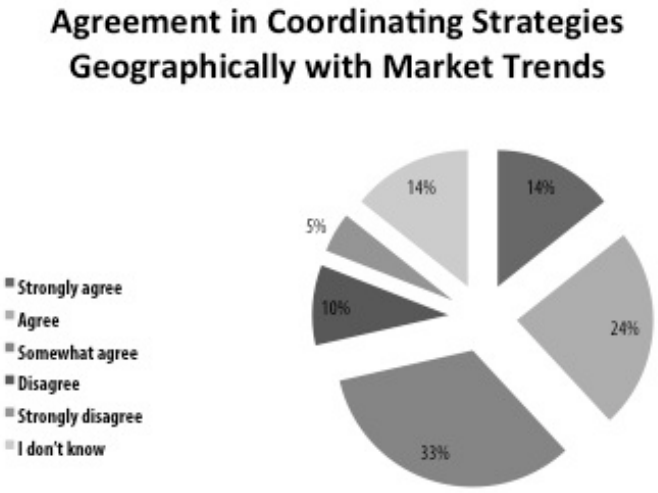


Figure 7: Stakeholder Support by Potential Fiscal Benefits



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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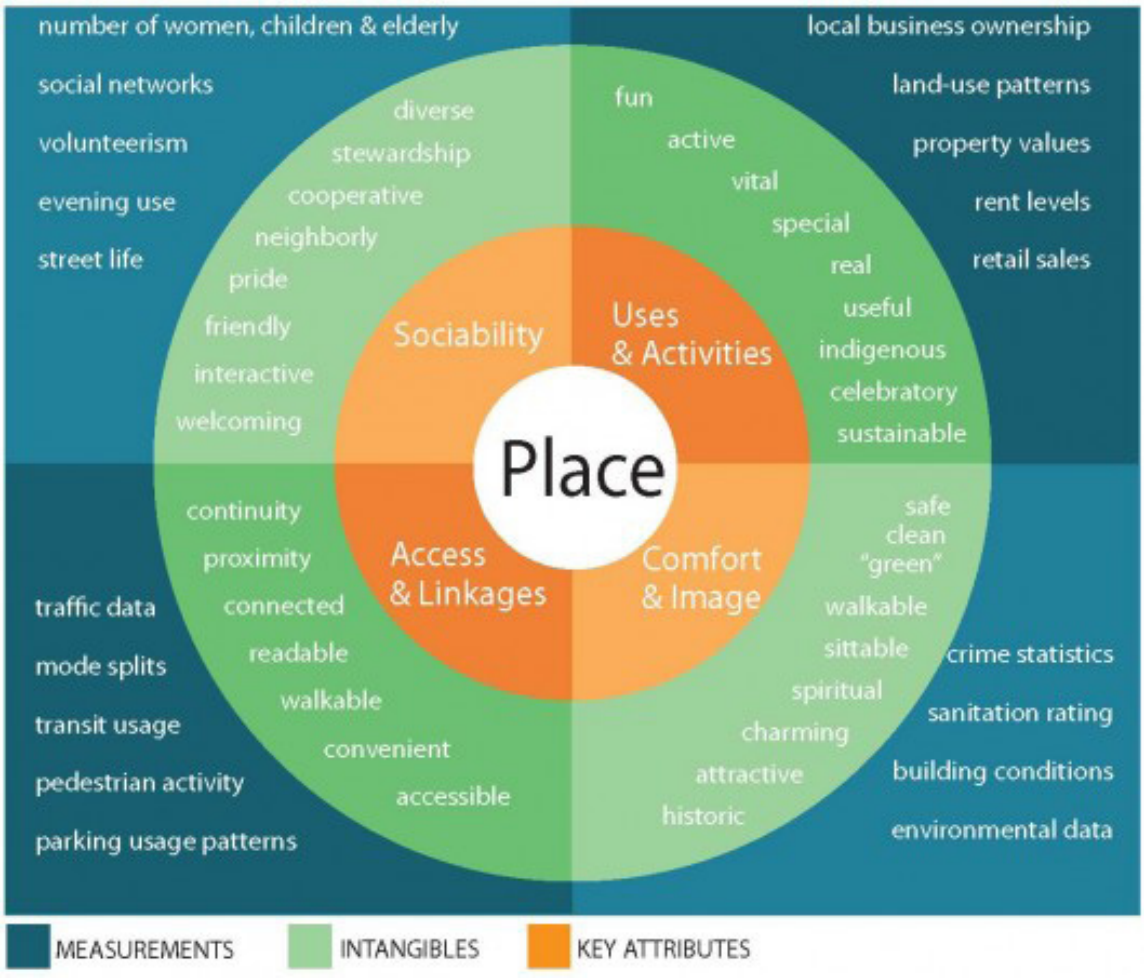
Appendix A: Regional Advisory Committee Information Packet

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?

Sociability

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?

Access & Linkages

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?

Comfort & Image

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?

Uses & Activities

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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)

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
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main 831.883.3750 fax 831.883.3755

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."

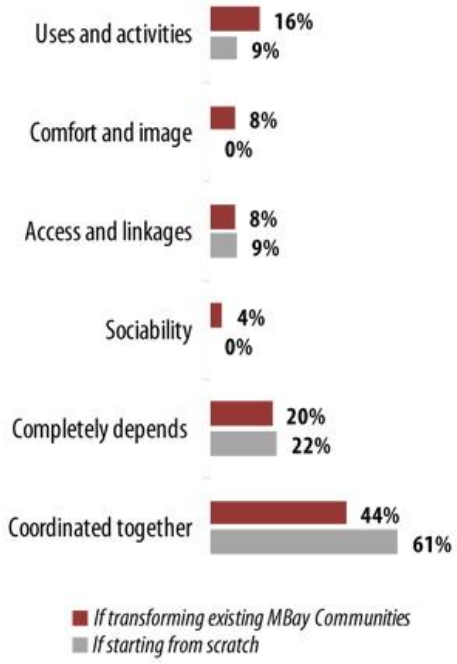
At the October 2011 Regional Advisory Committee meeting, Committee members identified the following places as some of the “Great Places” in the Monterey Bay Area:

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.

To create Great Places, one should first improve:



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	☐	☐	☐	☐	☐

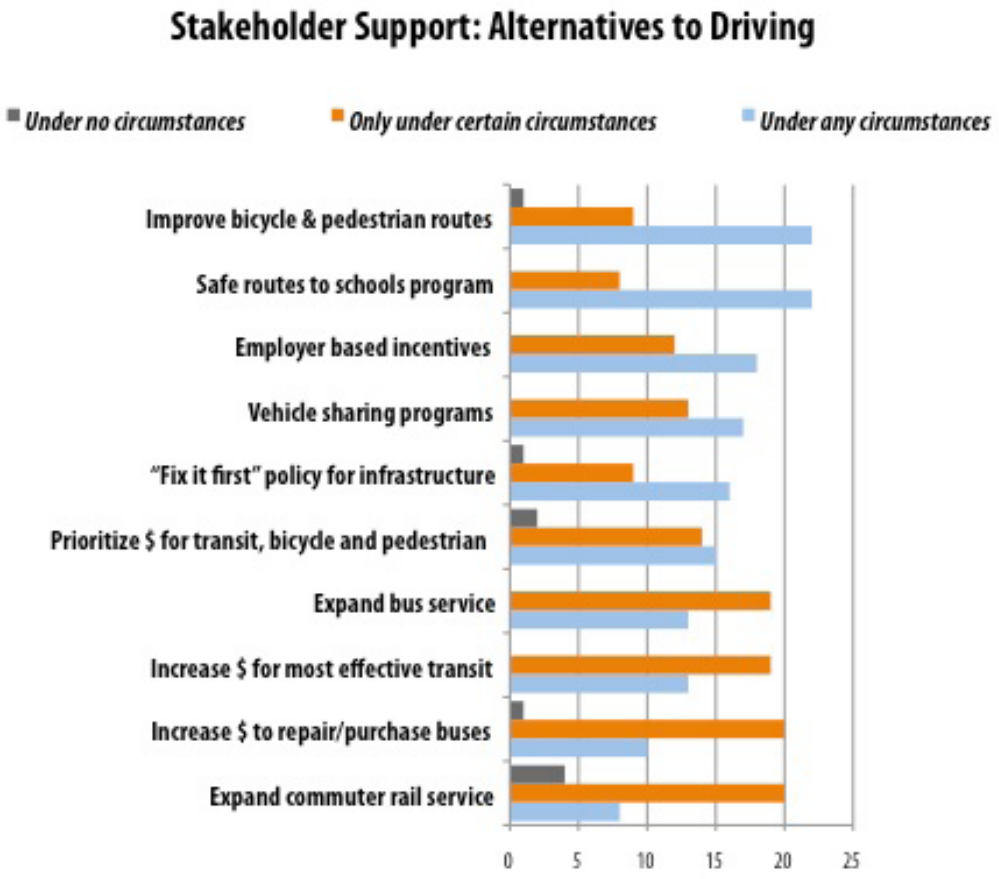
Please identify any concerns and circumstances referenced above.

Survey Feedback

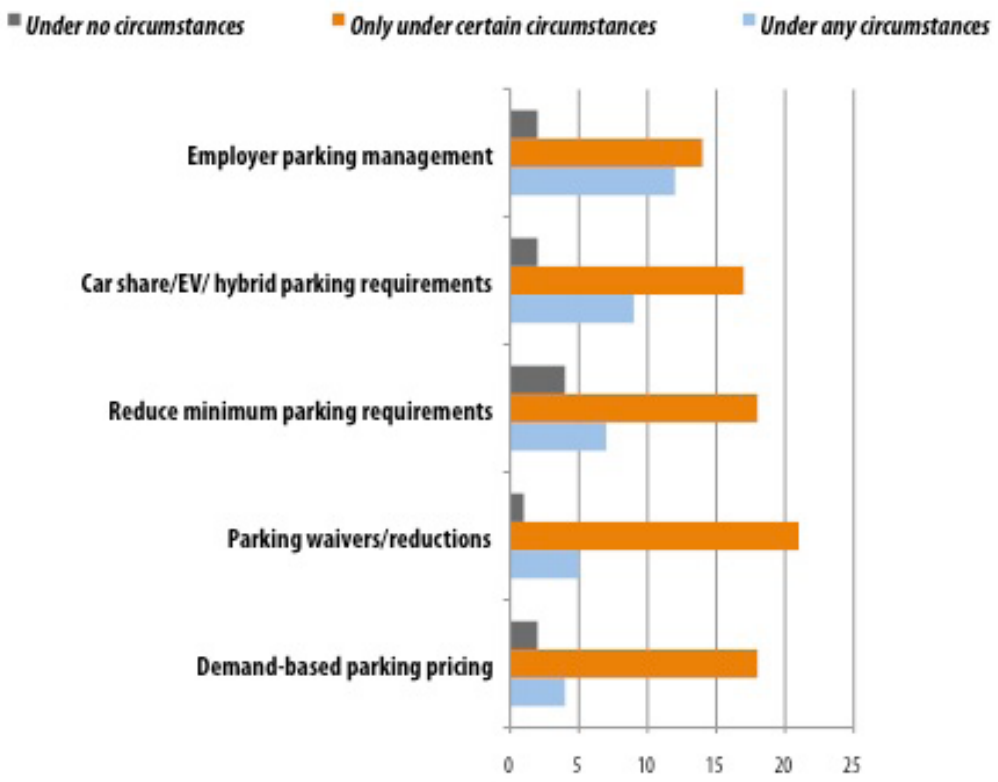
Thank you for your participation in the second online survey for the Regional Advisory Committee. Please take a moment to provide us with some feedback to help us improve future surveys.

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

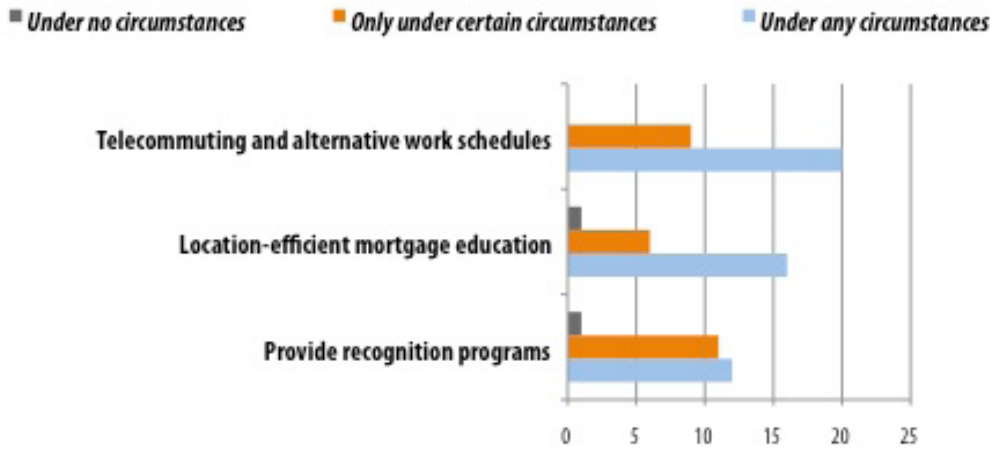
Appendix G: Online Survey #2 Results



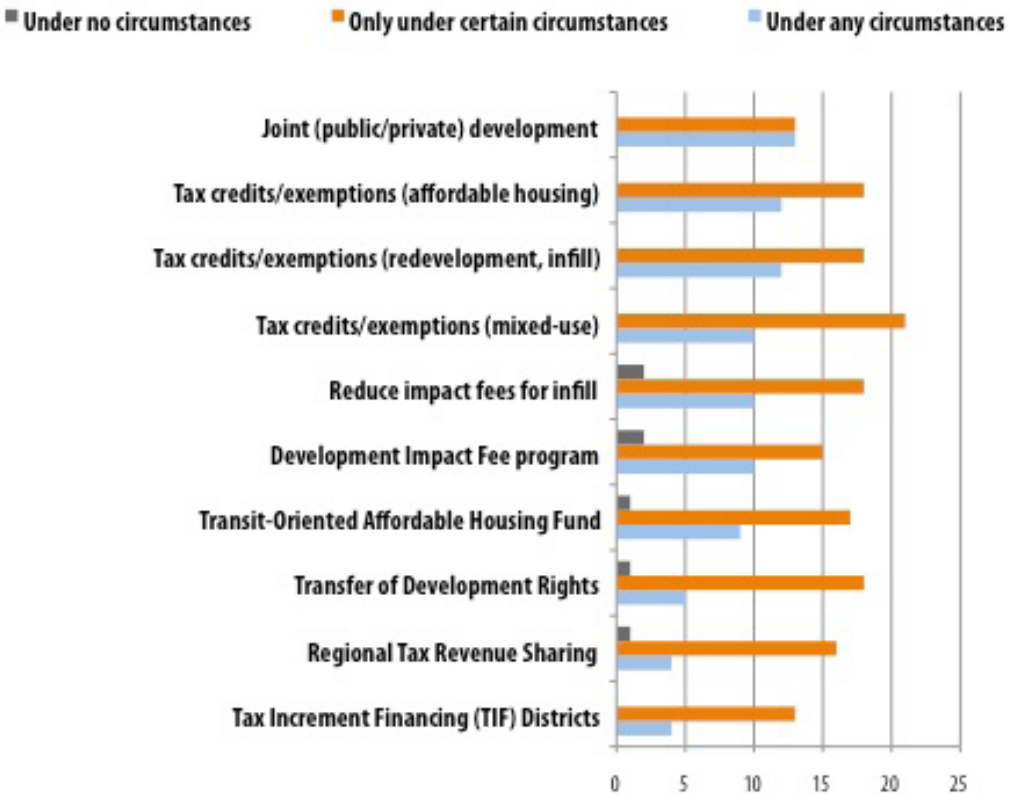
Stakeholder Support: Parking Strategies



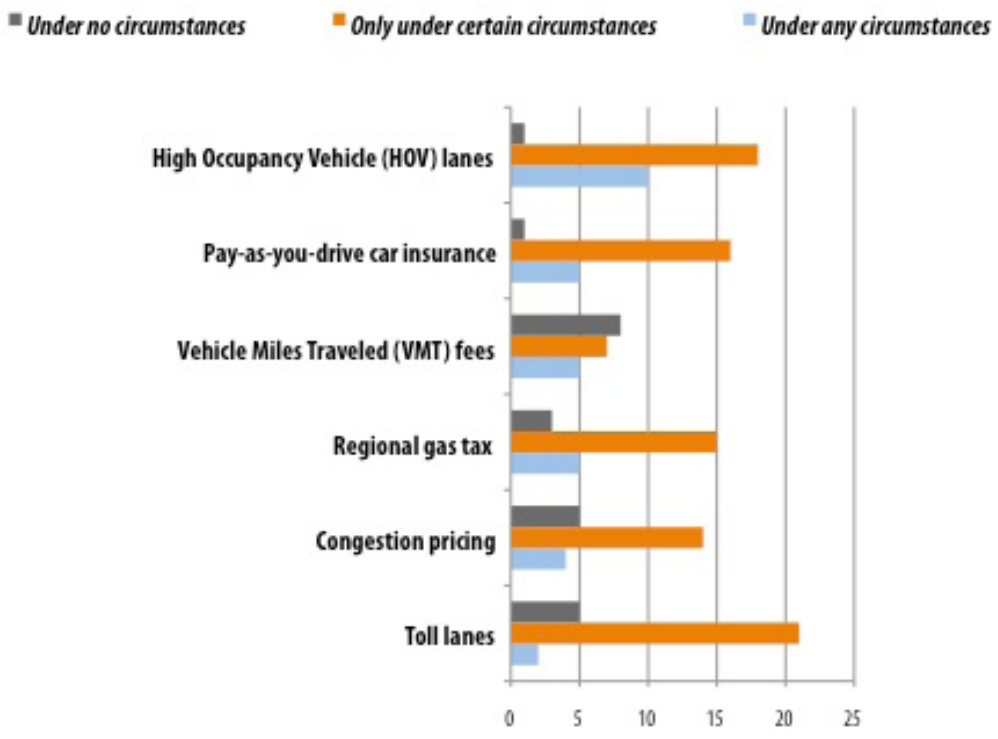
Stakeholder Support: Educational & TDM

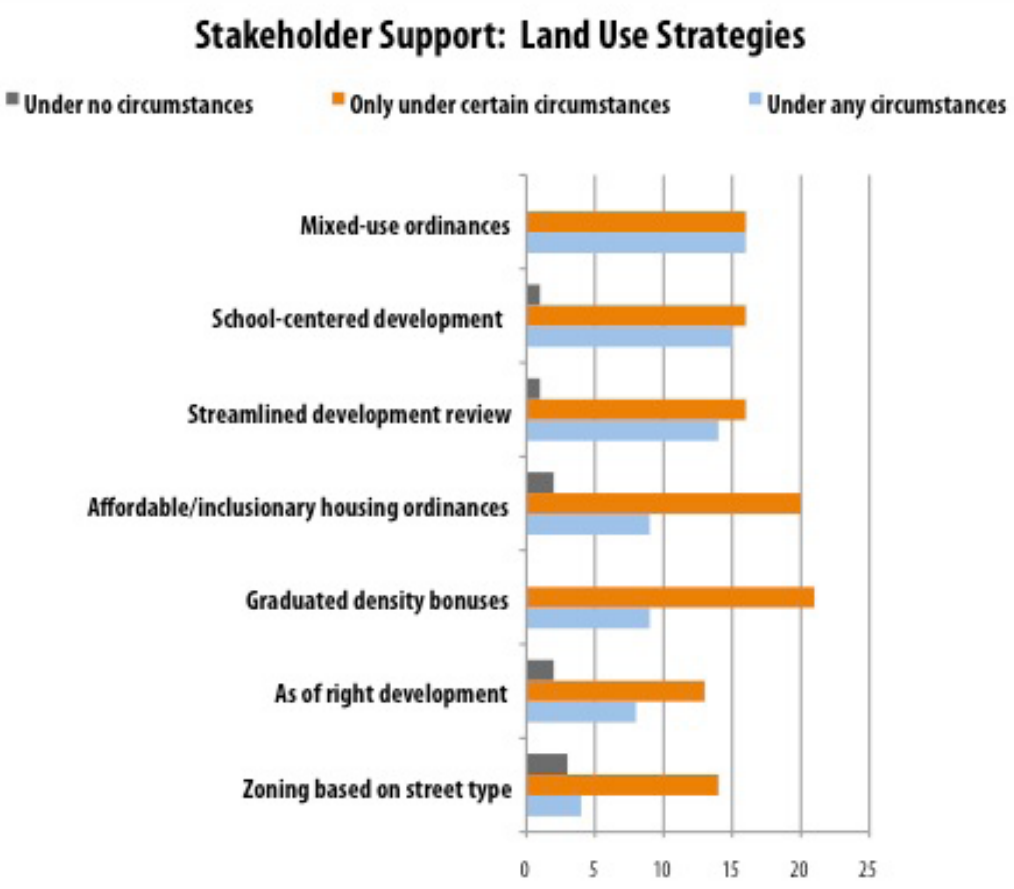


Stakeholder Support: Economic Strategies



Stakeholder Support:
Strategies that Impact the Price of Driving




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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P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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.

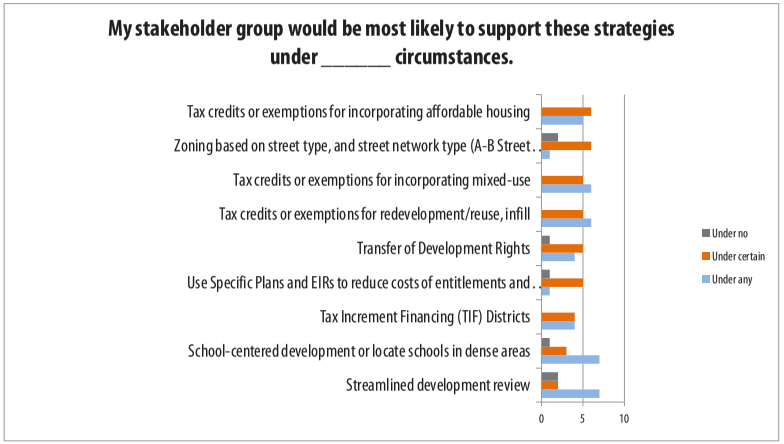
Case #4: Aptos Village Project

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:

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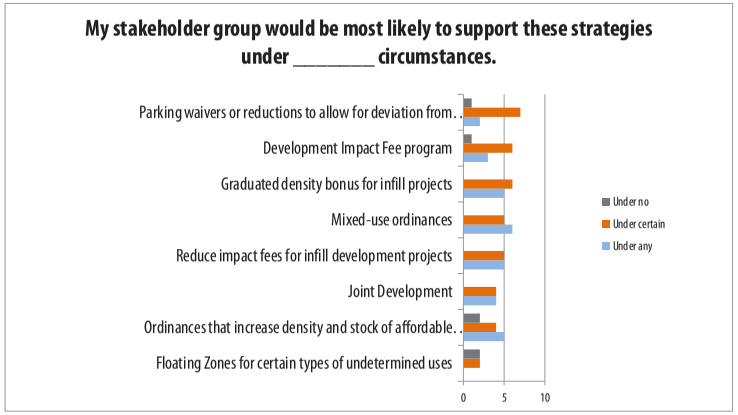
Graph #2 (Land Use pt 2)



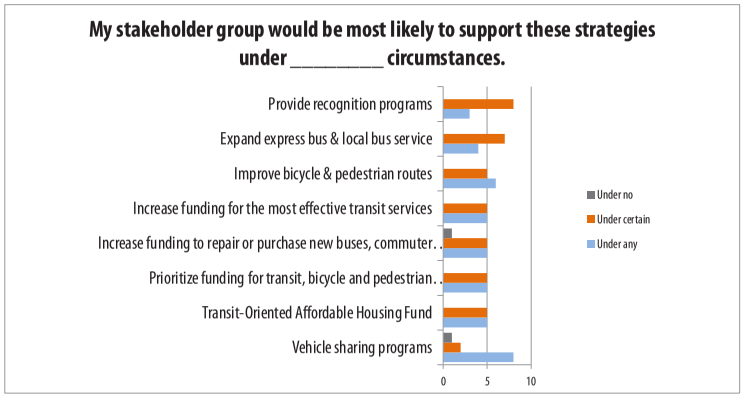
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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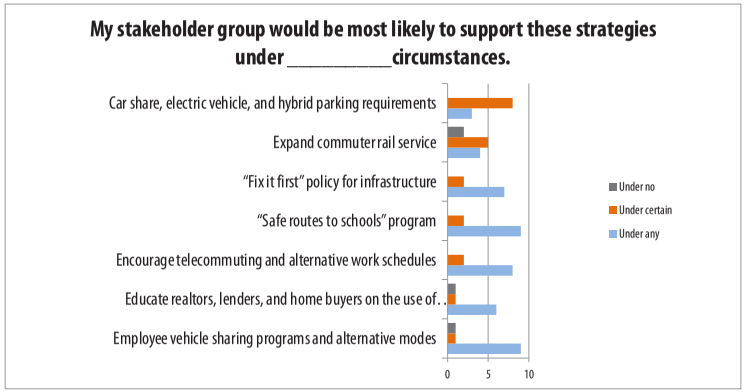
Graph #4 (Transit + Alternatives to Driving, pt 2)



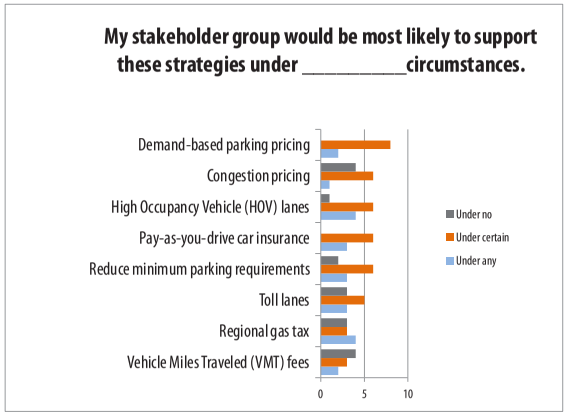
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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	☐	☐
	☐	☐

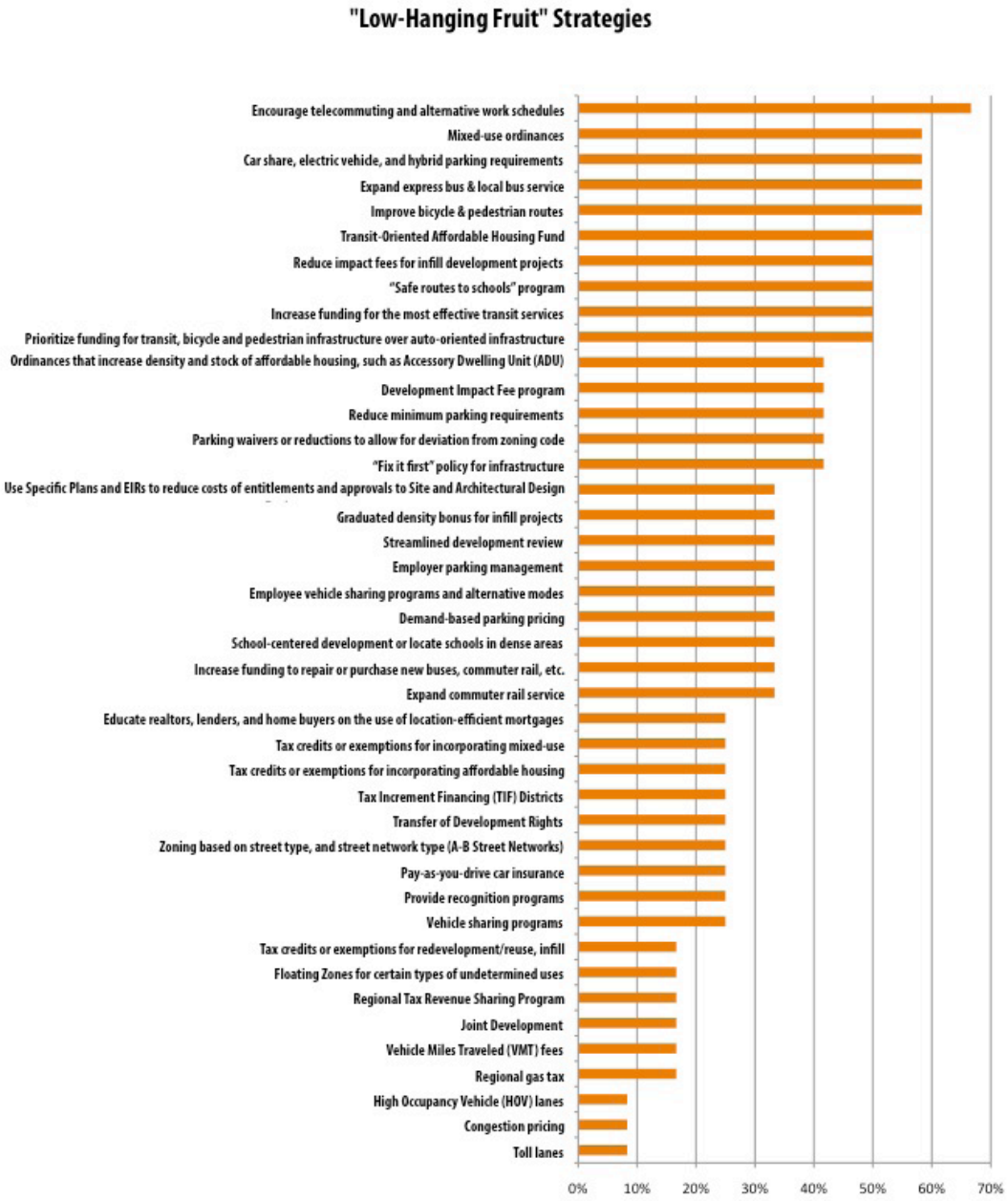
Vehicle Miles Traveled (VMT) fees	☐	☐
High Occupancy Vehicle (HOV) lanes	☐	☐
Pay-as-you-drive car insurance	☐	☐
Zoning based on street type, and street network type (A-B Street Networks)	☐	☐
Development Impact Fee program	☐	☐
Reduce impact fees for infill development projects	☐	☐
Transfer of Development 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		

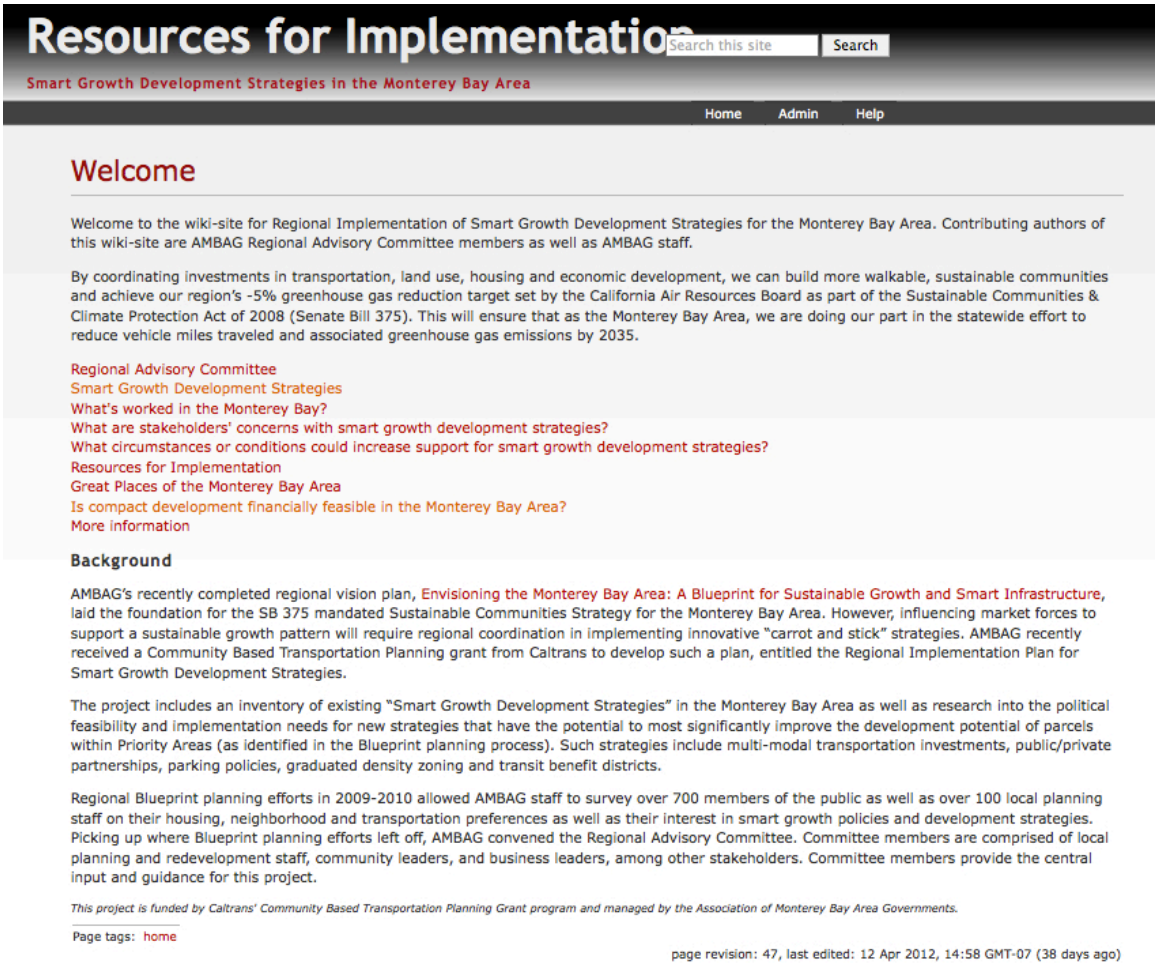
	Resources				
28	Education and marketing	Case study examples of successful projects/programs	Examples of good design and implementation	Implementation plan	
29					
30	General Plan and zoning clarification	Case study examples of successful projects/programs	Examples of how moving projects forward increases 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



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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

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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

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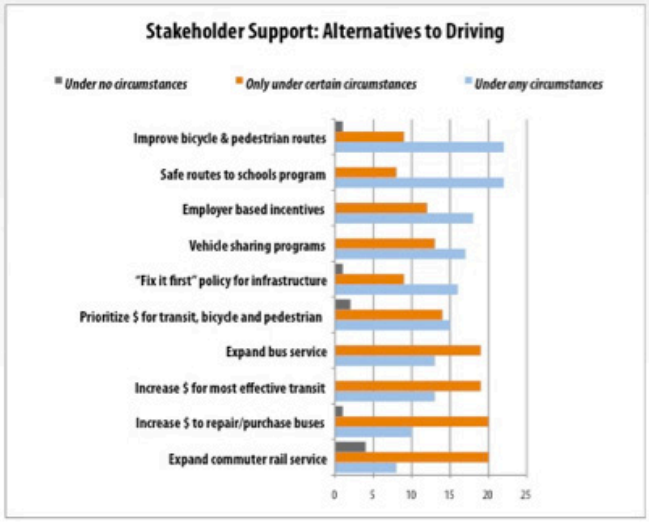
Circumstances for Increased Support

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

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

"Low-Hanging Fruit" Potential (Factor 2)

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

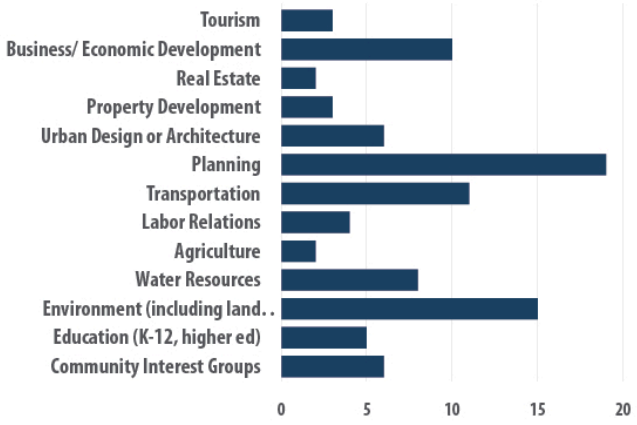
The research process involved the evaluation of smart growth strategies based on three different factors determined to contribute to the political feasibility of implementation in the Monterey Bay Area. For each factor, Public/Stakeholder Support, "Low-Hanging Fruit" Potential, and VMT/GHG Reduction 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

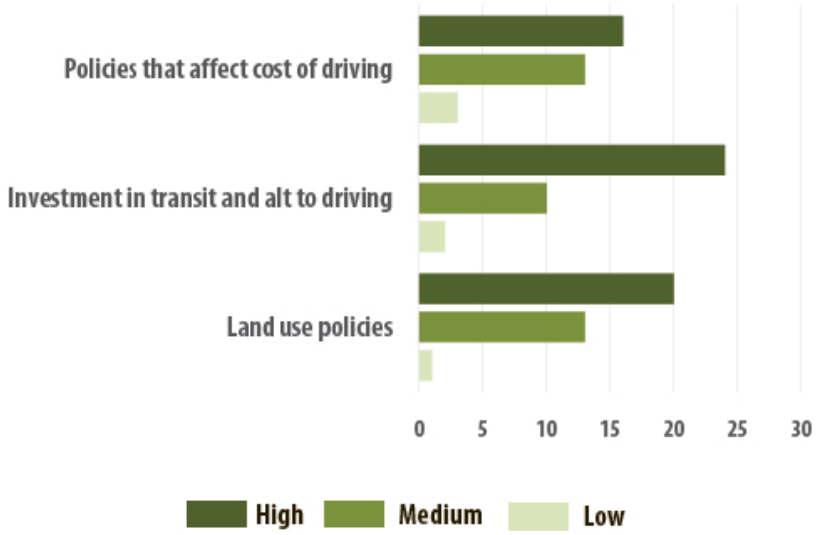
The first online survey aimed to gauge how RAC members identify themselves. Figure 2 shows that the majority of committee members identify 'Planning' and 'Environment (including land conservation)' as their primary areas of expertise and/or professional interest, followed by 'Transportation' and 'Business/Economic 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"

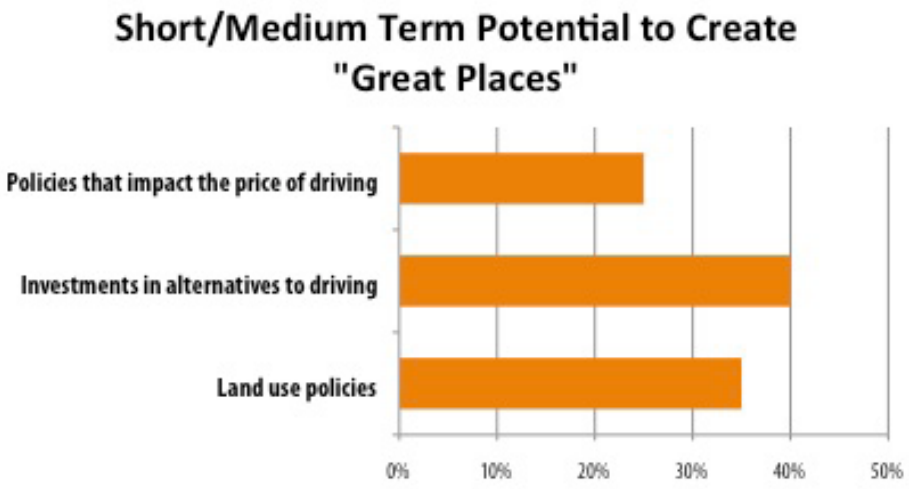
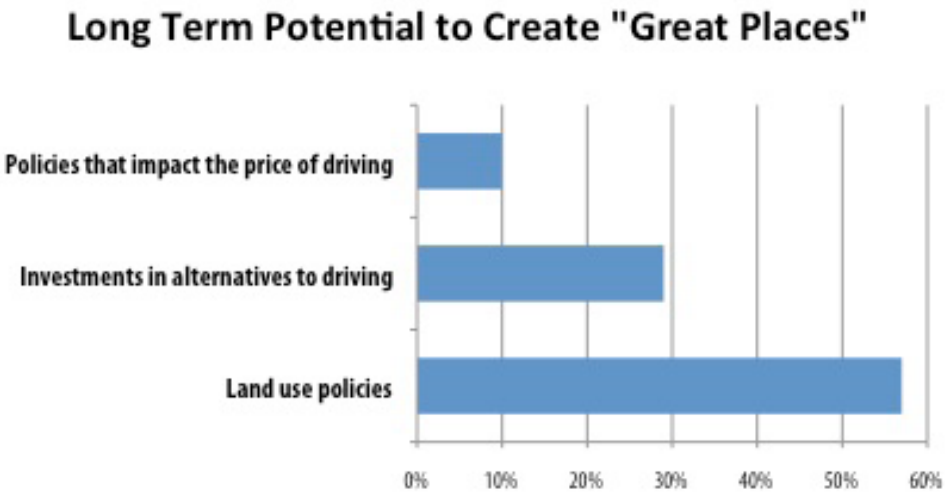


Figure 5: Long Term Potential to Create "Great Places"



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

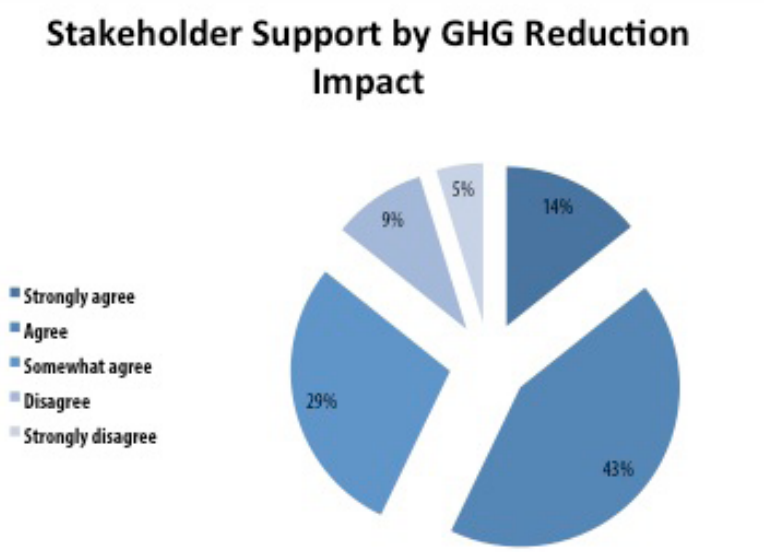
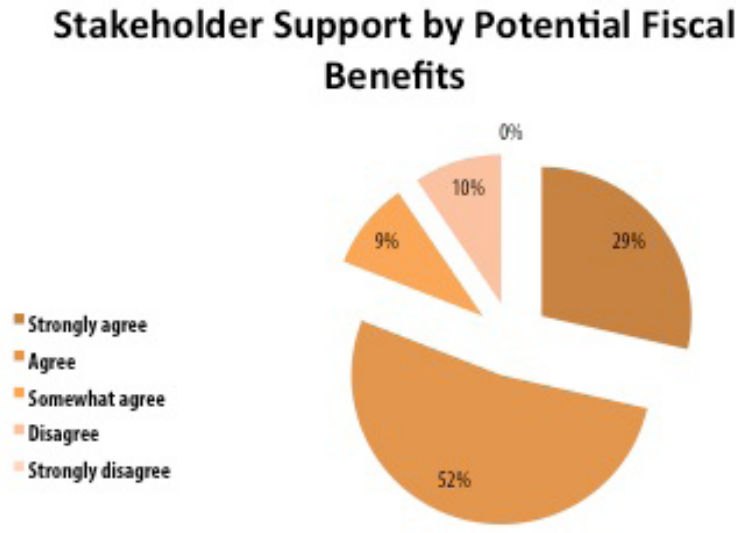
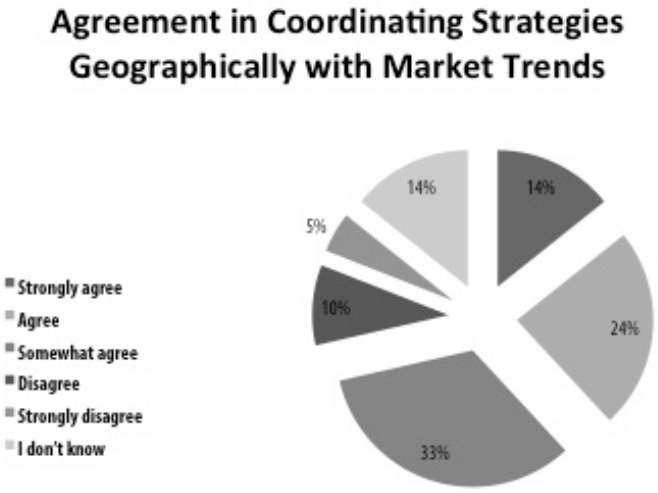


Figure 7: Stakeholder Support by Potential Fiscal Benefits



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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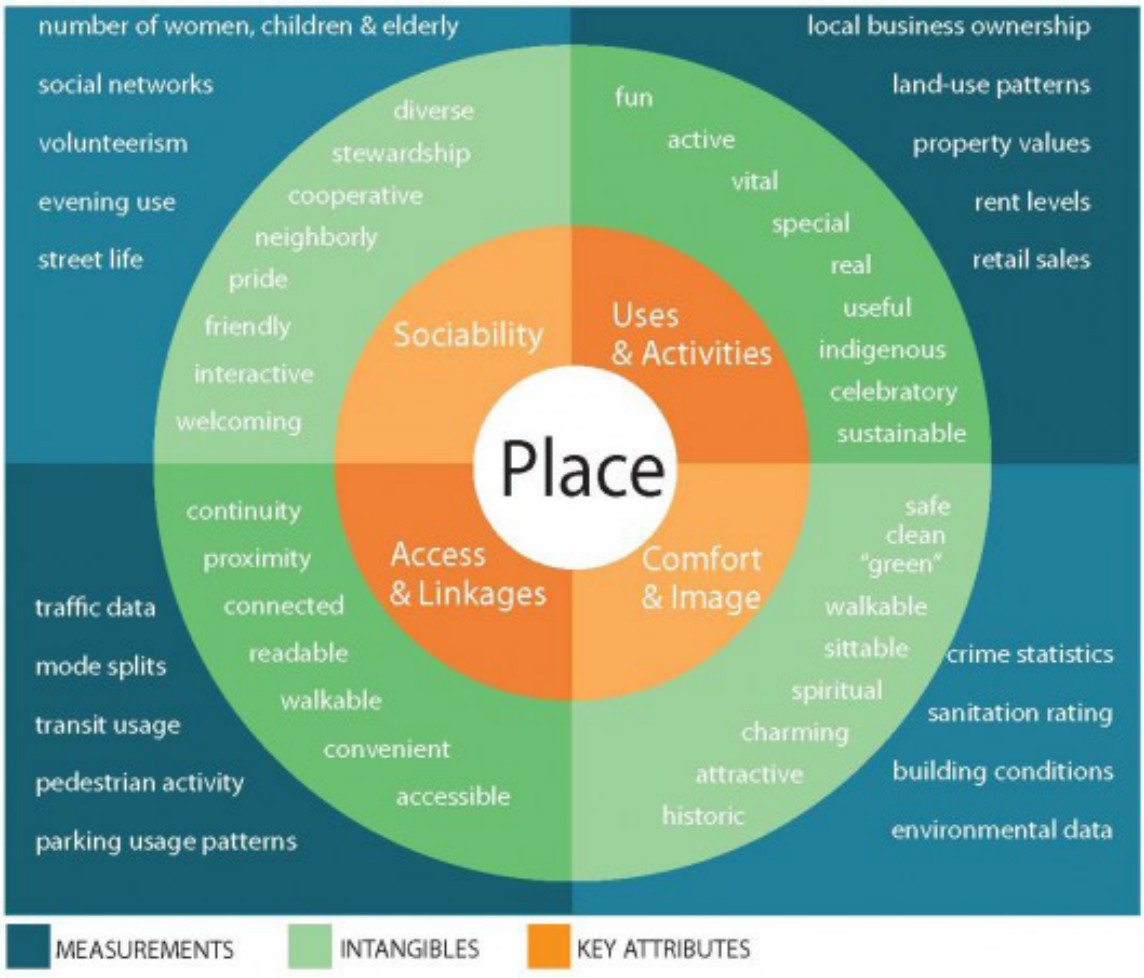
Appendix A: Regional Advisory Committee Information Packet

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?

Sociability

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?

Access & Linkages

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?

Comfort & Image

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?

Uses & Activities

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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)

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
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main 831.883.3750 fax 831.883.3755

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."

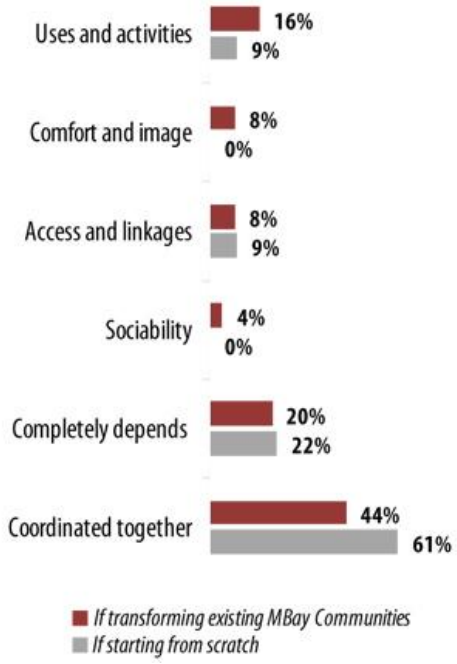
At the October 2011 Regional Advisory Committee meeting, Committee members identified the following places as some of the “Great Places” in the Monterey Bay Area:

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.

To create Great Places, one should first improve:



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	☐	☐	☐	☐	☐

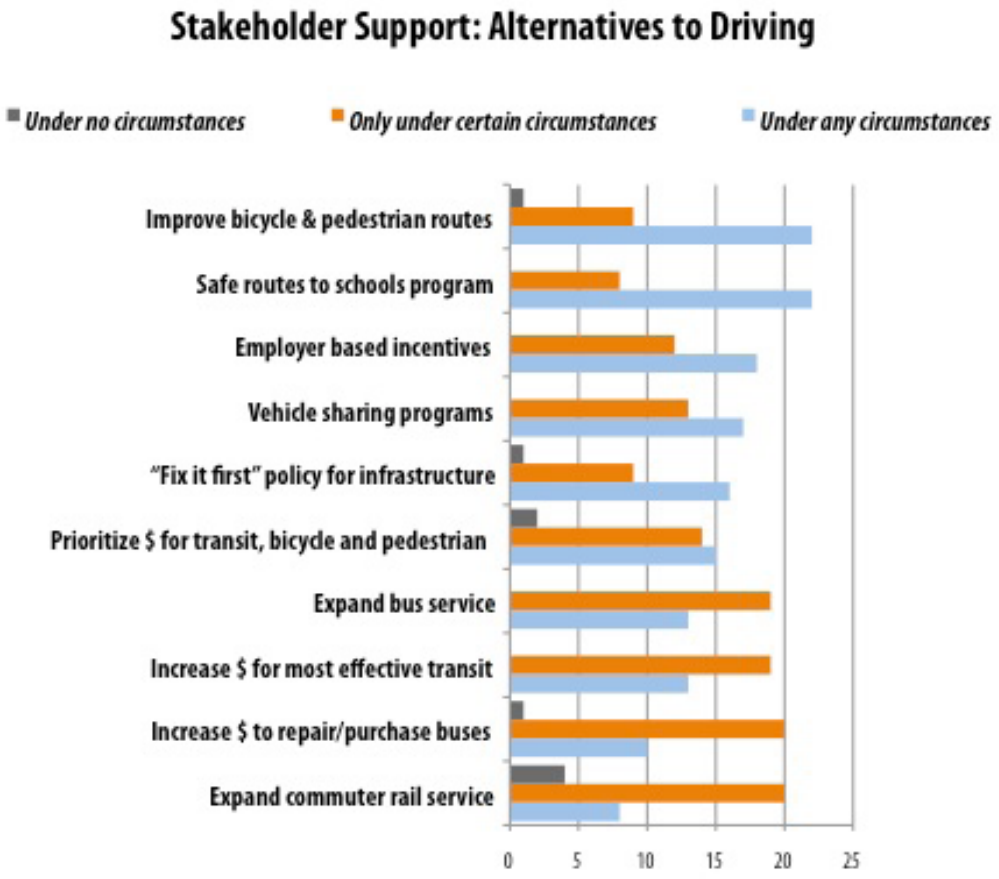
Please identify any concerns and circumstances referenced above.

Survey Feedback

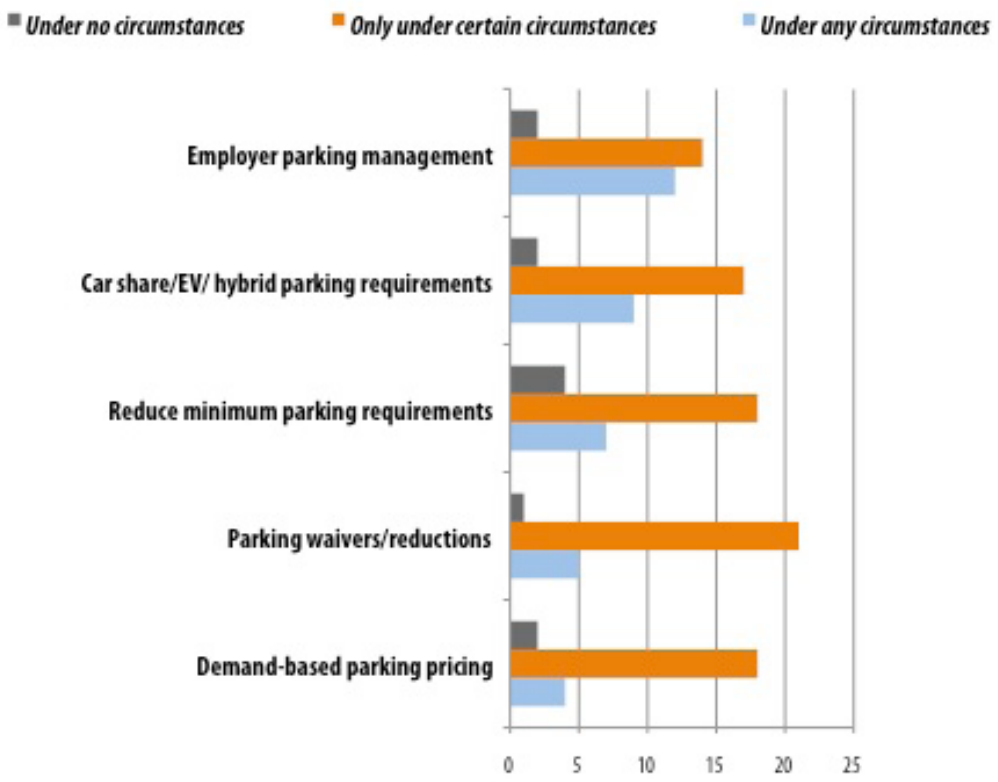
Thank you for your participation in the second online survey for the Regional Advisory Committee. Please take a moment to provide us with some feedback to help us improve future surveys.

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

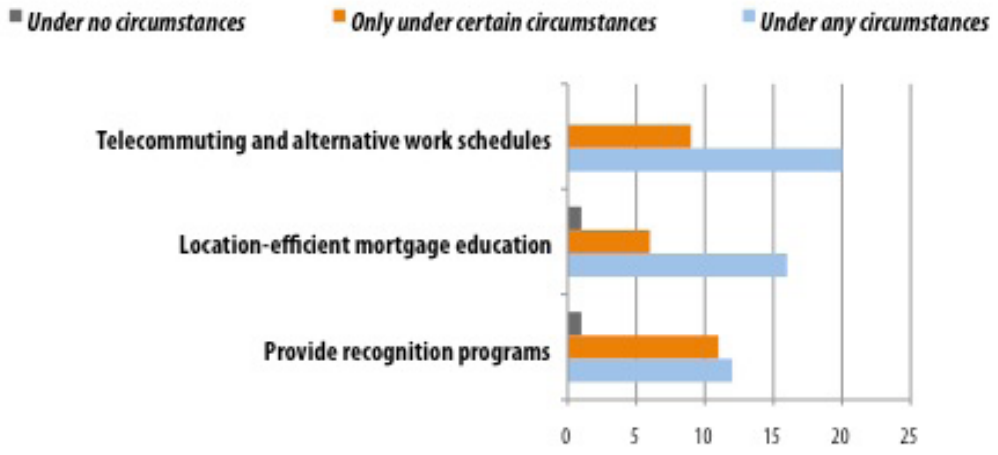
Appendix G: Online Survey #2 Results



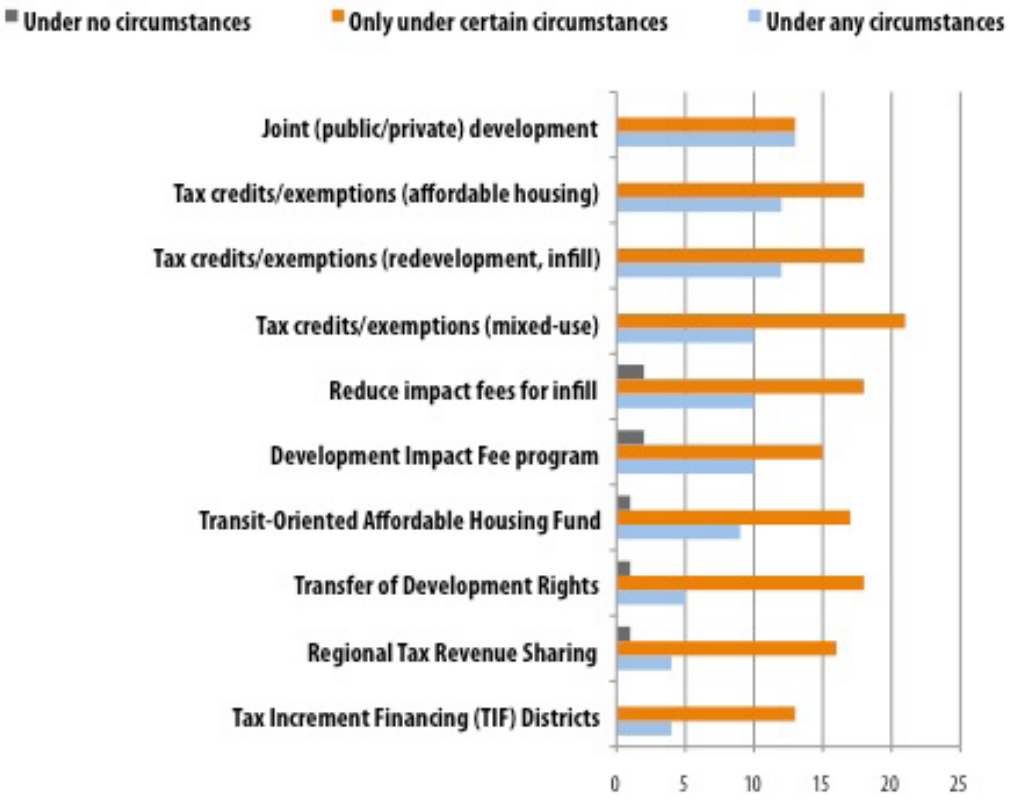
Stakeholder Support: Parking Strategies



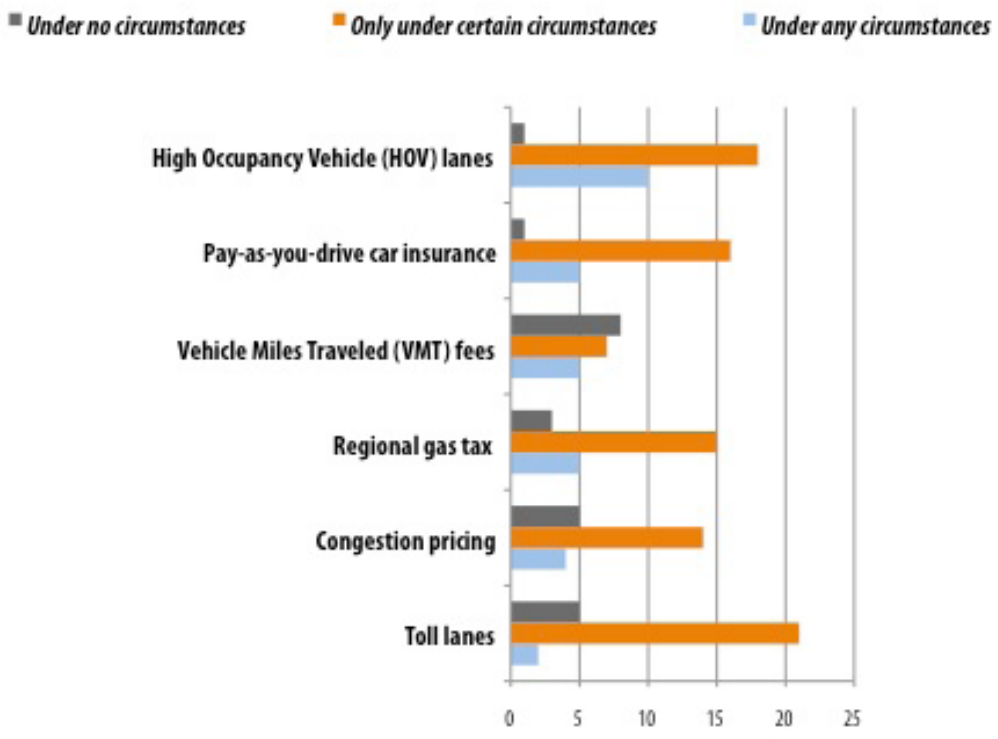
Stakeholder Support: Educational & TDM

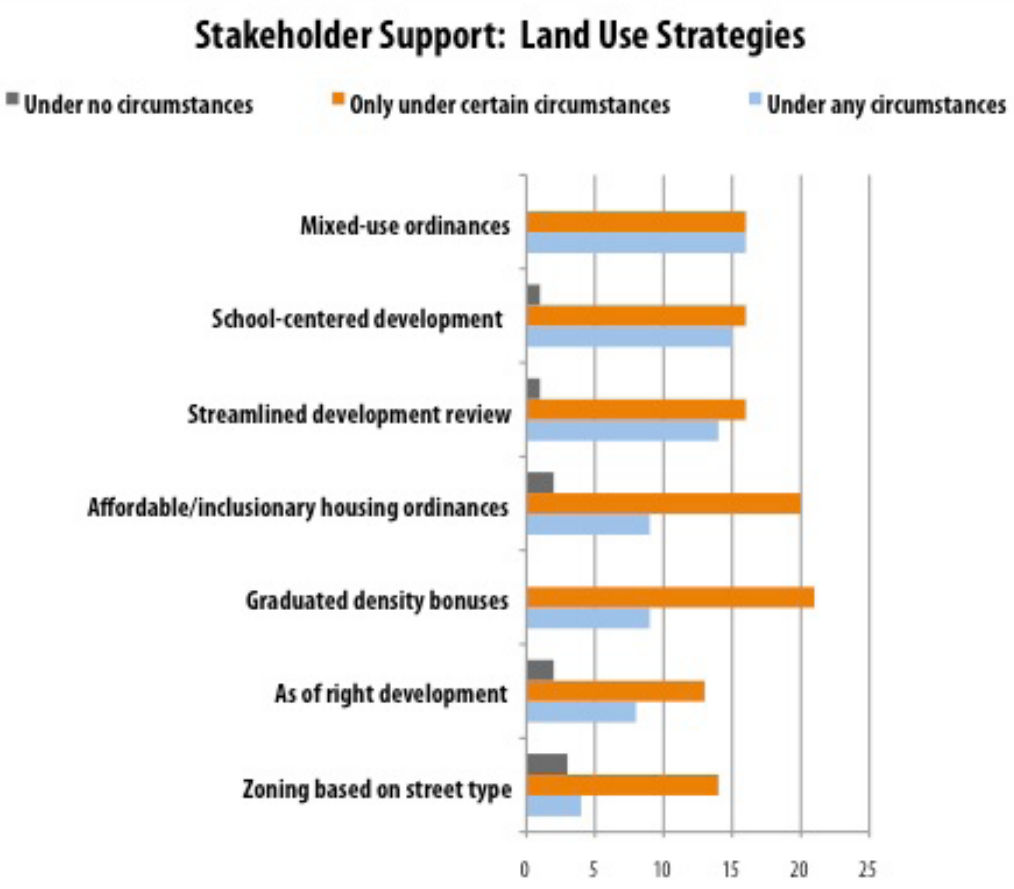


Stakeholder Support: Economic Strategies



Stakeholder Support:
Strategies that Impact the Price of Driving




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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P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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.

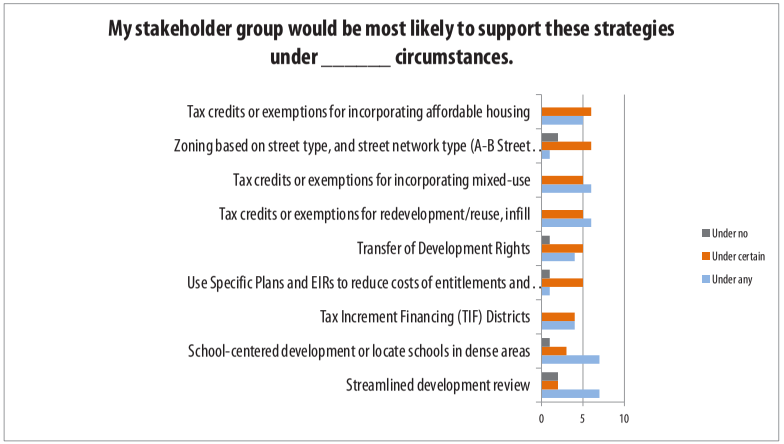
Case #4: Aptos Village Project

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:

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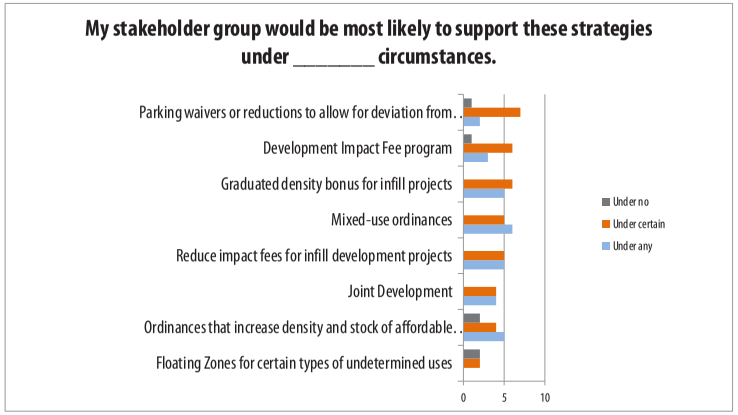
Graph #2 (Land Use pt 2)



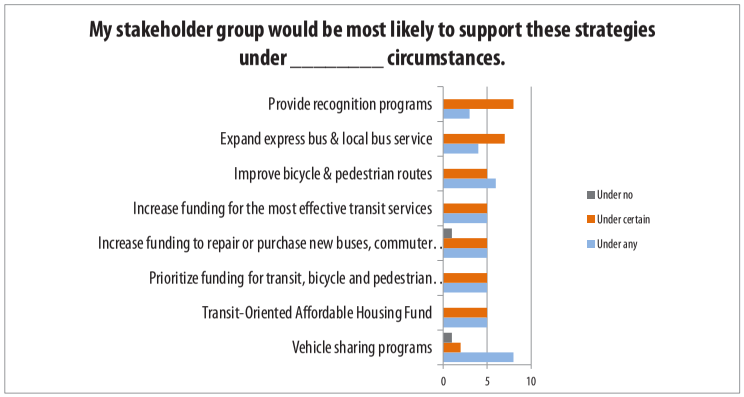
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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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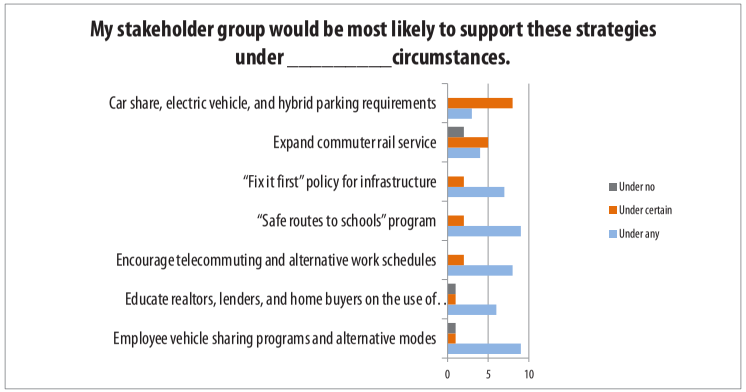
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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



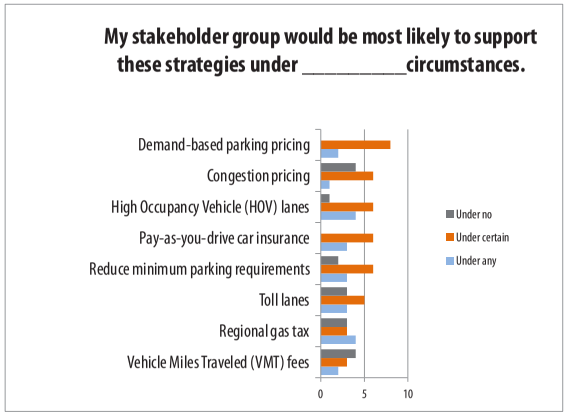
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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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P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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	☐	☐
	☐	☐

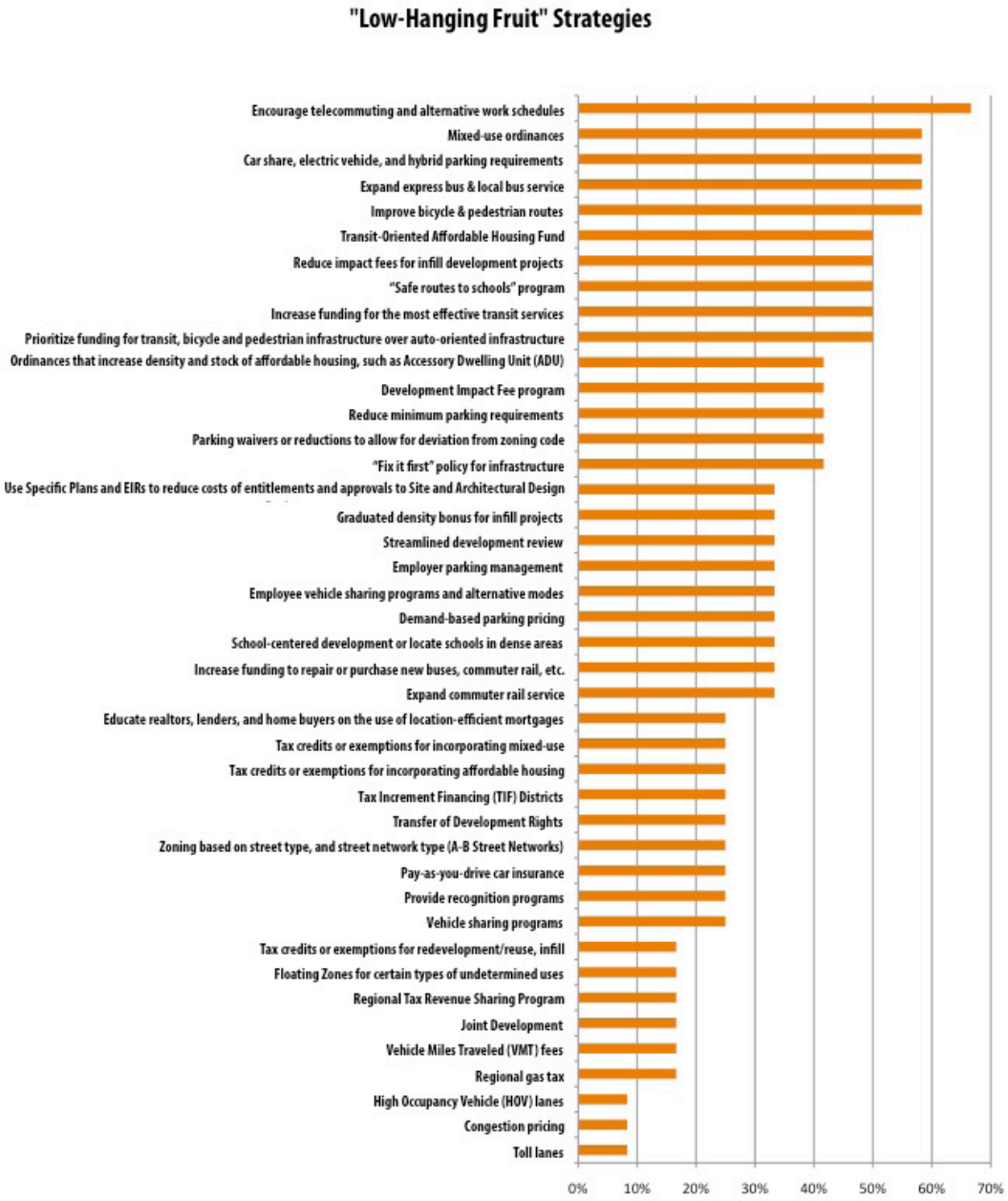
Vehicle Miles Traveled (VMT) fees	☐	☐
High Occupancy Vehicle (HOV) lanes	☐	☐
Pay-as-you-drive car insurance	☐	☐
Zoning based on street type, and street network type (A-B Street Networks)	☐	☐
Development Impact Fee program	☐	☐
Reduce impact fees for infill development projects	☐	☐
Transfer of Development 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		

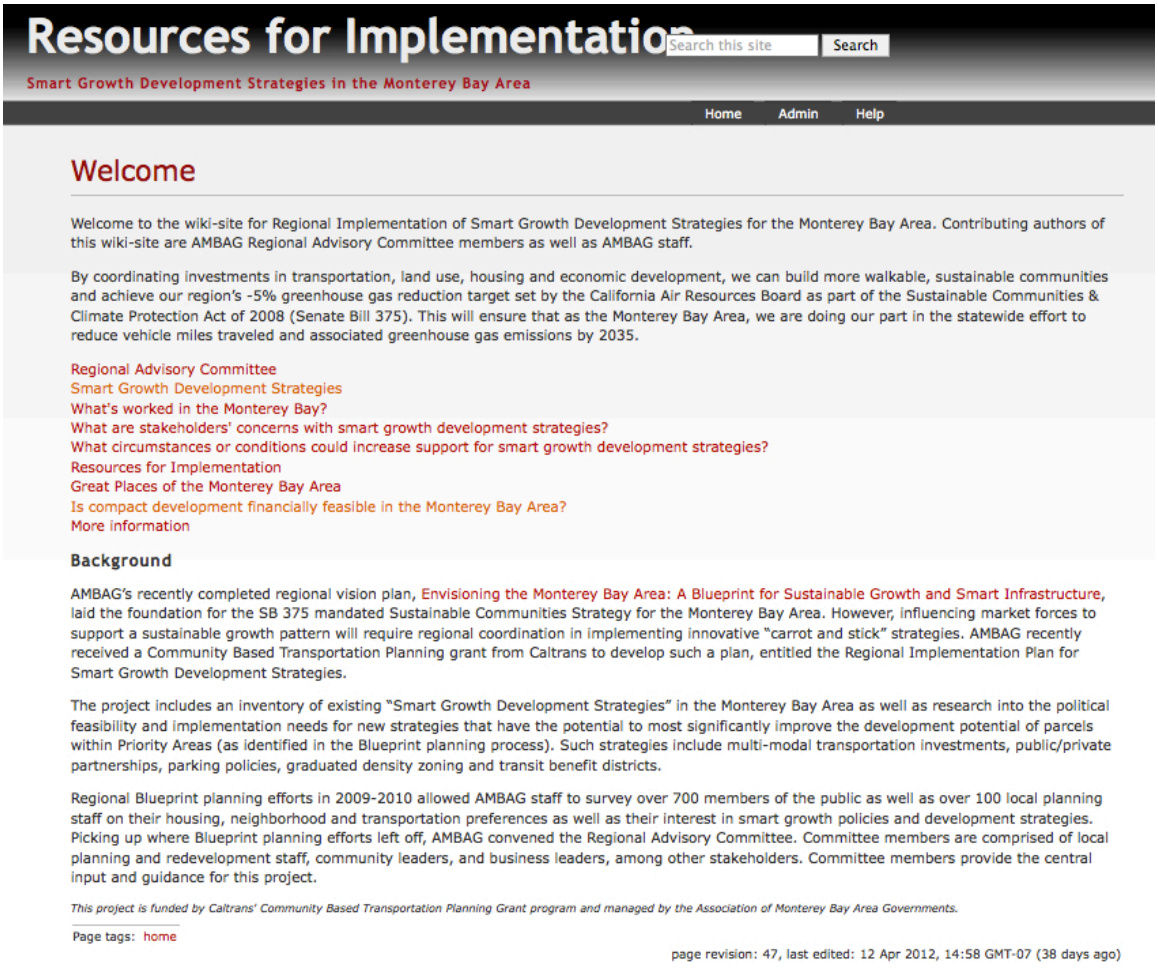
	Resources				
28	Education and marketing	Case study examples of successful projects/programs	Examples of good design and implementation	Implementation plan	
29					
30	General Plan and zoning clarification	Case study examples of successful projects/programs	Examples of how moving projects forward increases 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



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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

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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

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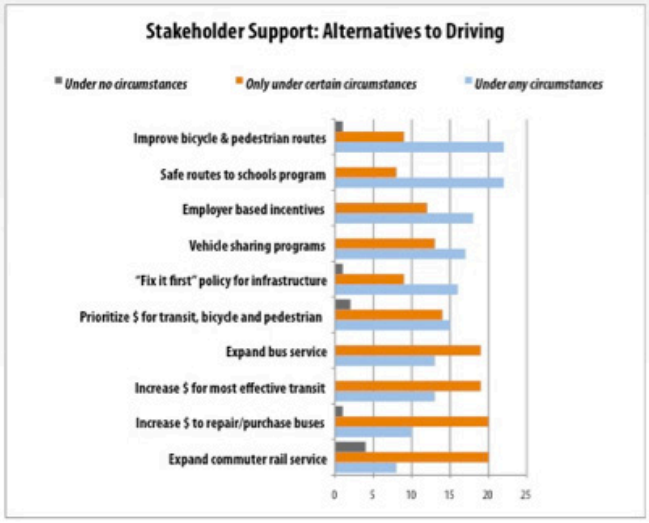
Circumstances for Increased Support

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

2. Financial Feasibility Analysis of Infill Deliverables

AMBAG Regional Advisory Committee Meeting #1

Date: **Wednesday October 19th, 2011**

Time: **9:30 am – 12:00 pm; lunch from Noon to 1pm**

Location: **UC MBest Center, Marina, CA**

Meeting Agenda

9.30 am	**Sign in; light refreshments**
9.40 am	**Welcome from AMBAG Board President Stephany Aguilar**
9.45 am	**Introductory Presentation**
10.00 am	**Introductions: Regional Advisory Committee Members**
10.45am	***Coffee Break***
11.00 am	**Creating Great Places in the Monterey Bay Area - Presentation**
11.15 am	**Creating Great Places in the Monterey Bay Area – Small Group Discussion & Interactive Survey**
12.00pm	**LUNCH**

Staff Contact:

Steph A. Nelson, Associate Analyst/Planner, AMBAG

Direct: 831.264.5092

Email: snelson@ambag.org

DIRECTIONS

UC MBEST Center -
Headquarters Building and Conference Room located at:
3239 Imjin Road, Marina, CA 93933
Phone: 831.582.1020

From Highway 1: Take Reservation Road east through the city of Marina to the Imjin Road stop light (~ 3 miles from Highway 1). Turn left on Imjin Road. The Headquarters Bilding is the first set of buildings on the right, approximately 300 yards from Reservation Road. The MBEST Center office is 500 feet farther up the road, on the left side.

From Blanco or Davis Roads: Turn right onto Reservation Road and proceed west toward the city of Marina to the Imjin Road stoplight. Turn right on Imjin Road. The Headquarters Bilding is the first set of buildings on the right, approximately 300 yards from Reservation Road. The MBEST Center office is 500 feet farther up the road, on the left side.

P.O.Box 809 Marina, CA 93933-0809 [ph] 831.883.3750 [fax] 831.883.3755 http://www.ambag.org info@ambag.org

Regional Advisory Committee

Meeting #1

Regional Advisory Committee for the Regional Implementation Plan for Smart Growth Development Strategies

October 19th 2011
UC MBest Center, Marina, CA

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Randy Deshazo, Principal Planner, AMBAG

Regional Advisory Committee Meeting #1

Welcome
Stephany Aguilar, President, AMBAG Board of Directors

Introductory Presentation
Steph A. Nelson, Associate Analyst/Planner, AMBAG

Introductions: Regional Advisory Committee

Coffee Break

Great Places: Presentation, Survey & Discussion
Part One: Identifying Great Places
Part Two: Creating Great Places

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Randy Deshazo, Principal Planner, AMBAG

LUNCH

Introductory Presentation

What is the Regional Advisory Committee?

- Basic overview of expectations
- Values & expertise of the Regional Advisory Committee

What is the Regional Implementation Plan for Smart Growth Development Strategies?

- Envisioning the Monterey Bay Area: Getting There from Here
- Sustainable Communities and Climate Protection Act of 2008

What is the Regional Advisory Committee?

Composed of 50 members from 3 counties

Participate in surveys, focus group discussions, interviews

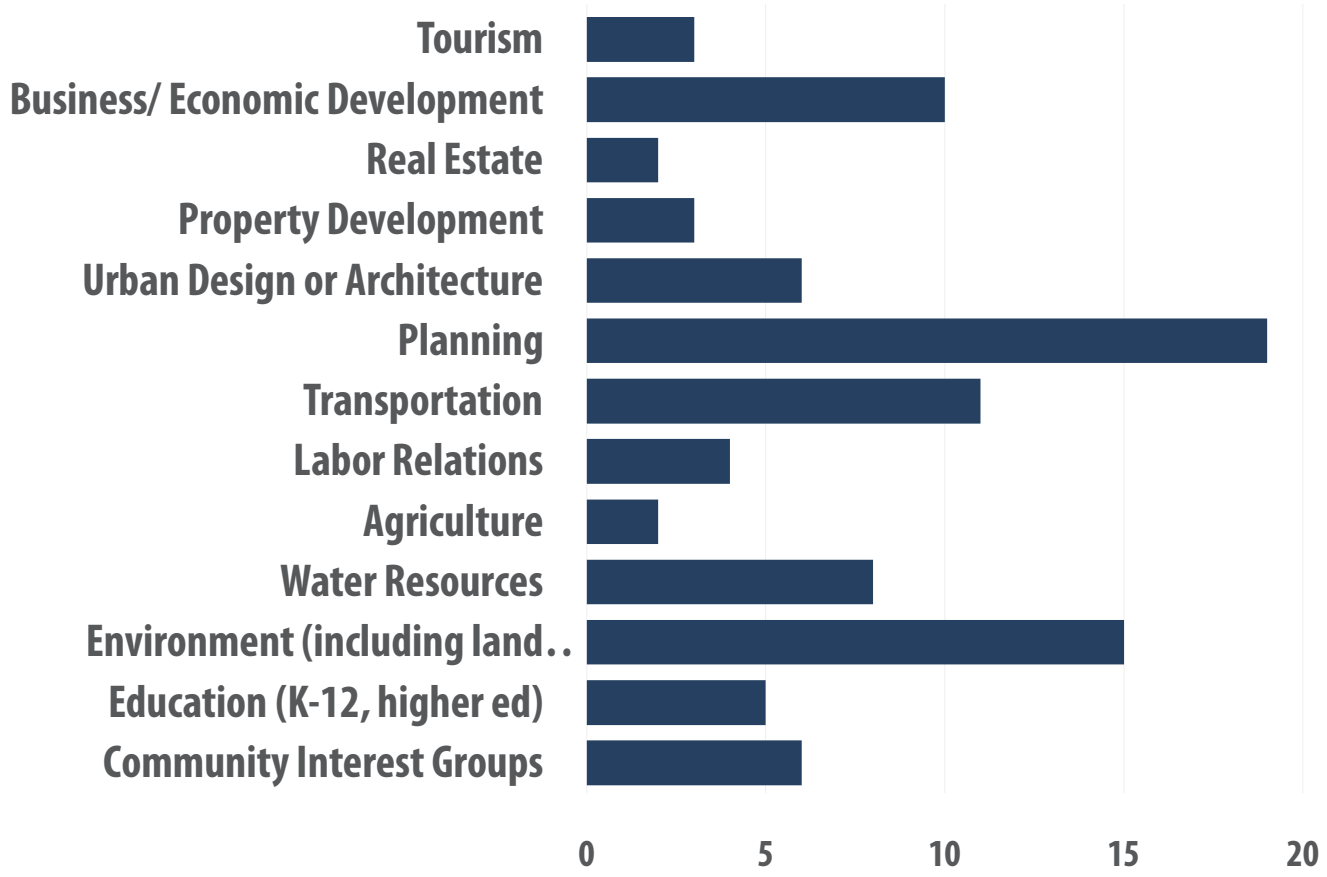
Regional Implementation Plan for Smart Growth Development Strategies

Meet quarterly through early 2013

Who is the Regional Advisory Committee?

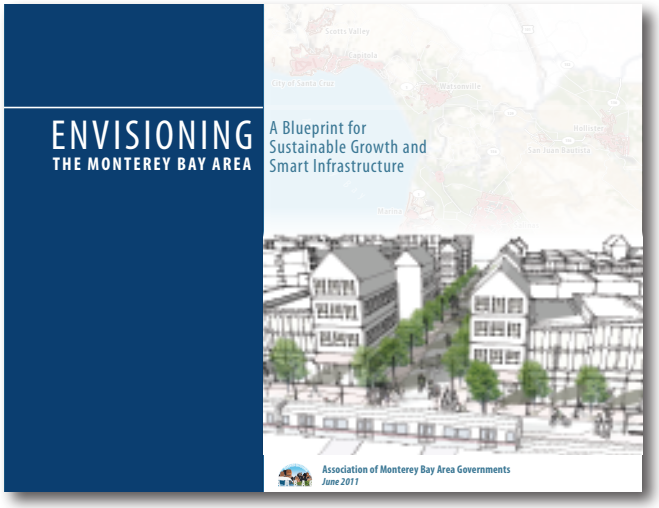
Areas of Expertise and/or Professional Interest

AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

What is the Regional Implementation Plan for Smart Growth Development Strategies?

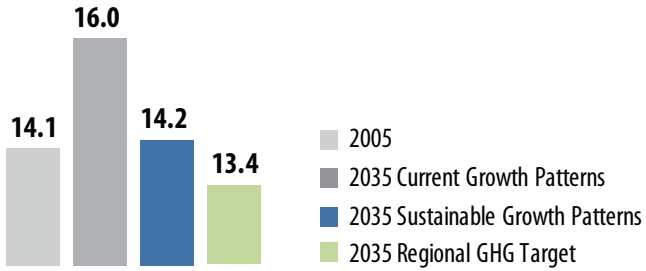


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)

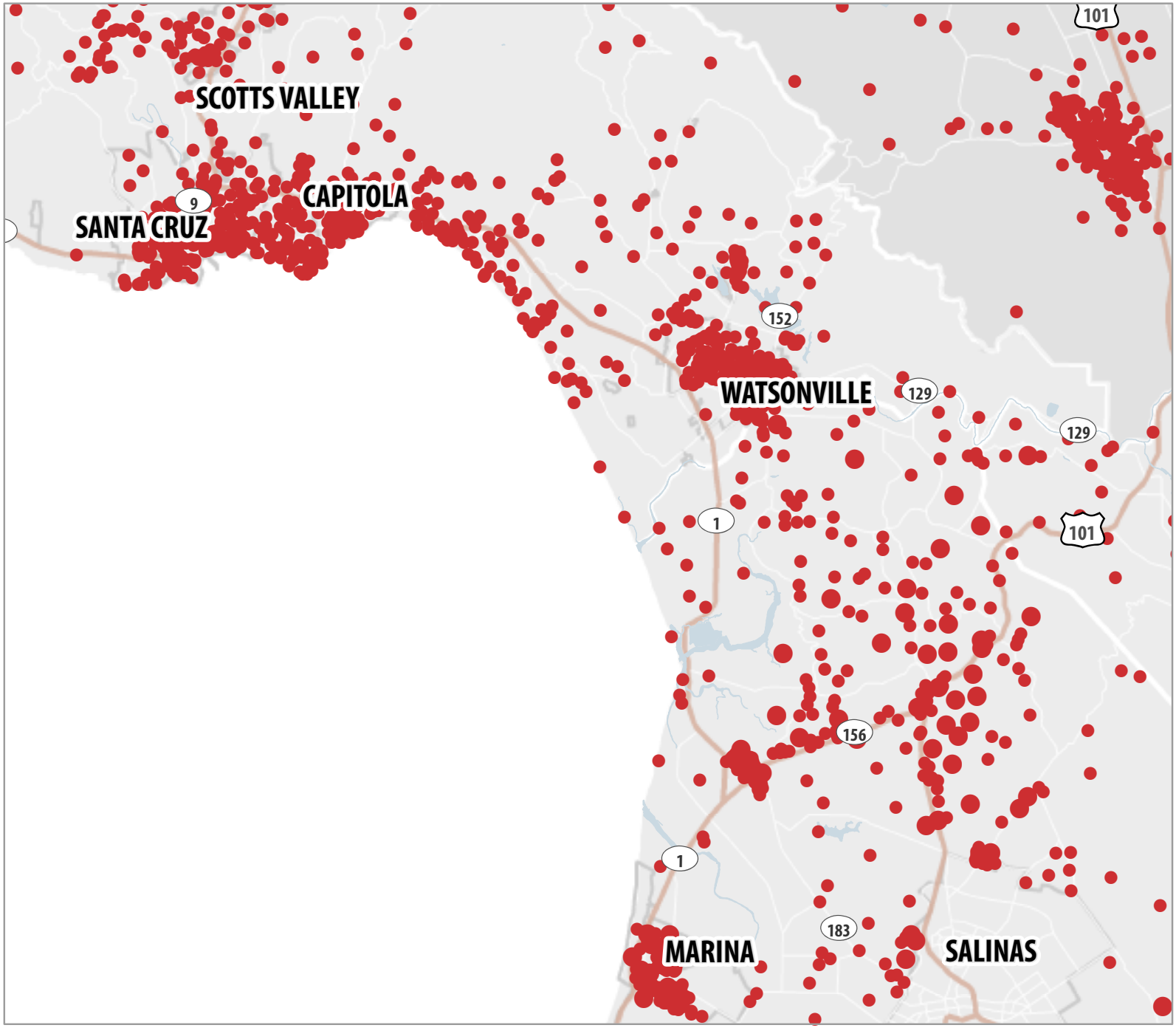


Sustainable Communities & Climate Protection Act of 2008

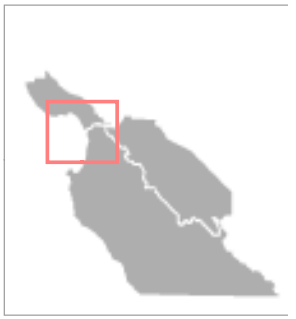
TARGET:
5% reduction transportation GHGs by 2035

-5% GHGs

Who Commutes to Salinas for Work?



Monterey Bay Area



Limited Access
Highway
Major Road
City Limits
County Boundaries

Number of Workers

1 - 24
25 - 126
127 - 450

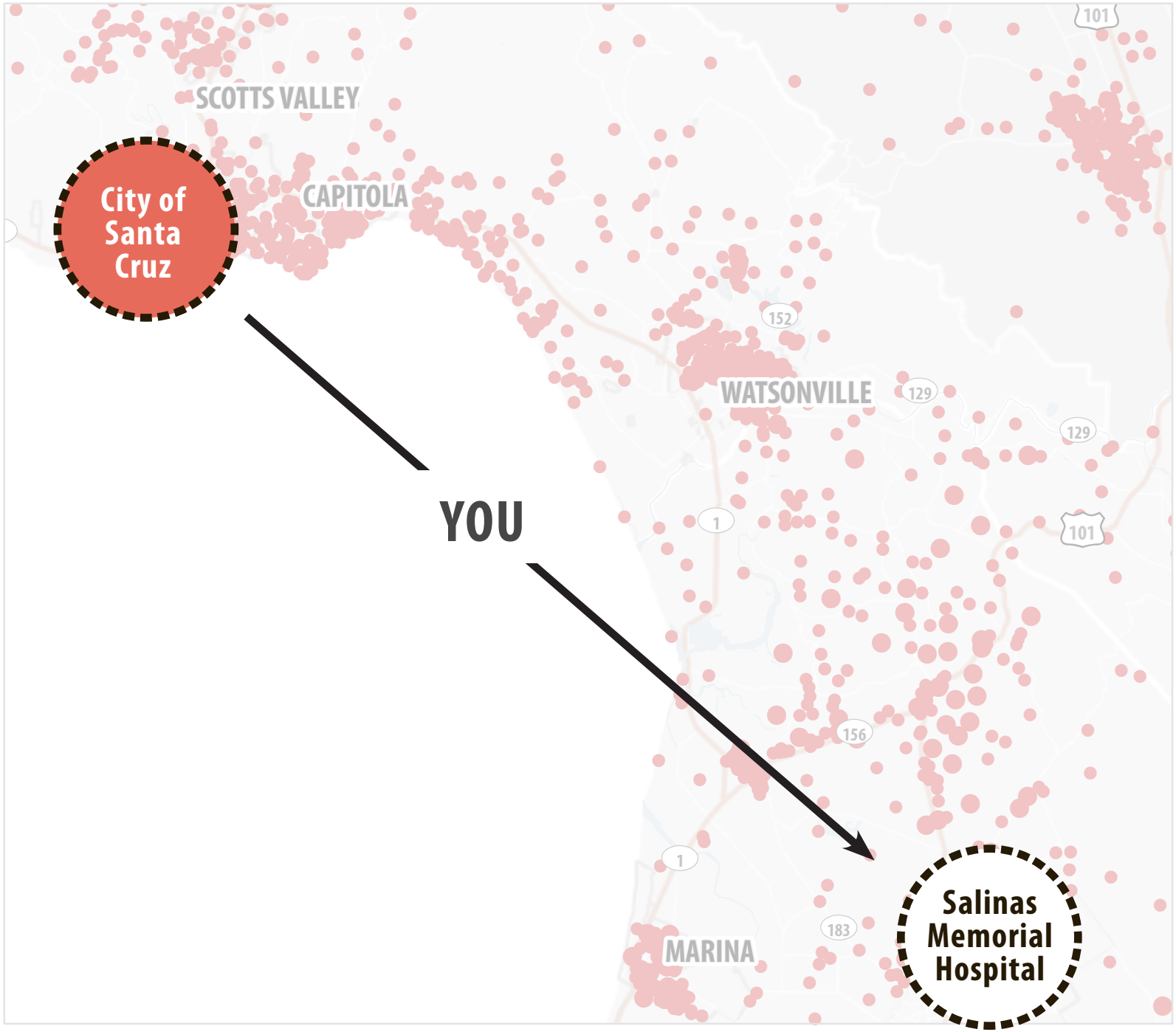
hydro_linear

0 0.4 0.8 1.6 Miles

Date: October 21, 2010
Project Name: Blueprint
Created By: Anais Schenk

Data Sources:
Longitudinal Employer-Household Dynamics;
CA Dept of Conservation Farmland Mapping and Monitoring Program; and
AMBAG;

Who Commutes to Salinas for Work?



Monterey Bay Area

Limited Access
Highway
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Date: October 21, 2010
Project Name: Blueprint
Created By: Anais Schenk

Data Sources:
Longitudinal Employer-Household Dynamics;
CA Dept of Conservation Farmland Mapping and Monitoring Program; and AMBAG;

Commute Option A: Take the Bus

Get directions | My places

A Seabright Avenue, Santa Cruz, CA

B salinas valley memorial hospital

Add Destination - Show options

Leave now | 09/12/11 | 12:14pm

GET DIRECTIONS

Suggested routes

69 → 28 → 43 → 12:24pm - 2:58pm — **2 hrs 35 min**

68 → 69 → 28 → 43 — 2 hours 36 mins
1:22pm - 3:58pm

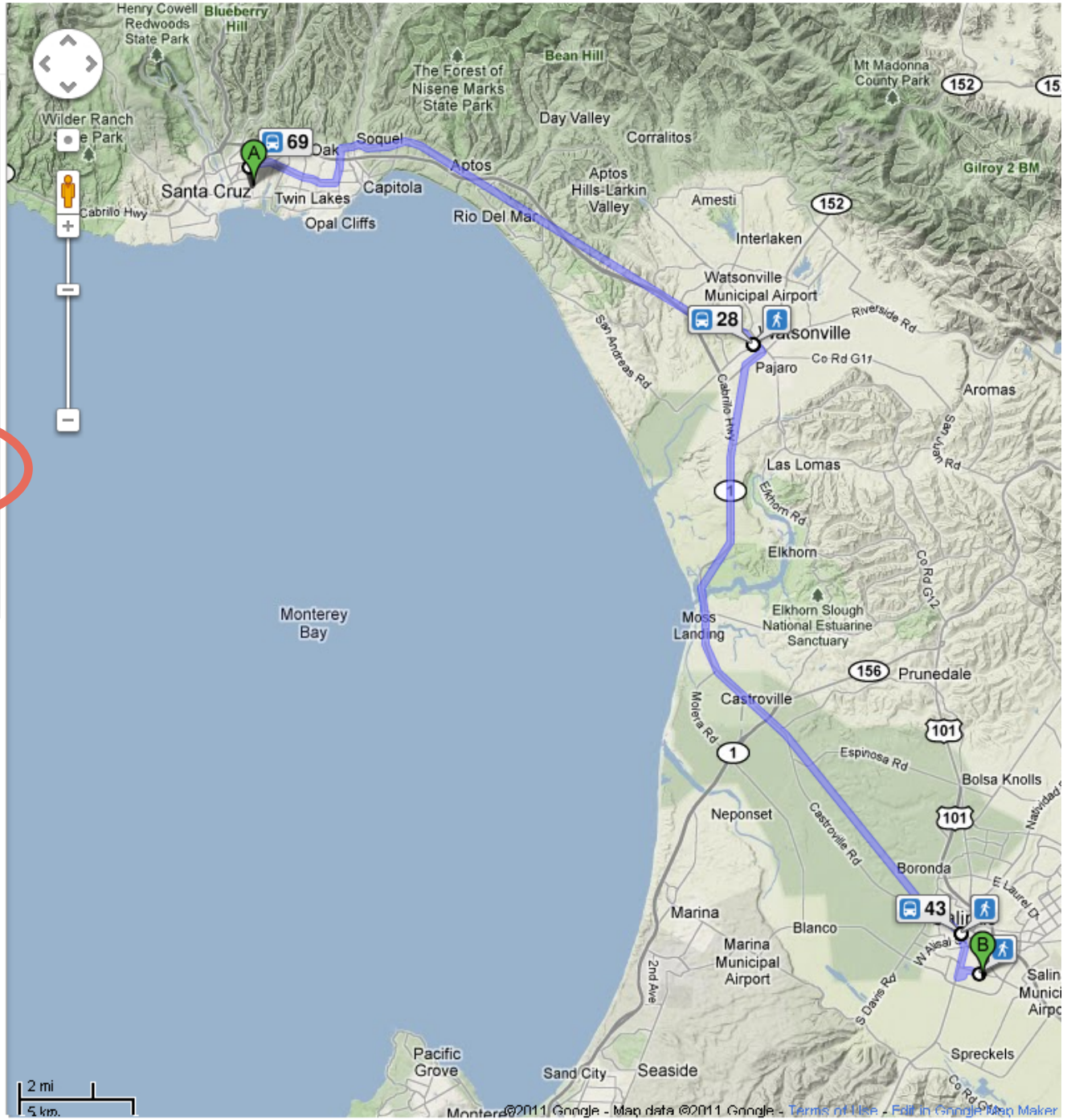
69 → 28 → 43 — 2 hours 35 mins
1:24pm - 3:58pm

Transit directions to Salinas Valley Memorial Hospital

A Seabright Ave
Santa Cruz, CA

Walk to Soquel Ave\\Seabright
About 12 mins (0.6 mi)

Soquel Ave\\Seabright
69 Bus towards 69W - Cabrillo College - Watsonville TC
12:36pm - 1:37pm (1 hour 1 min, 33 stops)



Commute Option B: Drive

Get directions | My places

A Seabright Avenue, Santa Cruz, CA

B salinas valley memorial hospital

Add Destination - Show options

GET DIRECTIONS

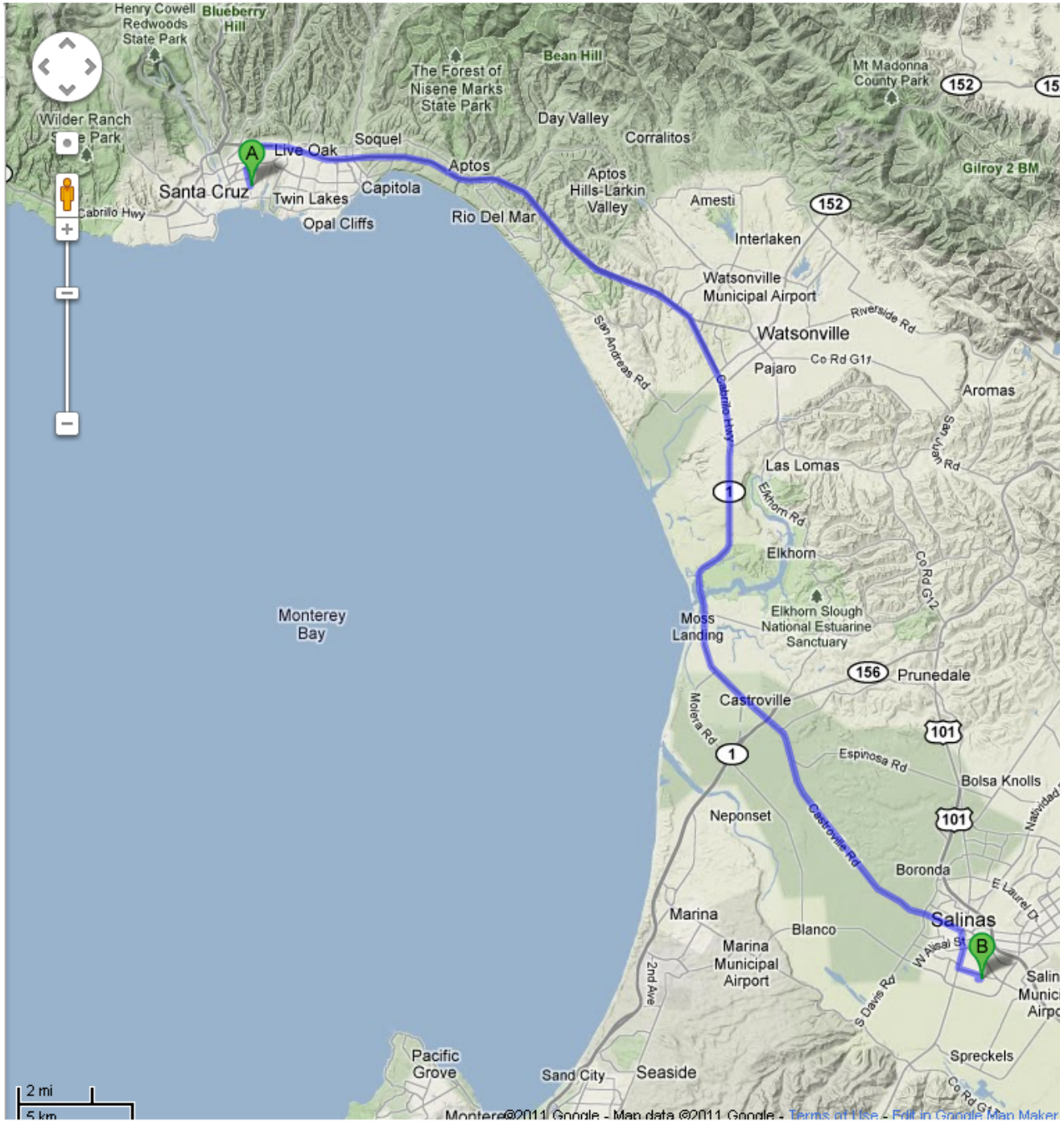
Suggested routes

CA-1 S/Cabrillo Hwy	37 **50 min**
CA-1 S/Cabrillo Hwy and US-101 S	42.4 mi, 53 mins
CA-1 S	39.0 mi, 56 mins

Driving directions to Salinas Valley Memorial Hospital

A **Seabright Ave**
Santa Cruz, CA

1. Head **north** on **Seabright Ave** toward **Windham St** — 0.5 mi
2. Turn right onto **Gault St** — 0.2 mi
3. Take the 2nd left onto **S Morrissey Ave** — 0.6 mi
4. Merge onto **CA-1 S/Cabrillo Hwy** via the ramp to **Watsonville** — 24.7 mi
5. Turn left onto **Merritt St** — 1.8 mi
6. Continue onto **CA-183 S/Castroville Rd**
Continue to follow CA-183 S — 7.4 mi



Commute Option C: Vanpool or Carpool

Get directions | My places

A Seabright Avenue, Santa Cruz, CA

B salinas valley memorial hospital

Add Destination - Show options

GET DIRECTIONS

Suggested routes

CA-1 S/Cabrillo Hwy	**1hr 5min**
CA-1 S/Cabrillo Hwy and US-101 S	42.4 mi, 53 mins
CA-1 S	39.0 mi, 56 mins

Driving directions to Salinas Valley Memorial Hospital

A **Seabright Ave**
Santa Cruz, CA

1. Head **north** on **Seabright Ave** toward **Windham St** — 0.5 mi
2. Turn right onto **Gault St** — 0.2 mi
3. Take the 2nd left onto **S Morrissey Ave** — 0.6 mi
4. Merge onto **CA-1 S/Cabrillo Hwy** via the ramp to **Watsonville** — 24.7 mi
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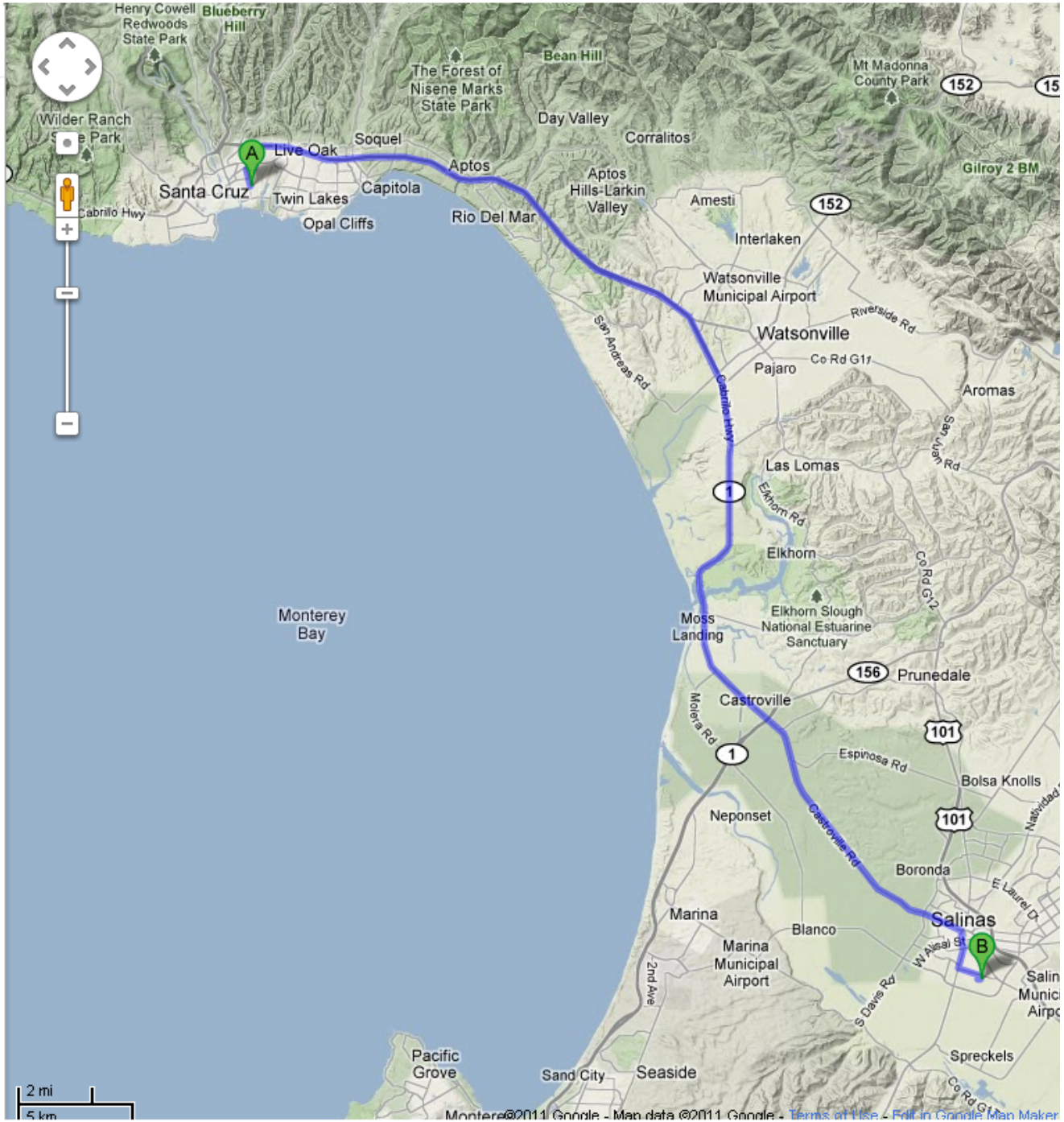
6. Continue onto **CA-183 S/Castroville Rd**
Continue to follow CA-183 S — 7.4 mi



We can grow more sustainably by:

Creating *Great Places* that are transit supportive hubs of activity…

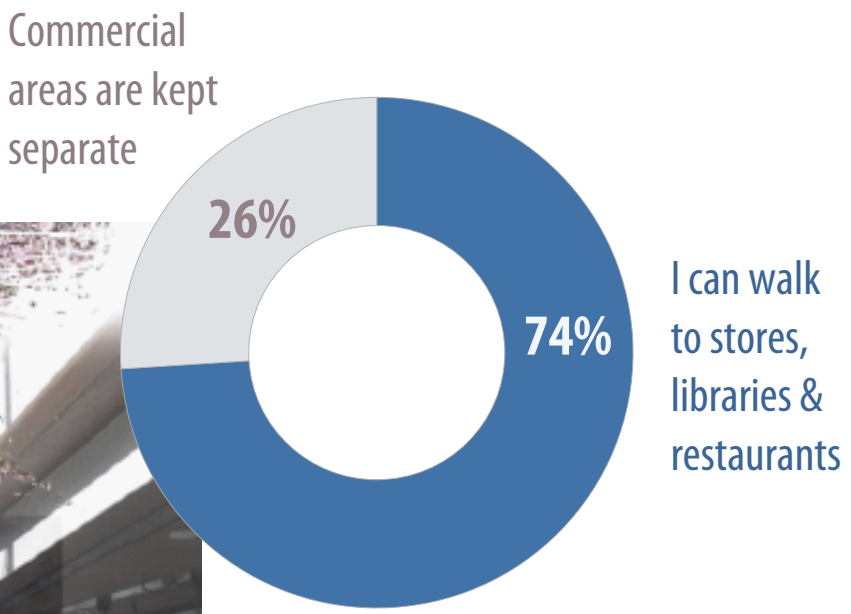
Source: AMBAG, 2010

Responding to unmet demands for more walkable neighborhoods…

NEIGHBORHOOD PREFERENCES

Figure 26. Survey Question: I would most prefer neighborhood where:

Source: 2010 AMBAG Regional Blueprint Survey Responses



Investing in alternatives to driving....

Expenditures by Mode, 2010 to 2035

Monterey Bay Area 2010 MTP

ITS, TDM, Planning **1%**

Aviation **1%**

Bicycle & Ped **1%**

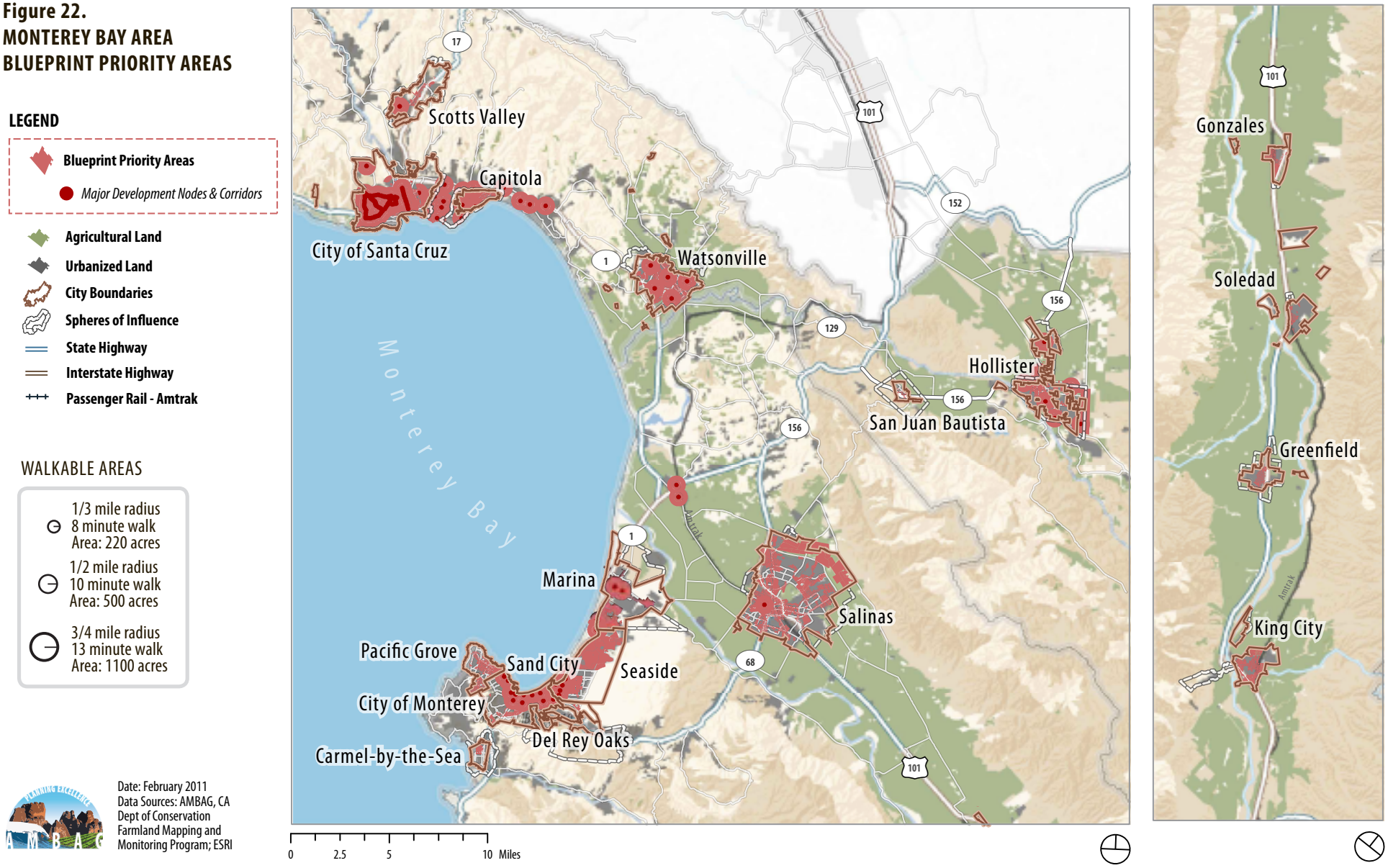
Transit (Bus) **20%**

Transit (Rail) **7%**

Roads & Bridges **70%**

Focusing regional development in "Priority Areas" ...

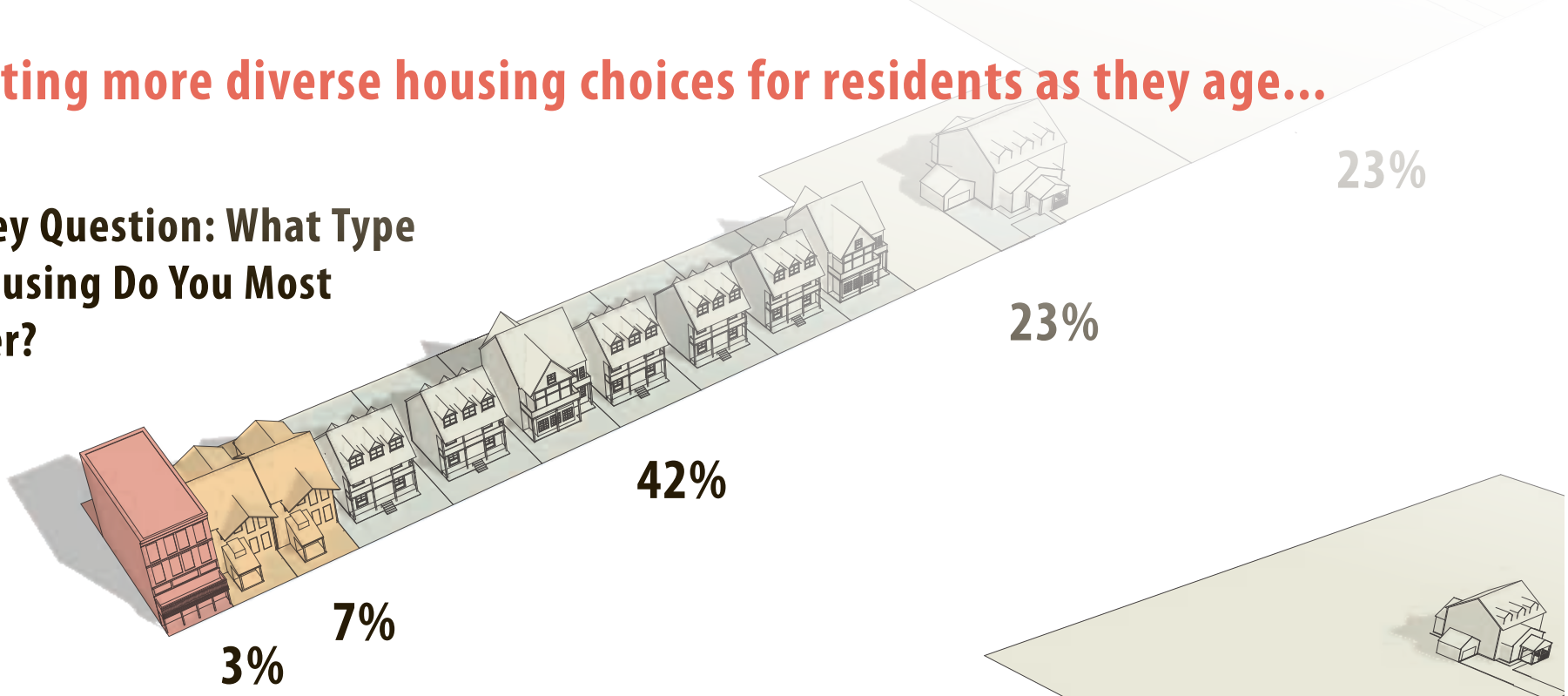
Figure 22.
MONTEREY BAY AREA
BLUEPRINT PRIORITY AREAS



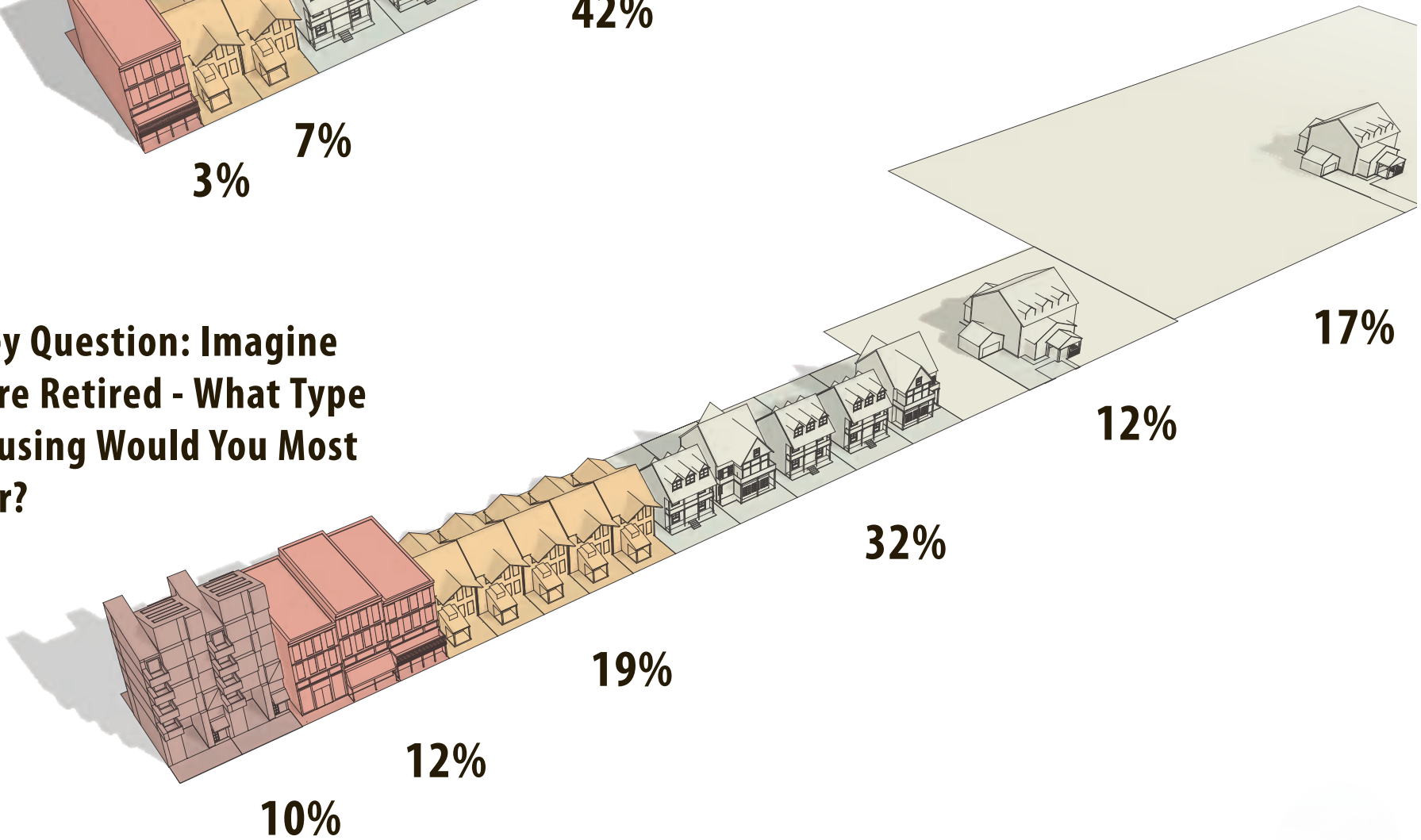
Date: February 2011
Data Sources: AMBAG, CA Dept of Conservation Farmland Mapping and Monitoring Program; ESRI

Creating more diverse housing choices for residents as they age...

Survey Question: What Type of Housing Do You Most Prefer?



Survey Question: Imagine You are Retired - What Type of Housing Would You Most Prefer?

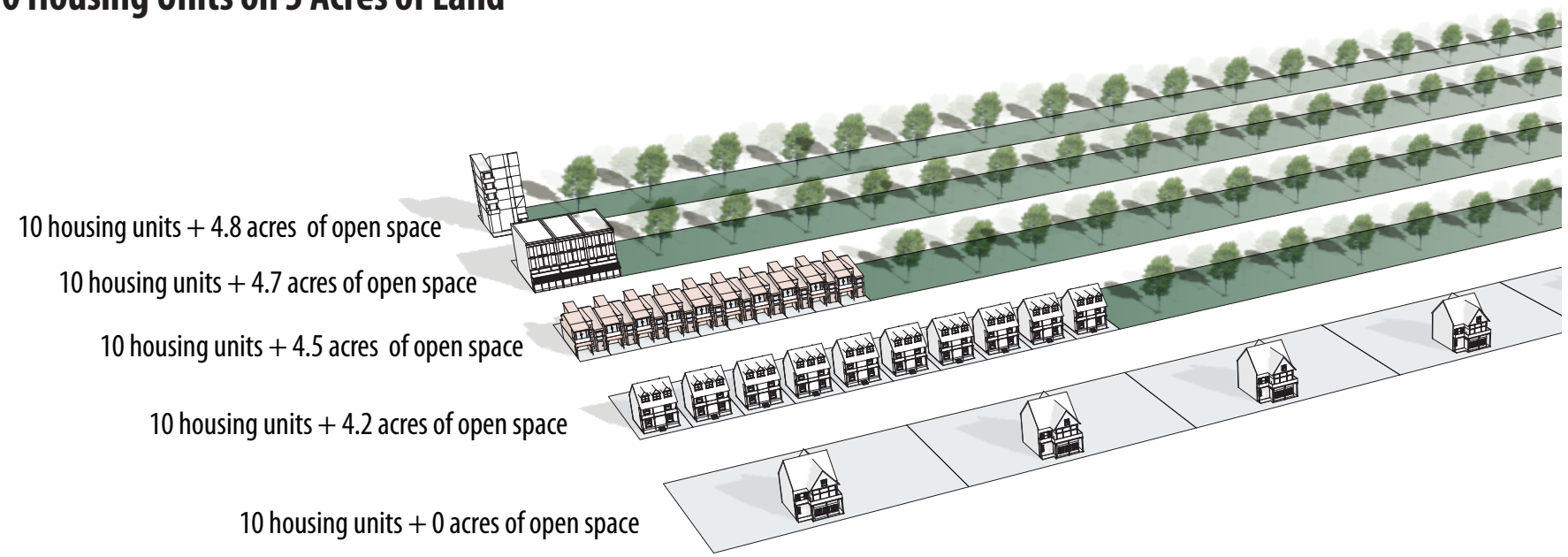


Conserving *Great Places* in the natural environment by reducing the urban footprint...

Figure 20. The Monterey Bay Area Urban Footprint 2005-2035

Data Source: AMBAG 2010; CA Dept. of Conservation Farmland Mapping and Monitoring Program

Making Trade-Offs: Housing vs Open Space
10 Housing Units on 5 Acres of Land



AGENDA

Regional Advisory Committee Meeting #1

Welcome
Stephany Aguilar, President, AMBAG Board of Directors

Introductory Presentation
Steph A. Nelson, Associate Analyst/Planner, AMBAG

Introductions: Regional Advisory Committee

Coffee Break

Great Places: Presentation, Survey & Discussion
Part One: Identifying Great Places
Part Two: Creating Great Places

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Randy Deshazo, Principal Planner, AMBAG

LUNCH

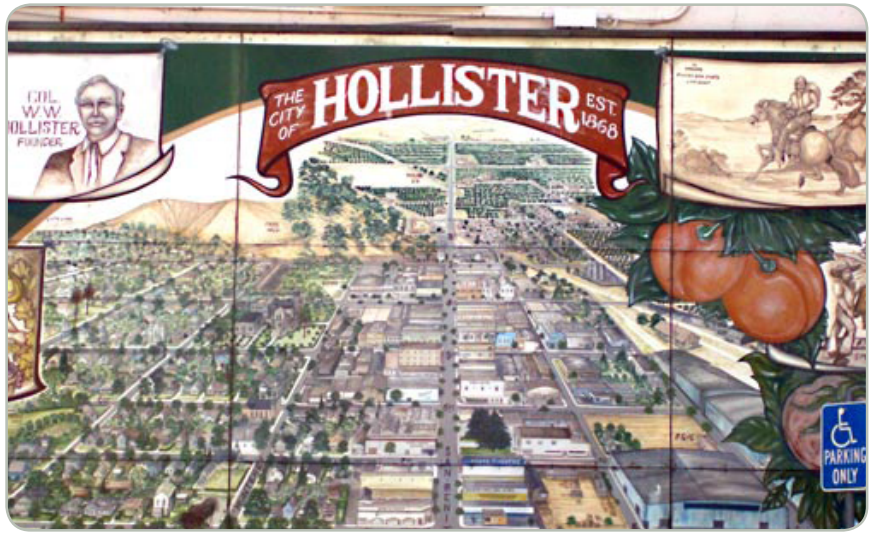
Part One: Identifying Great Places

What are *Great Places?*

"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 enough to keep people coming back."

- Project for Public Spaces

A Few of the Great Places in the Monterey Bay Area…



Source: Google maps, various indepenent sources

Survey & Discussion Questions: Great Places

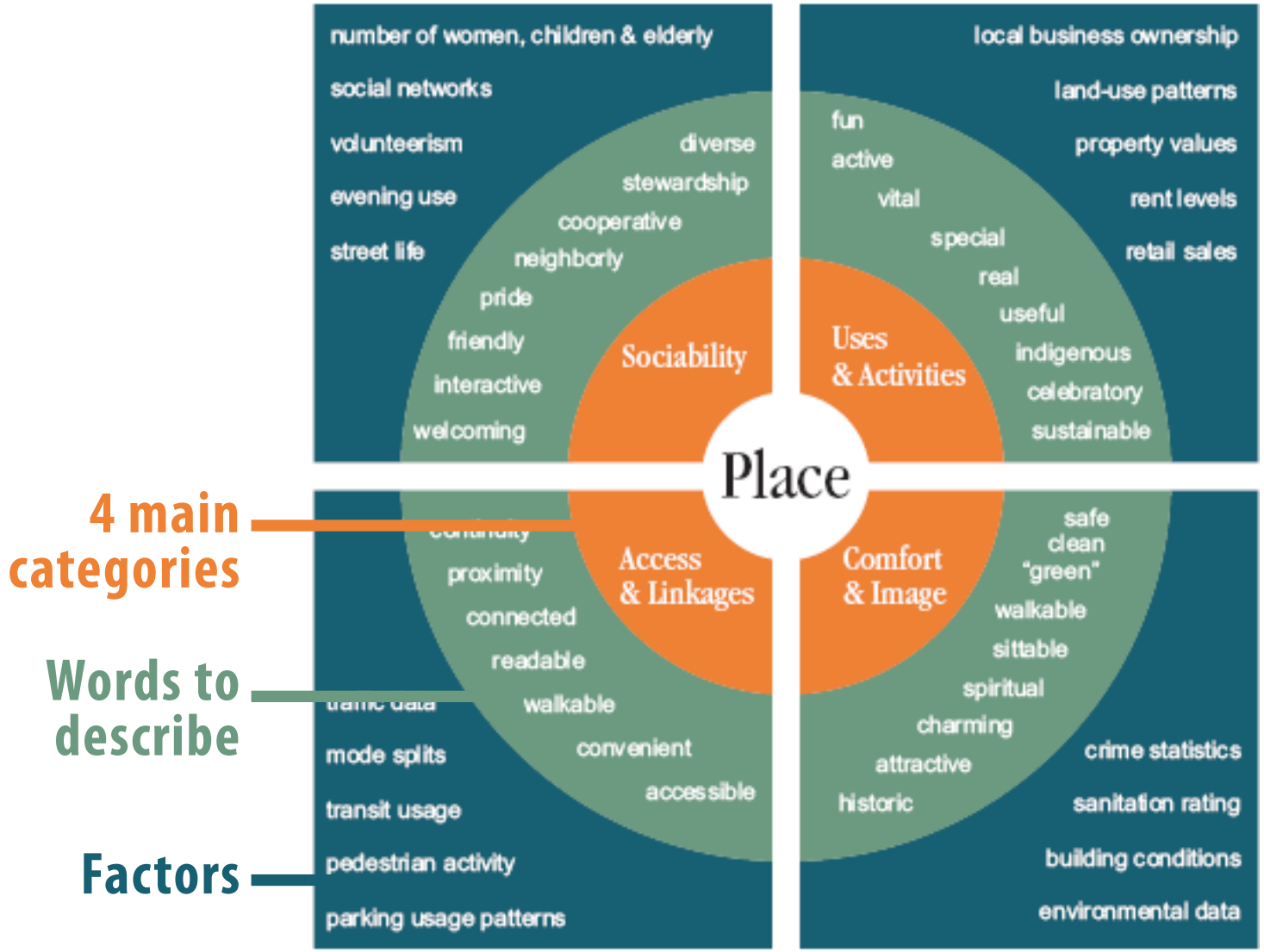
Source: Google maps, various indepenent sources

Survey & Discussion Questions: Great Places

?

Source: Google maps, various indepenent sources

What are Ten Things that Make a Place a *Great Place?*

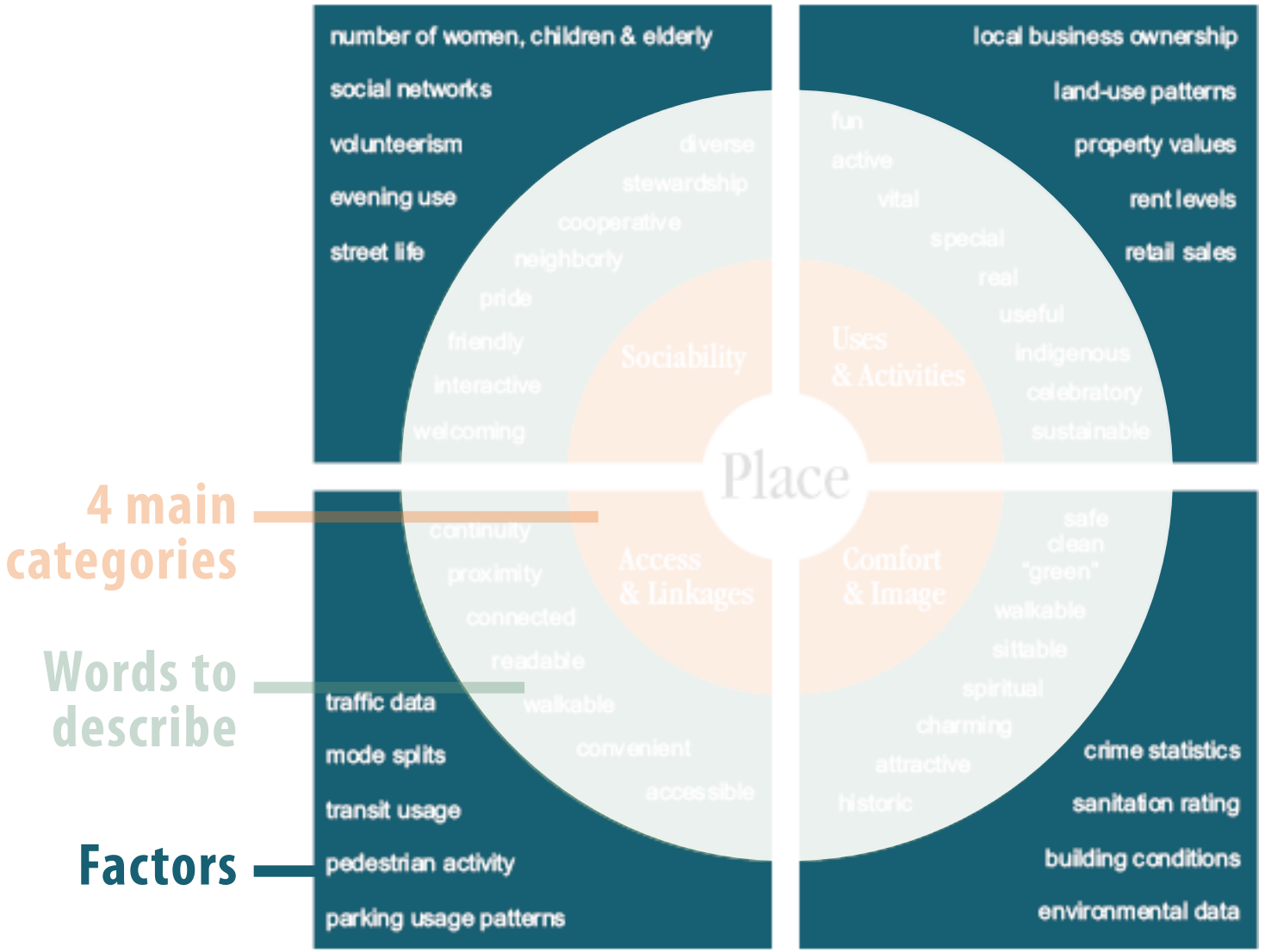


Four Main Categories:

Sociability - Access & Linkages - Comfort & Image - Uses & Activities

Part Two: Creating Great Places

Using Smart Growth Development Strategies to Create Great Places



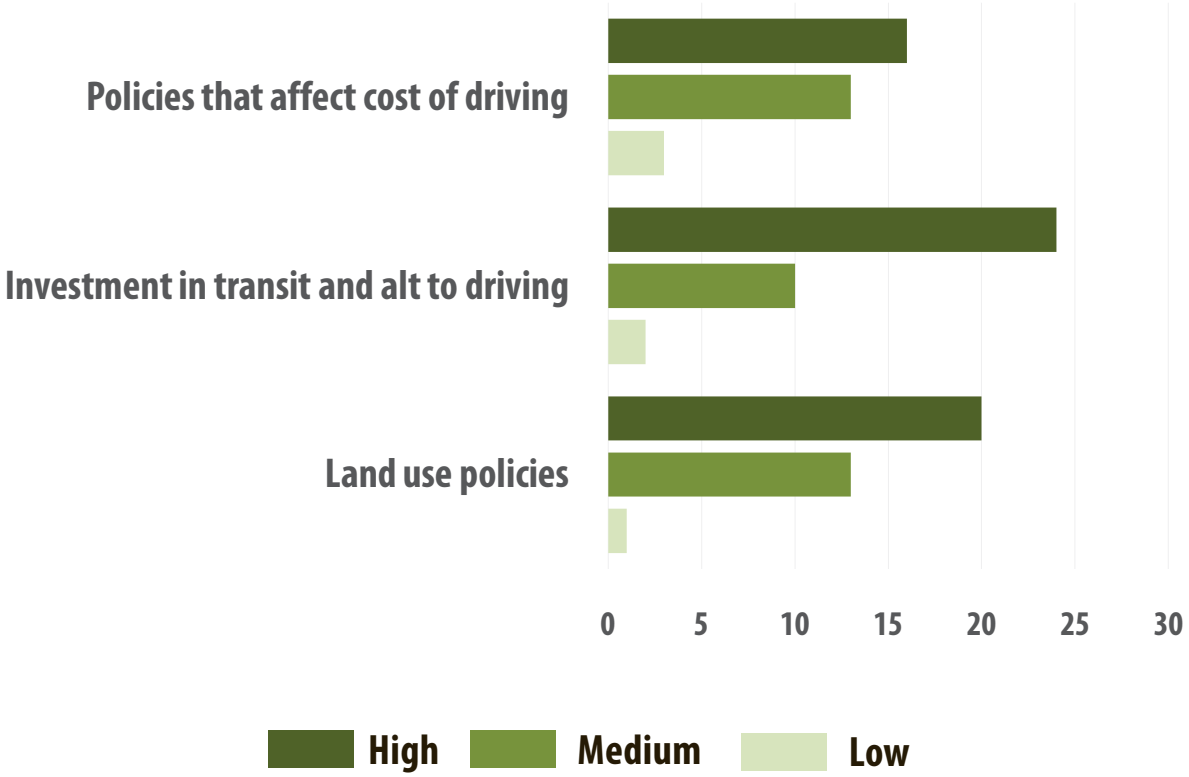
Generally speaking, how might you prioritize key strategies in the short/medium term and the long term?

- ☐ Policies that impact the price of driving
- ☐ Investing in alternatives to driving
- ☐ Land use policies

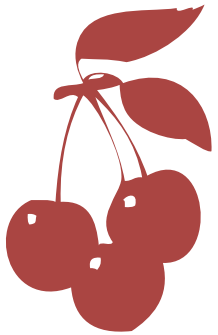
Things to consider while prioritizing....

How Much Potential for GHG reduction do the following strategies have?

AMBAG Regional Advisory Committee, September 2011 Online Survey

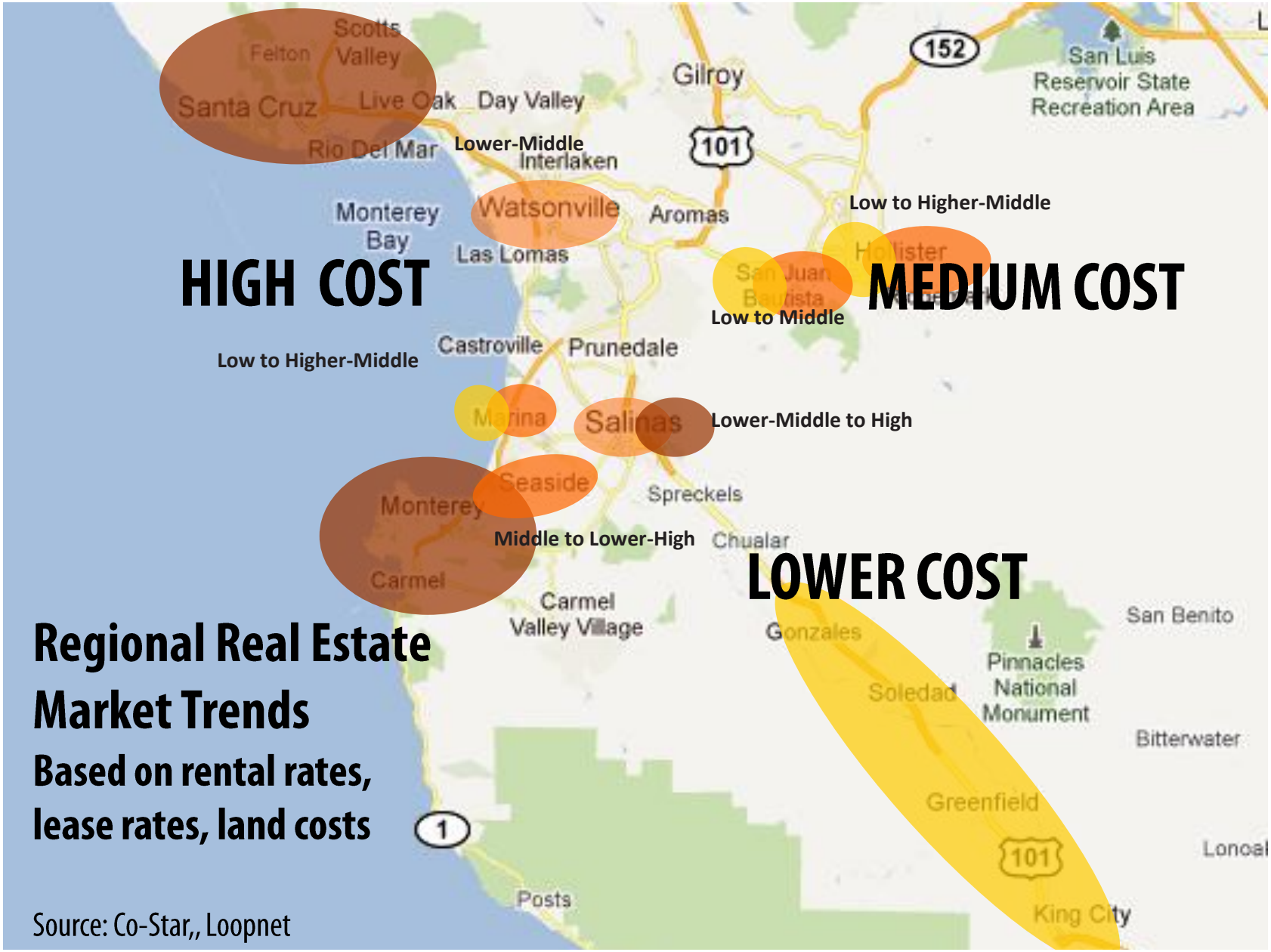


GHG Redux Potential
Source: CAPCOA Report



Low Hanging Fruit
Source: AMBAG
Planning Directors Forum

Coordinating regionally, according to market trends...?



Consider stakeholder group interests & concerns…

- Which strategies would your stakeholder group have concerns about?
- Under what conditions would your stakeholder group support the strategies they may have concerns about?

Regional Advisory Committee

Informational Packet

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

Association of Monterey Bay Area Governments

Staff Contact: Steph A. Nelson, Associate Analyst/Planner, 831.264.5092, snelson@ambag.org

Updated as of January 2012

Welcome to the Regional Advisory Committee

Welcome to the Regional Advisory Committee for the Regional Implementation Plan for Smart Growth Development Strategies for the Monterey Bay Area.

As a committee member, you will play an important role in helping to shape the way the Monterey Bay Area grows and develops. Your participation in this effort will help to ensure the Monterey Bay Area can do our part in the statewide effort to reduce greenhouse gas emissions by 2035. By coordinating our region's investments in transportation, housing and economic development, we can 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).

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 develop such a plan, entitled the Regional Implementation Plan for Smart Growth Development Strategies.

The project will include 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 public/private partnerships, parking policies (such as RDA parking districts), 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 is convening the Regional Advisory Committee. Committee members are comprised of local planning and redevelopment staff, community leaders, and business leaders, among other stakeholders.

Regional Advisory Committee Role and Expectations

Regional Advisory Committee members were recommended by planning directors and elected officials throughout the Monterey Bay Area. The AMBAG Board of Directors approved the Committee in July of 2011 after having made several revisions to the list of recommendations in order to ensure representation of a diverse cross section of each of the three county's stakeholders.

As Committee members, you will participate in surveys, informational interviews and focus groups to help determine the feasibility and implementation needs of a range of strategies during the 2011/12 winter months. 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.

Regional Advisory Committee members will be expected to:

- Attend quarterly meetings, between Fall 2011 and early 2013
- Participate in online surveys, focus groups, and one-on-one interviews
- Act as a liaison to their stakeholder group(s)
- Maintain a fair and open-minded approach to regional issues and proposed strategies

Information Packet

This Information Packet contains the quarterly meeting schedule, a list of Regional Advisory Committee members, highlights from the online pre-meeting survey taken by Committee members in September of 2011, and a series of smart growth development survey profiles.

Regional Advisory Committee - Quarterly Meeting Schedule

Regional Advisory Committee meetings will take place quarterly from Fall 2011 through early 2013. Meetings will be held at various locations throughout the Monterey Bay Area.

Meeting #	Date	Location	Time
Meeting #1	10/19/2011	UC MBest Center	9.30am-1pm
Meeting #2	1/19/2012	Watsonville Civic Center	9.30am-1pm
Meeting #3	4/18/2012	TBD	9.30am-1pm
Meeting #4	7/19/2012	TBD	9.30am-1pm
Meeting #5	10/17/2012	TBD	9.30am-1pm
Meeting #6	1/17/2013	TBD	9.30am-1pm

Regional Advisory Committee Members

Abby Taylor Silva — VP of Policy & Communications, Grower-Shipper Association of Central California
Primary: Agriculture
Secondary: Water Resources
Other: Business/ Economic Development

Amy L. White — Executive Director, LandWatch Monterey County
Primary: Planning
Secondary: Environment (including land conservation)
Other: Water Resources, Land Use Policy in Monterey County

Andrew Schiffrin — Member, City of Santa Cruz Water Commission
Primary: Planning
Secondary: Water Resources
Other: Environment (including land conservation), Transportation

Bert Lemke — Architect, Seascape Design
Primary: Urban Design or Architecture
Secondary: Planning
Other: Property Development

Bill Leahy — Executive Director, Big Sur Land Trust
Primary: Environment (including land conservation)
Secondary: Community Interest Groups

Bill Tysseling — Executive Director, Santa Cruz Area Chamber of Commerce
Primary: Business/Economic Development
Secondary: Education (K-12, higher ed)
Other: Effective Government

Bob Bumba — Broker/Owner, Bumba Real Estate
Primary: Real Estate
Secondary: Consumerism, Theory on Change
Other: Consumerism-theory on change

Cesar Lara — Director, Monterey Bay Central Labor Council
Primary: Business/Economic Development
Secondary: Labor Relations
Other: Urban Design or Architecture

Chris Robb — Senior Human Resources Coordinator, Monterey Bay Aquarium
Primary: Transportation
Secondary: Environment (including land conservation)
Other: Labor Relations

Darby Fuerst — RAC Member, County of Monterey
Primary: Water Resources
Secondary: Environment (including land conservation)
Other: Planning

David Huboi — Principal Architect/Owner, Huboi Architecture AIA
Primary: Urban Design or Architecture
Secondary: Planning
Other: Environment (including land conservation)

David Roemer — RAC Member, County of San Benito
Primary: Planning

Regional Advisory Committee Members

Deborah Elston President, Santa Cruz Neighbors, Inc.
Alternate: JD Sotelo, Santa Cruz Neighbors Inc.
Primary: Community Interest Groups
Secondary: Tourism

Edward (Ned) Van Valkenburgh Marketing Representative, Carpenters Union
Primary: Labor Relations
Secondary: Business/Economic Development
Other: Planning

Eleanor Taylor Transportation Supervisor, Monterey County Office of Education
Primary: Transportation
Secondary: Education (K-12, higher ed)

Eric Mangahis Senior Environmental Health Specialist, County of Monterey
Primary: Environment (including land conservation)
Secondary: Business/Economic Development

Glenn Robinson Doctor; RAC Member, Monterey County
Primary: Education (K-12, higher ed)
Secondary: Community Interest Groups
Other: Planning

Gine Johnson Santa Cruz County Commission on the Environment
Alternate: Colin Clark, Senior Program Manager, Ecology Action
Primary: Environment (including land conservation)
Secondary: Transportation
Other: Energy efficiency, pollution prevention, reduction of GHG, waste reduction & water issues

Harold R. Wolgamott Emergency Services Director, City of Gonzales
Primary: Business/Economic Development
Secondary: Planning
Other: Environment (including land conservation)

Hunter Harvath Asst. General Manager- Finance & Administration, MST
Primary: Tourism
Secondary: Business/Economic Development
Other: Planning, Transportation

Jan Saxton Media Analyst, IHS Screen Digest
Primary: Environment (including land conservation)
Secondary: Water Resources
Other: Transportation

Janet Brennan Board Member, LandWatch Monterey County, Alternate
Primary: Air Quality Planning
Secondary: Planning
Other: Water Resources

Jeff Larkey RAC Member, County of Santa Cruz
Primary: Agriculture

Jim West RAC Member, County of San Benito
Primary: Environment (including land conservation)

Larry Pageler Director of Transportation & Parking Services, UC Santa Cruz
Primary: Transportation
Secondary: Planning
Other: Environment (including land conservation)

Regional Advisory Committee Members

Lisa Dobbins Executive Director, Action Pajaro Valley
Primary: Community Interest Groups
Secondary: Planning
Other: Environment (including land conservation), *watershed planning and education*

Luis A. Osorio Planning Commissioner, City of Monterey
Primary: Planning
Secondary: Urban Design or Architecture
Other: Transportation

Matthew Sundt Vice President, GSPEC
Primary: Planning
Secondary: Transportation
Other: Business/Economic Development, Environment

Nancy A. Martin Economic Development Corp. of San Benito County
Primary: Business/Economic Development
Secondary: Property Development
Other: Tourism, Logistics, Infrastructure, Education, Real Estate, Housing

Owen Lawlor Principal, Lawlor LandUse
Primary: Property Development
Secondary: Real Estate
Other: Business/ Economic Development

Pedro Castillo RAC Member, County of Santa Cruz
Primary: Business

Piet Canin VP of Transportation, Ecology Action
Primary: Transportation
Secondary: Environment (including land conservation)

Robert Gatto RAC Member, County of San Benito
Primary: Community Interest Groups
Secondary: Planning
Other: Education (K-12, higher ed), Construction

Sam Trevino Director, Monterey County Area Agency on Aging
Primary: Community Interest Groups
Secondary: Transportation
Other: Planning

Sherwood Darington Chair & Public Member, LAFCO of Monterey County
Primary: Agriculture
Secondary: Environment (including land conservation)
Other: Water Resources

Steve Harris District Representative/Trustee, Operating Engineers Local Union # 3
Primary: Labor Relations
Secondary: Transportation
Other: Water Resources

Teresa Corwin Executive Director, Land Trust of Santa Cruz County
Primary: Environment (including land conservation)

Tim Foley RAC Member, County of San Benito
Primary: Education

Tom Burns Consultant
Primary: Planning
Secondary: Urban Design or Architecture

Regional Advisory Committee Members

Tom Martella RAC Member, County of Monterey
Primary: Business

Vicki Montoya RAC Member, County of Monterey
Primary: Community Interest Groups

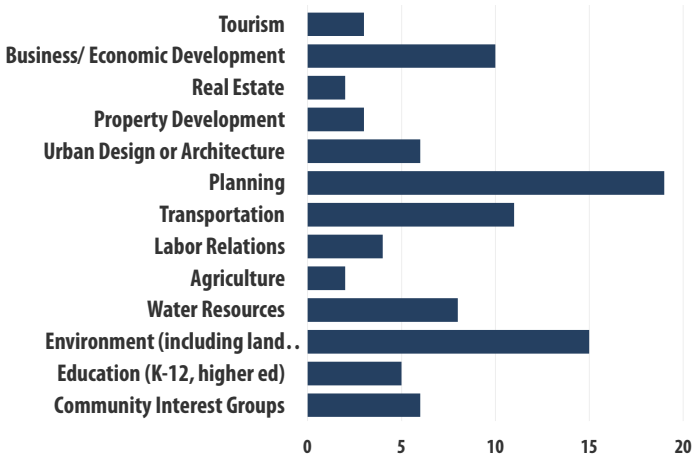
Victoria Beach Principal, Arch-io
Primary: Urban Design or Architecture
Secondary: Planning
Other: Education (K-12, higher ed)

Regional Advisory Committee: Areas of Expertise and Professional Interest

In September of 2011, Committee members participated in a pre-meeting online survey. Highlights from the survey results can be found below.

Areas of Expertise and/or Professional Interest

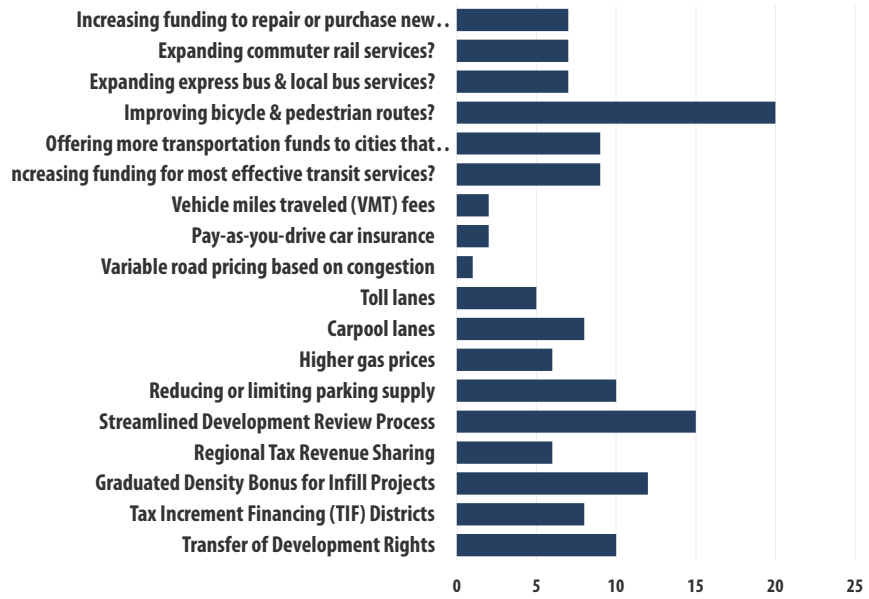
AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

"I have had some involvement (or more) with the following strategy:"

AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

PROFILES

Smart Growth Development Strategies

The following pages provide a brief introduction to a number of smart growth development strategies. The strategies profiled here include those that have demonstrated potential for greenhouse gas reductions as well as some strategies that have been identified as low hanging fruit through an online survey of the Monterey Bay Area Planning Directors Forum in August of 2011.

The demonstrated potential for greeenhouse gas reductions is pulled from an August 2010 report produced by the California Air Pollution Control Officer's Association (CAPCOA) entitled *Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emissions Reductions from Greenhouse Gas Mitigation Measures.*

PROFILE OUTLINE

Each strategy profile contains a brief definition, three potential positive and negative impacts of the strategy, the VMT/GHG reduction potential, and whether or not it was identified as low hanging fruit (denoted in red). Some profiles contain clusters of related strategies - this was done in order to identify the related measure from the CAPCOA report and its associated GHG reduction potential.

VMT/GHG Reduction Potential

Where possible, GHG reduction figures were included.

Low Hanging Fruit

If red, this strategy was identified as low hanging fruit.

Parking Benefit Districts

Parking Benefit Districts are defined areas where market-rate prices are charged for curb-side parking, with the hope of increasing turnover and reducing traffic congestion. The revenues collected from the metered parking would then be spent within the defined area to enhance the public realm in that area, such as planting trees, cleaning sidewalks, undergrounding utilities, ensuring public safety, adding wayfinding signage, and other public improvements that benefit the entire district. To be effective, this policy should be coupled with reducing off-street parking requirements in the same district so that the supply of parking is priced similarly, and so developers have cost savings.

Implement Market Price Public Parking (On-Street)

"...pricing all central business district/employment center/retail center on-street parking. It will be priced to encourage "park once" behavior. The benefit of this measure above that of paid parking at the project only is that it deters parking spillover from project supplied parking to other public parking nearby, which undermine the vehicle miles traveled (VMT) benefits of project pricing. It may also generate sufficient area-wide mode shifts to justify increased transit service to the area."[1]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Generates revenue (from non-resident motorists), which pays for improvements in the same district.
- Increases turnover of parking spaces (customers) and reduces traffic congestion.
- Reducing off-street parking requirements is an incentive for developers – it is cheaper to build less parking.

Negative Impacts

- Merchants often fear that charging for parking will keep customers away.
- Concern that the meters will not guarantee revenue for the area.
- Reducing off-street parking requirements can be seen as controversial.

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures,* PDT-3, p213.

Transfer of Development Rights (TDR)

Transfer of Development Rights offer landowners a financial incentive for the voluntary conservation of environmental or agricultural land, and developers wishing to build more the ability to do so in strategically planned areas.

A TDR Credit Bank can be used to store development rights that have been purchased if there is not yet a development identified to receive the development rights. This can be useful for areas of high conservation interest.

Transfer of (Air) Development Rights can also be used in areas where there are historic buildings that can be preserved. The local government would permit developers to purchase the unused air rights of historic properties.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts[1]

- Promotes orderly growth by concentrating development in areas with adequate public services.
- TDR programs are market-driven—private parties pay to protect farmland, and more land is protected when development pressure is high.
- Programs can accomplish multiple goals, including farmland protection, protection of environmentally sensitive areas, and the preservation of historic buildings.

1 American Farmland Trust. 2001. Fact Sheet: Transfer of Development Rights.

Negative Impacts

- Programs are technically complicated and will require significant investment of time and staff resources.
- TDR is an unfamiliar concept. A lengthy and extensive public education campaign is generally required to explain TDR to citizens.
- The pace of transactions depends on the private market for development rights. If the real estate market is depressed, few rights will be sold, and little land will be protected.

Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure

Projects that improve bicycle, pedestrian, and transit infrastructure will be funded prior to funding auto-oriented infrastructure. These projects could include sidewalks, safe pedestrian crossings, transit access improvements, bike lanes, shared-use trails and bridges, and bicycle parking facilities (including near transit).

Provide pedestrian network improvements

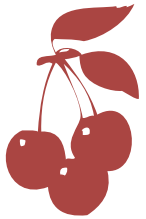
"Providing a pedestrian access network to link areas of the Project site encourages people to walk instead of drive. This mode shift results in people driving less and thus a reduction in VMT...The project will minimize barriers to pedestrian access and interconnectivity. Physical barriers such as walls, landscaping, and slopes that impede pedestrian circulation will be eliminated."[1]

Incorporate bike lane street design

"The project will incorporate bicycle lanes, routes, and shared-use paths into street systems, new subdivisions, and large developments...a continuous network of routes, facilitated with markings and signage. These improvements can help reduce peak-hour vehicle trips by making commuting by bike easier and more convenient for more people. In addition, improved bicycle facilities can increase access to and from transit hubs, thereby expanding the "catchment area" of the transit stop or station and increasing ridership. Bicycle access can also reduce parking pressure on heavily-used and/or heavily-subsidized feeder bus lines and auto-oriented park-and-ride facilities."[2]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures,* SDT-1, p186.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-5, p200.

VMT/GHG Reduction Potential



Low Hanging Fruit

Positive Impacts[1]

- Non-motorized modes produce less air and water pollution, less noise, and fewer GHG emissions.
- Economic benefits from reduced household spending on auto-related expenses.
- "Active travel" helps meet recommended daily personal physical activity thresholds to reduce health care costs.

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.

Negative Impacts

- Less money for capacity increasing transportation projects and other auto-oriented projects.
- In some cases, funding has gone to projects (such as recreational paths) that are less likely to reduce VMT. [1]
- Public education will be needed on traffic laws, bike/ped routes, safety, etc. [2]

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.
2 Ibid.

Reduce minimum parking requirements

Limit Parking Supply

"...change parking requirements and types of supply within the project site to encourage "smart growth" development and alternative transportation choices by project residents and employees. This will be accomplished in a multi-faceted strategy:

- Elimination (or reduction) of minimum parking requirements
- Creation of maximum parking requirements
- Provision of shared parking It may also generate sufficient area-wide mode shifts to justify increased transit service to the area."[1]

Unbundle Parking Costs from Property Costs

"Unbundling separates parking from property costs, requiring those who wish to purchase parking spaces to do so at an additional cost from the property cost. This removes the burden from those who do not wish to utilize a parking space. Parking will be priced separately from home rents/purchase prices or office leases. An assumption is made that the parking costs are passed through to the vehicle owners/drivers utilizing the parking spaces."[2]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, PDT-1, p207.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, PDT-2, p210.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Reducing parking supply encourages alternative forms of transportation.
- Costs of parking are passed on to vehicle owners/drivers instead of bundled with the cost of development.
- Combining the reduction in minimum parking requirements, employer cash-out to reduce parking demand, and Parking Benefit Districts for curb-side parking can reduce air pollution and congestion, and address issues of spillover parking.[1]

1 Shoup, D. C. (1995). An opportunity to reduce minimum parking requirements. Journal of the American Planning Association, 61(1), p. 14-28.

Negative Impacts

- Reducing minimum parking requirements as a stand-alone strategy can cause spillover parking that undermines VMT reductions.
- Paradigm shift from predominently free parking that minimum parking requirements produces to charging motorists for parking and exposing the true costs of parking.
- Need for increased transit service to area to compensate for reduced parking supply.

Regional tax revenue sharing

The California local tax structure, heavily dependent on retail sales tax revenue, results in the 'fiscalization of land use.' Retail development is favored over industrial and residential uses because of the sales tax revenue. Regional tax base sharing allows a portion of collected revenues to be shared with jurisdictions within a region based on population or some other indicator.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Can help reduce competition among cities over limited supplies of commercial development.
- Potential for expanding existing site-specific agreements into larger multi-jurisdictional business districts or corridors.
- Areas with the majority of the region's residents, and who are in support of regional tax-base sharing, can benefit from higher tax bases per capita. [1]

1 NAIOP- Commercial Real Estate Development Association. Regional Tax-Base or Revenue Sharing. Retrieved from http://www.naiop.org/governmentaffairs/growth/rtbrs.cfm

Negative Impacts

- Jurisdictions may fear losing control of local finances through revenue sharing.
- Local governments may need assistance in obtaining technical knowledge, staffing, or funding sources for establishing revenue-sharing arrangements.
- Redistribution of assessed value bases from high to low bases per capita creates "net losers" and creates opposition to participation by those communities.

Expand express bus and local bus service

Provide a Bus Rapid Transit System

"...provide a Bus Rapid Transit (BRT) system with design features for high quality and cost-effective transit service."[1]

Expand Transit Network

"...expand the local transit network by adding or modifying existing transit service... [this] will encourage the use of transit and therefore reduce VMT."[2]

Increase Transit Service Frequency/Speed

"reduce transit-passenger travel time through more reduced headways and increased speed and reliability." [3]

Implement Transit Access Improvements

"This project will improve access to transit facilities through sidewalk/ crosswalk safety enhancements and bus shelter improvements...should be grouped with Transit Network Expansion (TST-3) and Transit Service Frequency and Speed (TST-4)."[4]

Provide Local Shuttles

"provide local shuttle service through coordination with the local transit operator or private contractor...should be grouped with Transit Service Frequency and Speed (TST-4) and Provide Bike Parking Near Transit (TST-5)..." [5]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Expanding express bus and local bus service increases ridership and creates mode shift.
- Increasing transit speed, frequency, and access enhances attractiveness of this mode.
- Many examples of successful BRT systems can be found world-wide, proving to be a very effective and efficient mode of transit in many communities.

Negative Impacts

- Funding is needed to add or modify existing services.
- Transit systems rely heavily on subsidies to operate and the cost of operations is increasing, raising some concerns about the ability to maintain transit over time.
- Transit is most efficient on well connected streets, such as grid-planned streets, and may be less efficient in non-grid, suburban and rural areas.[1]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-1, p270.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-3, p276.
3 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-4, p280.
4 *CAPCOA. 2010. Quantifying Greenhouse Gas Mitigation Measures*, TST-2, p275.
5 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-6, p286.

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Car share, electric vehicle, and hybrid parking requirements

Under this strategy, parking areas must designate parking spaces for car share, electric, and/or hybrid vehicles. Costs associated with these parking spaces can be reduced by incorporating them early in the design process.

Implement a Neighborhood Electric Vehicle (NEV) Network

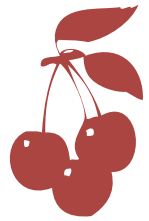
"...create local "light" vehicle networks, such as NEV networks...To create an NEV network, the project will implement the necessary infrastructure, including NEV parking, charging facilities, striping, signage, and educational tools. NEV routes will be implemented throughout the project and will double as bicycle routes."[1]

Provide Electric Vehicle Parking

"...provide conductive/inductive electric vehicle charging stations and signage prohibiting parking for non-electric vehicles...The benefits of Electric Vehicle Parking may be quantified when grouped with the use of electric vehicles and or Neighborhood Electric Vehicle Network (SDT-2)."[2]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-3, p194.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-8, p205.

VMT/GHG Reduction Potential



Low Hanging Fruit

Positive Impacts

- The availability of car share, electric vehicle and hybrid parking requirements can increase the use of these vehicles, reducing fuel consumption and GHG emissions.
- Car sharing eliminates the need for car ownership by infrequent drivers (drive less than 7,500 miles per year), reducing the overall number of vehicles on the roads.[1]
- Designing new facilities with electric vehicle parking with charging stations and parking for other alternative vehicles, supports "whole building design" and reduces costs of installing this type of parking in the future.

1 Car Sharing Network. What is Carsharing? Retrieved from http://carsharing.net/what.html

Negative Impacts

- Charging stations will be needed to support electric vehicle parking, increasing the cost of supporting this type of parking beyond simple designation of spaces.
- The benefits of electric vehicle parking are greater when implemented in conjunction with neighborhood electric vehicle (NEV) networks, requiring supportive infrastructure.
- Parking spaces are taken away from other vehicles.

Mixed-use ordinances

"Having different types of land uses near one another can decrease VMT since trips between land use types are shorter and may be accommodated by non-auto modes of transport. For example when residential areas are in the same neighborhood as retail and office buildings, a resident does not need to travel outside of the neighborhood to meet his/her trip needs."[1] Mixed-use strategies can be applied in both urban and suburban contexts.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Mixed-use ordinances are applicable to urban and suburban areas.
- VMT can be reduced by locating housing in close proximity to commercial areas, accomodating the use of alternative modes to destinations[1].
- Open space can be preserved through compact, mixed-use development.

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Negative Impacts

- Public education may be needed on mixed-use ordinances and where mixed-use is appropriate in the region.
- Mixed-use developments do not necessarily ensure that residents will not commute to other areas for work or retail shopping.
- Combining mixed-use with infill, transit-oriented, and higher density development may cause greater VMT and GHG reductions than mixed-use ordinances alone.[1]

1 Lewis, P.G. & Baldassare, M. (2010). The complexity of public attitudes toward compact development: Survey evidence from five states. *Journal of the American Planning Association*, 76(2), p.219-237.

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-3, p162.

"Safe routes to schools" program

"Safe routes to schools" is a U.S. Department of Transportation's Federal Highway Administration (FHWA) program that provides funds to States for increasing bicycle and pedestrian mobility for children. The goals of this program are to encourage travel to school through biking and walking, to make these modes safer and more attractive in order to encourage healthier lifestyles, and to assist States in planning, developing and implementing projects that increase safety, reduce congestion and air pollution, increase childhood health, and reduce greenhouse gas emissions by reducing fuel consumption and VMT through the use of alternative modes.

Provide Traffic Calming Measures

"Providing traffic calming measures encourages people to walk or bike instead of using a vehicle. This mode shift will result in a decrease in VMT. Project design will include pedestrian/bicycle safety and traffic calming measures in excess of jurisdiction requirements. Roadways will be designed to reduce motor vehicle speeds and encourage pedestrian and bicycle trips with traffic calming features."[1]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-2, p190.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Safe routes to schools programs often incorporate traffic calming measures that enhances the safety of pedestrians and cyclists by reducing vehicular speed.
- Communities will likely be supportive of programs that improve safety for children.
- The program serves to increase safety, reduce congestion and air pollution, increase childhood health, and reduce greenhouse gas emissions by reducing fuel consumption and VMT through the use of alternative modes.[1]

1 Federal Highway Administration. 2006. FHWA Program Guidance Safe Routes to Schools: Program Guidance. Retrieved from http://safety.fhwa.dot.gov/saferoutes/guidance/

Negative Impacts

- Studies may be needed to identify attitudes about biking and walking and to identify any concerns that deter people from using these modes.
- A program committee needs to initiate and manage the program, requiring ongoing enthusiasm and organization to sustain and grow the program.
- There is no one-size-fits-all strategy, so programs need to be tailored to the needs and wants of the neighborhood or community.

Reduce impact fees for infill development projects

Infill development areas are located within existing neighborhoods with existing infrastructure. Existing neighborhoods may also have adequate public services, even perhaps more than is currently needed for the area. Reducing impact fees encourages infill development and deters development on greenfield sites. Infill also supports location-efficient development and increases the affordability by reducing the cost of the development process.[1]

Increase Density

"...densities affect the distance people travel and provide greater options for the mode of travel they choose...transit ridership increases with density, which justifies enhanced transit service.[2]

Increase Location Efficiency

"This measure is not intended as a separate strategy but rather a documentation of empirical data to justify the "cap" for all land use/location strategies. The location of the Project relative to the type of urban landscape such as being located in an urban area, infill, or suburban center influences the amount of VMT compared to the statewide average...To receive the maximum reduction for this location efficiency, the project will be located in an urban area/ downtown central business district. Projects located on brownfield sites/infill areas receive a lower, but still significant VMT reduction. Finally, projects in suburban centers also receive a reduction for their efficient location. Reductions are based on the typical VMT of a specific geographic area relative to the average VMT statewide."[3]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Developing in existing neighborhoods avoids greenfield development.
- Infill developments use existing infrastructure, reducing the overall cost of development and increasing affordability for residents.
- Locating developments within existing neighborhoods can reduce VMT via closer proximity to existing public services.

Negative Impacts

- Public opposition to more compact development.
- Existing infrastruture, such as water and sewer lines, need to adequately support additional loads or increased capacity will be needed, raising development costs.
- The amount of VMT and GHG reductions ultimately depends on location efficiency, such that urban infill produces greater reductions than suburban infill, etc. [1]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-2, p159.

1 Center for Housing Policy. 2011. Revise Impact Fee Structure for Infill Development. Retrieved from http://www.housingpolicy.org/toolbox/strategy/policies/regulatory_framework.html?tierid=113430

2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-1, p155.

3 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-2, p159.

Transit-oriented affordable housing (TOAH) fund

Transit-oriented development (TOD) produces compact, walkable communities that center on transit systems. This type of development creates livable communities that are less auto-dependent. As such, these types of communities are often very popular and their popularity is continuing to rise, making them increasing less affordable. A transit-oriented affordable housing (TOAH) fund preserves affordability for low- and moderate-income residents through the provision of financial resources for ensuring affordable housing units.

Increase Transit Accessibility

"Locating a project with high density near transit will facilitate the use of transit by people traveling to or from the Project site. The use of transit results in a mode shift and therefore reduced VMT."[1]

Increase Density

"...densities affect the distance people travel and provide greater options for the mode of travel they choose...transit ridership increases with density, which justifies enhanced transit service.[2]

Integrate Affordable & Below Market Rate (BMR) Housing

"...provides greater opportunity for lower income families to live closer to jobs centers and achieve jobs/housing match near transit...addresses to some degree the risk that new transit oriented development would displace lower income families."[3]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- TOAH funds ensure affordability for low- and moderate-income residents in increasingly popular TOD communities.
- Financing can come from many sources and borrowers can be as diverse as nonprofits, government agencies, and developers.
- TOD is a development alternative to suburban sprawl that creates livable, walkable communities that are less auto-dependent, reducing VMT and GHG emissions.

Negative Impacts

- Initial capital outlay is required to establish the fund.
- Existing or planned transit is needed for TOD, so this strategy may not be applicable in some suburban or rural settings.
- TOD sites often require rezoning or land assembly, leading to length and expensive acquisition and permitting processes.

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-5, p171.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-1, p155.
3 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-6, p176.

Congestion pricing

Congestion pricing is a form of transportation demand management (TDM) that charges drivers a "user fee" for driving in a specific, congested, area at specific times. Variable congestion pricing charges variable rates depending on congestion or time of day, with the intention of shifting some vehicle travel to other routes, times of day, or other modes. Revenue is generated and traffic congestion is alleviated.[1]

Implement Area or Cordon Pricing

"The pricing scheme will set a cordon (boundary) around a specified area to charge a toll to enter the area by vehicle. The cordon location is usually the boundary of a central business district (CBD) or urban center, but could also apply to substantial development projects with limited points of access...The cordon toll may be static/constant, applied only during peak periods, or be variable, with higher prices during congested peak periods. The toll price can be based on a fixed schedule or be dynamic, responding to real-time congestion levels. It is critical to have an existing, high quality transit infrastructure for the implementation of this strategy to reach a significant level of effectiveness. The pricing signals will only cause mode shifts if alternative modes of travel are available and reliable."[2]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Relieves traffic congestion by deterring driving during peak hours.
- The revenue that is generated funds transportation infrastructure and could possibly replace gax tax revenue in the future.
- Travellers are more likely to choose alternative modes of travel, other than driving, during peak hours, creating mode shift.

Negative Impacts

- Alternative modes must be available and reliable for mode shift to occur.
- Businesses owners may fear that business will suffer if people choose not to enter the area.
- Congestion pricing may be considered inequitable because higher-income households are less sensitive to changes in the cost of driving.[1]

1 VTPI. 2011. Road Pricing: Congestion Pricing, Value Pricing, Toll Roads and HOT Lanes. TDM Encyclopedia. Retrieved from http://www.vtpi.org/tdm/tdm35.htm

2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, RPT-1, p287.

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Association of Monterey Bay Area Governments

Regional Advisory Committee Information Packet

Regional Implementation Plan for Smart Growth Development Strategies

October 2011

Identifying Great Places: A Survey

"Any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These 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."

- Project for Public Spaces

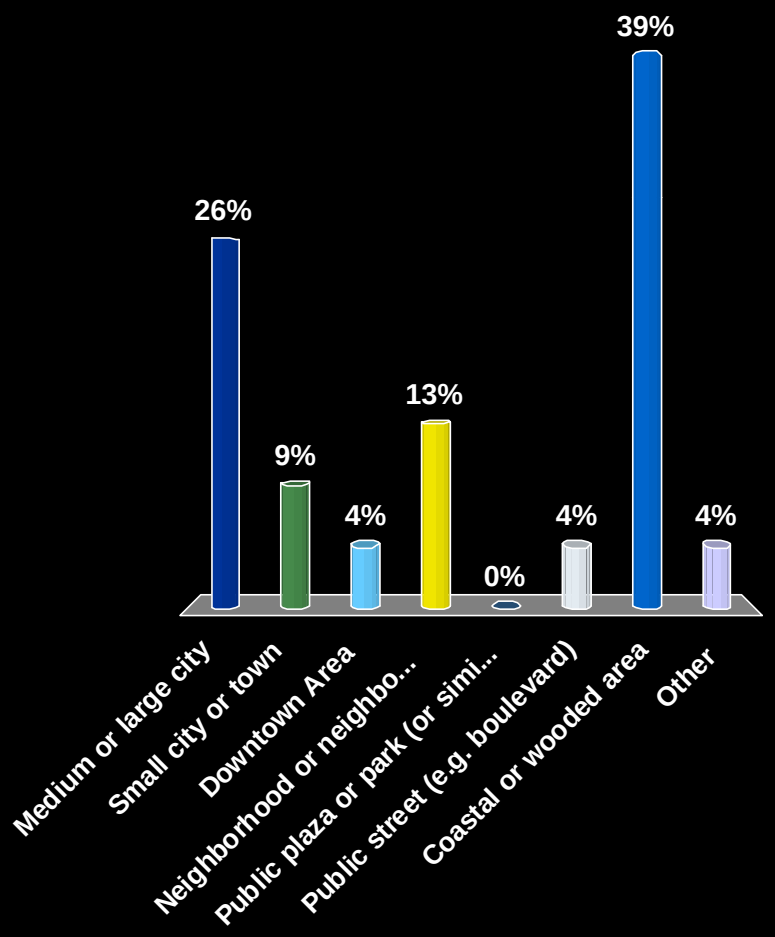
Interactive Survey on Creating Great Places

AMBAG Regional Advisory Committee Meeting #1

October 19, 2011

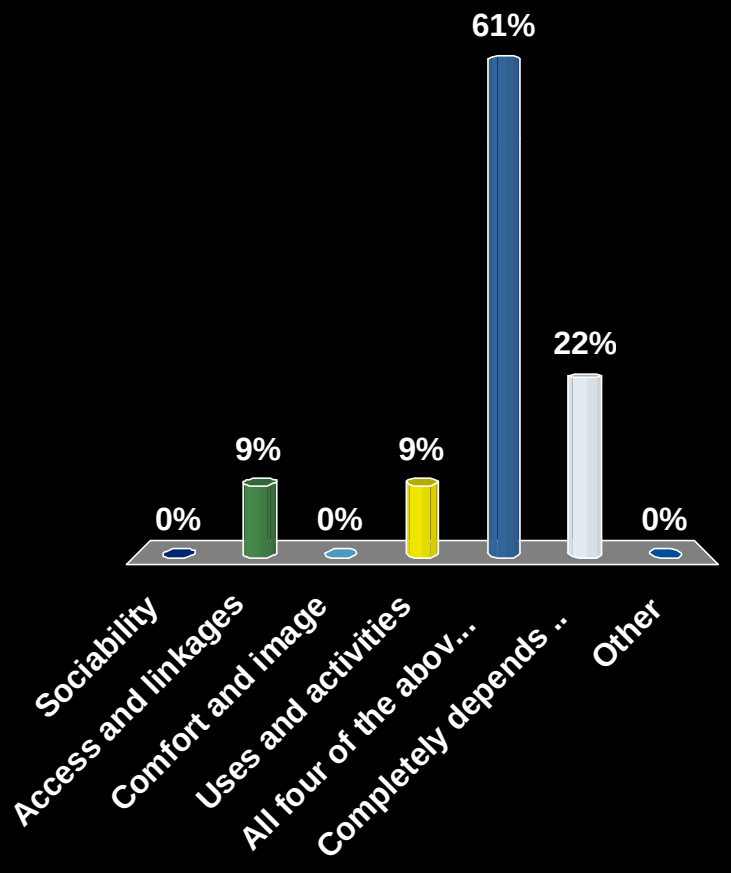
When I think of a "Great Place," I first think of a:

1. Medium or large city
2. Small city or town
3. Downtown Area
4. Neighborhood or neighborhood activity center
5. Public plaza or park (or similar)
6. Public street (e.g. boulevard)
7. Coastal or wooded area
8. Other



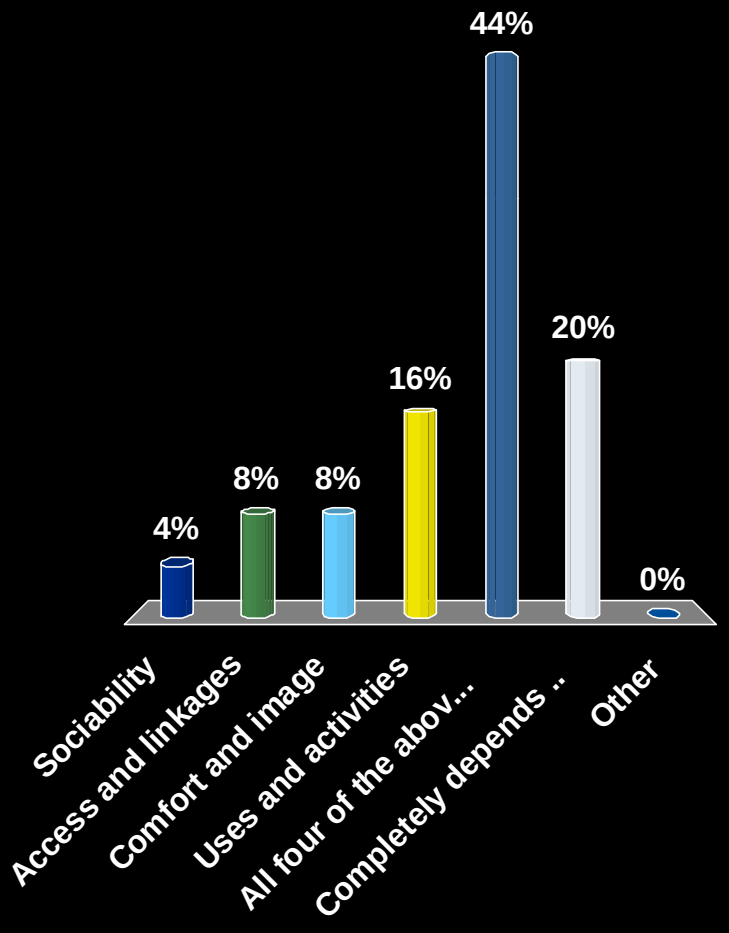
To create "Great Places" from scratch, you should probably start with:

1. Sociability
2. Access and linkages
3. Comfort and image
4. Uses and activities
5. All four of the above must be coordinated at the same time
6. Completely depends on the surroundings or other factors
7. Other



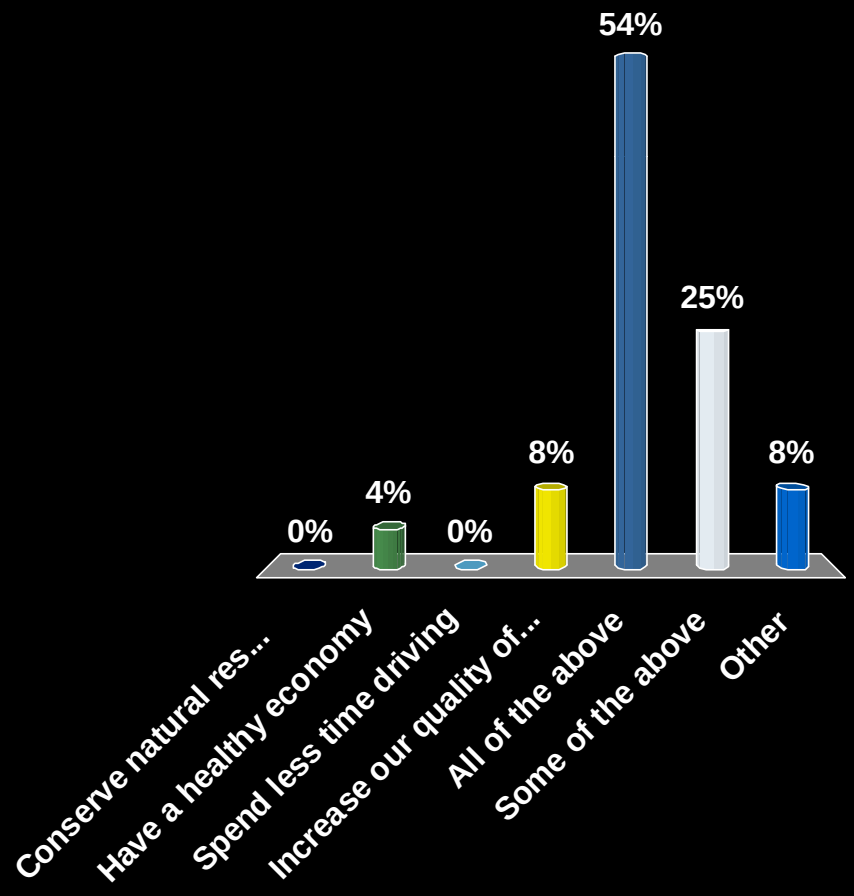
To transform existing communities in the Monterey Bay Area into "Great Places," you should probably first improve:

1. Sociability
2. Access and linkages
3. Comfort and image
4. Uses and activities
5. All four of the above must be coordinated at the same time
6. Completely depends on the characteristics of the existing community
7. Other



By 2035, we are forecasted to add 200,000 residents. If these residents were to all reside in "great places," our region could:

1. Conserve natural resources
2. Have a healthy economy
3. Spend less time driving
4. Increase our quality of life
5. All of the above
6. Some of the above
7. Other



Creating Great Places: A Survey

"Any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These 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."

- Project for Public Spaces

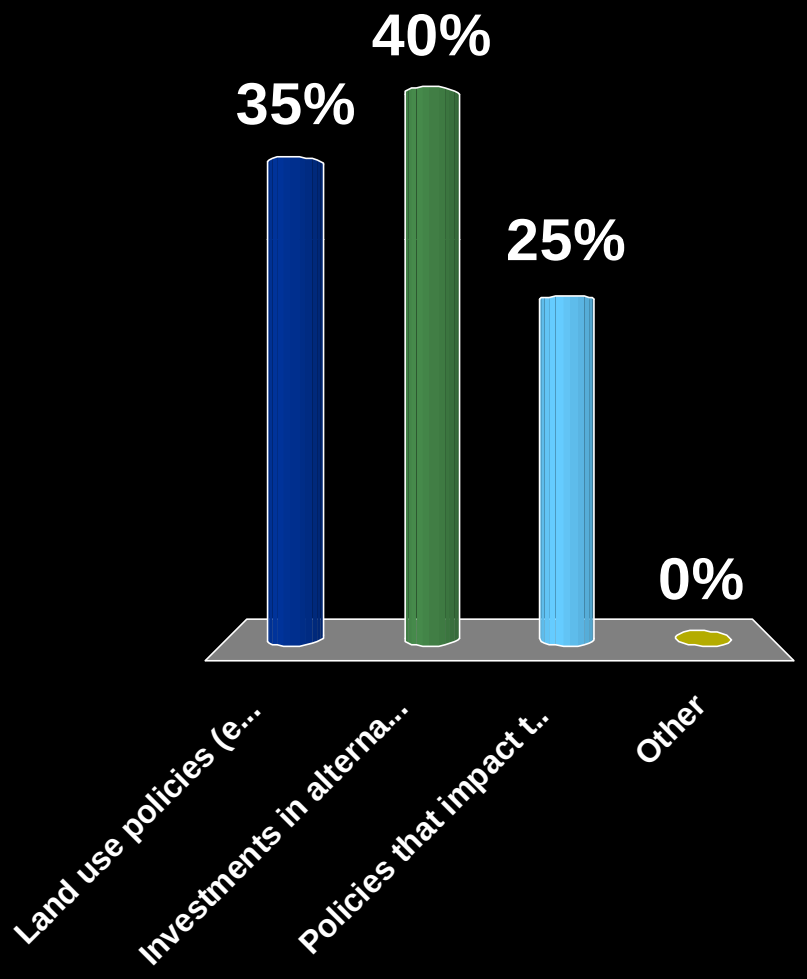
Interactive Survey on Creating Great Places

AMBAG Regional Advisory Committee Meeting #1

October 19, 2011

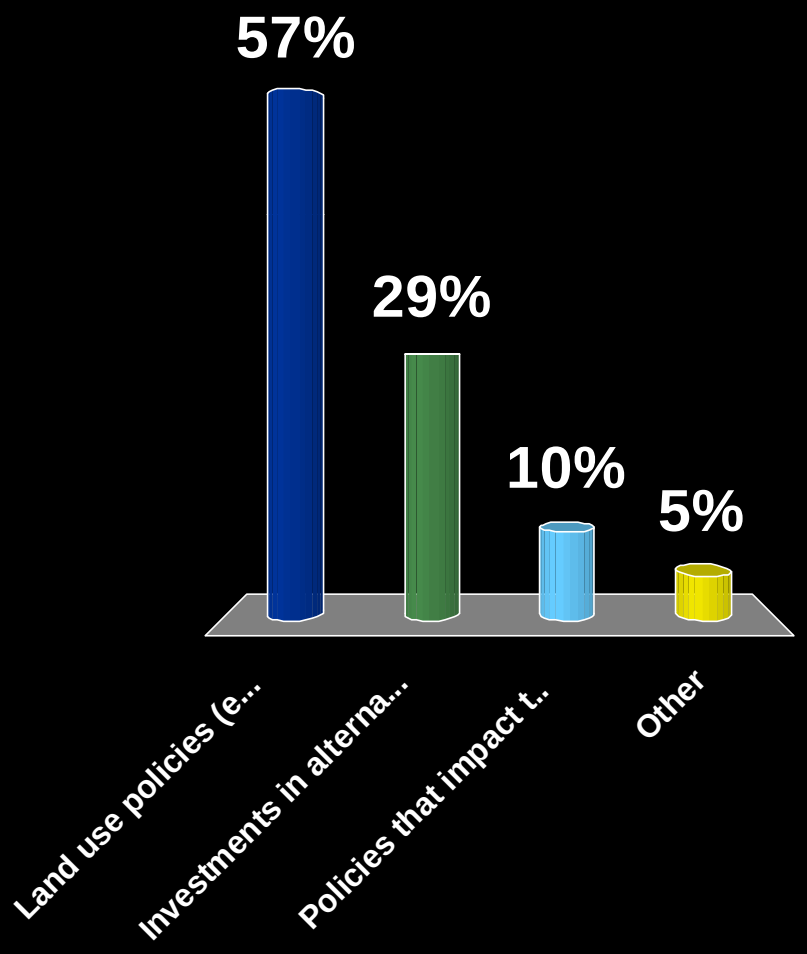
The following types of strategies are most effective in creating "Great Places" in the short/medium term:

1. Land use policies (e.g. mixed-use ordinances)
2. Investments in alternatives to driving
3. Policies that impact the price of driving
4. Other



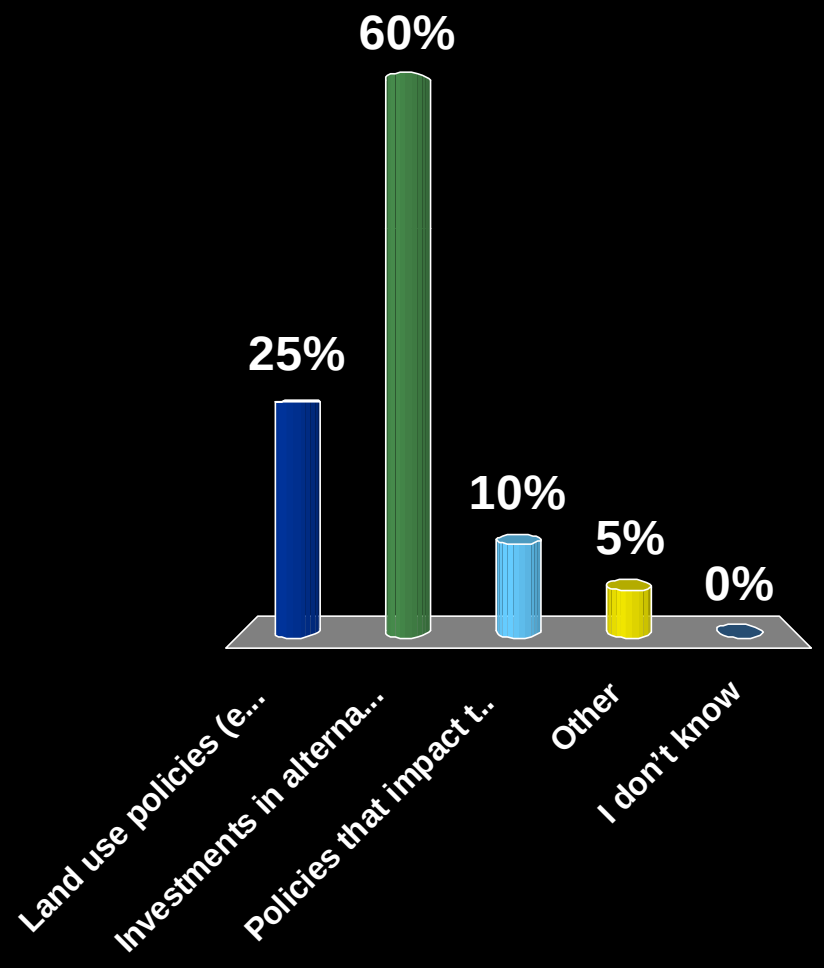
The following types of strategies are most effective in creating "Great Places" in the long term:

1. Land use policies (e.g. mixed-use ordinances)
2. Investments in alternatives to driving
3. Policies that impact the price of driving
4. Other



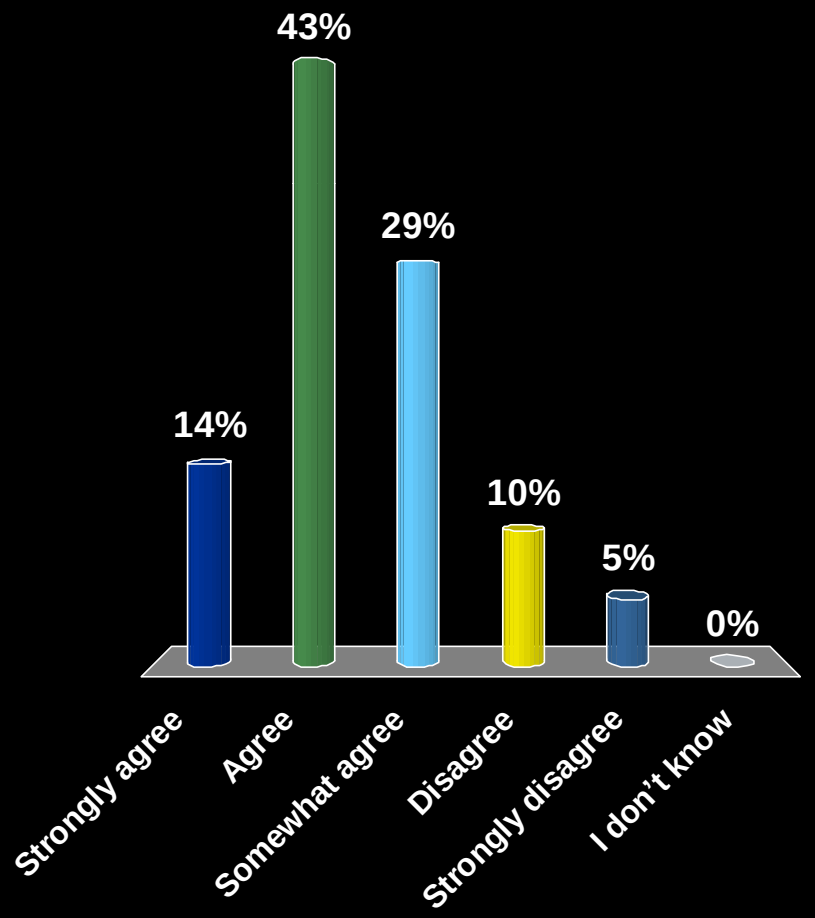
My stakeholder group is most likely to support the following types of strategies:

1. Land use policies (e.g. mixed-use ordinances)
2. Investments in alternatives to driving
3. Policies that impact the price of driving
4. Other
5. I don't know



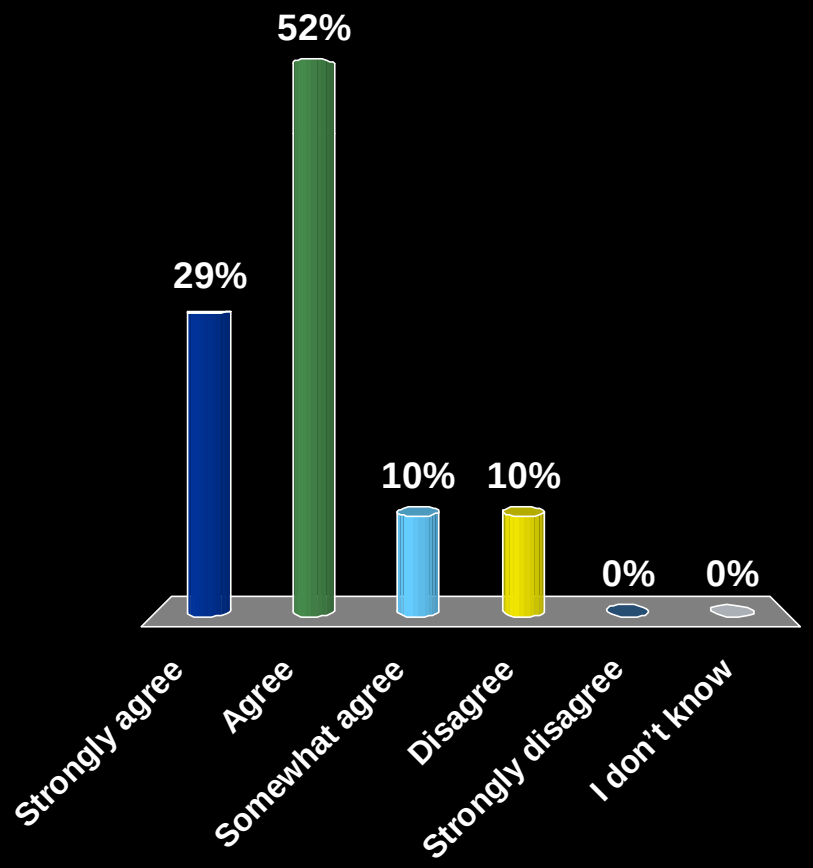
If my stakeholder group was aware of the potential greenhouse gas reducing impact of these types of strategies, they would be more likely to support them.

1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree
5. Strongly disagree
6. I don't know



If my stakeholder group was aware of potential fiscal benefits of these types of strategies, they would be more likely to support them.

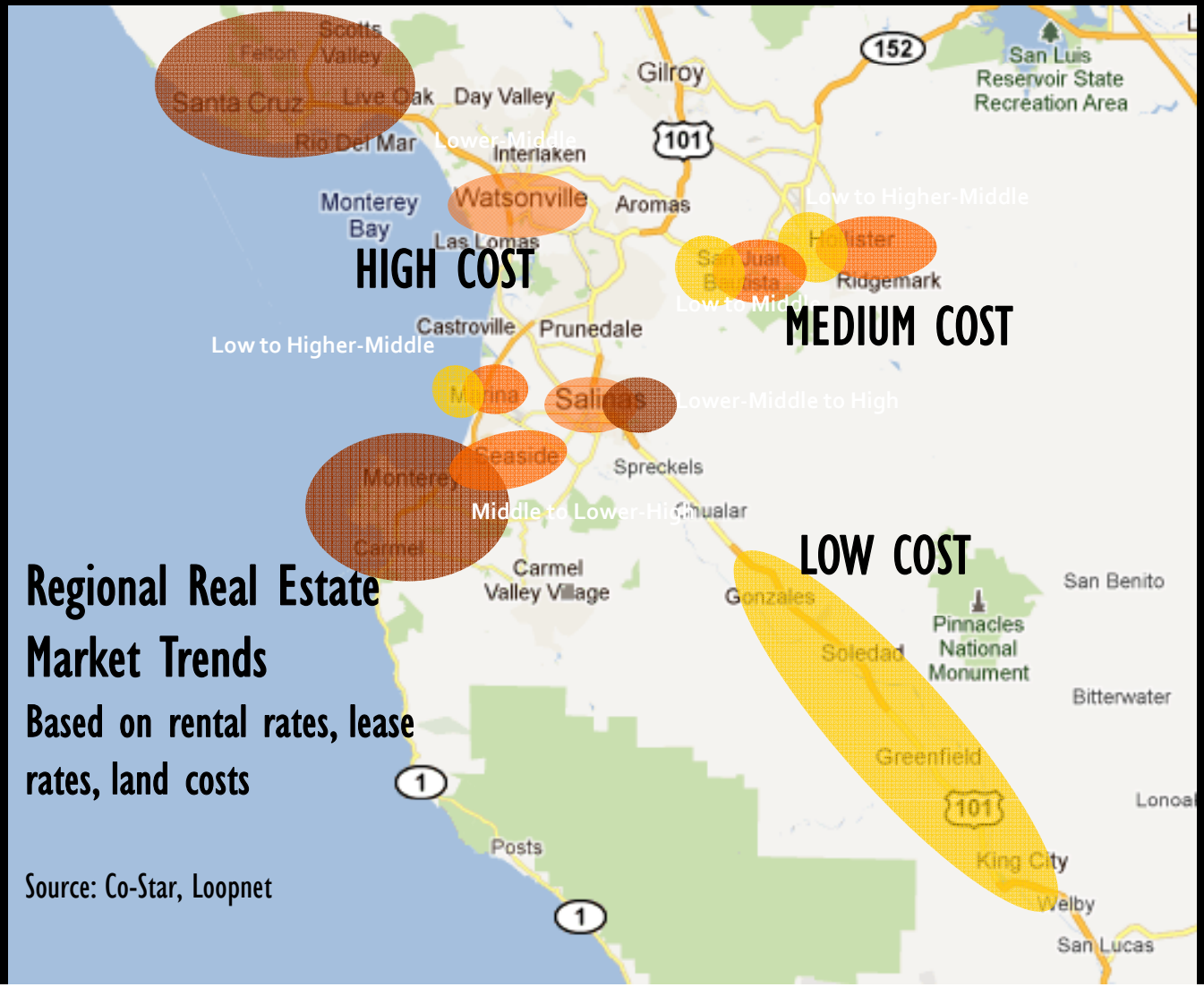
1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree
5. Strongly disagree
6. I don't know



What conditions below are most likely to create more support from your stakeholder group for the types of strategies previously mentioned?

10%	1.	Ability to have input in the implementation process
5%	2.	Gradual implementation, including use of smaller scale pilot projects
0%	3.	Equitable implementation
19%	4.	Economic incentives
10%	5.	Seeing compelling results from a benefit/cost analysis
0%	6.	If other stakeholder groups support it
5%	7.	If my stakeholder group was a direct beneficiary
48%	8.	Various combinations of the above
5%	9.	All of the above

It could be beneficial to coordinate these types of strategies geographically, according to real estate market trends.



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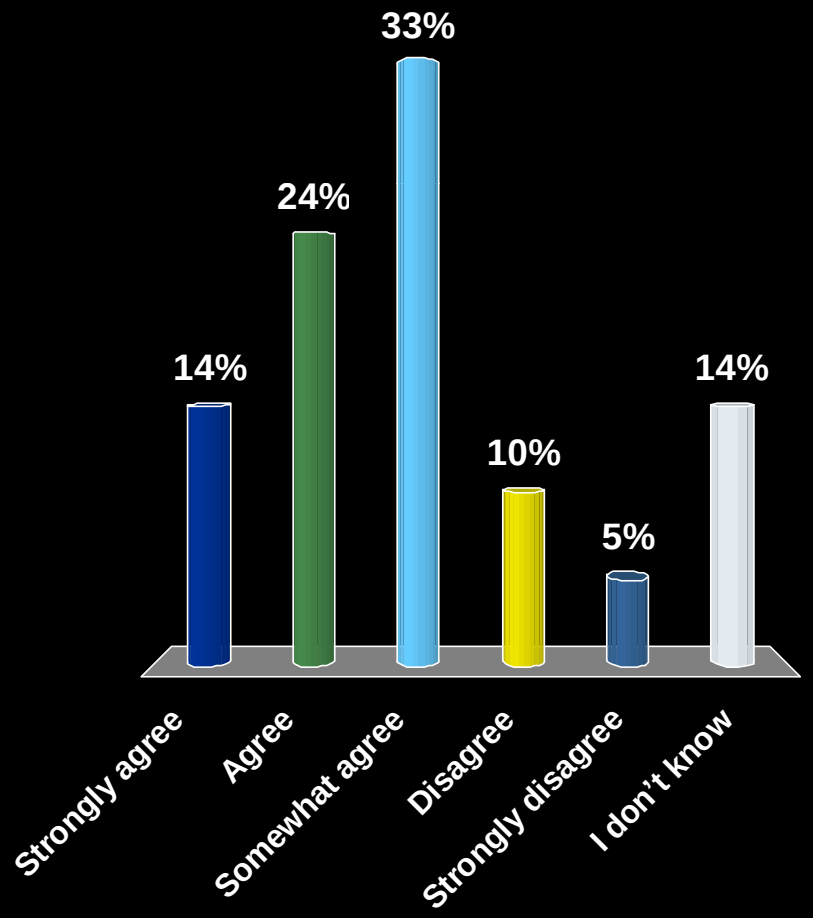
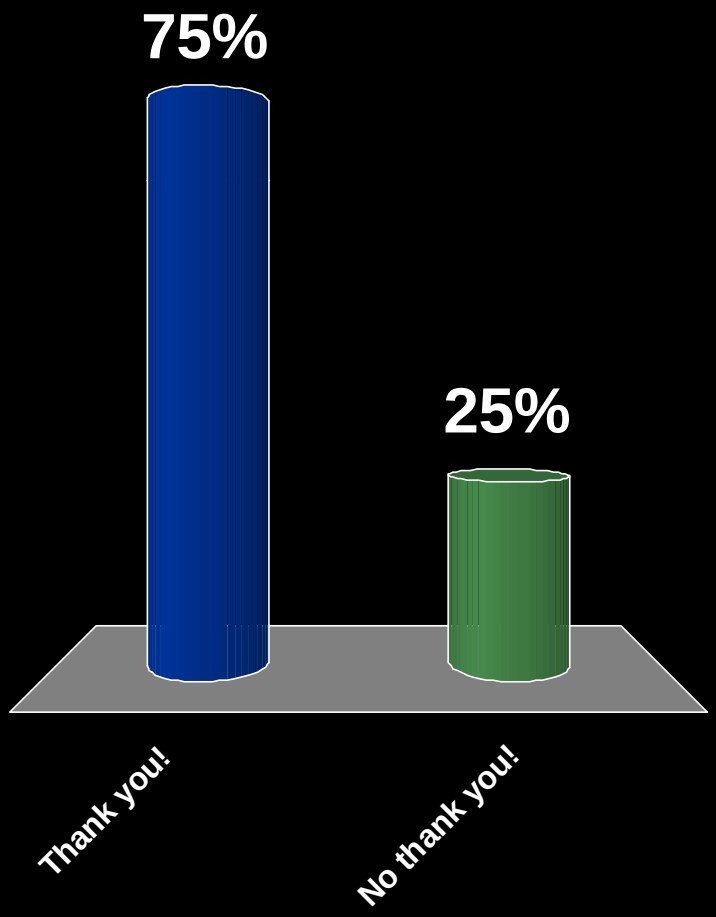
1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree
5. Strongly disagree
6. I don't know



Thank You

1. Thank you!
2. No thank you!



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?

Sociability

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?

Access & Linkages

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?

Comfort & Image

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?

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)

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Discussion Questions

Discussion Notes

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)
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- ☐ 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?

Notes

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
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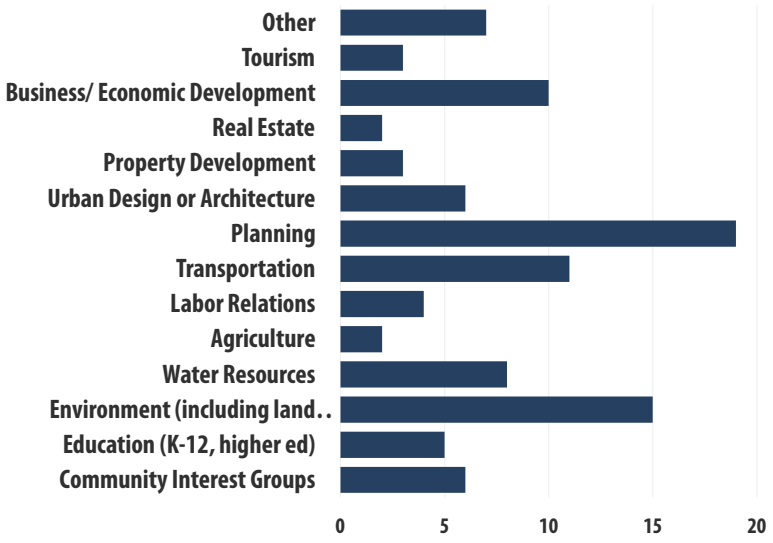
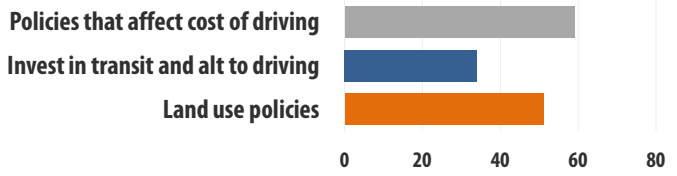
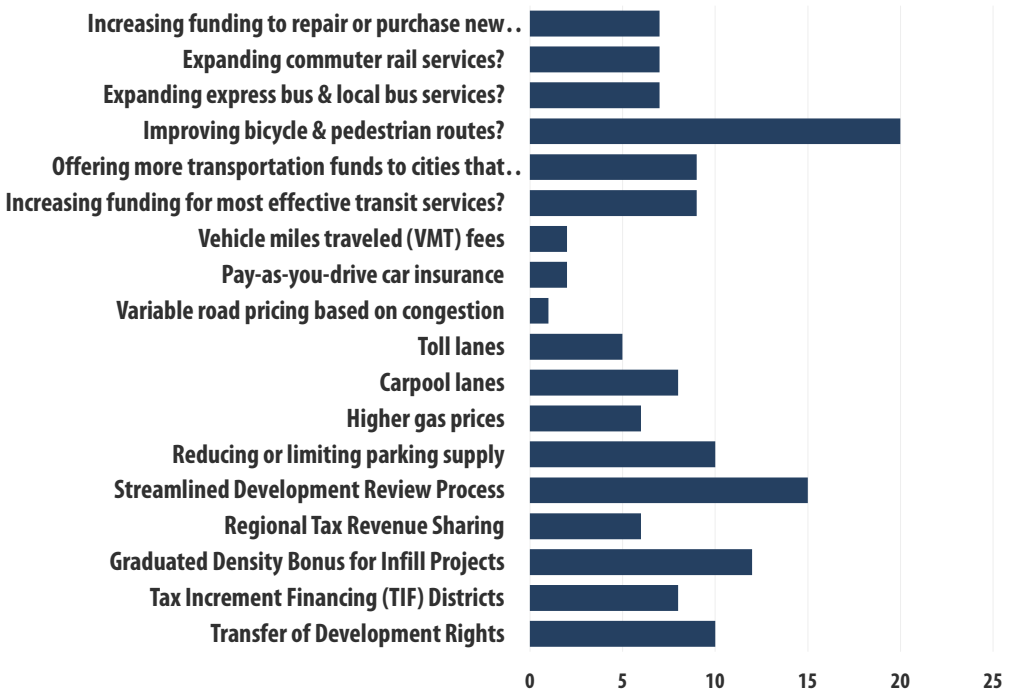
Regional Advisory Committee Members:
Areas of Expertise



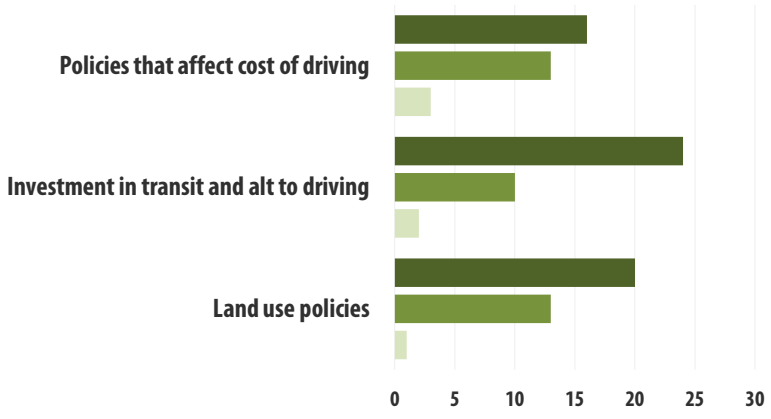
I have had some involvement (or more) with:



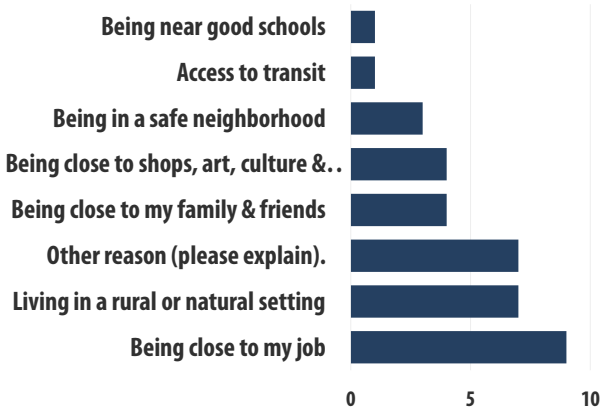
I have had some involvement (or more) with:



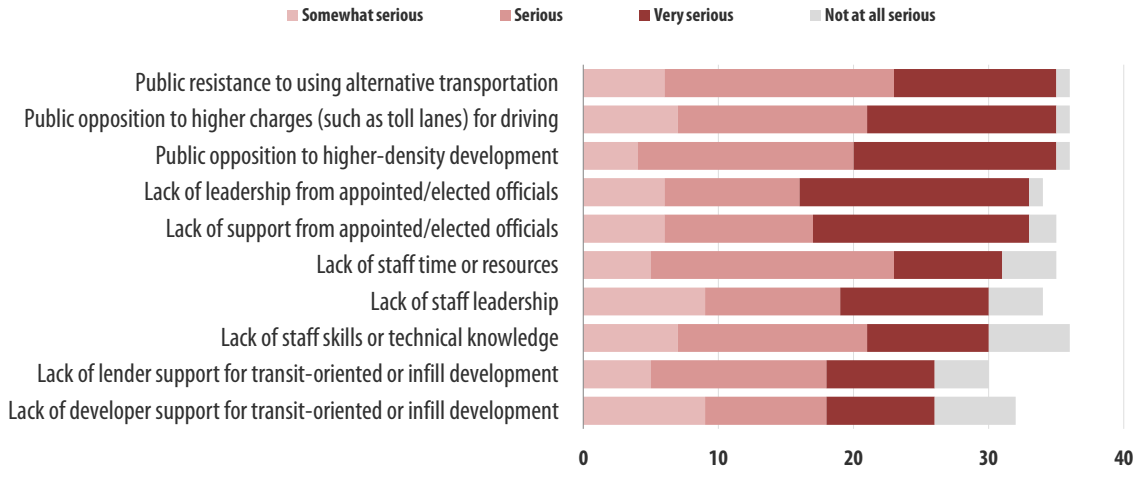
How Much Potention for GHG Reduction do the following Strategies have?



Most Important Reason in Deciding Where to Live:



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



Source: AMBAG Regional Advisory Committee Online Survey, August 2011

Regional Advisory Committee:
10 Policy Scenarios

Policy Profiles

1. Parking Benefit Districts

WHAT:

Parking Benefit Districts are defined areas where market-rate prices are charged for curb-side parking, with the hope of increasing turnover and reducing traffic congestion. The revenues collected from the metered parking would then be spent within the defined area to enhance the public realm in that area, such as planting trees, cleaning sidewalks, undergrounding utilities, ensuring public safety, adding wayfinding signage, and other public improvements that benefit the entire district. To be effective, this policy should be coupled with reducing off-street parking requirements in the same district so that the supply of parking is priced similarly, and so developers have cost savings.

WHY:

Land used for off-street parking can usually be developed to a higher value and the revenue is used for improvements within that district, unlike typical parking meter revenue that goes into the General Fund or a special parking fund.

Positive Impacts	Negative Impacts
• Generates Revenue (from non-resident motorists), which pays for improvements in the same district.	• Merchants often fear that charging for parking will keep customers away.
• Increases turnover of parking spaces (customers) and reduces traffic congestion.	• Concern that the meters will not guarantee revenue for their area.
• Reducing off-street parking requirements is an incentive for developers – it is cheaper to build less parking.	• Reducing off-street parking requirements can be seen as controversial.

More Background[1]:

Can market-priced curb parking really yield sufficient revenue to make it worth collecting? One way to suggest the revenue potential of curb parking is to compare it to the residential property tax. In 1991, the median property tax on single-family houses was $922 (U.S. Bureau of the Census 1993). At a modest price of fifty cents an hour for only eight hours each weekday, and an 85 percent occupancy rate, one curb parking space would yield $884 a year. Many single-family neighborhoods have two curb spaces in front of every house, so, even at a modest price, curb parking revenue could easily exceed current property tax revenue in neighborhoods subject to spillover parking.(11)

Citizens may doubt a city's ability to charge a price for curb parking that ensures vacancies, but experience alone can guide curb parking prices to their market-clearing level, just as it now does for commercial off-street parking. Commercial parking operators always charge prices that ensure vacancies, so if public agencies find it difficult to do so, why not contract out the task to private enterprise?

[1] http://www.sonic.net/~woodhull/trans/Pkg_Benefit_District.htm
Kolozsvari, D. & Shoup, D. 2003. "Turning Small Change into Big Changes". *Access*: University of California Transportation Center. Number 23 (Fall 2003). p.2-7.

Using a neighborhood-generated land rent to finance neighborhood public services should appeal especially to advocates of greater neighborhood self-government. Unlike a Special Assessment District in which resident owners pays a special assessment relative to their street frontage, non-resident motorists pay for curb parking in a Parking Benefit District.

Local Highlights

The City of Santa Cruz currently implements this policy. For example, the entirety of Downtown Santa Cruz is a parking district that requires visitors to pay for their parking.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

2. Transfer of Development Rights (TDR)

WHAT:

Transfer of Development Rights is a way to take development rights from one area proposed for land conservation and apply these development rights to another area that is planned for more intensive building. TDRs offer landowners a financial incentive for the voluntary conservation of environmental or agricultural land, and developers wishing to build more the ability to do so in strategically planned areas.

A TDR Credit Ban can be used to store development rights that have been purchased if there is not yet a development identified to receive the development rights. This can be useful for areas of high conservation interest.

Transfer of (Air) Development Rights can also be used in areas where there are historic buildings that can be preserved. The local government would permit developers to purchase the unused air rights of historic properties.

WHY:

Positive Impacts[2]	Negative Impacts
• Promotes orderly growth by concentrating development in areas with adequate public services. • TDR programs are market-driven—private parties pay to protect farmland, and more land is protected when development pressure is high. • Programs can accomplish multiple goals, including farmland protection, protection of environmentally sensitive areas, and the preservation of historic buildings.	• Programs are technically complicated and will require significant investment of time and staff resources. • TDR is an unfamiliar concept. A lengthy and extensive public education campaign is generally required to explain TDR to citizens. • The pace of transactions depends on the private market for development rights. If the real estate market is depressed, few rights will be sold, and little land will be protected.

More Background:

Many communities in the U.S. have established goals and policies in their comprehensive plans that address smart growth principles, such as the protection of open space, farmland, and important environmental areas. TDR has proven a very useful tool to conserve land and curb sprawl. Although policies surrounding these issues have been widely embraced, more action-oriented language may be needed to drive TDR policies. Small communities and town may be in special need of guidance on how to develop and implement TDR policies.[3]

Local Highlights

The City of Salinas has implemented similar policies, such as mitigating development on prime farmland through agricultural preservation easements on other agricultural land.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

[2] American Farmland Trust. 2001. Fact Sheet: Transfer of Development Rights. http://www.farmlandinfo.org/documents/27746/FS_TDR_1-01.pdf

[3] Edwards, M.M. & Haines, A. 2007. Evaluating Smart Growth: Implications for Small Communities. *Journal of Planning Education and Research,* (27) 49, p. 49-64.

3. Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure

WHAT:

Projects that improve bicycle, pedestrian, and transit infrastructure will be funded prior to funding auto-oriented infrastructure. These projects could include sidewalks, safe pedestrian crossings, bike lanes, shared-use trails and bridges, and bicycle parking facilities.

WHY:

Historically, infrastructure for bicycle, pedestrian, and transit modes have been underfunded and underdeveloped. Prioritizing funding will enhance development of these modes and offer alternatives to auto transportation.

Positive Impacts[4]	Negative Impacts
• Non-motorized modes produce air and water pollution, less noise, and fewer GHG emissions. • Economic benefits from reduced household spending on auto-related expenses, such as gasoline and car repairs. • "Active travel" helps meet recommended daily personal physical activity thresholds to reduce health care costs.	• Less money for capacity increasing transportation projects and other auto-oriented projects. • In some cases, funding has gone to projects (such as recreational paths) that are less likely to reduce VMT.[5] • Public education will be needed for training and education on traffic laws, bike/ped routes, safety, etc.[6]

More Background:

Increasing the capacity of transit systems can help capture the future growth in ridership demand. Transit systems can be expanded and reorganized to provide more efficient and appealing services, reducing overall auto trips, GHG emissions and air pollution, traffic congestion, and the consumption of land for auto-oriented infrastructure.[7]

Better design standards for pedestrian-oriented infrastructure can be used to enhance pedestrian safety on streets and makes them more appealing to pedestrians.[8] Recent discussions have centered on the connections between public health and planning to create healthy communities. There are many different strategies that can be used to improve transit, bicycle and pedestrian modes of transportation, including traffic calming measures, street connectivity, safe routes to schools, safety measures, pedestrian and bicycle zones, and transit-oriented development.[9]

Local Highlights

Monterey County and the cities of Marina, Santa Cruz, San Benito, Salinas, Seaside, and San Juan Bautista currently implement policies that provide funding for bicycle, pedestrian, and transit infrastructure. Some examples include

[4] McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.
[5] Ibid.
[6] Ibid.
[7] Mondale, T. 2000. Transportation- A Major Player in Smart Growth. *Institute of Transportation Engineers. ITE Journal,* (70) 11: p. 39-43.
[8] Edwards, M.M. & Haines, A. 2007. Evaluating Smart Growth: Implications for Small Communities. *Journal of Planning Education and Research,* (27) 49, p. 49-64.
[9] Morris, M. 2006. Integrating Planning and Public Health: Tools and Strategies to Create Healthy Places. *Planning Advisory Service Report,* p. 1-141.

roadway improvements that accommodate cyclists and pedestrians, increased residential and commercial density near transit, “Safe Routes to Schools” programs, and Intelligent Transportation Systems (ITS).

Source: AMBAG. “Blueprint Policy Toolbox: Best Management Practices”. Survey. Administered through Survey Monkey. October 2010.

4. Tax Increment Financing (TIF) Districts

WHAT:

This is where future gains in taxes are used to finance current improvements. These improvements, in turn, will stimulate those future gains (i.e. the "tax increment"). Tax Increment Financing dedicates the "tax increments" within the districts to finance the debt incurred to pay for the project. Generally, TIFs are used to direct funding to public projects and improvements in distressed or underdeveloped areas.

WHY:

Typically, an increase in the value of surrounding real estate occurs when a development or a public project is implemented. Article XVI, Section 16, of the California Constitution enables redevelopment agencies to use TIFs,[10] so many jurisdictions are already familiar with TIF processes.

Positive Impacts	Negative Impacts
• California has many of these types of districts already so jurisdictions are comfortable working with them. • Multiple revenue streams can be used for repaying debt service.[11] • TIFs have proven successful in communities with varying socio-economic characteristics,[12] making it a viable tool for many communities.	• Many question whether TIF districts actually serve their resident populations. • The process can be perceived as leading to favoritism for politically connected implementers. • The incremental increase in property value likely requires an increase in the provision of public services, which will now have to be funded from elsewhere.

More Background:

TIFs provide opportunities for public-private partnerships between local governments and the private sector. These partnerships have the ability to carry out valuable economic development and redevelopment projects that would have otherwise been unattainable.

There are several caveats for TIFs to be successful, however. Money that is dedicated for TIF bond repayment cannot be used for other purposes and it can be argued that this will detract from spending this money on other community needs. Since the ultimate purpose of TIFs is economic development that increases revenue generated from economic activity, the spillover effect from TIFs should provide these other benefits for citizens within the TIF district. Repaying the bonds ultimately depends on the difference between the initial assessed value and the increased value that results from increased property values related to the development. For this to work successfully, property values must increase and remain higher. The final caveat surrounds the success of the private-public partnership. The partners must agree upfront on the joint venture and understand that both parties bear an equal burden of risk.[13]

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[10] State of California. 200.9 Community Redevelopment Agencies Annual Report.

[11] Saikia, D. *Targeted Tools: Assessment Districts and Tax Increment Finance- Preparing a TIF Plan & Evaluating Feasibility.*Retrieved from www.municap.com

[12] National Association of Realtors. 2002. Tax Increment Financing (TIF).

[13] Leavitt, W.M. & Lombard, J.R. 2008. Developing Infrastructure Through the Use of Tax Increment Financing: The Case of the Virginia Beach Town Center Project. *Public Works Management & Policy,* 13: 92, p. 92-99.

Local Highlights

The cities of Santa Cruz, Marina, Hollister, and Salinas currently implement this policy.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

5. Joint Development (JD)

WHAT:

Joint Development (JD) is generally described as an effort by a public agency and a private developer to undertake a public infrastructure construction project. A JD agreement contains formal and legally binding language that creates a public-private partnership designed to decrease the costs of operating or constructing public transportation systems, stations or improvements through creative public-private financing arrangements (The National Council for Urban Economic Development 1989).

WHY:

Joint Development projects enhance the financial return and overall patronage of a transit infrastructure investment.

Positive Impacts	Negative Impacts
• Considered a "win-win" situation for public and private partners. • The developer and transit authority benefit from a "reasonable share of costs" and "fair share of revenue," often through real estate acquisitions, transfers, etc. • Encourages comprehensive and complementary planning and development around transit.	• The pace of the project development/approval process may need to be streamlined to maintain project viability. • Joint development/multiple use needs support from local agencies and policy approval at both the state DOT and federal levels. • JD is an unfamiliar topic and education will be needed for the public and private sectors.[14]

More Background:

The private sector benefits from accessibility/proximity advantages of being near a transit station (i.e. higher rents or greater occupancy) and through sharing facilities constructed w/FTA funds. Meanwhile, the public sector benefits from the potential to attract new riders from new development, new revenue stream from JD, and often developer's assumption of maintenance responsibilities of the transit facility.

The developer and transit authority mutually benefit by assuming some site costs entirely (in exchange for developer's assumption of other costs and "reasonable share of costs"), which may involve the acquisition of real estate with new grant funds. In turn, the transit agency benefits by securing a stream of revenue: "fair share of revenue," which may involve a transfer of real estate by JD sale or lease.

Four conditions are required for a successful joint development: 1) a healthy real estate market, 2) an agency with an entrepreneurial outlook, 3) coordination of zoning/rezoning with local agencies, and 4) realization that benefits of joint development transcend the generation of revenue.

Factors which may inhibit joint development: 1) laws and regulations which prohibit or hinder agency cooperation/involvement, 2) agencies' lack of experience with joint development projects, 3) lack of incentives for developer to enter into joint development agreement, 4) agencies' goals may not be compatible with developer's profit maximization goals, and 5) uncertainty about length of occupancy - most agencies' agreements include a clause requiring tenants to vacate on 30 days notice.

Local Highlights

There are no jurisdictions that currently implement this policy.

[14] Transportation Research Board. 2002. Transit-Oriented Development and Joint Development in the United States: A Literature Review. Sponsored by the Federal Transit Administration.

6. Use Floating Zones to plan for certain types of undetermined uses

WHAT:

Floating Zones define an area's characteristics and requirements for establishment, but the exact location is not designated until the local jurisdiction finds the situation that allows for the implementation of the zone in a certain area. Then, the zone ceases to "float." This can be for a specific project. These zones are used to anticipate certain uses for which locations will not be designated on a zoning map until developers apply for zoning[15].

WHY:

The purpose of adding floating zones to the Zoning Regulations is to add flexibility to the location of prescribed uses. Floating zones are commonly used with mixed use developments.

Positive Impacts	Negative Impacts
• This type of zoning allows for situations where a community wishes to permit a limited number of specific uses but does not wish to map their locations in advance. • Also useful for locating use types that cannot be anticipated but which the community would like to provide for. • Provides a way to designate a specific area without having to rezone an entire district or series of parcels.	

More Background:

[15] ULI. 2007. Real Estate Development: Principles and Process. p.304.

7. Reducing or removing minimum lot size requirements.

WHAT:

Decrease or remove the zoning requirements related to the minimum size of housing lots.

WHY:

Requiring a large minimum lot size often increases the cost of housing, and reduces the overall housing density of an area. Larger lots typically translate to longer distances between houses, and more importantly longer distances for infrastructure to travel (e.g. Sewer lines).

Positive Impacts	Negative Impacts
• Typically reduces market pressure on undeveloped land. • Provides more building opportunities. • Can create flexible development that allows for smaller, more affordable housing.	• Allows for very small lots to be built with housing. • Can alter neighborhood character. • Can cause fear of overcrowding and reduced property values.

More Background[16]:

Historically, large minimum lot size requirements have been used to generate greater tax revenues because larger houses can be built on larger lots. This logic also assumed that more open space on the lot would help avoid over consumption of open space. Large lots create more spread out development and require that public services and infrastructure reach greater distances, weighing heavily on the local government to bear the capital costs of the infrastructure.

Larger lots accommodate larger homes, typically leading to higher housing costs and restricting affordability. Reducing or eliminating minimum lot size requirements is one strategy for increasing the diversity of housing types and provides more affordable housing by allowing for development on smaller lots. This strategy also supports more compact development and reduces pressure on undeveloped open space.

Local Highlights

There are no jurisdictions that currently implement this policy.

[16] Smart Growth Network. Getting to Smart Growth II: 100 More Policies for Implementation. p. 18

8. Adopt property tax exemption programs for mixed- income developments and low-income homeowners

WHAT:

Communities can subsidize the cost to developers of building affordable housing through tax exemption programs. For example, a city could offer an X-year property exemption to developers who incorporate affordable housing within designated areas.

WHY:

The cost to develop low and very-low income housing can be extremely prohibitive to developers. By providing developers with financial incentives for developing affordable housing, communities can increase their stock of affordable units while providing developers with returns on their investments. Property tax exemptions can be especially useful in areas with existing community amenities because mixed-income and low-income residents can find affordable homes that are located near amenities, thus reducing vehicle miles traveled.[17]

Positive Impacts	Negative Impacts
• Increases supply of affordable housing in targeted areas, such as areas that currently lack affordable housing. • Incentivizes development of areas that might not as quickly be developed. • Can provide affordable housing in previously prohibitive areas and avoid overcrowding in market rate units.	• Decreases the total amount of revenue that could be obtained through taxes for a specific period of time. • Can be perceived as "social engineering" by development and business communities. • Education may be needed for developers on how to make adjustments for developments.

More Background:

Local Highlights:

The Counties of Santa Cruz and Monterey, and the cities of Santa Cruz, Hollister, Salinas, and Seaside currently implement this policy. Some examples include Inclusionary Housing Ordinances, Accessory dwelling Unit Ordinances, and Single-Room-Occupancy Ordinances.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

[17] Smart Growth Network. Getting to Smart Growth II: 100 More Policies for Implementation. p. 27

9. Implement a graduated density bonus for infill projects

WHAT:

Graduated density bonus allow for higher density to occur on larger sites, which can create land value that would be more than enough to finance new infrastructure. Incentives are provided for land assembly by allowing higher density for sites as the sites get larger. As such, holdouts who are left with sites that cannot be combined with enough contiguous properties to trigger higher density lose a valuable economic opportunity.

WHY:

One of the greatest challenges for developers of infill development is land assembly. Because parcels in infill areas are often small and split among multiple owners, neighboring land owners sometimes take advantage of a redevelopment proposal by holding out for higher purchase prices. The exercise of eminent domain is dangerous and politically or limited statutorily, and in the absence of eminent domain, holdouts can thwart land assembly by large-scale developers.

Positive Impacts	Negative Impacts[18]
• Creates an incentive for property owners to sell their land voluntarily. • Typically, consolidated sites lead to better development. • Can encourage inner city redevelopment, create jobs and tax revenues, and reduce suburban sprawl.	• High transaction costs of land assembly can make redevelopment prohibitively expensive. • Owners may hold out in hopes of becoming the last parcel for a land assembly and get a higher price. • Might be perceived as a form of eminent domain.

More Background:

Density bonuses can be used for infill projects and support smart growth by creating denser development on a site in exchange for providing public amenities, such as the preservation of open space.[19] With graduated density zoning, density graduates with the size of the lot, and owners are incentivized to participate in a land assembly because it will increase their individual property values.

Redevelopment is encouraged through land assembly, targeting dense development in certain areas and reducing suburban sprawl. Cities can use graduated density bonuses as a tool for ensuring proper development on sites and for maintaining neighborhood character.[20]

Local Highlights

There are no jurisdictions that currently implement this policy.

[18] Shoup, D. 2008. Graduated Density Zoning. *Journal of Planning Education and Research.*
[19] Smart Growth Network. Getting to Smart Growth: 100 Policies for Implementation. p. 13-14.
[20] Shoup. D. 2009. Graduated Density Zoning to Encourage Land Assembly for Infill Redevelopment. *Zoning Practice.* American Planning Association.

10. Regional Tax Revenue Sharing

WHAT:

The California local tax structure, heavily dependent on retail sales tax revenue, results in the 'fiscalization of land use.' Retail development is favored over industrial and residential uses because of the sales tax revenue. Regional tax base sharing allows a portion of collected revenues to be shared with jurisdictions within a region based on population or some other indicator.

WHY:

By leveling the playing field, jurisdictions will no longer need to offer the costly incentives usually associated with attracting a large retailer or similar enterprise to the region. Tax base sharing also relieves the pressure that growing communities feel to spread local debt costs through growth.

Positive Impacts[21]	Negative Impacts
• Can help reduce competition among cities over limited supplies of commercial development. • Potential for expanding existing site-specific agreements into larger multi-jurisdictional business districts or corridors. • Areas with the majority of the region's residents, and who are in support of regional tax-base sharing, can benefit from higher tax bases per capita.[22]	• Jurisdictions may fear losing control of local finances through revenue sharing. • Local governments may need assistance in obtaining technical knowledge, staffing, or funding sources for establishing revenue-sharing arrangements. • Redistribution of assessed value bases from high to low bases per capita creates "net losers" and creates opposition to participation by those communities.

More Background:

Tax revenue sharing helps to reduce the over-emphasis on sales tax revenue within specific jurisdictions by facilitating the regional sharing of sales tax revenue. Oftentimes, this strategy is used to address specific places that cross city boundaries. When taken to the county or regional level, multiple jurisdictions can benefit from the sharing of tax revenue and make more efficient use of land.[23]

Local Highlights

Monterey County and the cities of Monterey, Salinas, and Seaside currently implement this policy. One example includes the sharing of Transit Occupancy Tax (TOT) revenues.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

[21] Southern California Association of Governments. (March 3, 2010). Report from SCAG Fiscalization of Land Use Subcommittee.
[22] NAIOP- Commercial Real Estate Development Association. Regional Tax-Base or Revenue Sharing. Retrieved from http://www.naiop.org/governmentaffairs/growth/rtbrs.cfm
[23] Southern California Association of Governments. (March 3, 2010). Report from SCAG Fiscalization of Land Use Subcommittee. P. 4.

AMBAG Regional Advisory Committee Meeting #2

Date:	Thursday January 19th, 2012
Time:	9:30 am – 12:00 pm; lunch from Noon to 1pm
Location:	Watsonville Community Room, Watsonville, CA

Meeting Agenda

9.30 am	Sign in; light refreshments
9.40 am	Welcome and introductions
9.50 am	Introductory Presentation
10.00 am	Density and Design: Video & Discussion

10.45am Coffee Break

11.00 am	Smart Growth Strategies & Stakeholder Concerns: Presentation & Discussion
11.50am	Closing comments & next steps

12.00pm LUNCH

Staff Contact:

Steph A. Nelson, Associate Analyst/Planner, AMBAG

Direct: 831.264.5092

Email: snelson@ambag.org

DIRECTIONS

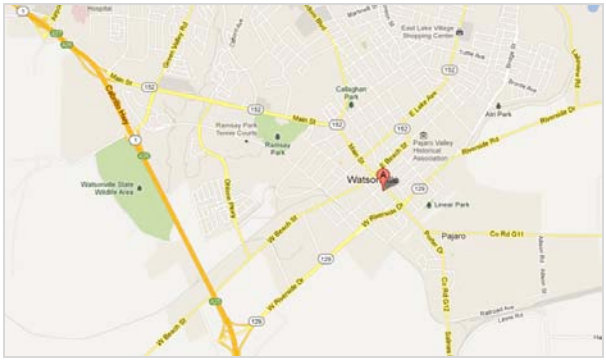
Watsonville Civic Plaza
275 Main Street
Community Room A
Watsonville, CA 95076

From Hwy 1 North: Take Hwy 1 south to CA-152/Main Street going east. Merge onto CA-152/Main Street toward Watsonville/Gilroy. Once you pass Beach Street, look for the Watsonville Civic Plaza at 275 Main Street.

From Hwy 1 South: Take Hwy 1 north to CA-129/Riverside Drive going east. Go left onto Main Street and look for the Watsonville Civic Plaza at 275 Main Street.

From Hwy 101 South/Prunedale: Take Exit 337 toward San Miguel/Canyon Road. Merge onto Co Rd G12 and stay to the left. Continue onto Porter Drive. Continue onto Main Street and look for the Watsonville Civic Plaza at 275 Main Street.

From Hwy 101/Hollister: Take US-101 north to San Jose/San Francisco. Take Exist 347 for CA-129 toward Watsonville. Turn left onto CA-129/Chittenden Road. Turn right onto Main Street and look for the Watsonville Civic Plaza at 275 Main Street.



P.O.Box 809 Marina, CA 93933-0809 [ph] 831.883.3750 [fax] 831.883.3755 http://www.ambag.org info@ambag.org

Regional Advisory Committee
Meeting #2

Part One: Design & Density
Part Two: Stakeholder Concerns

Regional Implementation Plan for
Smart Growth Development Strategies

January 19th 2012
Watsonville Civic Center

Steph A. Nelson, Associate Analyst/Planner, AMBAG

OUTLINE

9.40am **Overview & Introduction (15 mins)**

10am **Design & Density (45 mins)**

- Video (10 mins)
- Individual Exercise (5-10 mins)
- Pairs Exercise (10 mins)
- Report Back (15 mins)

10.45am **15 minute break**

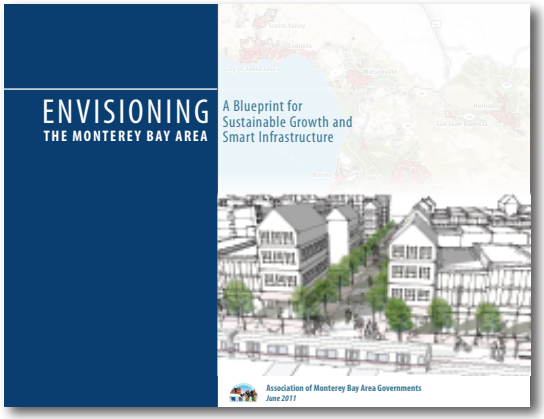
11am **Smart Growth Strategies & Stakeholder Concerns**

- Presentation (10 mins)
- Small Group Discussion (25 mins)
- Report Back (15 mins)

11.50am **Closing comments & next steps**

OVERVIEW: THE PROJECT

What is the Regional Implementation Plan for Smart Growth Development Strategies?

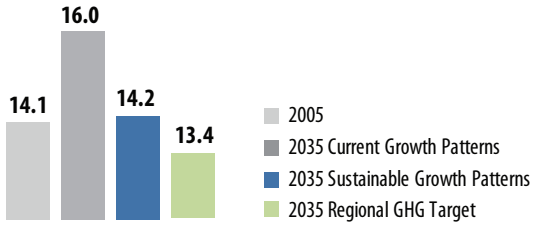


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)

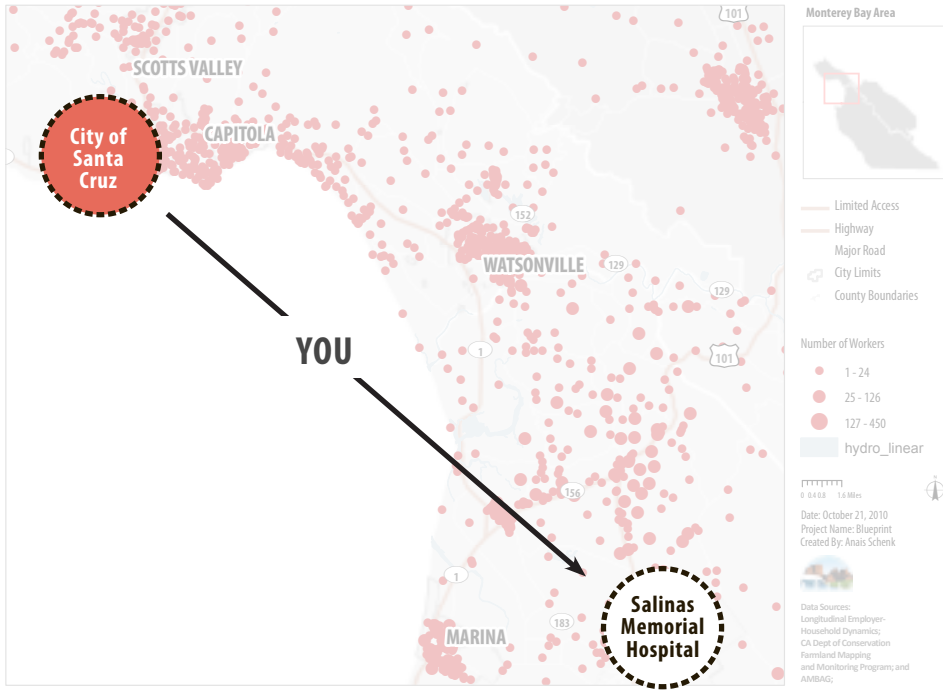


Sustainable Communities & Climate Protection Act of 2008

TARGET:
5% reduction transportation GHGs by 2035

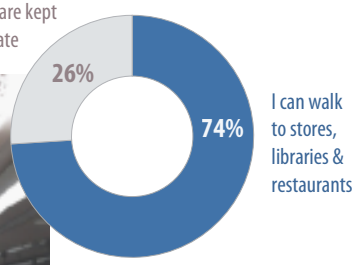
-5% GHGs

Who Commutes to Salinas for Work?

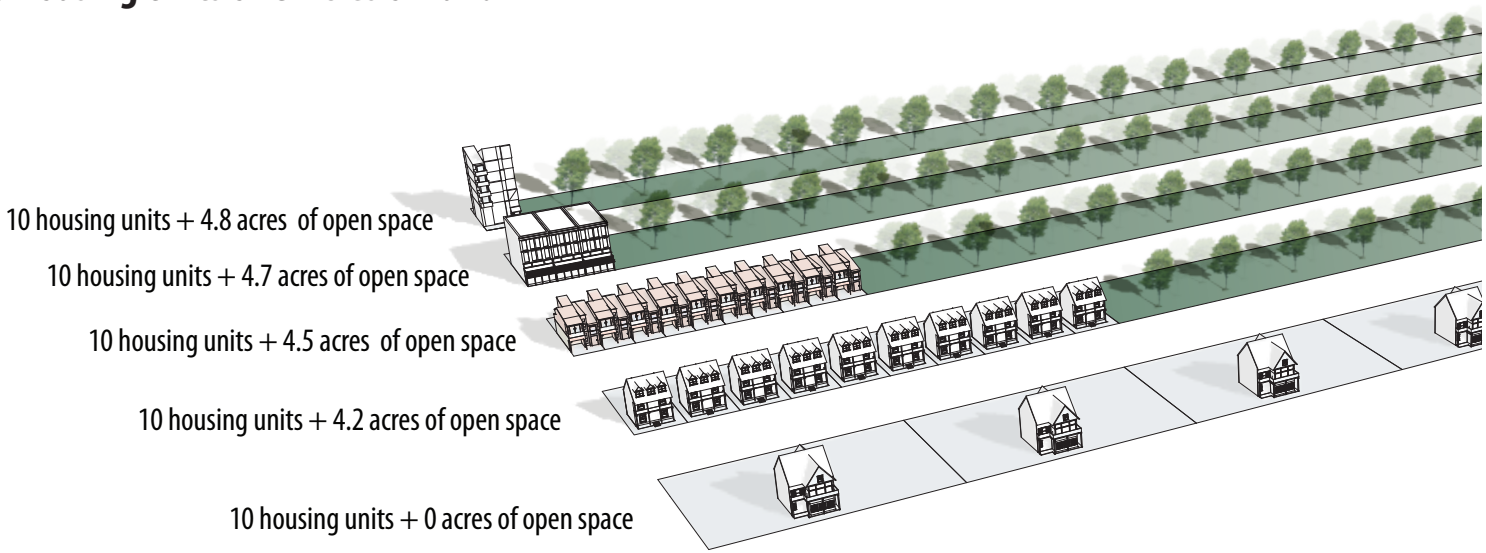


Responding to unmet demands for more walkable neighborhoods...

NEIGHBORHOOD PREFERENCES
Figure 26. Survey Question: I would most prefer neighborhood where:
Source: 2010 AMBAG Regional Blueprint Survey Responses



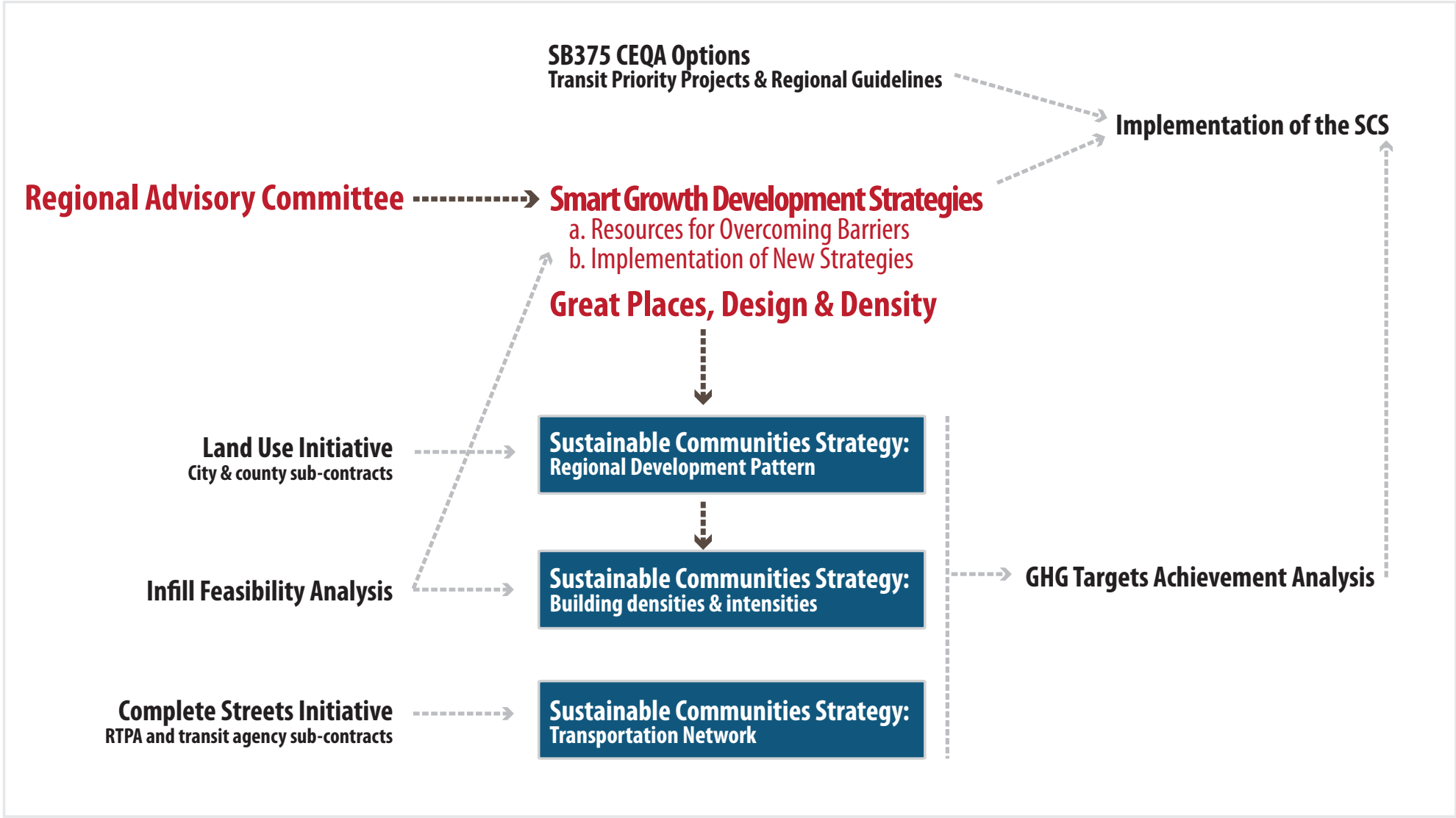
Making Trade-Offs: Housing vs Open Space
10 Housing Units on 5 Acres of Land



SUSTAINABLE COMMUNITIES STRATEGY
Metropolitan Transportation Plan

DRAFT Diagram of the key components of SCS development in the Monterey Bay Area
January 2012

OVERVIEW:
Role of the Regional Advisory Committee



REGIONAL ADVISORY COMMITTEE TIMELINE

Activities to Date:

Online Survey #1: Member information

Meeting #1: Great Places

Online Survey #2: Stakeholder concerns & smart growth strategies

Meeting #2: Design & density, stakeholder concerns & smart growth strategies

Upcoming Activities:

February 2012: One on one interviews (stakeholder concerns & smart growth strategies)

Meeting #3, April 2012: RAC member presentations *(voluntary)*

Meeting #4, July 2012: Preliminary conclusions

Meeting #5, October 2012

Meeting #6, January 2013: Final Meeting

TODAY'S MEETING: DISCUSSION TOPICS

Design & Density

- "Building intensities and densities" in the SCS
- Transit supportive density levels
- Maintain local character

Stakeholder Concerns & Smart Growth Development Strategies

- Develop resources to overcome barriers
- Opportunities to coordinate implementation of new strategies

DESIGN & DENSITY DISCUSSION

Part One: Individual Exercise

Successful examples of med/high density

Unsuccessful examples of med/high density

Part Two: In Pairs

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.

VIDEO

350 Ocean St. Santa Cruz, CA

Aptos Village Project

Villas de Carmelo

STAKEHOLDER CONCERNS & SMART GROWTH DEVELOPMENT STRATEGIES

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

B) Identify what the circumstances might need to be for your stakeholder groups to support the selected strategy

STAKEHOLDER CONCERNS & SMART GROWTH DEVELOPMENT STRATEGIES

30 stakeholder groups identified by RAC members:

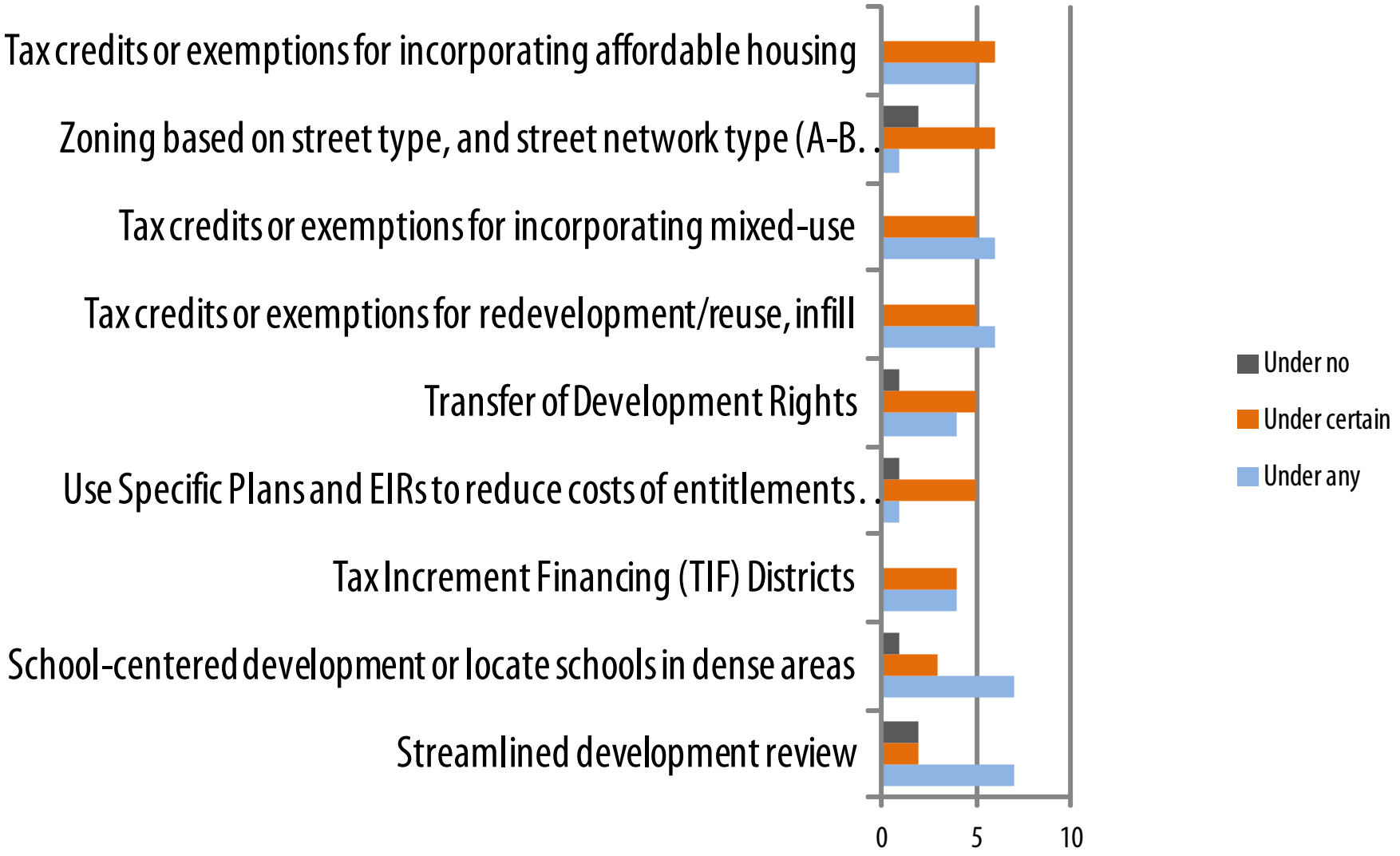
- Informal social or professional networks or formal organizations
- All residents and employees in the Monterey Bay Area are stakeholders

As a liason, RAC members may:

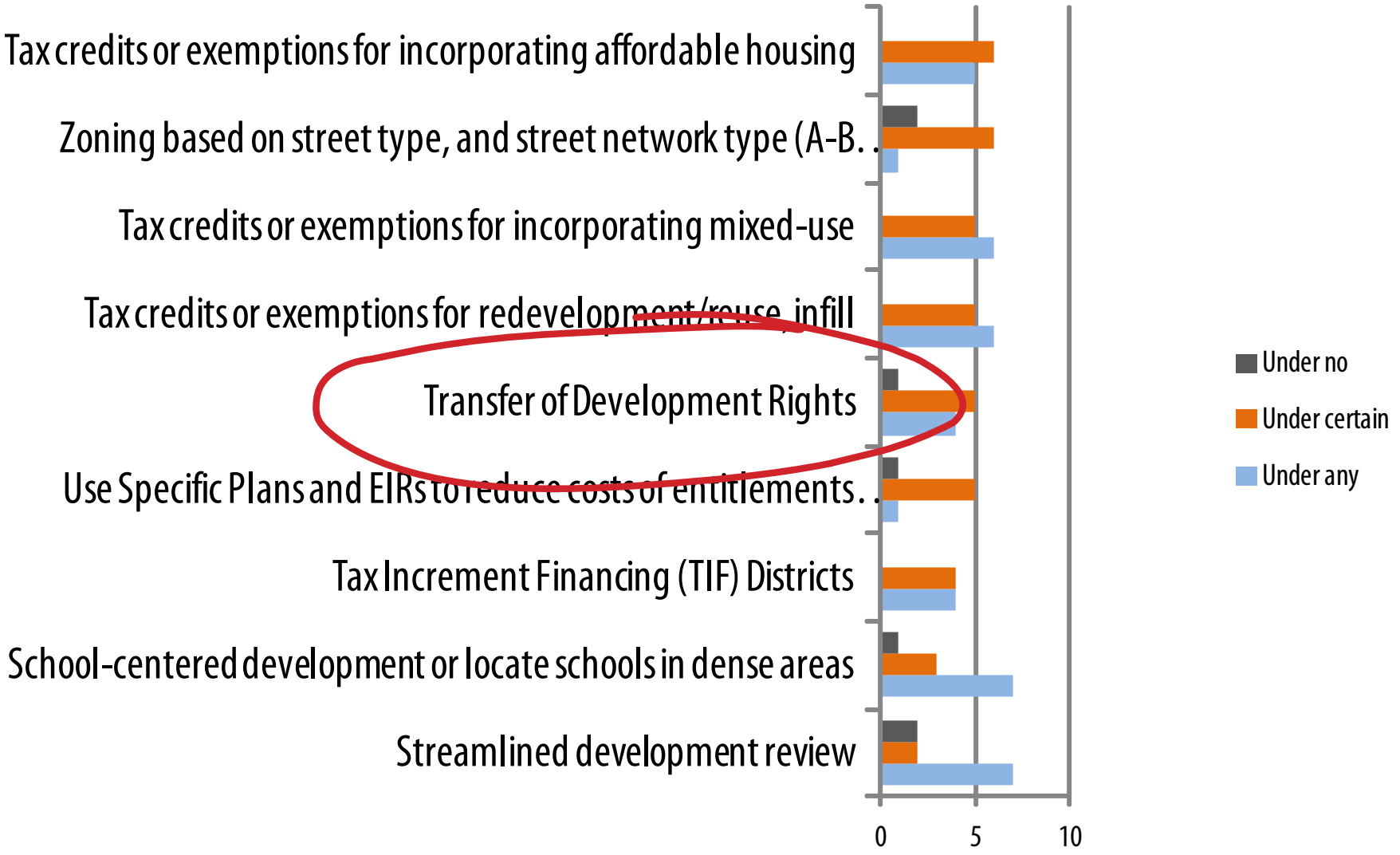
- Help facilitate opportunities for AMBAG to conduct surveys
- Communicate common concerns and issues that your stakeholder group (s) may have

Affordable Housing
Architecture
Monterey sailing, boating & water sports
Business, civic, govenment
Business, Environment, Agriculture, Housing, City council districts, social advocates
Carmel River Watershed Conservancy
Carmel Valley Association
LandWatch of Monterey County
Construction Companies
Labor Unions
County of Monterey
County of Santa Cruz, City Water Department
Cyclists & Pedestrians, Chambers of Commerce, Parks, Architects, Planners
Ecology Action
Grower Shippers Organization
Environmental Organizations
Hospitality groups.
UC Santa Cruz as an educational institution
Land Trust
LandWatch
LandWatch Monterey County
League of Women Voters of the Monterey Peninsula
Carmel Valley Land Use Advisory Committee
Local Government
Monterey County Hospitality Association
Monterey County Business Council
Nonprofit Alliance for Monterey County
Monterey County Aging & Disability Services Network;
Monterey County Area Agency on Aging Advisory Council
Planners and City of San Juan Bautista
Planning, transportation and mining
Real estate.....single people
Residents dependent upon local economic activity for their well-being
Santa Cruz Chamber of Commerce and other regional business organizations
San Benito Chamber of Commerce
CMAP (Community Media Access Partnership)
Santa Cruz Neighbors
Senior Service organizations in Santa Cruz & San Benito Counties
The Aromas Community Grange
Transition Aromas (will be forming January 2012)
The Grower-Shipper Association of Central California
Working Families

My stakeholder group would be most likely to support these strategies under _____ circumstances.



My stakeholder group would be most likely to support these strategies under _____ circumstances.



Transfer of Development Rights (TDR)

Benefits[1]

- Promotes orderly growth by concentrating development in areas with adequate public services.
- TDR programs are market-driven—private parties pay to protect farmland, and more land is protected when development pressure is high.
- Programs can accomplish multiple goals, including farmland protection, protection of environmentally sensitive areas, and the preservation of historic buildings.

Challenges

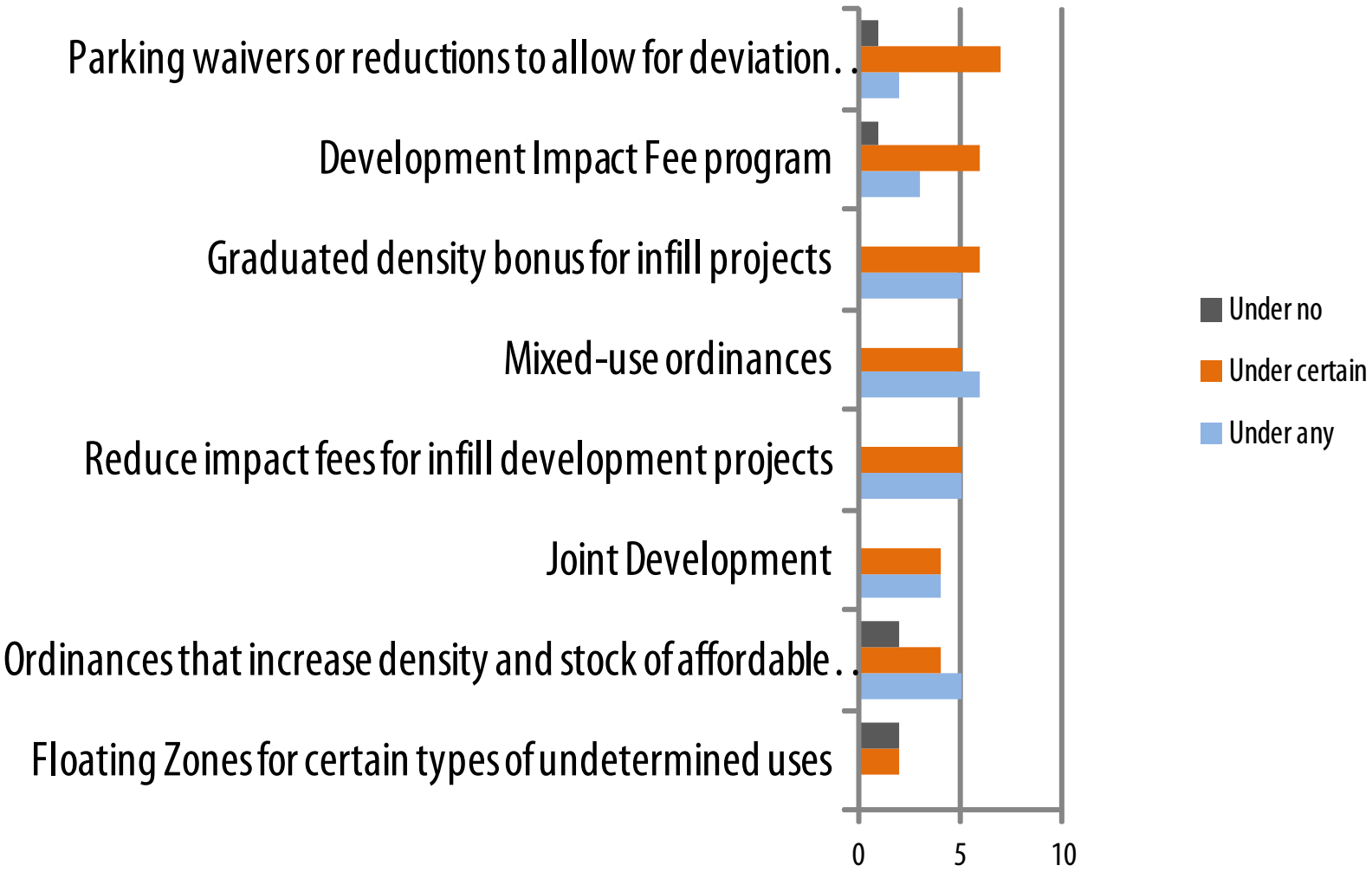
- Programs are technically complicated and will require significant investment of time and staff resources.
- TDR is an unfamiliar concept. A lengthy and extensive public education campaign is generally required to explain TDR to citizens.
- The pace of transactions depends on the private market for development rights. If the real estate market is depressed, few rights will be sold, and little land will be protected.

A) Stakeholder concerns?

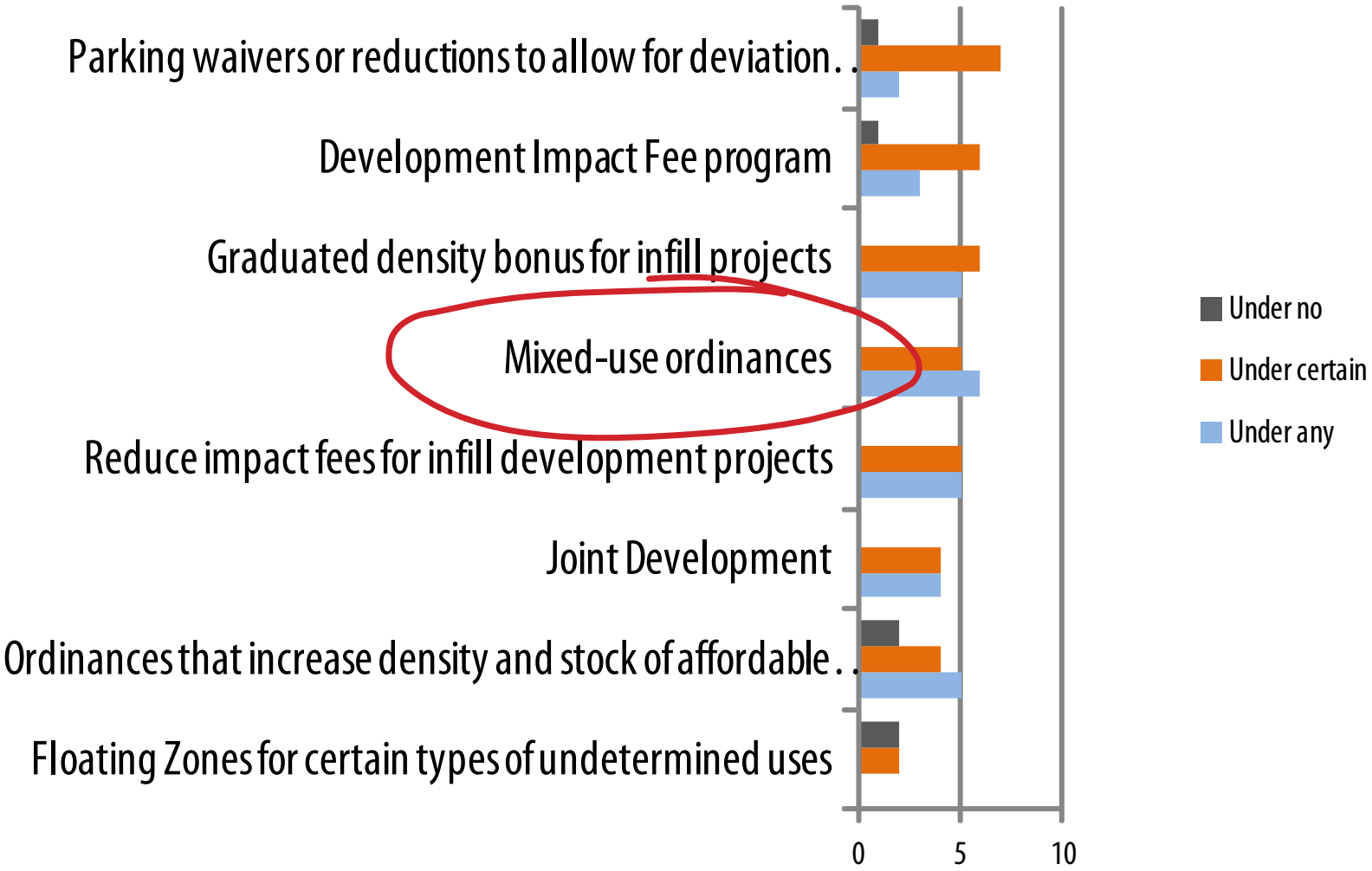
B) Circumstances to increase stakeholder support?

1 American Farmland Trust. 2001. Fact Sheet: Transfer of Development Rights.

Graph #2


Parking waivers or reductions to allow for deviation. .
Development Impact Fee program
Graduated density bonus for infill projects
Mixed-use ordinances
Reduce impact fees for infill development projects
Joint Development
Ordinances that increase density and stock of affordable. .
Floating Zones for certain types of undetermined uses
0
5
10
Under no
Under certain
Under any

Graph #2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Reduce impact fees for infill development projects
Joint Development
Ordinances that increase density and stock of affordable. .
Floating Zones for certain types of undetermined uses
0
5
10
Under no
Under certain
Under any

Mixed-use ordinances

Benefits

- Mixed-use ordinances are applicable to urban and suburban areas.
- VMT can be reduced by locating housing in close proximity to commercial areas, accomodating the use of alternative modes to destinations[1].
- Open space can be preserved through compact, mixed-use development.

Challenges

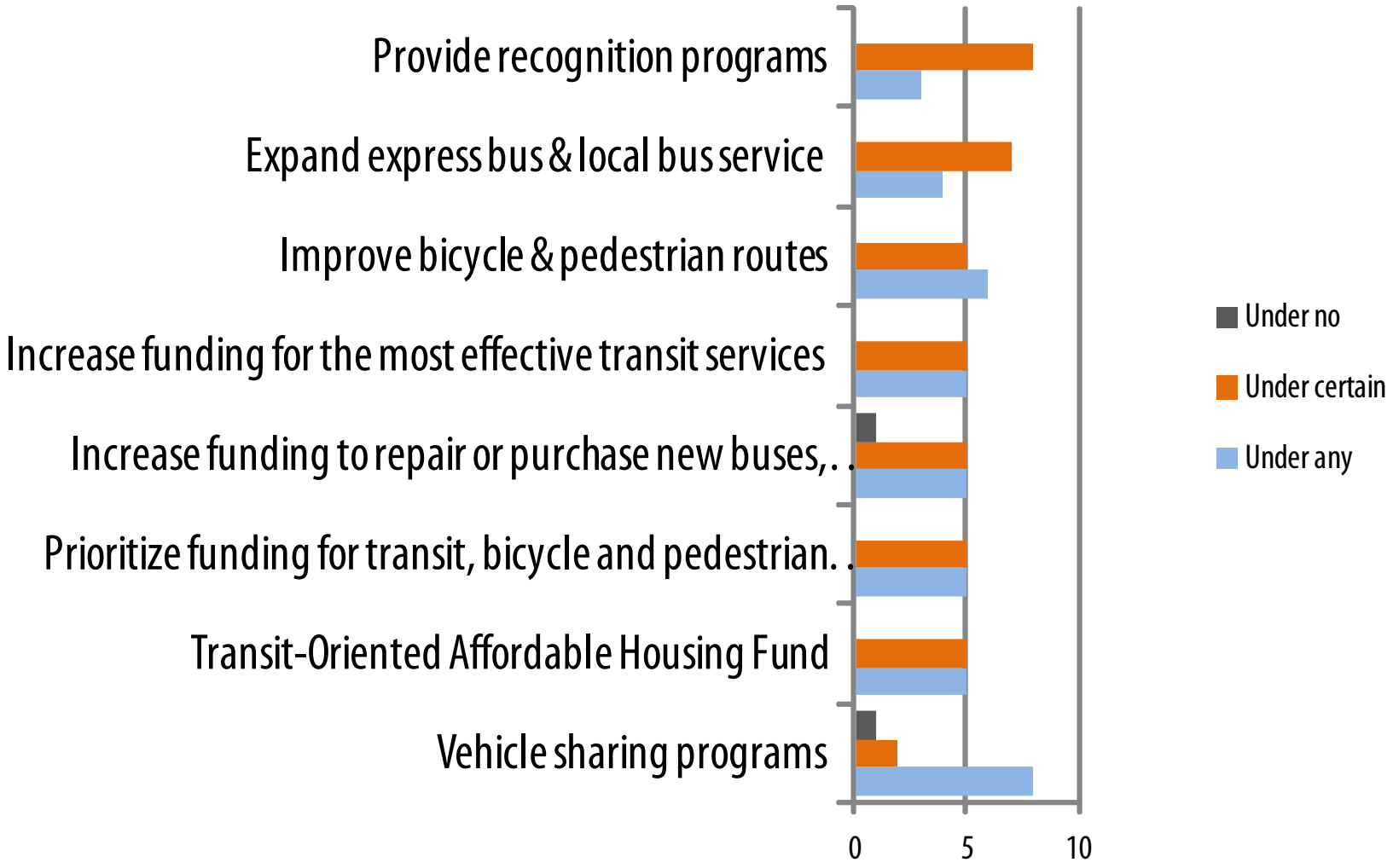
- Public education may be needed on mixed-use ordinances where mixed-use is appropriate in the region.
- Mixed-use developments do not necessarily ensure that residents will not commute to other areas for work or retail shopping.

A) Stakeholder concerns?

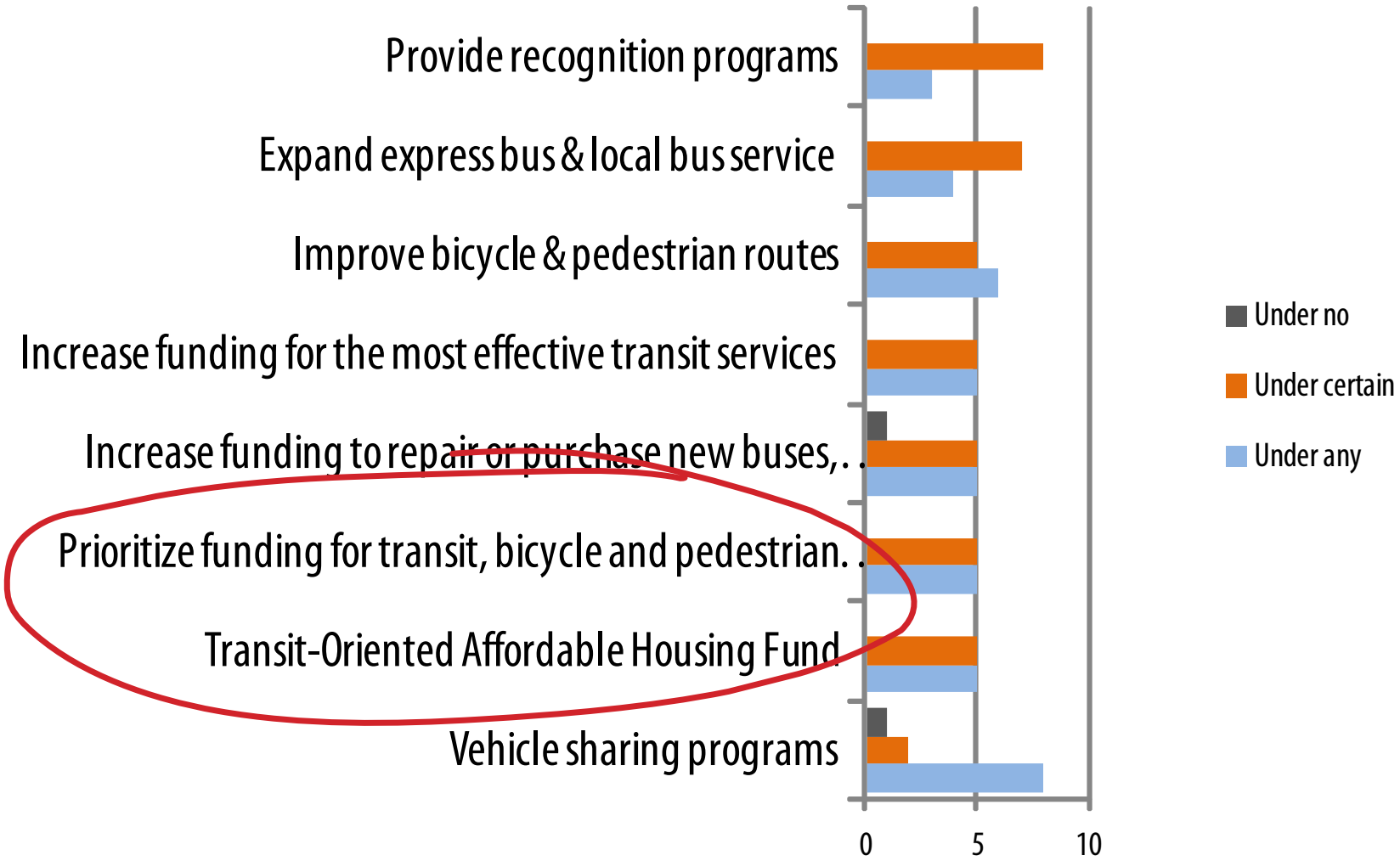
B) Circumstances to increase stakeholder support?

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Graph #3


Provide recognition programs
Expand express bus & local bus service
Improve bicycle & pedestrian routes
Increase funding for the most effective transit services
Increase funding to repair or purchase new buses, . .
Prioritize funding for transit, bicycle and pedestrian. . .
Transit-Oriented Affordable Housing Fund
Vehicle sharing programs
0
5
10
Under no
Under certain
Under any

Graph #3


Provide recognition programs
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Improve bicycle & pedestrian routes
Increase funding for the most effective transit services
Increase funding to repair or purchase new buses,. .
Prioritize funding for transit, bicycle and pedestrian. .
Transit-Oriented Affordable Housing Fund
Vehicle sharing programs
0
5
10
Under no
Under certain
Under any

Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure

Benefits[1]

- Non-motorized modes produce less air and water pollution, less noise, and fewer GHG emissions.
- Economic benefits from reduced household spending on auto-related expenses.
- "Active travel" helps meet recommended daily personal physical activity thresholds to reduce health care costs.

Challenges

- Less money for capacity increasing transportation projects and other auto-oriented projects.
- In some cases, funding has gone to projects (such as recreational paths) that are less likely to reduce VMT. [1]

A) Stakeholder concerns?

B) Circumstances to increase stakeholder support?

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.

Transit-oriented affordable housing (TOAH) fund

Benefits

- TOAH funds ensure affordability for low- and moderate-income residents in increasingly popular TOD communities.
- Financing can come from many sources and borrowers can be as diverse as nonprofits, government agencies, and developers.
- TOD is a development alternative to suburban sprawl that creates livable, walkable communities that are less auto-dependent, reducing VMT and GHG emissions.

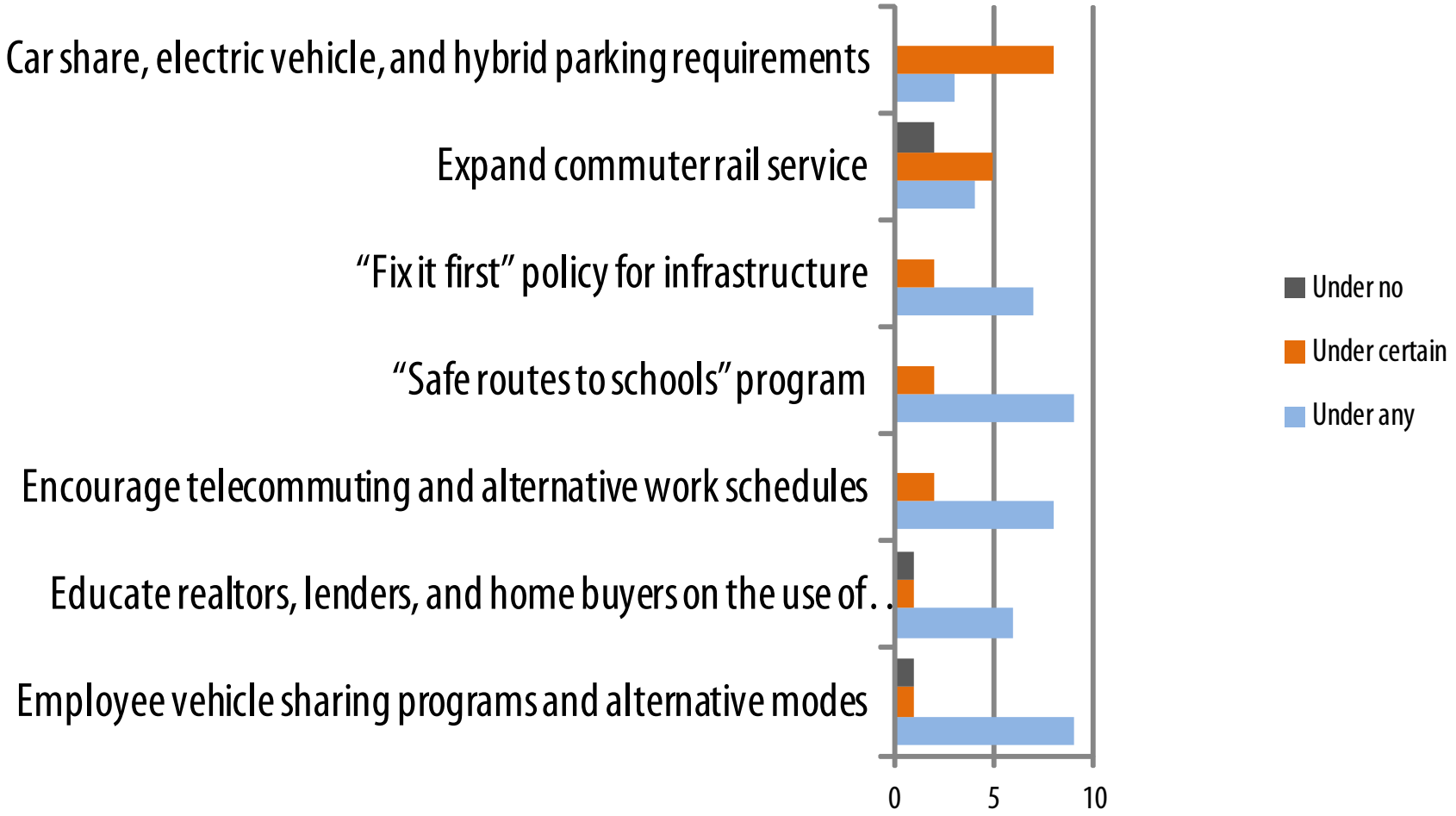
Challenges

- Initial capital outlay is required to establish the fund.
- Existing or planned transit is needed for TOD, so this strategy may not be applicable in some suburban or rural settings.
- TOD sites often require rezoning or land assembly, leading to length and expensive acquisition and permitting processes.

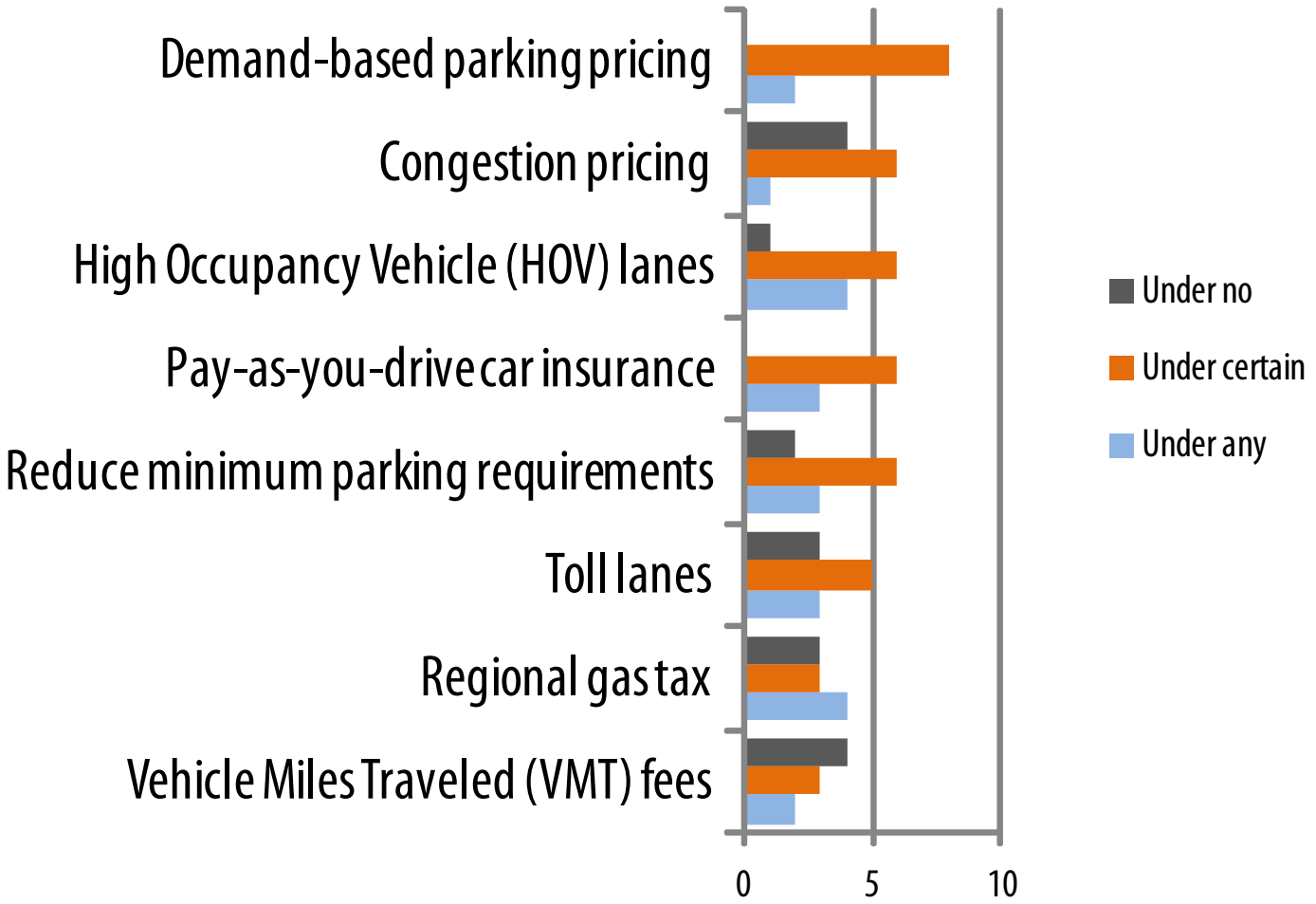
A) Stakeholder concerns?

B) Circumstances to increase stakeholder support?

Graph #4


Car share, electric vehicle, and hybrid parking requirements
Expand commuter rail service
"Fix it first" policy for infrastructure
"Safe routes to schools" program
Encourage telecommuting and alternative work schedules
Educate realtors, lenders, and home buyers on the use of. . .
Employee vehicle sharing programs and alternative modes
0
5
10
Under no
Under certain
Under any

Graph #5


Demand-based parking pricing
Congestion pricing
High Occupancy Vehicle (HOV) lanes
Pay-as-you-drive car insurance
Reduce minimum parking requirements
Toll lanes
Regional gas tax
Vehicle Miles Traveled (VMT) fees
0
5
10
Under no
Under certain
Under any

Small Group Discussion Questions

In the second online survey, RAC Members indicated the level of support that their stakeholder group would have for specific smart growth development strategies.

For each of the five graphs, please select one strategy and identify the following:

A) Stakeholder concerns regarding that strategy

B) Identify what the circumstances might need to be for your stakeholder groups to support the selected strategy

NEXT STEPS

February 2012
One on one interviews

April 2012 RAC Meeting

Voluntary presentations:

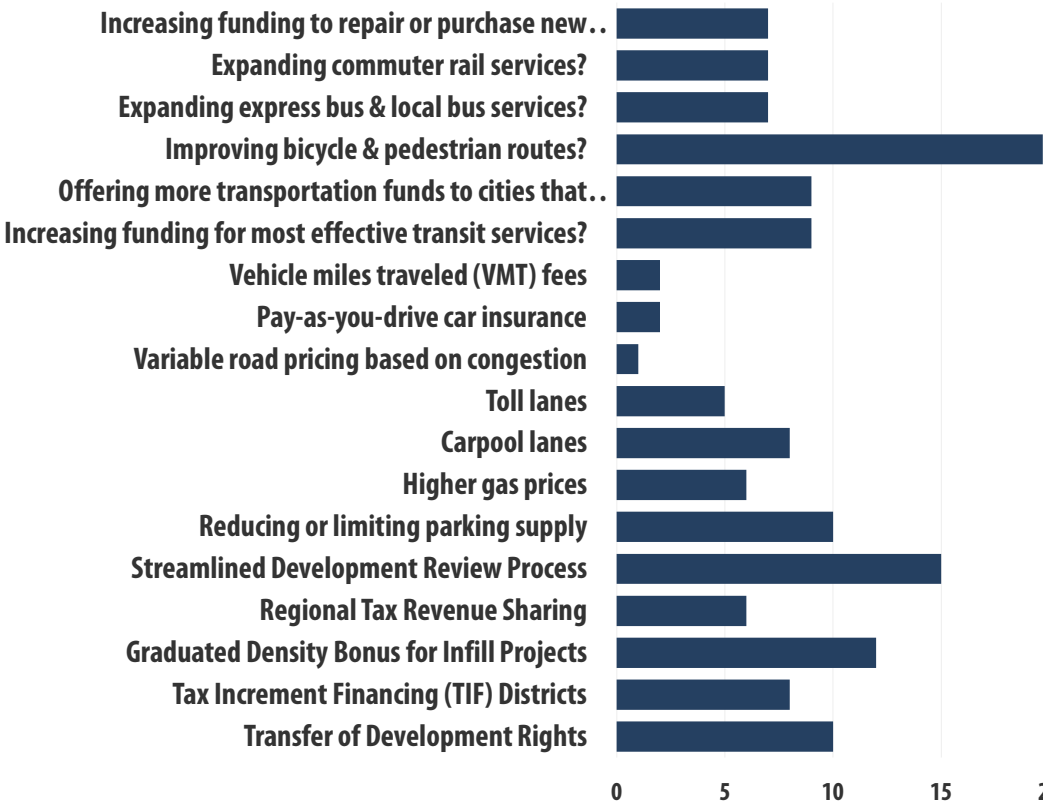
- Experience with implementation of a smart growth development strategy
- 5 to 15 minutes

Briefly address:

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

Submit an email with a brief description to snelson@ambag.org by no later than March 1, 2012.

I have had some involvement (or more) with:



Reduce minimum parking requirements

Benefits

- Reducing parking supply encourages alternative forms of transportation.
- Costs of parking are passed on to vehicle owners/ drivers instead of bundled with the cost of development.
- Combining the reduction in minimum parking requirements, employer cash-out to reduce parking demand, and Parking Benefit Districts for curb-side parking can reduce air pollution and congestion, and address issues of spillover parking.[1]

Challenges

- Reducing minimum parking requirements as a stand-alone strategy can cause spillover parking that undermines VMT reductions.
- Difficult to garner public support
- Need for increased transit service to area to compensate for reduced parking supply.

1 Shoup, D. C. (1995). An opportunity to reduce minimum parking requirements. Journal of the American Planning Association, 61(1), p. 14-28.

"Safe routes to schools" program

Benefits

- Safe routes to schools programs often incorporate traffic calming measures that enhances the safety of pedestrians and cyclists by reducing vehicular speed.
- Communities will likely be supportive of programs that improve safety for children.
- The program serves to increase safety, reduce congestion and air pollution, increase childhood health, and reduce greenhouse gas emissions by reducing fuel consumption and VMT through the use of alternative modes.[1]

Challenges

- A program committee needs to initiate and manage the program, requiring ongoing enthusiasm and organization to sustain and grow the program.
- There is no one-size-fits-all strategy, so programs need to be tailored to the needs and wants of the neighborhood or community.

1 Federal Highway Administration. 2006. FHWA Program Guidance Safe Routes to Schools: Program Guidance. Retrieved from http://safety.fhwa.dot.gov/saferoutes/guidance/

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)?

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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.

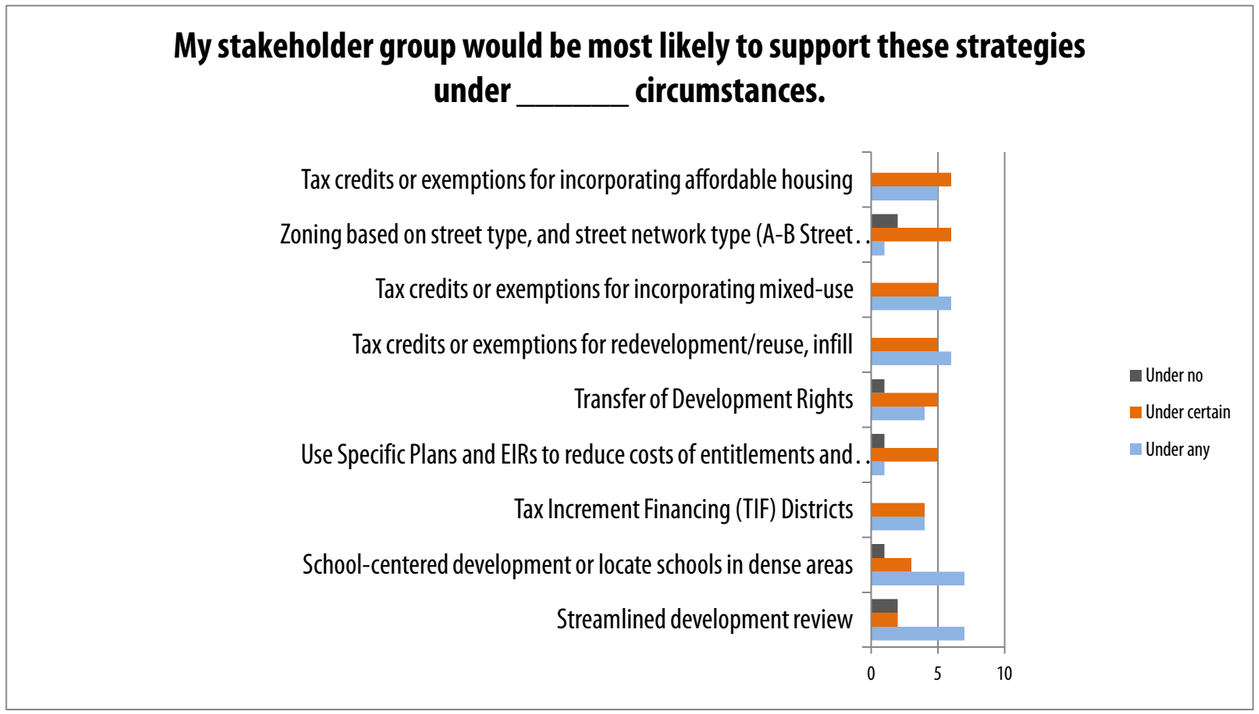
Case #4: Aptos Village Project

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:

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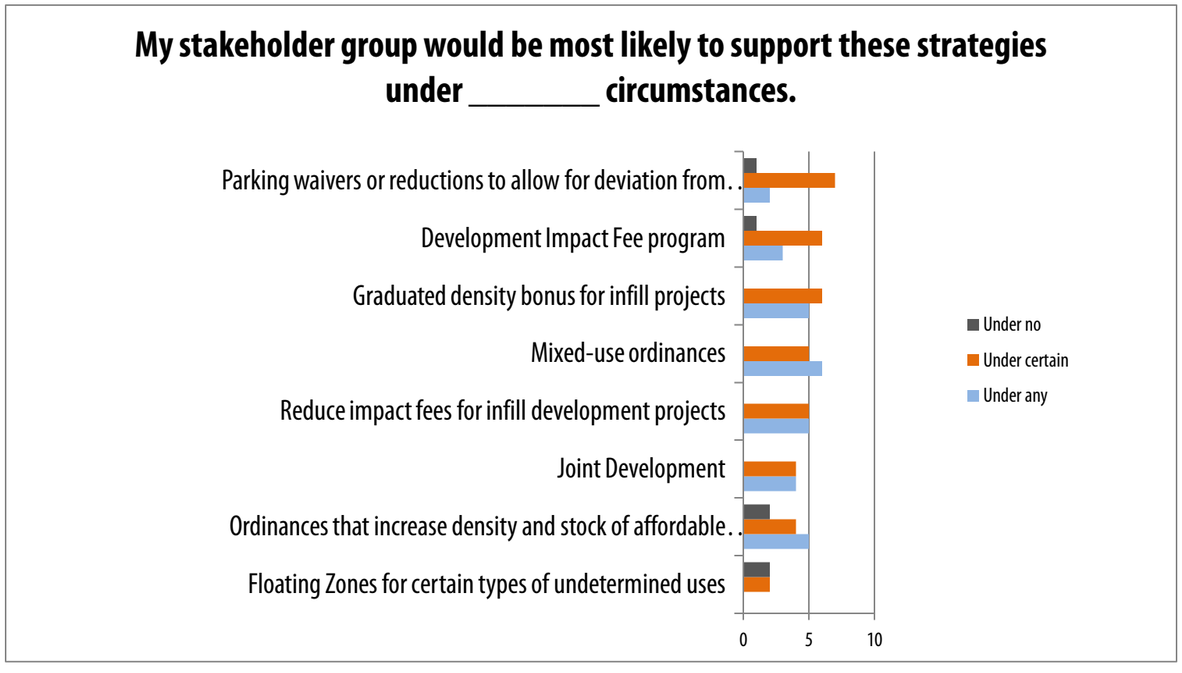
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

Graph #2 (Land Use pt 2)



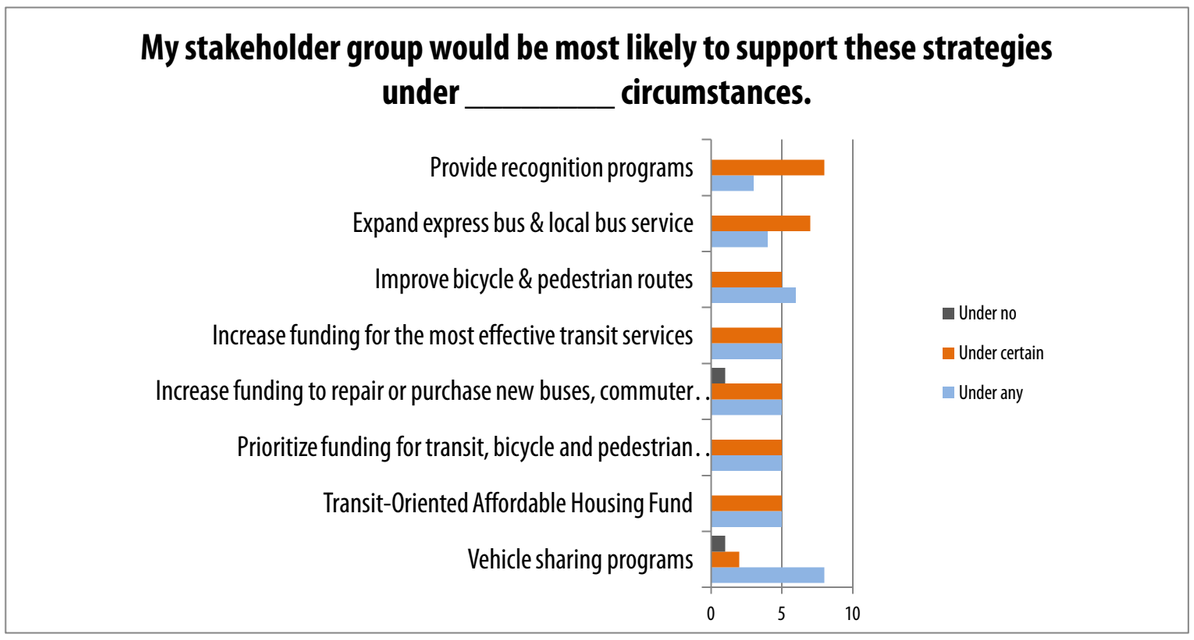
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

Strategy:

Concern(s):

Circumstances:

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



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

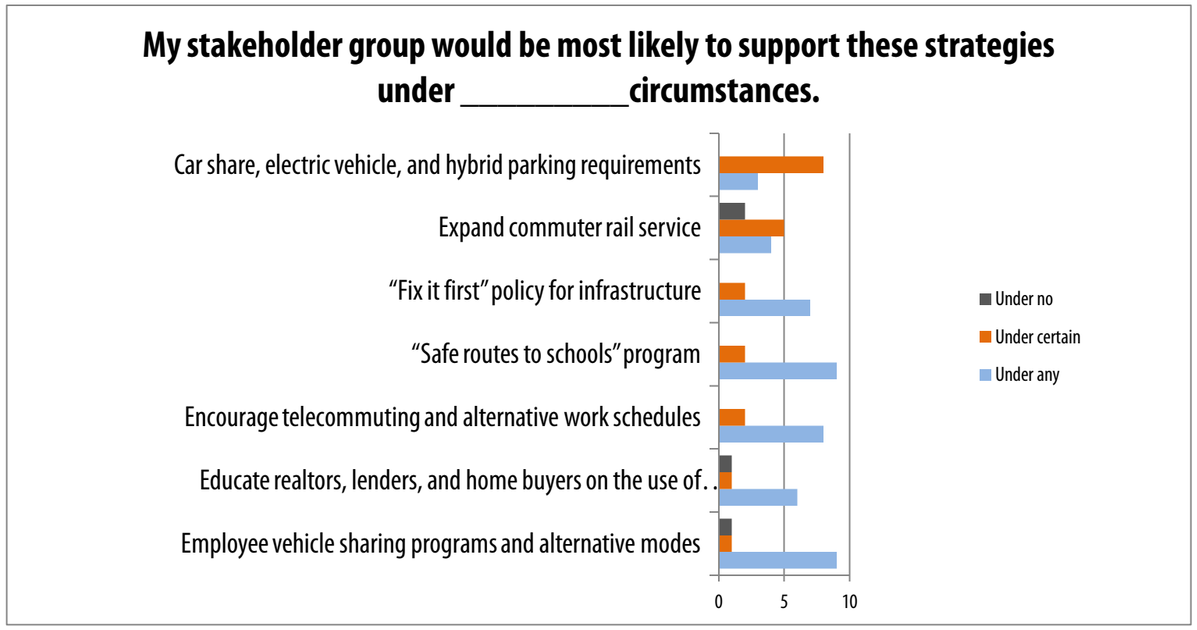
Strategy:

Concern(s):

Circumstances:

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

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



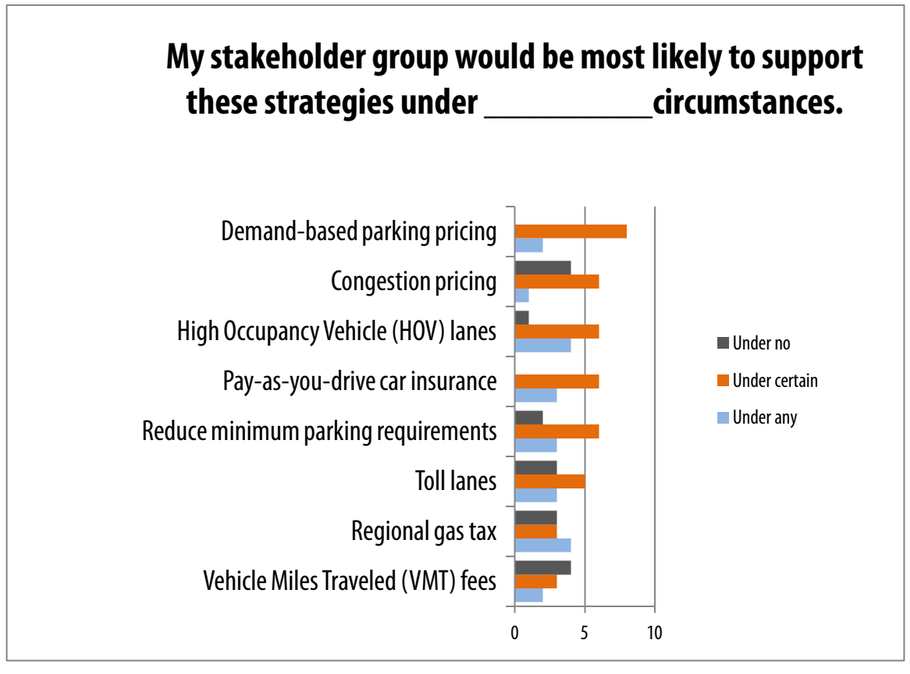
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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:

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
P.O. Box 809 Marina, CA 93933
main 831.883.3750 fax 831.883.3755

RAC Online Survey #2 - Test

*1. Demographic Information

Name:

Address:

Address 2:

City/Town:

State:

ZIP:

RAC Online Survey #2 - Test

Identifying & Creating Great Places

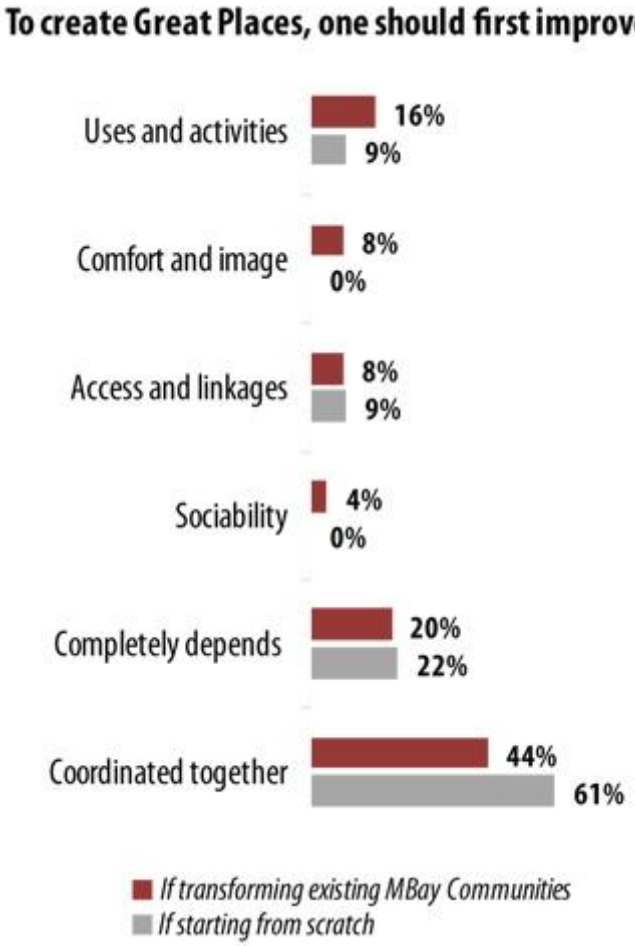
"Great Places" as defined by the Project for Public Spaces:

"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

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.



RAC Online Survey #2 - Test

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	☐	☐	☐

RAC Online Survey #2 - Test

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. 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?

RAC Online Survey #2 - Test

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.

RAC Online Survey #2 - Test

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. Please provide us with a more detailed evaluation of the following list of smart growth development strategies. We know it's long – please bear with us. Your feedback is very important!

RAC Online Survey #2 - Test

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.

***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
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.

RAC Online Survey #2 - Test

Housing & Transportation Choices

This section poses a series of questions intended to prompt you to consider how your transportation and housing choices might look if you lived in a "Great Place," and how this may compare to your current choices. Some of you may already be living in a "Great Place." If so, you can either respond by imagining an even "Greater Place" or skip ahead after question 8.

The H&T Index:

Planners, lenders, and most consumers traditionally measure housing affordability as 30% or less of income. The H+ T Index, in contrast, suggests that 45% of income is a conservative estimate for combined housing and transportation expenditures, and a reasonable goal that helps insure adequate funds remain for other household necessities (Source: http://htaindex.cnt.org).

Housing & Transportation Choices - Current

*7. What is your current H&T index?

% of my monthly take home pay on rent or mortgage payments

% of my monthly take home pay on transportation costs (include car insurance, payments, gas, maintenance, parking, transit fares, bicycles and equipment, all other transportation costs)

RAC Online Survey #2 - Test

Housing & Transportation Choices - Current

Please take a moment to think about how you access your daily needs. What are the various trips you take on a typical day? How do you get there? How long does it take you? The collection of individual trips you make on a given day can be called a "daily tour."

***8. Currently, my daily tour looks something like this (please fill in at least two rows):**

	Purpose/Destination	Mode	Travel Time
Trip #1			
Trip #2			
Trip #3			
Trip #4			
Trip #5			
Trip #6			

Other (please specify)

RAC Online Survey #2 - Test

Housing & Transportation Choices – 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."

9. If I lived in a "Great Place" (or "even Greater Place"), my H+ T Index might look something like this:

% of my monthly take home pay on rent or mortgage payments

% of my monthly take home pay on transportation costs (include car insurance, payments, gas, maintenance, parking, transit fares, bicycles and equipment, all other transportation costs)

10. If I lived in a "Great Place" (or "even Greater Place"), my daily tour might look something like this:

	Purpose/Destination	Mode	Travel Time
Trip #1			
Trip #2			
Trip #3			
Trip #4			
Trip #5			
Trip #6			

Other (please specify)

11. Please comment on any differences or similarities between your current H&T choices (questions 7 and 8) versus your "Great Places" H&T choices (questions 9 and 10).

RAC Online Survey #2 - Test

Survey Feedback

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

TO:	**Planning Directors**
FROM:	**Randy Deshazo, Principal Planner**
SUBJECT:	**Planning Director's Forum Meeting #4**
LOCATION:	TAMC Conference Room, 55 B Plaza Circle, Salinas
DATE & TIME:	December 8, 2011 1 pm – 2:30 pm

Agenda:

1. Welcome and introductions (5 minutes)
2. In-Kind Forms (5 minutes)
3. Presentation on 12 County Bay Area Regional Disaster Resilience Initiative Danielle Hutchings, ABAG (20 Minutes)
4. Walk-Through of Sub-Contract Conditions (20 minutes)
5. Feedback on approach for Regional Advisory Committee survey questions (20 minutes)

P.O.Box 809 Marina, CA 93933-0809 [ph] 831.883.3750 [fax] 831.883.3755 http://www.ambag.org info@ambag.org

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

Feedback on Question Topics for the Regional Advisory Committee

Steph A. Nelson, Associate Analyst/Planner
AMBAG Planning Directors Forum
December 8th 2011

Outline

What is the Project?

What/Who is the Regional Advisory Committee

Barriers & Resources for Implementation

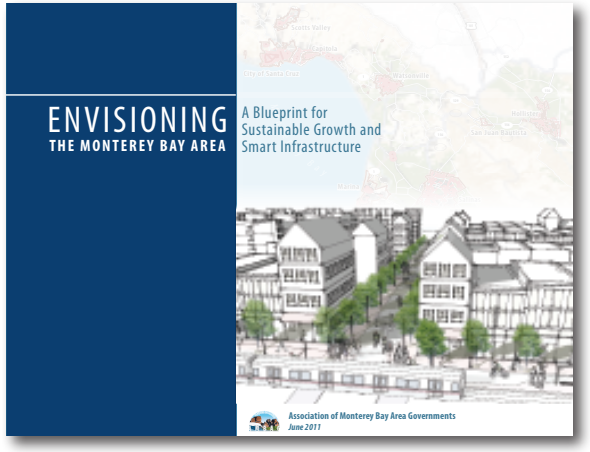
RAC Question Topics

Regional Advisory Committee - Question Topics

1. How can the RAC help you/your city/county/agency overcome barriers to implementation?

2. What are additional categories of questions that you would like to see posed to the RAC?

What is the Regional Implementation Plan for Smart Growth Development Strategies?

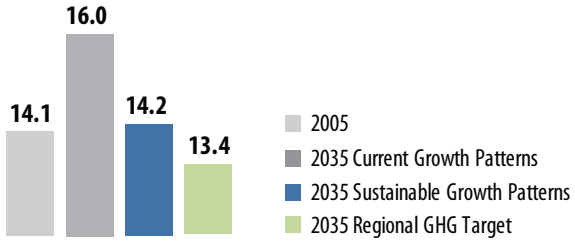


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)



Sustainable Communities & Climate Protection Act of 2008

TARGET:
5% reduction transportation GHGs by 2035

-5% GHGs

How does this benefit the region?

Locally engaged process for SCS development

Improves transparency in regional planning

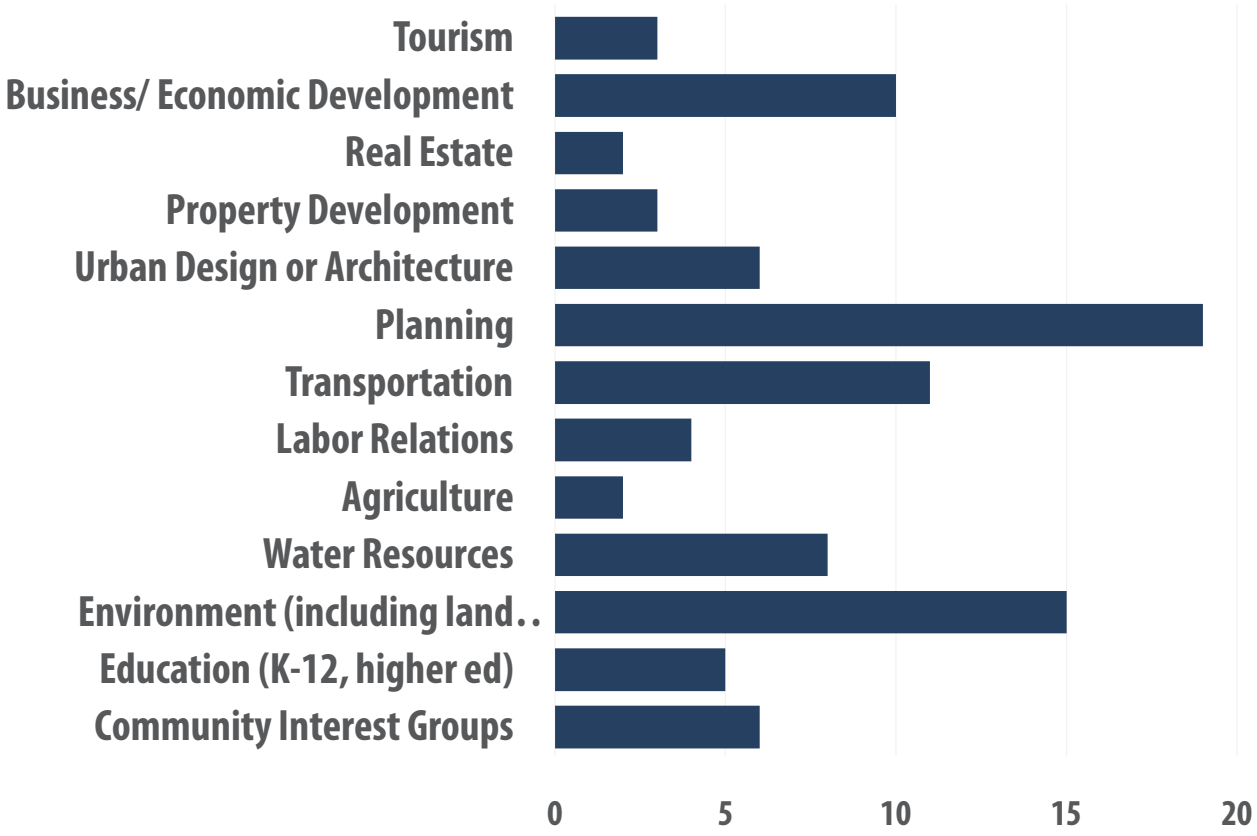
Market based analysis to identify regional opportunities:

To better coordinate land use & transportation investments

Regional Advisory Committee

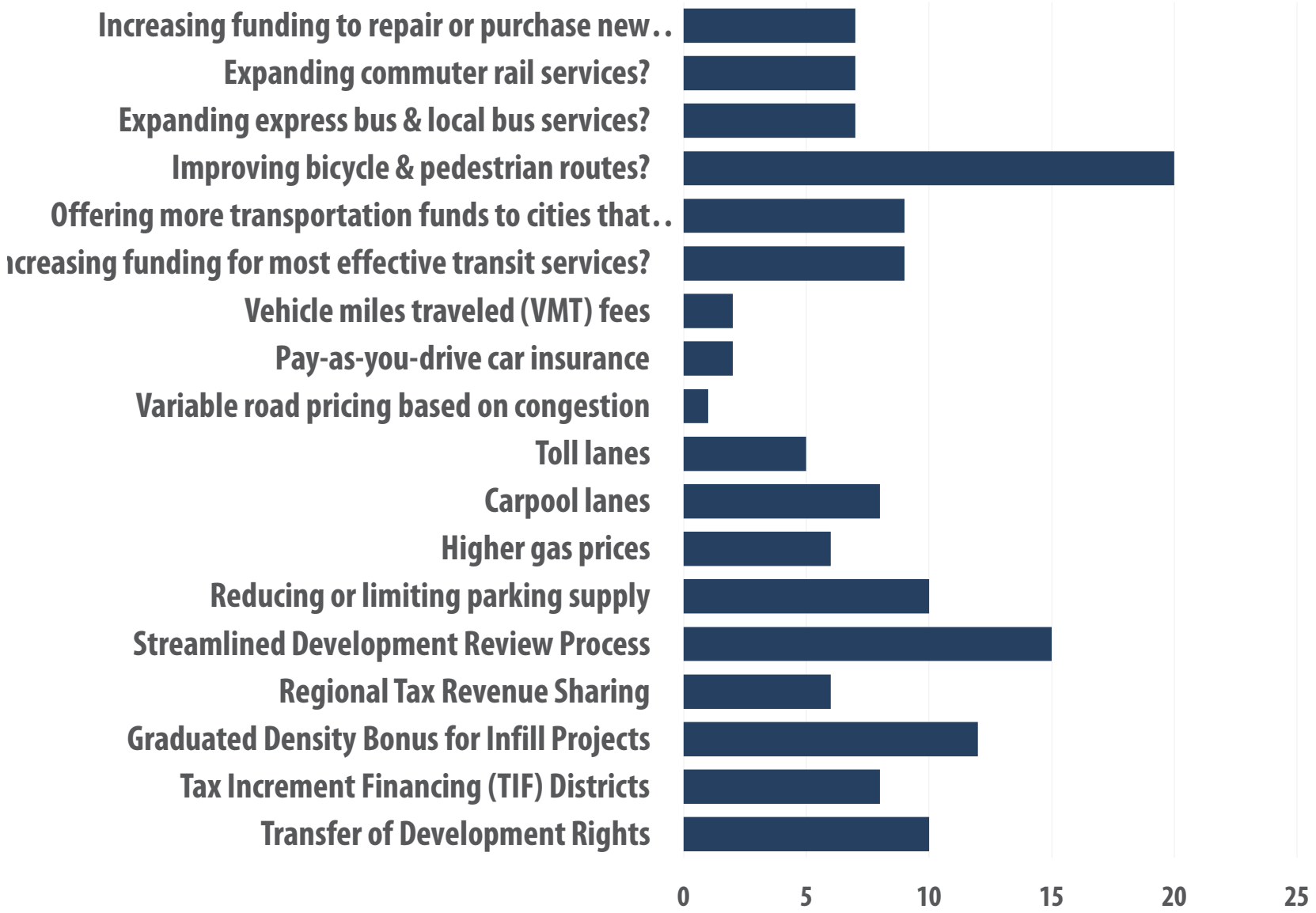
Areas of Expertise and/or Professional Interest

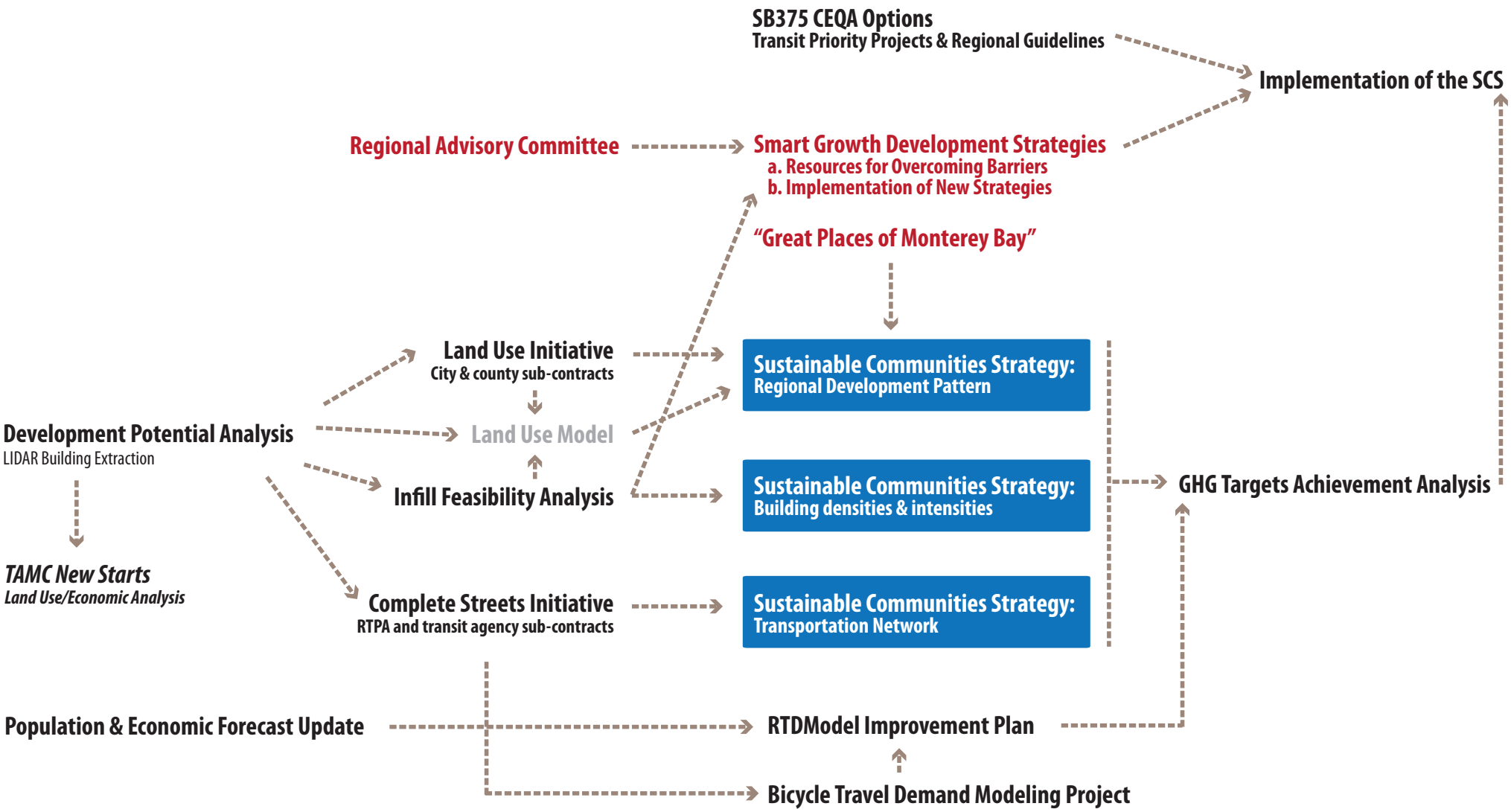
AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

I have had some involvement (or more) with:



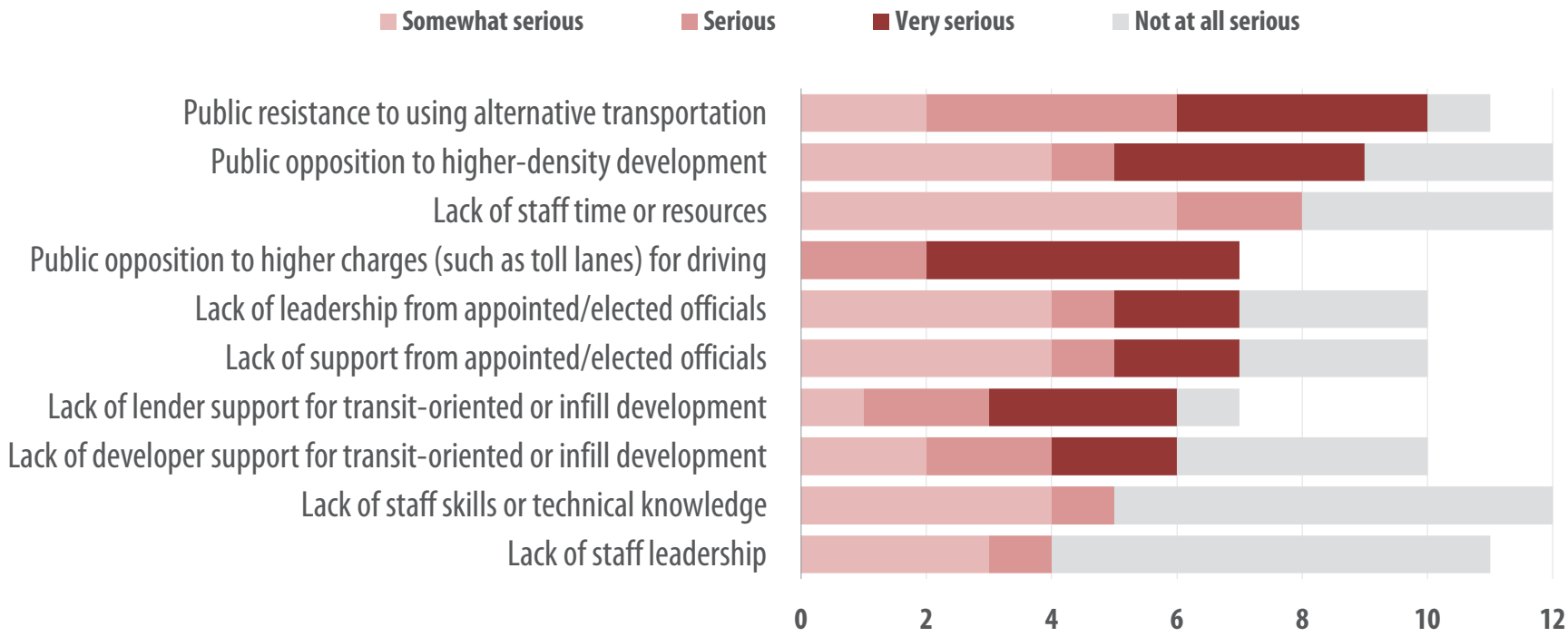


Regional Implementation Plan for Smart Growth Development Strategies

December 8th 2011 | Planning Directors Forum

Planning Directors' Forum:

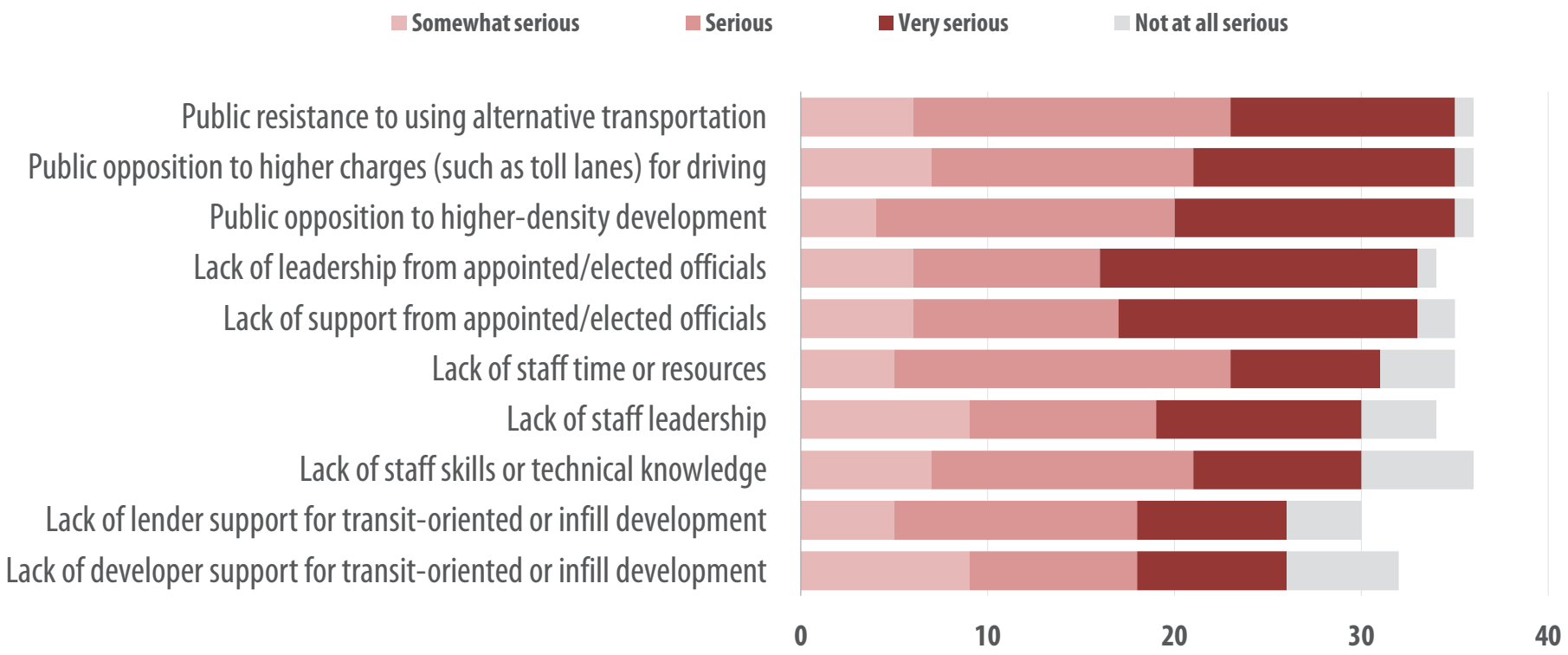
Please indicate how SERIOUS A BARRIER each of the following factors would be to implementing smart growth development strategies in your city/county.



Source: AMBAG Planning Directors Online Survey, August 2011

Regional Advisory Committee:

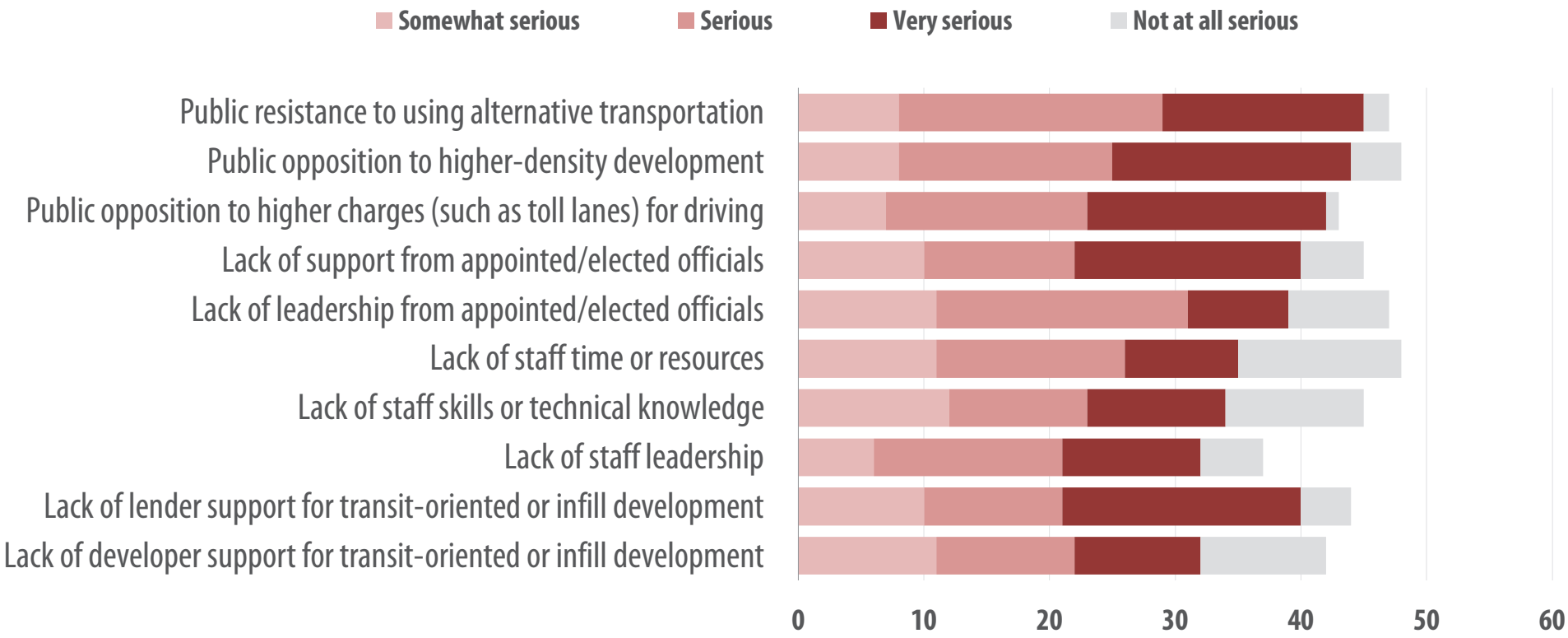
Please indicate how SERIOUS A BARRIER each of the following factors would be to implementing the aforementioned strategies.



Source: AMBAG Regional Advisory Committee Online Survey, August 2011

Combined - RAC & PD Forum

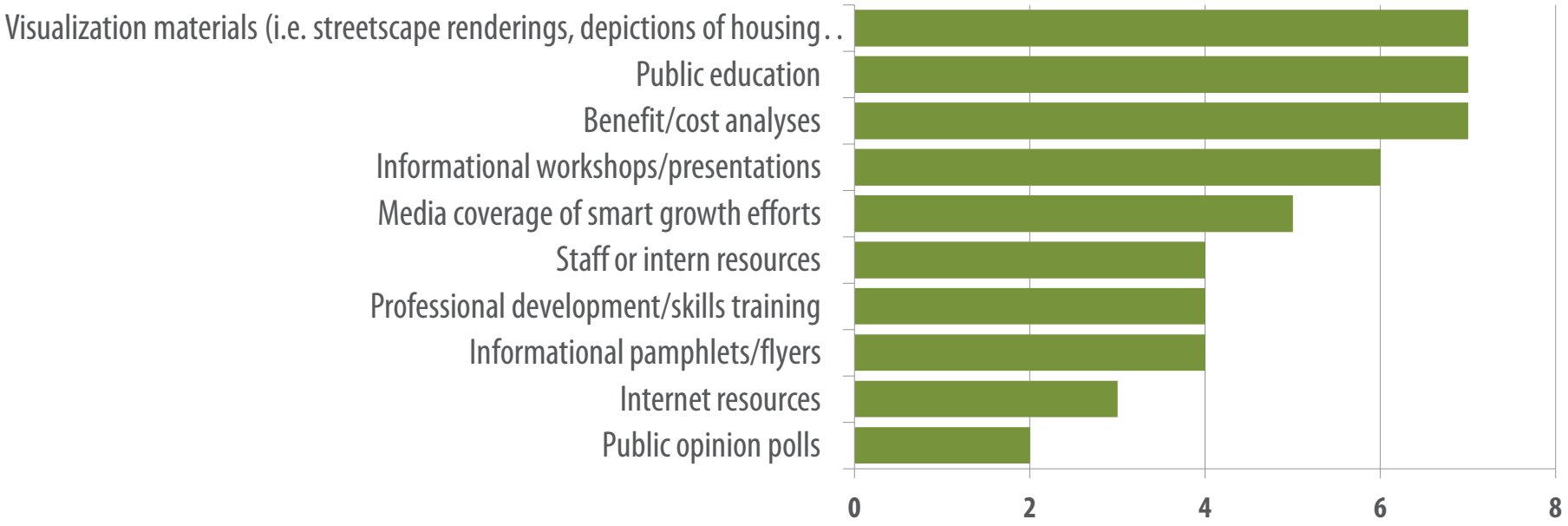
Please indicate how SERIOUS A BARRIER each of the following factors would be to implemention of strategies:



Source: AMBAG Regional Advisory Committee Online Survey, August 2011

Planning Directors Forum

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



Source: AMBAG Planning Directors Online Survey, August 2011

Regional Advisory Committee - Question Topics

1. Evaluating smart growth development strategies

Objective:

a. *Better understand diverse stakeholder concerns*
b. *Identify "low hanging fruit"*
c. *Increase support for strategies*

Big Picture Objective: Implementation of the SCS

2. "Great Places in the Monterey Bay Area"

Use PPS Placemaking framework to identify regional assets and low hanging fruit

Big Picture Objective: Create buy-in among key stakeholders
Help inform the SCS development pattern

Regional Advisory Committee - Question Topics

3. Educational questions

Questions geared toward informing RAC members on smart growth development strategies, transportation planning, housing and land use

Objective: Help make RAC responses to questions more meaningful

Regional Advisory Committee - Question Topics

1. How can the RAC help you/your city/county/agency overcome barriers to implementation?

2. What are additional categories of questions that you would like to see posed to the RAC?

SB 375 Regional Coordination: Land Use Initiative

AMBAG Planning Directors Forum| July 27th 2011
UC MBEST Center, Marina CA

Anais Schenk, Planner

Presentation Outline

- Sub-contracts & Timeline
- Scope of the Land Use Initiative
- Larger Context of the Land Use Initiative
- Land Use Initiative Staff

Sub-Contract Board Approval

- **April 13th: AMBAG Board approved the use of a distribution formula for sub-contracts that incorporates:**
  - *Minimum Threshold*
  - *Total Acres of Priority Area Land as defined provisionally in the Blueprint Process*
  - *Early Completion Incentive*
  - *Proximity to Light Rail*
- **June 8th: SB 375 Board Ad Hoc Committee reviewed three potential distribution formulas and recommended a final allocation**
- **July 7th: AMBAG Board of Directors approved Ad Hoc Committee recommendation**

Sub-contracts

Monterey County	Priority Area Acres	Contract Amount
Carmel	63	$6,970
Del Rey Oaks	120	$7,046
Gonzales	594	$7,806
Greenfield	265	$7,274
King City	853	$8,186
Marina	2,125	$10,290
Monterey	2,424	$10,746
Pacific Grove	711	$7,958
Salinas	6,320	$16,474
Sand City	307	$7,552
Seaside	3,026	$11,734
Soledad	178	$7,198
FORA	-	$7,096
Unincorporated Monterey County	1,571	$9,250

San Benito County	Priority Area Acres	Contract Amount
Hollister	2,123	$10,087
San Juan Bautista	54	$6,970
Unincorporated San Benito County	2,315	$10,390

Santa Cruz County	Priority Area Acres	Contract Amount
Capitola	976	$8,414
Santa Cruz	5,296	$14,953
Scotts Valley	714	$7,958
Watsonville	2,983	$11,455
Unincorporated Santa Cruz County	4,794	$14,193

Timeline for Sub-contract work

- Sub-contracts will be executed in August 2011
- AMBAG's initial analysis complete in November 2011
- Work with local jurisdictions begins by December 2011
- Expect the process to wrap up by July 2012

Land Use Initiative Scope

- AMBAG will engage local jurisdictions in a two part analysis of development potential in the region

    1. Identify parcels with development potential

    2. Determine economic feasibility of development

- First part will be most time consuming
- Both parts have potential for collaboration amongst jurisdictions

Land Use Initiative Scope

1. Identify Infill Parcels:

- AMBAG identifies parcels based on General Plans, Specific Plans, built to capacity ratio and improvement to land value ratio
- Parcels are provided to local jurisdictions in the form of GIS datasets and/or maps
- Jurisdictions review the results and provide input - may choose to conduct field surveys or may provide additional data inputs
- AMBAG considers and incorporates input into final results
- Jurisdictions will be asked to provide information on entitled projects
- Potential for collaboration - e.g. coordinate field survey work

Land Use Initiative Scope

2. Economic Feasibility:

- Work with local jurisdictions to gather market data such as lease rates, cap rates and unit prices
- Develop a proforma template, which jurisdictions may use after the project
- Proforma will help us consider how policy changes, such as reduced parking requirements, can effect the economic feasibility of development
- Potential for collaboration - e.g. coordinate market research for areas that have similar activity

Larger Context for Land Use Initiative

- Database of potential infill - Leverage ourselves as a region for RHNA and meet needs of SCS
- Provides support to jurisdictions before a new Housing Element cycle starts (18 mo. after MTP/SCS)
- Establishes contacts for future coordination of land use planning and modeling efforts

Land Use Initiative Staff

- **Staff identified and confirmed for the following jurisdictions:**

Monterey County
King City
Monterey
Sand City
Seaside
Soledad
Santa Cruz
Watsonville
FORA

Action Item:

Recommend staff for work on the Land Use Initiative

Planning Director Questions (PPIC Survey)

What pace of population growth do you expect in your city/county over the next 20 to 30 years?

1. Very fast
2. Fast
3. Moderate
4. No growth
5. Decrease
6. Don't know

Which of the following statements best describes land availability for new development in your city/county's sphere of influence?

1. Considerable land
2. Some land
3. Little or no land
4. Don't know

How important are the following considerations for your city/county government's decisions on development projects? (% jurisdictions)

a. Providing adequate housing

    1. One of the most
    2. Important
    3. Somewhat important
    4. Not at all important
    5. Don't know

b. Expanding the tax base

    1. One of the most
    2. Important
    3. Somewhat important
    4. Not at all important
    5. Don't know

c. Creating jobs

    1. One of the most
    2. Important
    3. Somewhat important
    4. Not at all important
    5. Don't know

d. Preserving undeveloped land

1. One of the most
2. Important
3. Somewhat important
4. Not at all important
5. Don't know

e. Offsetting new infrastructure and service costs

6. One of the most
7. Important
8. Somewhat important
9. Not at all important
10. Don't know

f. Revitalizing and strengthening neighborhoods

1. One of the most
2. Important
3. Somewhat important
4. Not at all important
5. Don't know

g. Restoring and protecting the environment

1. One of the most
2. Important
3. Somewhat important
4. Not at all important
5. Don't know

Has your city/county already conducted or made plans to conduct a greenhouse gas emissions inventory to determine current emissions levels from different activities? (% jurisdictions)

a. For city/county-run facilities and operations

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

b. For the community as a whole

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

Has your city/county already developed or made plans to develop a Climate Action Plan (or a similar plan that addresses climate change)? (% jurisdictions)

a. For city/county-run facilities and operations

    1. Yes, already done
    2. Yes, in progress
    3. Not yet, but plan to
    4. No plans at this time
    5. Don't know

b. For the community as a whole

    1. Yes, already done
    2. Yes, in progress
    3. Not yet, but plan to
    4. No plans at this time
    5. Don't know

If you have developed a greenhouse gas emissions inventory and/or adopted a Climate Action Plan, have these actions resulted in any stated goals, policies, or programs designed to reduce or shorten car trips (or reduce vehicle miles traveled) in your community?

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

Has your city/county used any of the following land use policies or tools?

a. Urban growth boundary/greenbelt

    1. Yes
    2. Under consideration
    3. No
    4. Don't know

b. Priority sites or site-specific standards for transit-oriented development

    1. Yes
    2. Under consideration
    3. No
    4. Don't know

c. Priority sites or site-specific standards for mixed-use, high-density, or infill development

    1. Yes
    2. Under consideration

3. No
4. Don't know

d. Reduced parking requirements for qualifying developments

1. Yes
2. Under consideration
3. No
4. Don't know

e. Other incentives for qualifying developments (e.g., preferential fees or permit streamlining)

1. Yes
2. Under consideration
3. No
4. Don't know

If your city/county has any existing or planned transit-oriented, high-density, or infill development projects, what is the approximate mix between residential and commercial uses?

1. All residential
2. Mostly residential
3. Evenly split
4. Mostly commercial
5. All commercial
6. Don't know
7. No projects

In your opinion, what is the potential of the following land use policies/tools, if they were implemented, to reduce or shorten car trips in your city/county over the next few decades?

a. Urban growth boundary/greenbelt

1. High
2. Low
3. None
4. Don't know

b. Priority sites or site-specific standards for transit-oriented development

1. High
2. Low
3. None
4. Don't know

c. Priority sites or site-specific standards for mixed-use, high-density, or infill development

1. High
2. Low

3. None
4. Don't know

d. Reduced parking requirements for qualifying developments

1. High
2. Low
3. None
4. Don't know

e. Other incentives for qualifying developments (e.g., preferential fees or permit streamlining)

1. High
2. Low
3. None
4. Don't know

Does your city/county assess developer fees to fund alternatives to single-occupancy cars (e.g., transit, bicycle, and pedestrian infrastructure)?

1. Yes
2. Under consideration
3. No
4. Don't know

Has your city/county developed any of the following?

a. Bicycle master plan

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

b. Pedestrian master plan

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

c. "Complete Streets" or other alternative policy

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to

4. No plans at this time
5. Don't know

Which of the transportation options listed below are available in your city/county?

a. Commuter rail/subway

1. Yes
2. No, but planned
3. No
4. Don't know

b. Street cars/light rail

1. Yes
2. No, but planned
3. No
4. Don't know

c. Any rail

1. Yes
2. No, but planned
3. No
4. Don't know

d. Local bus service

1. Yes
2. No, but planned
3. No
4. Don't know

e. Express bus service

1. Yes
2. No, but planned
3. No
4. Don't know

f. Express bus to rail lines

1. Yes
2. No, but planned
3. No
4. Don't know

g. Continuous network of bicycle routes

1. Yes
2. No, but planned
3. No
4. Don't know

In your opinion, what is the potential of the following transit options to reduce or shorten car trips in your city/county over the next few decades?

a. Commuter rail or subway

    1. High
    2. Low
    3. None
    4. Don't know

b. Street cars/light rail

    1. High
    2. Low
    3. None
    4. Don't know

c. Local bus service

    1. High
    2. Low
    3. None
    4. Don't know

d. Express bus service

    1. High
    2. Low
    3. None
    4. Don't know

e. Express bus to rail lines

    1. High
    2. Low
    3. None
    4. Don't know

f. Continuous network of bicycle routes

    1. High
    2. Low
    3. None
    4. Don't know

Do businesses in your city/county provide free parking for employees?

1. All or almost all do
2. Most do
3. Some do
4. Few do
5. Don't know

Does your city/county require new commercial and office developments to provide employee parking?\

1. Yes
2. No
3. Don't know

Does your city/county charge fees for public parking in commercial neighborhoods?

1. Yes, in all or most places
2. Yes, in some places
3. No
4. Don't know

If yes, when thinking about your city/county's central business district or town center, what is the average price for the following parking options?

a. Price per hour

    1. Free
    2. $0.50 or less
    3. $0.51-1.00
    4. $1.01-1.50
    5. $1.51-2.00
    6. $2.01 or more

b. b. Price per day

    1. Free
    2. $5 or less
    3. $5.01-10.00
    4. $10.01-15.00
    5. $15.01-20.00
    6. $20.01 and over

If your city/county does charge for parking, what are the purposes of your city/county's parking fee policy? (% jurisdictions)

1. Managing congestion
2. Generating revenue
3. Promoting retail shopping
4. Turnover

In your opinion, if the following measures were implemented, what is their potential to reduce or shorten car trips in your city/county over the next few decades?

a. Higher parking fees

    1. High
    2. Low
    3. None
    4. Don't know

b. Higher gas price

    1. High
    2. Low
    3. None
    4. Don't know

c. Carpool lanes

    1. High
    2. Low
    3. None
    4. Don't know

d. Toll lanes

    1. High
    2. Low
    3. None
    4. Don't know

e. Variable road pricing based on congestion

    1. High
    2. Low
    3. None
    4. Don't know

f. Pay-as-you-drive car insurance

    1. High
    2. Low
    3. None
    4. Don't know

In your opinion, which of the following three areas has the most potential to reduce greenhouse gas emissions in your city/county over the next few decades?

1. Land use policies
2. Investment in transit and alternatives to driving
3. Policies that affect cost of driving

Which of the following statements best describes the potential to reduce greenhouse gas emissions through land use and transportation policies in your city/county compared to other communities in your region?

1. Greater potential
2. About the same
3. Lower potential

How serious a barrier are the following public sector funding constraints for development decisions in your city/county regarding programs that could reduce or shorten car trips?

a. Planning

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

b. Transit/bus capital projects

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

c. Transit/bus operations

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

d. Redevelopment projects

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

e. Infrastructure to support infill development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

Please choose the public sector funding constraint that is the most important.

1. Planning
2. Transit bus capital
3. Transit bus operations
4. Redevelopment projects
5. infrastructure for infill
6. Other

How serious a barrier is each of the following factors to the "on the ground" implementation of policies and programs that could reduce or shorten car trips in your city/county?

a. Lack of developer support for transit-oriented or infill development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

b. Lack of lender support for transit-oriented or infill development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

c. Insufficient transit availability

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

d. Existing land use patterns

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

e. Existing zoning codes

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

f. Jobs-housing imbalance

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

g. Public opposition to higher-density development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

h. Public opposition to higher charges for driving

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

i. Public resistance to using transit alternatives

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

j. Ranking of barriers

1. Lack of developer support for TOD/infill
2. Lack of lender support for TOD/infill

3. Insufficient transit availability
4. Existing land use patterns
5. Existing zoning codes
6. Jobs-housing imbalance
7. Public opposition to density
8. Public opposition to driving charges
9. Public resistance to transit

Does your city/county work with the following entities on a regular basis in the following areas?

a. Metropolitan planning organization (MPO) or Regional Transportation Planning Agency

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

b. Air district

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

c. County transportation agency (if different from MPO)

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

d. Local transit agency(ies)

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

e. Other cities and counties within your region

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

f. Builders and developers

    1. Transportation
    2. Housing
    3. Jobs/ economic development

4. None

Was a blueprint or regional visioning exercise completed in your region?

1. Yes
2. No
3. Don't know

If yes, what has been your city/county's experience with the exercise?

1. Participated in the development
2. Adopted the final plan
3. Adopted policies consistent with the plan
4. None of the above
5. Participated but no action

OTHER

What is the “Process for Implementation”

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Develop public education strategies for explaining positive aspects of alternate transportation + high density development, ie public forums, print materials, local TV programing - to the general Public

use some education strategy to help educate elected officials on positives + future negative impacts if we don't implement some of these items.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

- Connection betw smart growth dev. strategies & climate action plng - GHG reduction goal.
- Importance of design in making higher densities acceptable in communities.

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1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

specifically focus on educating & unifying the environmental activist community about smart growth as a positive.

SNelson@ambag.org

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Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Identify forums for MST to participate in planning process. Also, water resource personnel.
Visualizations help.
Age of population is also important when analyzing public transit needs.

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Public Education (in agreement with green chart priorities on reverse side). Visualization of good mixed use/ higher density urban design would help dialogues and their tendency "go out on a limb" to do something "different."

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2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

How do you deal with very rural areas/ counties; agricultural/ grazing areas that don't fit

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

CAP
Importance of design

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to Implementation of smart growth development strategies?

ideas for public outreach materials?
- presentation materials for council/public workshops?

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

- change perception of high density development
-

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

CHANGE PERCEPTION OF DENSITY. IF THE RAC CAN THINK OF THEMSELVES AS "AMBASSADORS" FOR GIVEN COMMUNITIES

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Provide both materials and a traveling roadshow to educate. Include a developer that can explain the economics and actual, viable locations.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

How do you get the focus on redevelopment areas that really need smart infill growth VS. greenfield development?

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Provide positive examples of smart growth from local jurisdictions GP's & Zoning.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

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How do communities focus on redevelopment w/in nodes and corridors w/in a framework of (politically) Base redevelopment and greenfield development. competition for

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Public Education
Visualization materials
Need a developer to confirm that these higher densities actually can occur in some of the planned areas.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

Coordinate w/ County on the Economic Dev. Subcommittee.
Contact Jim Cook

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

- Making transit more of a choice than a necessity, particularly in rural areas and possibly for younger generation.
- changing attitudes/public ~~agency~~ education re: safety of using alternative modes of transportation (e.g. kids walking to school alone) not necessarily safety in terms of infrastructure but attitudes re: crime.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

RAC CAN HELP EDUCATE CITY COUNCILS AND PLANNING COMMISSIONS REGARDING SMART GROWTH PLANNING REQUIREMENTS, GRANTS FOR SAME, AND BENEFITS OF. EXAMPLES OF ARCHTL QUALITY AND DENSITY.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Developer / Development Community + lender support of higher density and mixed use development.

urban design guidelines

public education

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Regional Advisory Committee Meeting #3

Date: **Wednesday, April 18th, 2012**

Time: **9:30 am – 12:00 pm; lunch from Noon to 1pm**

Location: **UC MBest Center, 3180 Imjin Rd. Marina, CA**

Meeting Agenda

Talking points

- Victoria Beach – congrats
- Introduce Aaron
- In-Kind Forms

9.30 am	**Welcome & Overview**	
9.40am	**Smart Growth Development Strategies : Lessons Learned**	
	9.40 am	**Streamlined Development Review** *Tom Burns*
	10.00am	**Connect Carmel: Green Infrastructure** *Victoria Beach*
	10.15am	**Bike to Work/School Day & Ongoing Programs** *Piet Canin*
10.35am	**10 minute break**	
	10.45 am	**Campus Based Sustainable Transportation Strategies** *Larry Pageler*
	11.05 am	**Pajaro Valley Growth Management Strategy: Can Visions Be Implemented?** *Lisa Dobbins*
	11.25 am	**New CEQA Streamlining Options: SB226 +SB375** *Kristin McKee and Steph Nelson*
11.35am	**Preliminary Conclusions and Next Steps**	
12– 1pm	**Lunch & light discussion**	

Staff Contact:

Steph A. Nelson, Associate Analyst/Planner, AMBAG

Direct: 831.264.5092

Email: snelson@ambag.org

Regional Advisory Committee Meeting #3

Part One: Smart Growth Development Strategies: Lessons learned
Part Two: Preliminary Conclusions

Regional Implementation Plan for
Smart Growth Development Strategies

April 18th 2012
UC MBest Center Marina, CA

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Kristin McKee, Planning Intern, AMBAG

MEETING AGENDA

9.30AM **Welcome & Overview**

9.40AM **Smart Growth Development Strategies: Lessons Learned**

Streamlined Development Review *Tom Burns*
Connect Carmel: Green Infrastructure *Victoria Beach*
Bike to Work/School Day & Ongoing Programs *Piet Canin*

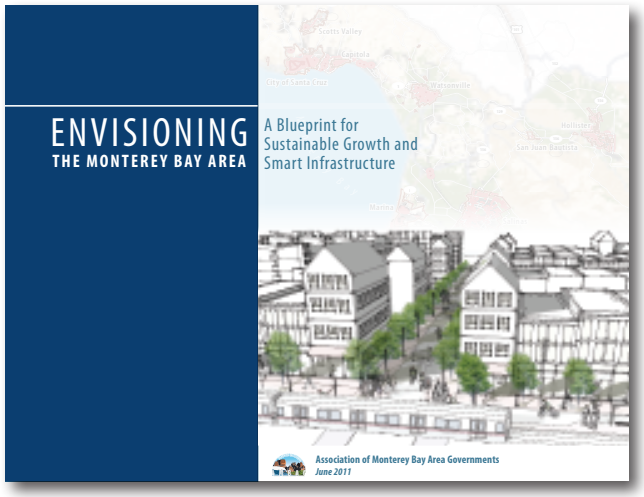
10.35AM **10 minute break**

Campus Based Sustainable Transportation Strategies *Larry Pageler*
Pajaro Valley Growth Management Strategy: Can Visions Be Implemented? *Lisa Dobbins*
New CEQA Streamlining Options: SB226 + SB375 *Steph Nelson and Kristin McKee*

11.35AM **Preliminary Conclusions and Next Steps**

12-1PM **Lunch & light discussion**

What is the Regional Implementation Plan for Smart Growth Development Strategies?

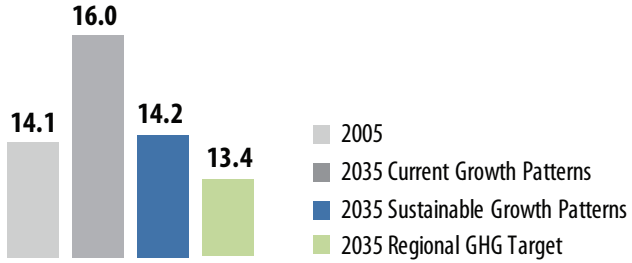


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)



Sustainable Communities & Climate Protection Act of 2008

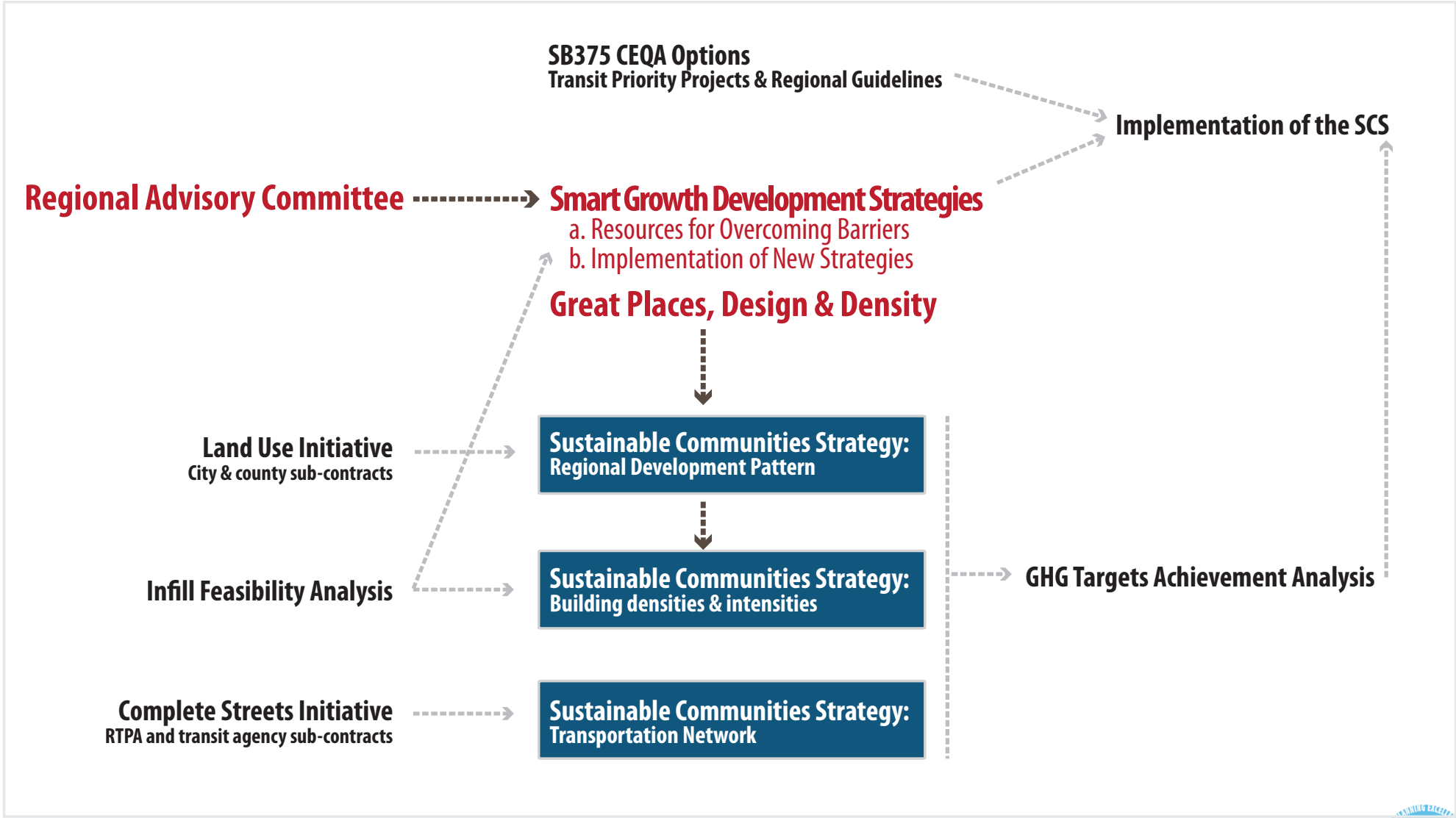
TARGET:
5% reduction transportation GHGs by 2035

-5% GHGs

SUSTAINABLE COMMUNITIES STRATEGY
Metropolitan Transportation Plan

DRAFT Diagram of the key components of SCS development in the Monterey Bay Area
January 2012

Role of the Regional Advisory Committee



Regional Advisory Committee Activities

To Date

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

Upcoming

- 3 quarterly meetings (July & October 2012, February 2013)
- Provide feedback for development of resources

Presentations:
Smart Growth Development Strategies

- What is the strategy
- Challenges/barriers encountered
- How did you overcome barriers?
- What resources would you like to have had available?

SB 375 CEQA Options

California Public Resources Code (PRC) Sections 21155.1, 21155.2 and 21159.28

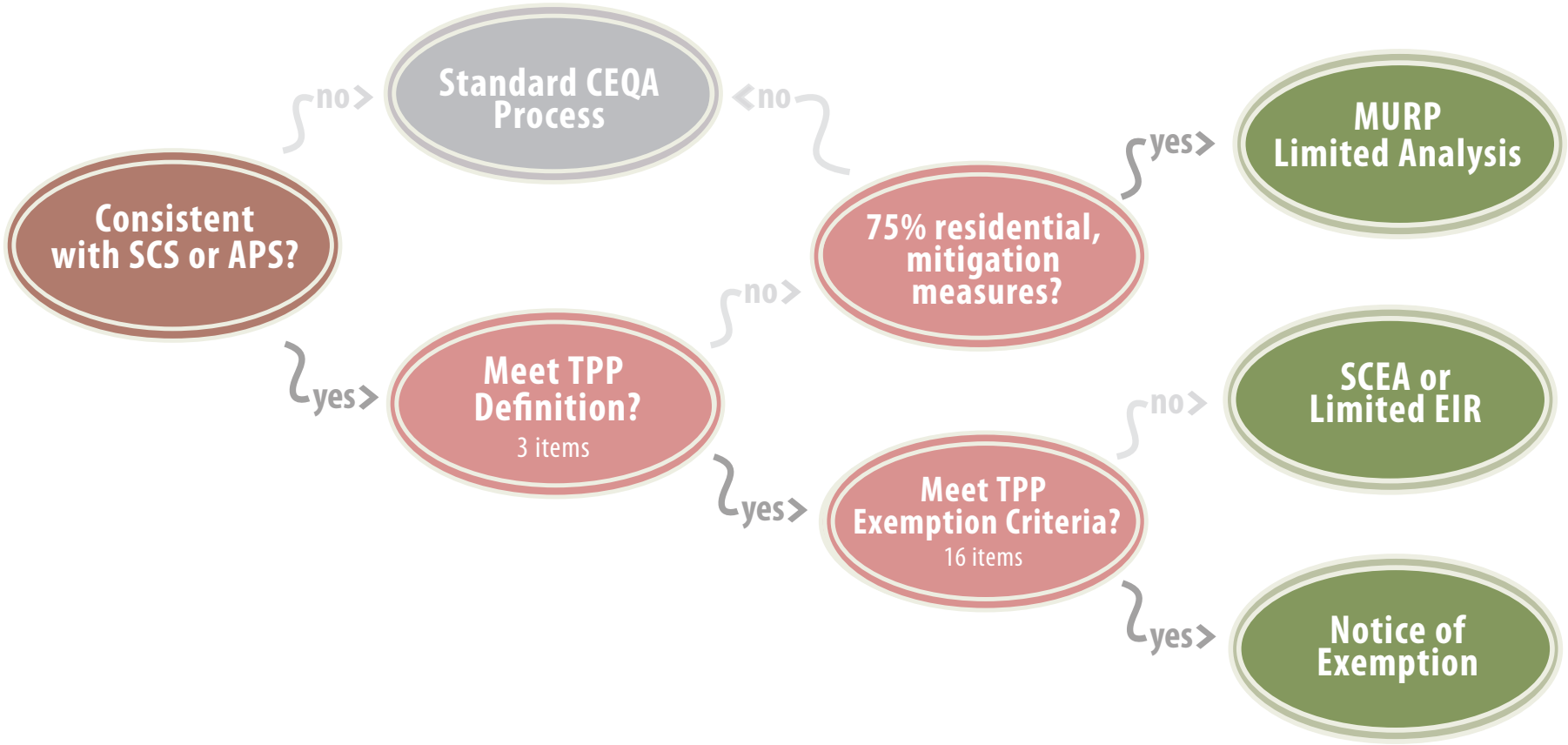
CEQA Chapter 4.2: Implementation of the Sustainable Communities Strategy

1. Full CEQA Exemption for Transit Priority Projects (TPPs)

2. Sustainable Communities Environmental Assessment (SCEA) and Limited Environmental Impact Report (EIR)

3. Limited Analysis for Mixed Use Residential Projects (MURP)

CEQA Chapter 4.2: Implementation of the Sustainable Communities Strategy



Transit Priority Projects

- **Definition**
- **Environmental Criteria (8)**
- **Land use Criteria (8)**

SB 226: CEQA Streamlining for Infill

Governor Jerry Brown signed the bill on October 4, 2011

OPR developing "Implementation Guidelines" with standards for infill projects

Public comment period ended February 24, 2012. Deadline for guidelines is July 1, 2012

Natural Resources Agency to adopt Guidelines and performance standards by January 1, 2013

Adding streamlined CEQA procedure for certain infill and walkable communities. (§21094.5 and 21094.5 and 21094.5.5).

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SENATOR
S. JOSEPH SIMITIAN
ELEVENTH SENATE DISTRICT

Fact Sheet
Senate Bill 226 (Simitian)
California Environmental Quality Act

Summary:

SB 226 revises the California Environmental Quality Act (CEQA) by:

Allowing public agencies to comment on planning and zoning matters, as required under Planning and Zoning Law, concurrently with project scoping meetings under CEQA. (Public Resources Code §21083.9).

Prohibiting a project's greenhouse gas emissions from causing a categorical exemption to be inapplicable if the project complies with regulations adopted to implement related statewide, regional, or local plans as provided in the CEQA guidelines. (§21084).

Exempting the installation of solar photovoltaic panels on the roof of a building or at an existing parking lot, if certain conditions are met. (§21080.35).

Adding streamlined CEQA procedure for certain infill and walkable communities. (§21094.5 and 21094.5 and 21094.5.5).

Authorizing the owner of a proposed solar thermal powerplant certified by the California Energy Commission to petition the Commission to review an amendment to the facility's certificate to convert the facility from solar thermal technology to photovoltaic technology without the need to file an entirely new application. Certain related time limits must be met, and the Commission must prepare a supplemental environmental review document. (§25500.1).

Need for the bill:

SB 226 responds to concerns relating to scoping meetings for certain projects, use of categorical exemptions for projects resulting in greenhouse gas emissions, and environmental review procedures for infill and solar projects.

exemptions for projects resulting in greenhouse gas emissions, and environmental review procedures for infill and solar projects.

Reasoning

Reduce automobile trips, reduce GHGs

Absorb a growing population while meeting emissions reduction goals in AB 32

Uncertainty in regulatory process is one of the top four roadblocks to sustainable development

Disconnect between SB 375 and the CEQA process, by not factoring in the regional benefits of the project

About SB 226

Four basic objectives:

- Increasing efficiencies in transportation, water use, and energy use
- Reducing GHG emissions
- Supporting transit
- Benefiting public health

Measurement: VMT

Streamlining for infill in two ways:

- Avoids repetitive analysis of effects
- Enhances development certainty and speeds up the process

Eligibility

Residential buildings, commercial and retail buildings, public office buildings, transit stations, schools

Located in an urban area, previously developed or surrounded by a minimum of 75% qualified-urban use or that would be adjacent if not separated by a public right-of-way

Consistent with SCS or approved "alternative planning strategy"

Satisfy statewide performance standards for approved types of infill project

Preliminary Conclusions & Next Steps

Interview & Survey Responses:

Barriers to Implementation

Stakeholder Concerns & Smart Growth Development Strategies

Infill Feasibility: interviews with developers & realtors

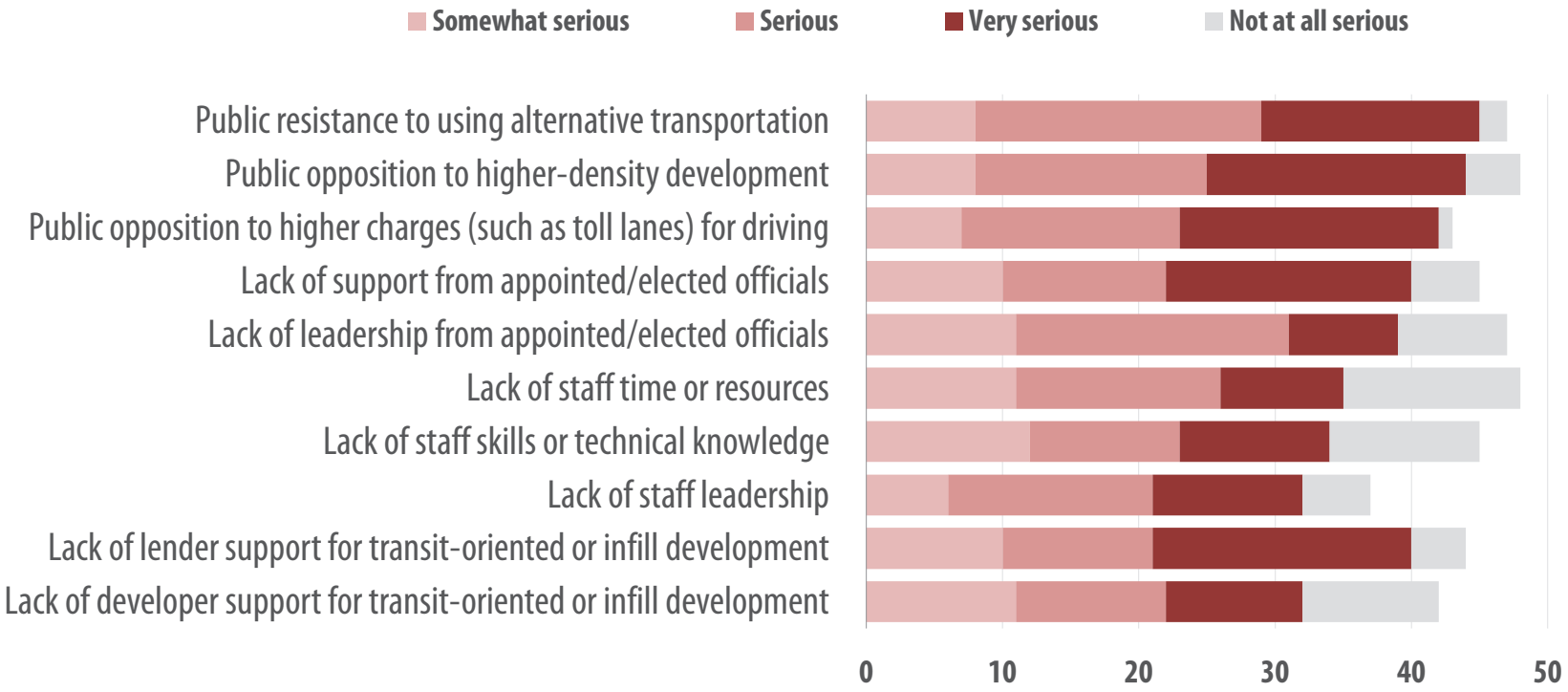
Resources to Overcome Barriers

Crowdsourcing Resources for Implementation: A Wiki Site

Barriers to Implementation

Planning Directors and RAC Members, Fall 2011 Survey Responses

Please indicate how SERIOUS A BARRIER each of the following factors would be to implemention of strategies:

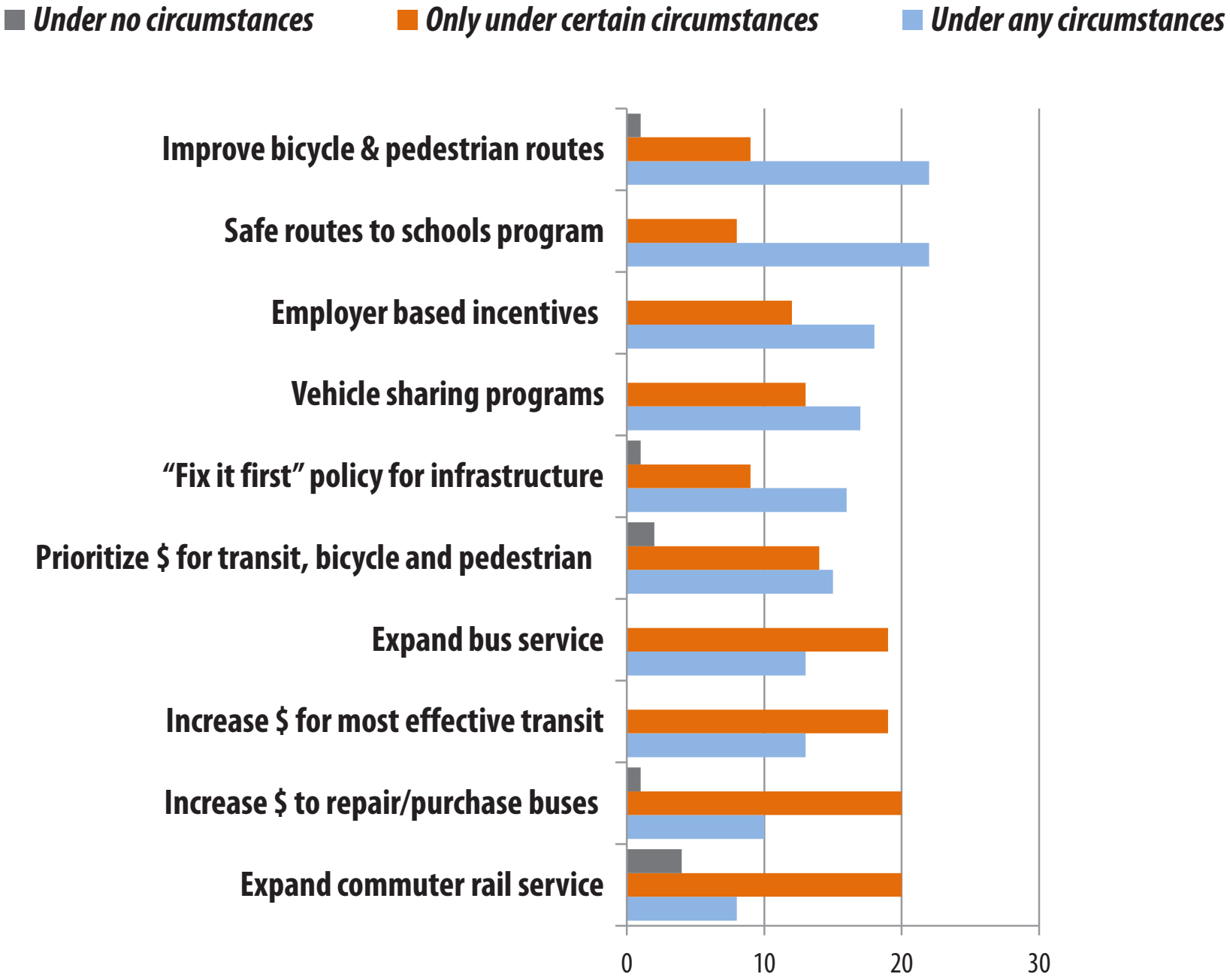


Stakeholder Concerns & Smart Growth Development Strategies

40 strategies & 30 stakeholder groups

Affordable Housing
Architecture
Monterey sailing, boating & water sports
Business, civic, govenment
Business, Environment, Agriculture, Housing, City council districts, social advocates
Carmel River Watershed Conservancy
Carmel Valley Association
LandWatch of Monterey County
Construction Companies
Labor Unions
County of Monterey
County of Santa Cruz, City Water Department
Cyclists & Pedestrians, Chambers of Commerce, Parks, Architects, Planners
Ecology Action
Grower Shippers Organization
Environmental Organizations
Hospitality groups.
UC Santa Cruz as an educational institution
Land Trust
LandWatch
LandWatch Monterey County
League of Women Voters of the Monterey Peninsula
Carmel Valley Land Use Advisory Committee
Local Government
Monterey County Hospitality Association
Monterey County Business Council
Nonprofit Alliance for Monterey County
Monterey County Aging & Disability Services Network; Monterey County Area Agency on Aging Advisory Council
Planners and City of San Juan Bautista
Planning, transportation and mining
Real estate.....single people
Residents dependent upon local economic activity for their well-being
Santa Cruz Chamber of Commerce and other regional business organizations
San Benito Chamber of Commerce
CMAP (Community Media Access Partnership)
Santa Cruz Neighbors
Senior Service organizations in Santa Cruz & San Benito Counties
The Aromas Community Grange
Transition Aromas (will be forming January 2012)
The Grower-Shipper Association of Central California
Working Families

Stakeholder Support: Alternatives to Driving



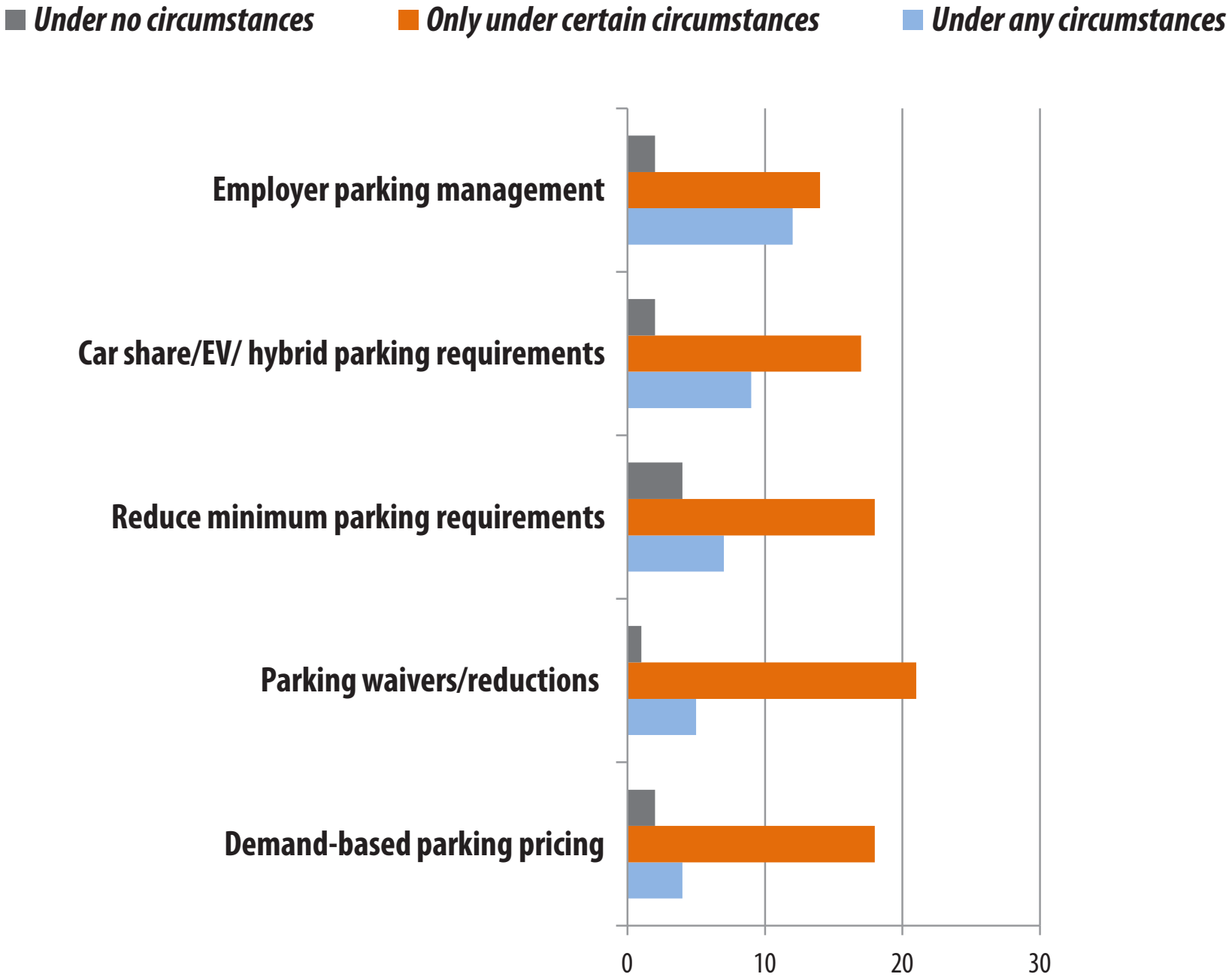
Stakeholder Concerns

- Existing transit service is underperforming or underutilized (empty buses, coverage)
- Imbalanced approach - can overly emphasize bicycle infrastructure
- Limited funding - will take away from existing
- Tourist economy is auto-dependent
- Region isn't compact enough to support transit
- Adjacent land uses - food safety issues
- Public is auto-oriented

Circumstances to Increase Support

- Demonstrate benefits of improved transit to public, tourism
- Balanced multi-modal approach
- Secure additional funding sources
- Consider adjacent land uses (buffers to ag land, compact areas)

Stakeholder Support: Parking Strategies



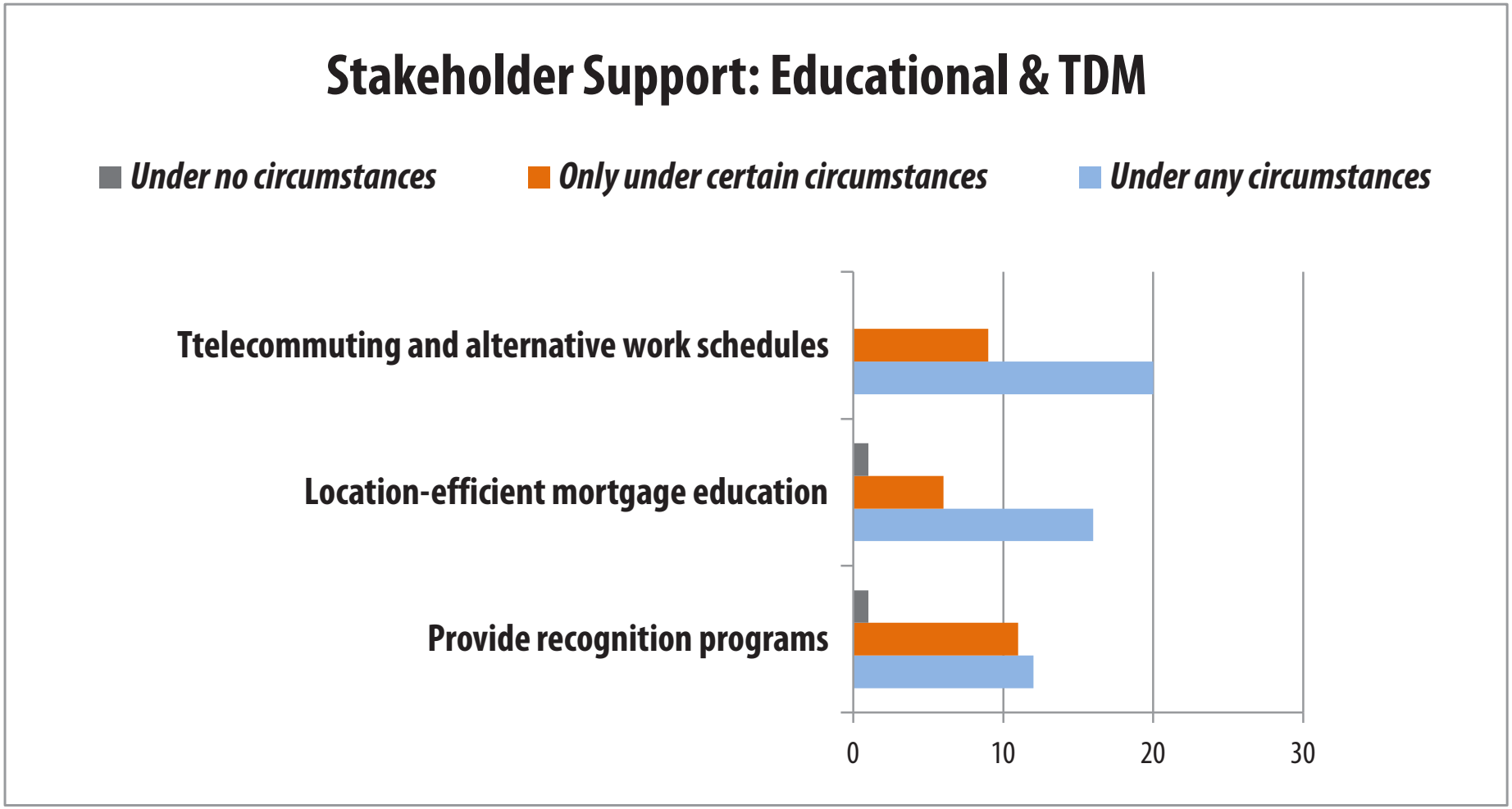
Stakeholder Concerns

- Lack of free parking drives people elsewhere
- Adverse impact on real estate development
- Adverse impact on business & tourism
- Overflow into nearby neighborhoods or retail corridors
- Can't just reduce parking, have to also provide alternatives to driving
- Equitable access to parking (re. pricing, EV and hybrid owners)
- General resistance to change
- There is too much parking already
- Lack of political support

Circumstances to Increase Support

- Provide real alternatives to driving
- Conduct an inventory of available parking & usage rates
- Has to be handled with political sensitivity; buy in of political leaders
- Use of technology (ie. SCruz smartphone meter app or SFPark app)
- Parking pricing ok if visibly benefits community and only in certain areas
- Parking requirements should be scaled to market demand

Stakeholder Support: Educational & TDM



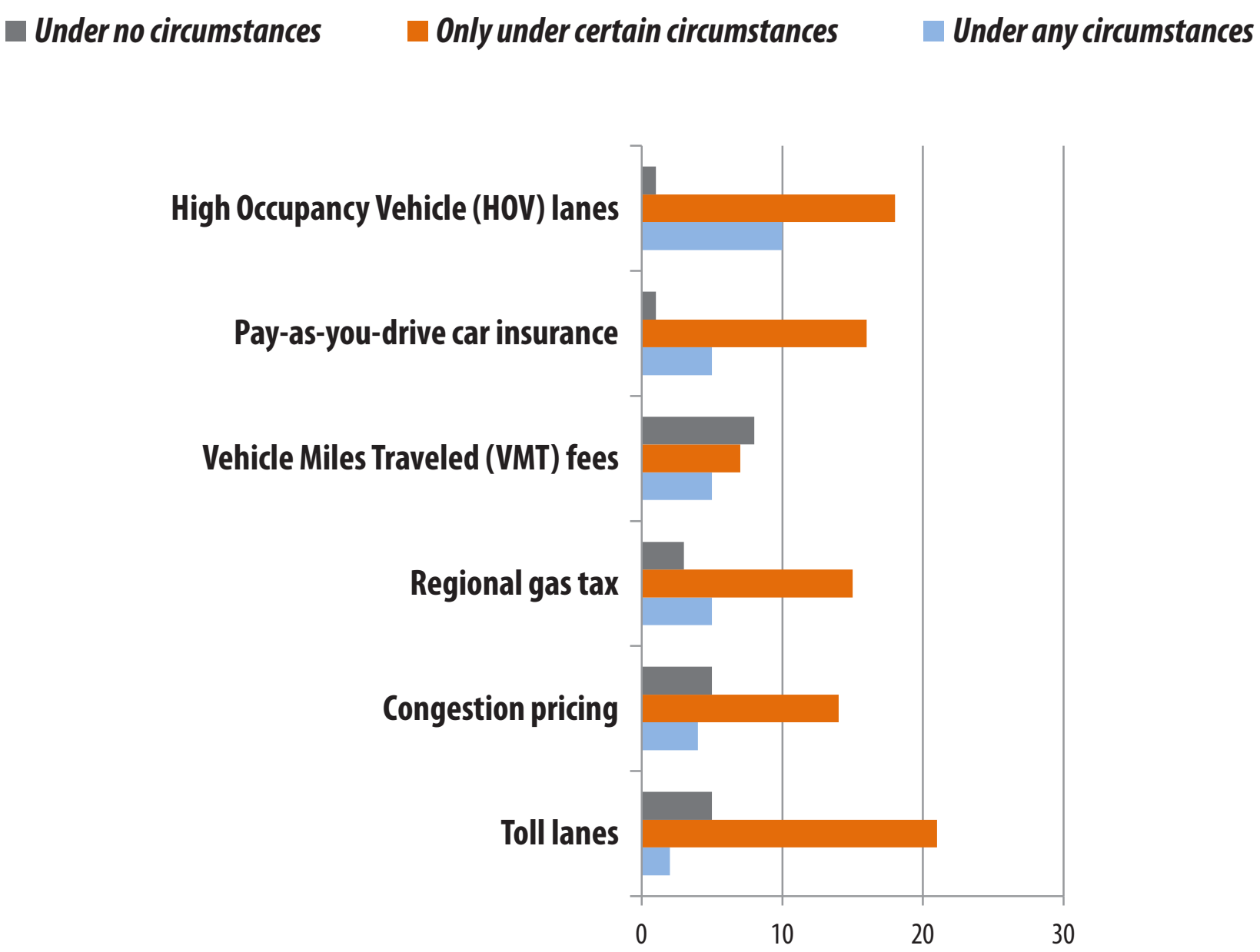
Stakeholder Concerns

- Some sectors cannot accomodate telecommuting and alt work schedules
  (ie. ag field workers)
- Require engagement and investment
- Costs associated with programs

Circumstances to Increase Support

- If benefits are demonstrated
- If costs are minimal

Stakeholder Support: Strategies that Impact the Price of Driving



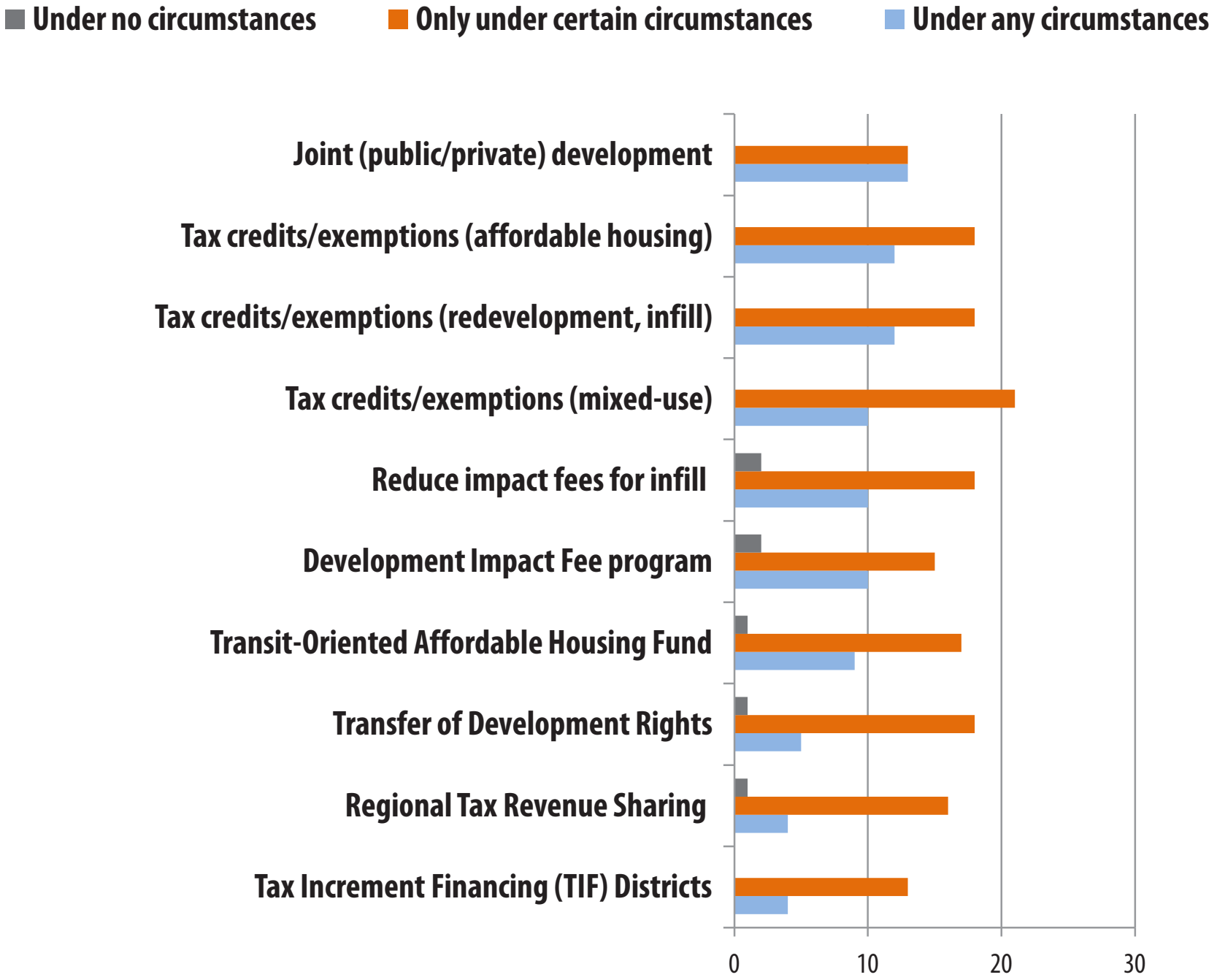
Stakeholder Concerns

- Diverting congestion to other routes
- Impact on freight movement
- Public resistance to any new fees or taxes (already pretty high)
- Impact on tourist traffic
- Equity
- Increasing stop & go traffic through toll booths (ghg's)
- Cannot be standalone strategy - lack of alternatives to driving
- How would new revenue be utilized?
- Might create need to widen roadways
- Supports the status quo (not radical enough to address climate change)

Circumstances to Increase Support

- Specific, clear and visible benefits to the user/community
- Demonstrate potential ghg reduction
- Equitable implementation
- Conduct public education; provide information
- Alternative investment in a HOT lane
- Ensure roadways will not be widened
- Add extra lane for HOV or HOT lane
- If HOV was for low carbon fuel vehicles (EVs, hybrids)
- Demonstrate positive impact for tourism and freight

Stakeholder Support: Economic Strategies



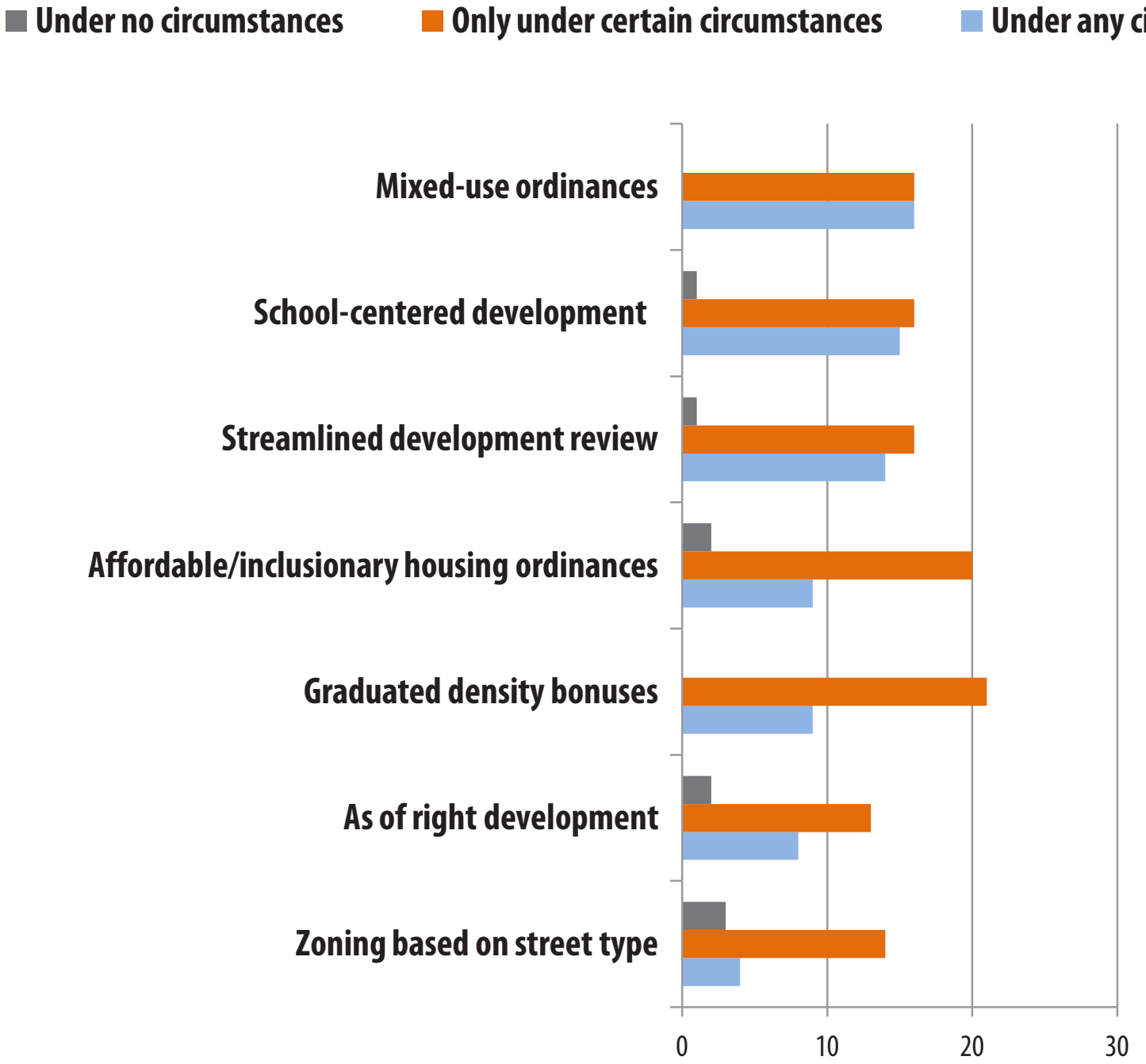
Stakeholder Concerns

- Development fees passed on by developer
- Almost any development in a city could be seen as "infill"
- Cities depend on fees to provide $ for infrastructure
- Need significant initial investment; buyers of property rights
- Carelessness with spending TIF revenues
- Creating new districts creates more bureacracy ($)
- General concerns about new development
- Uncertainty of how strategies would work
- Amount of $ involved and how agencies handle shortfalls
- Difficult to discuss at a regional level
- Regional equity & politics
- Willingness of private developers
- Supports the status quo (not radical enough to address climate change)
- Conflicts of interest

Circumstances to Increase Support

- Demonstrate benefits to community
- Demonstrate how it's tied to larger plan with conservation outcomes
- Ensure community has input and take holistic approach
- Ensure equitable implementation, address jobs/housing imbalance
- Political leadership/support
- Employ smart growth and good design principles

Stakeholder Support: Land Use Strategies



Stakeholder Concerns

- Available land area for schools in urban areas; resulting traffic
- Equity (with rural schools)
- Many variations in implementation
- Undermine integrity of environmental review process
- Undermine integrity of GP and zoning
- Fairness of dev. review (who gets to access streamlining opportunities?)
- Streamlining process could lead to bad development
- Front end costs of consolidating properties
- General concerns about new development
- Uncertainty of how strategies would work
- Increased density leading to increased crime/violence
- "Stick" vs. "Carrot" approach
- Stigma about affordable housing

Circumstances to Increase Support

- Have clear definition and guidelines established/feasibility analysis
- Demonstrate benefits of improved transit to public, tourism
- Demonstrate how it's tied to larger plan with conservation outcomes
- Ensure community has input and take holistic approach
- Ensure equitable implementation
- Political leadership/support
- Employ smart growth and good design principles
- Provision of community amenities (ie. comm gardens)
- Provision of affordable housing integrated into market rate housing
- Demonstrate how projects could pencil out

How financially feasible is infill development in the MBay area?

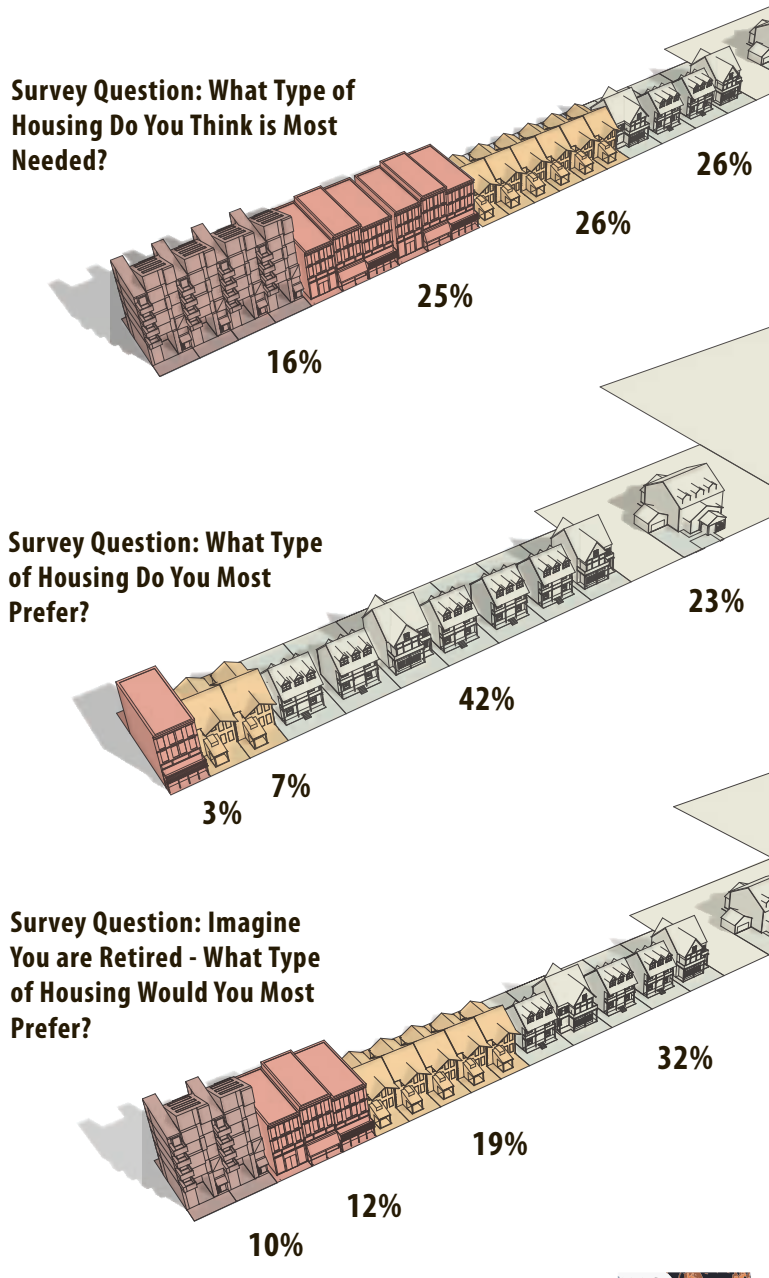
Interviewed 10 developers + realtors

Market Trends

- Most developers prefer to build SFD on small lots
- Oversupply of SFD, unmet demand for MF
- Difficulty in financing construction/purchase of condominiums
- Developers have shifted to MF rentals
- 3 bedrooms are most in-demand for sale housing
- Landowners holding out until market rebounds
- Ground floor retail of many mixed use project remain vacant

Blueprint Survey Responses for Housing Preferences

More detailed survey results can be found in Technical Appendix E



How financially feasible is infill development in the MBay area?

Barriers to development

- Entitlements process: time, cost uncertainty
- Costs of impact fees and CEQA studies
- Parking requirements are too high
- Having adequate off-street parking available
- Vertical mixed use requirements (vs. neighborhood level/horizontal)
- Land supply - parcels too shallow to accomodate parking AND bldng envelope
- Too few local developers with capacity to see projects through
- Land prices
- Price of labor
- Gap financing of affordable housing (loss of funding)

How financially feasible is infill development in the MBay area?

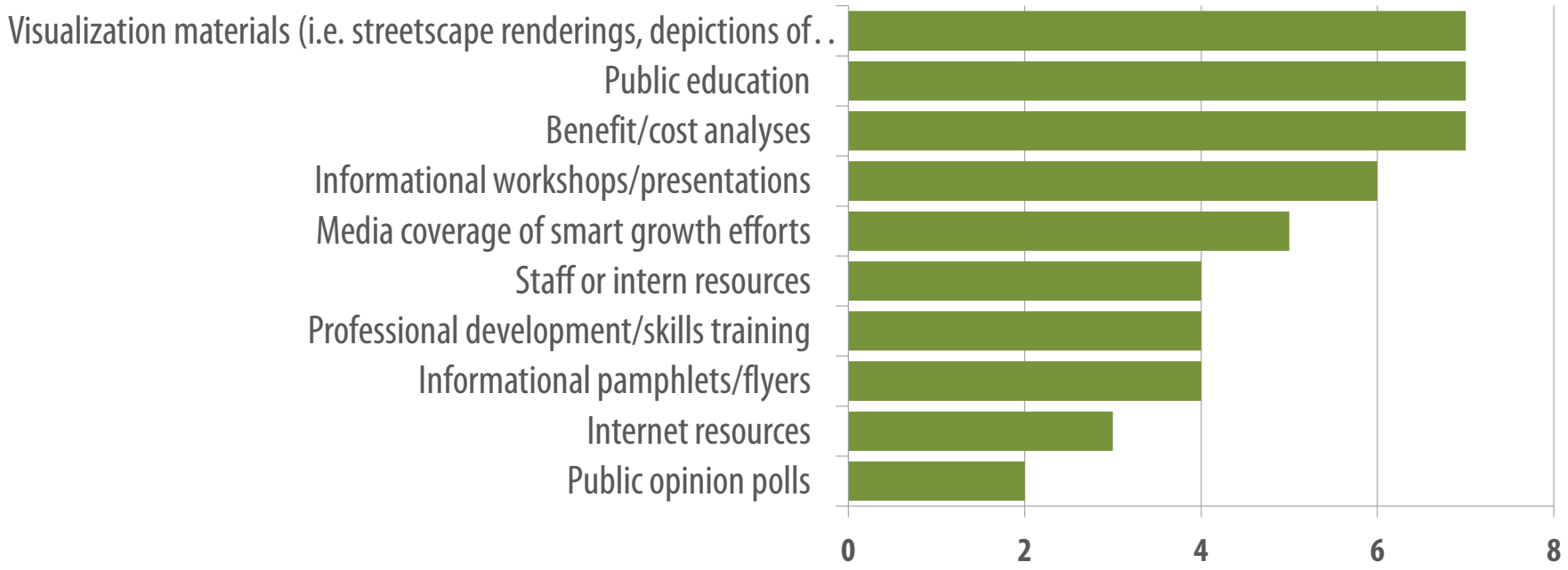
Outlook

- Developers are building for rental to sell later
- For-sale market for high density is years away
- There's a market for households within a half mile of downtown - might own a car but use infrequently
- Currently limited competition against existing homes in Salinas; old homes will take a hit when new (greener) supply comes online
- Provision of public parking structures necessary for higher density neighborhoods
- Allow developers to pay in-lieu fees to provide parking off-site
- Streamlining and reducing fees to generate development that cities want

Helpful Resources for Overcoming Barriers

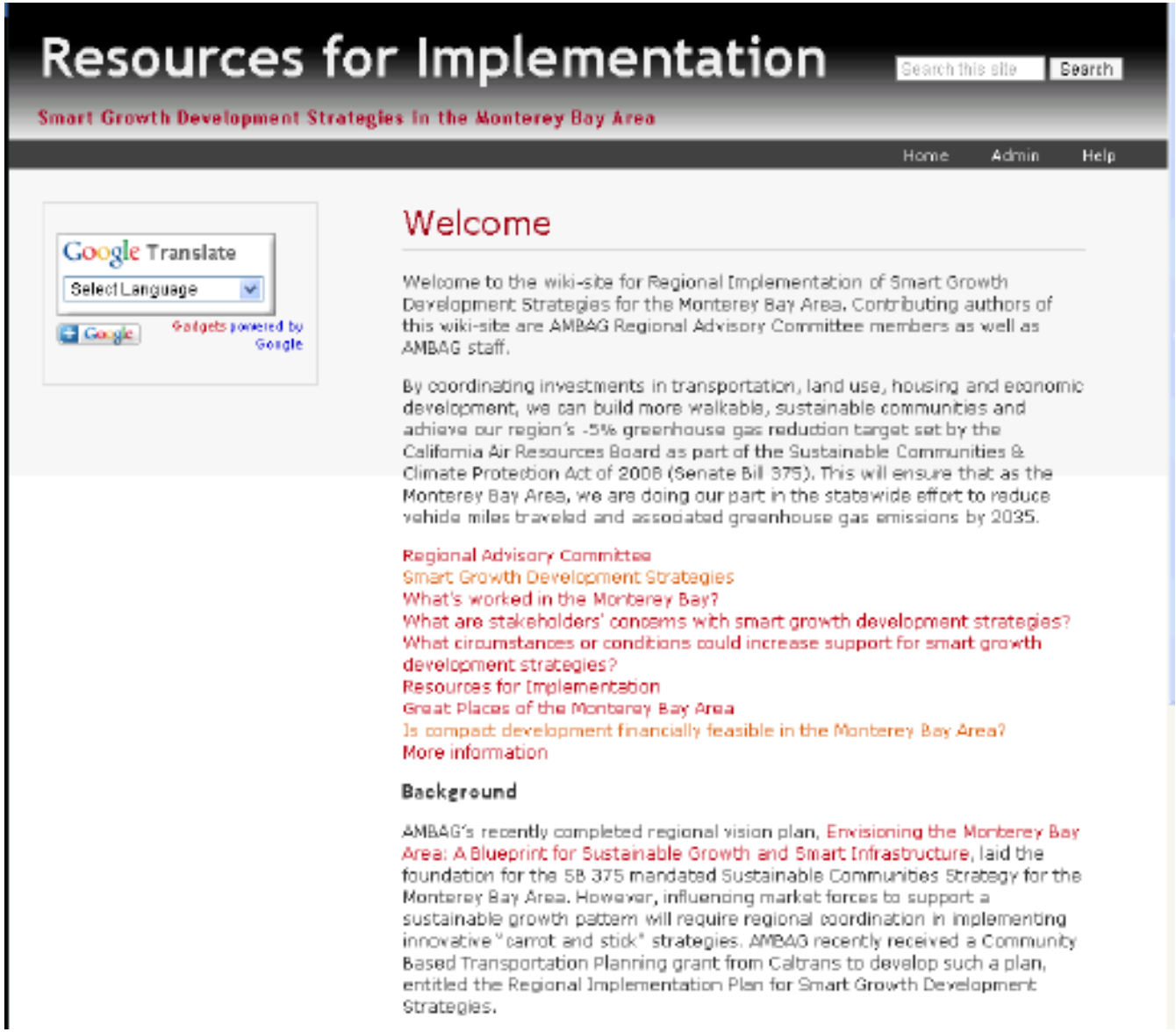
Planning Directors, Fall 2011 Survey Responses

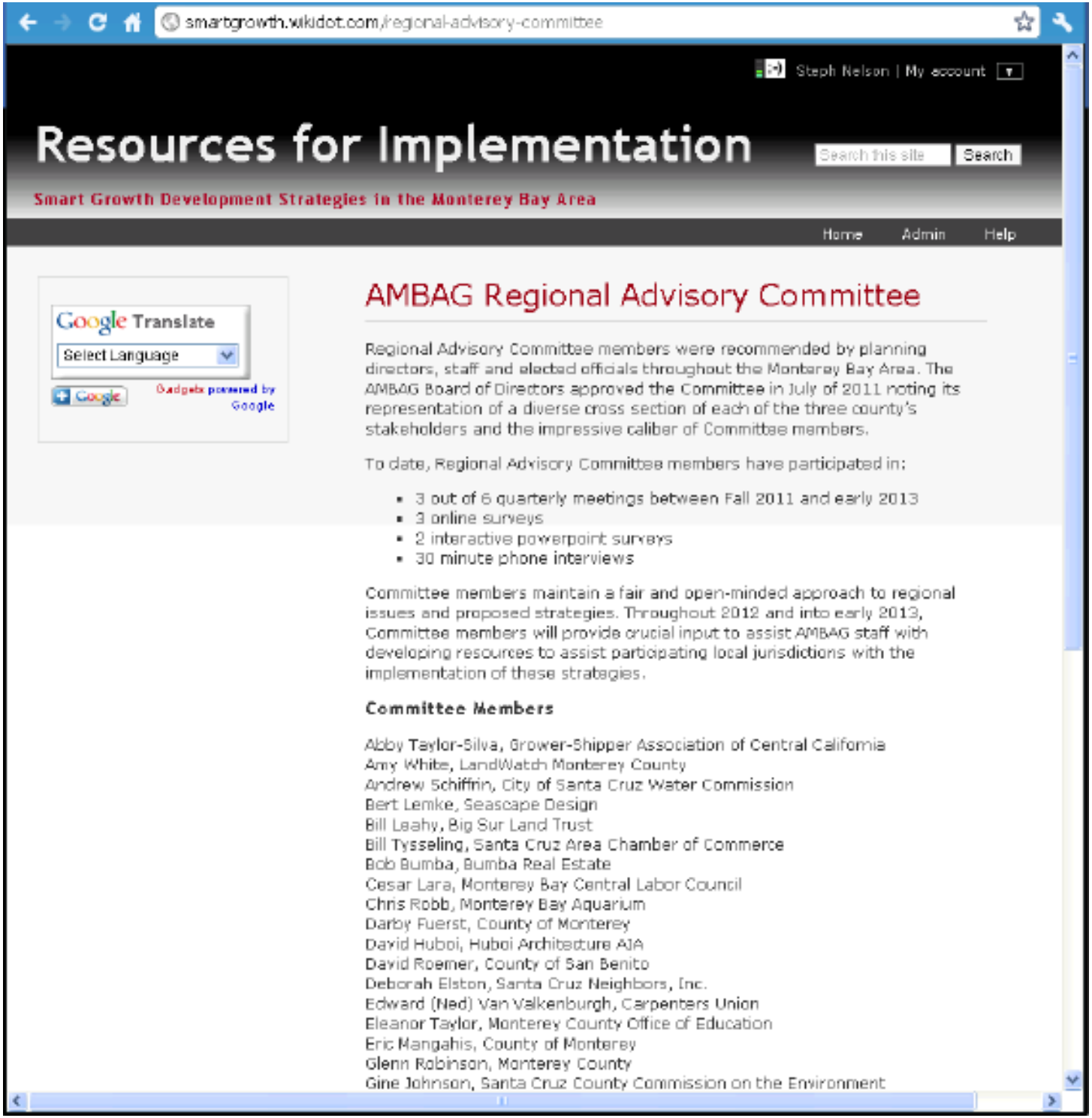
Helpful Resources for Overcoming Barriers:



Crowdsourcing Resources for Implementation: A Wiki-Site

smartgrowth.wikidot.com

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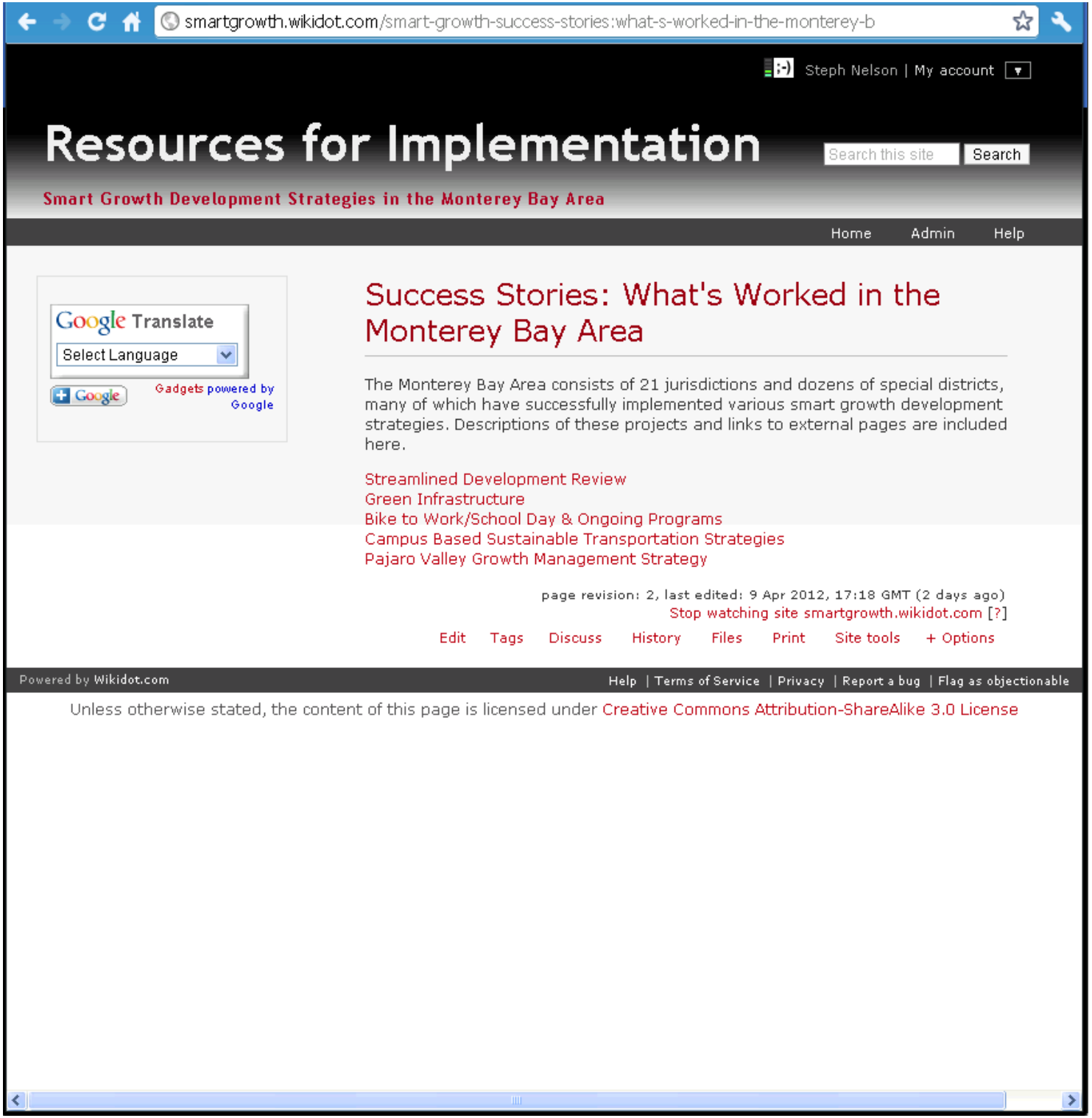
AMBAG Regional Advisory Committee
Regional Advisory Committee members were recommended by planning directors, staff and elected officials throughout the Monterey Bay Area. The AMBAG Board of Directors approved the Committee in July of 2011 noting its representation of a diverse cross section of each 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
Darby Fuerst, County of Monterey
David Huboi, Huboi Architecture AIA
David Roemer, County of San Benito
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


smartgrowth.wikidot.com/smart-growth-success-stories:what-s-worked-in-the-monterey-b
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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
page revision: 2, last edited: 9 Apr 2012, 17:18 GMT (2 days ago)
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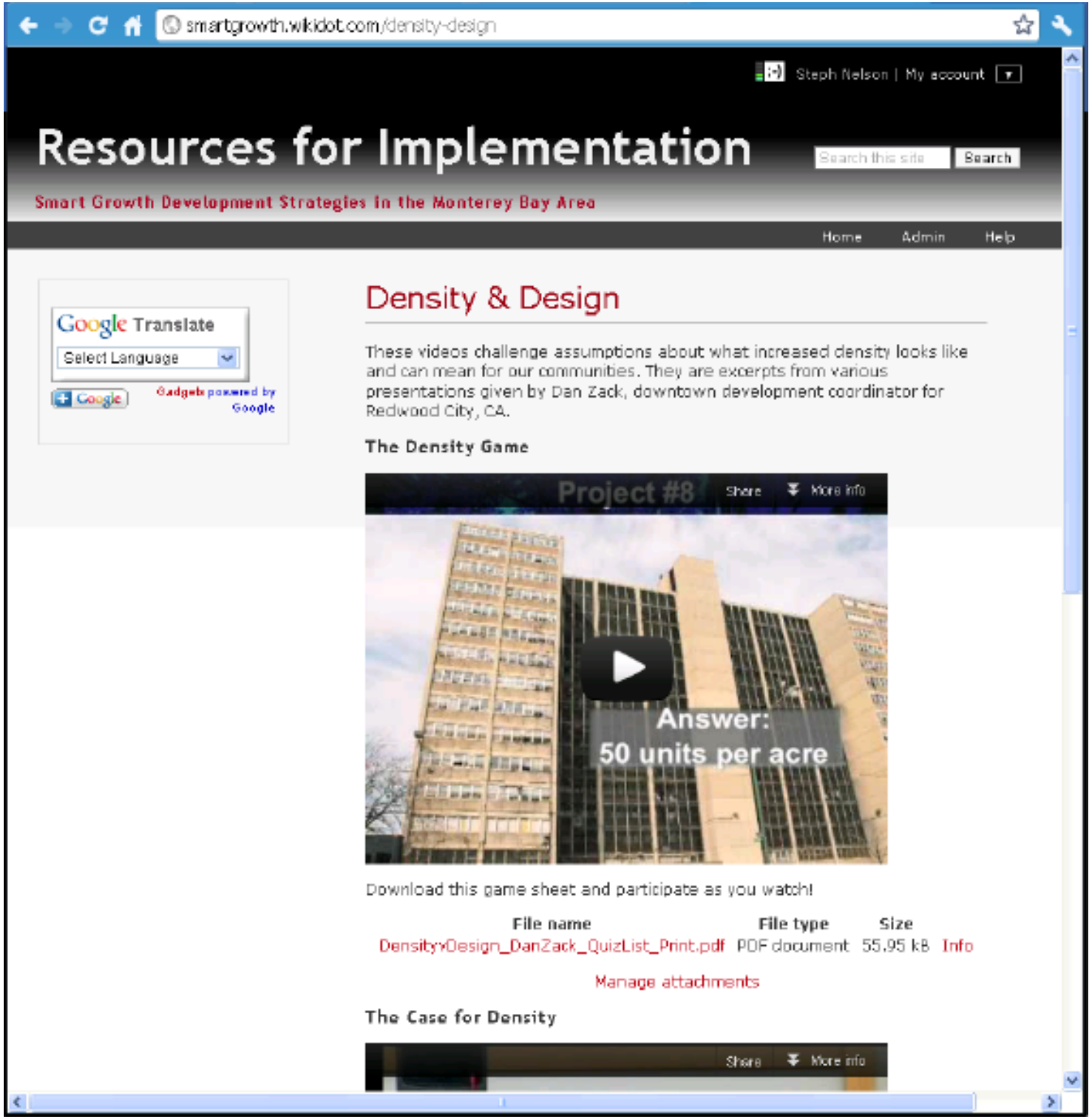
Pajaro Valley Growth Management Strategy
The mission of Action Pajaro Valley is to create a positive future for the residents of the Pajaro Valley by facilitating an ongoing collaborative process for planning, informing and serving as a resource for community decision-making.[1]
Action Pajaro Valley reached some significant milestones, such as:
Enacted a "Vision Process"
Facilitated discussion of water supply alternatives for the Pajaro Valley
Developed a Growth Management Strategy
Successfully educated the public about Measure U, the Orderly Growth & Agricultural Protection ballot Initiative that passed within the City of Watsonville
Established a Pajaro River Task Force and a Technical Stream Team with the goal of reaching consensus on the Pajaro River Levee Reconstruction Project.
Action Pajaro Valley's successes were due largely in part to community members coming together to declare the mission of the organization as the following:
Action Pajaro Valley: Together, Planning our Future
Share
More Info


smartgrowth.wikidot.com/density-design
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Density & Design
These videos challenge assumptions about what increased density looks like and can mean for our communities. They are excerpts from various presentations given by Dan Zack, downtown development coordinator for Redwood City, CA.
The Density Game
Project #8
Share
More info
Answer:
50 units per acre
Download this game sheet and participate as you watch!
File name
File type
Size
DensityvDesign_DanZack_QuizList_Print.pdf
PDF document
55.95 kB
Info
Manage attachments
The Case for Density
Share
More info

Next Steps

April to July 2012

- Review and analyze all survey results
- Upload conclusions and analysis to wiki-site

July 2012 RAC Meeting

- Present findings
- Present draft resource toolkits
- Conduct training on using wiki-site
- Obtain feedback from RAC and Planning Directors

October 2012 & January 2013 RAC Meetings

- Revisions/feedback on findings and resource toolkits
- Other issues of interest/concern

Regional Advisory Committee

April 18, 2012

Community Vision

Overview

Creating the Vision

- Involved 2,000 community members.
- Identified Valley's assets, issues, and opportunities.
- Defined community vision.

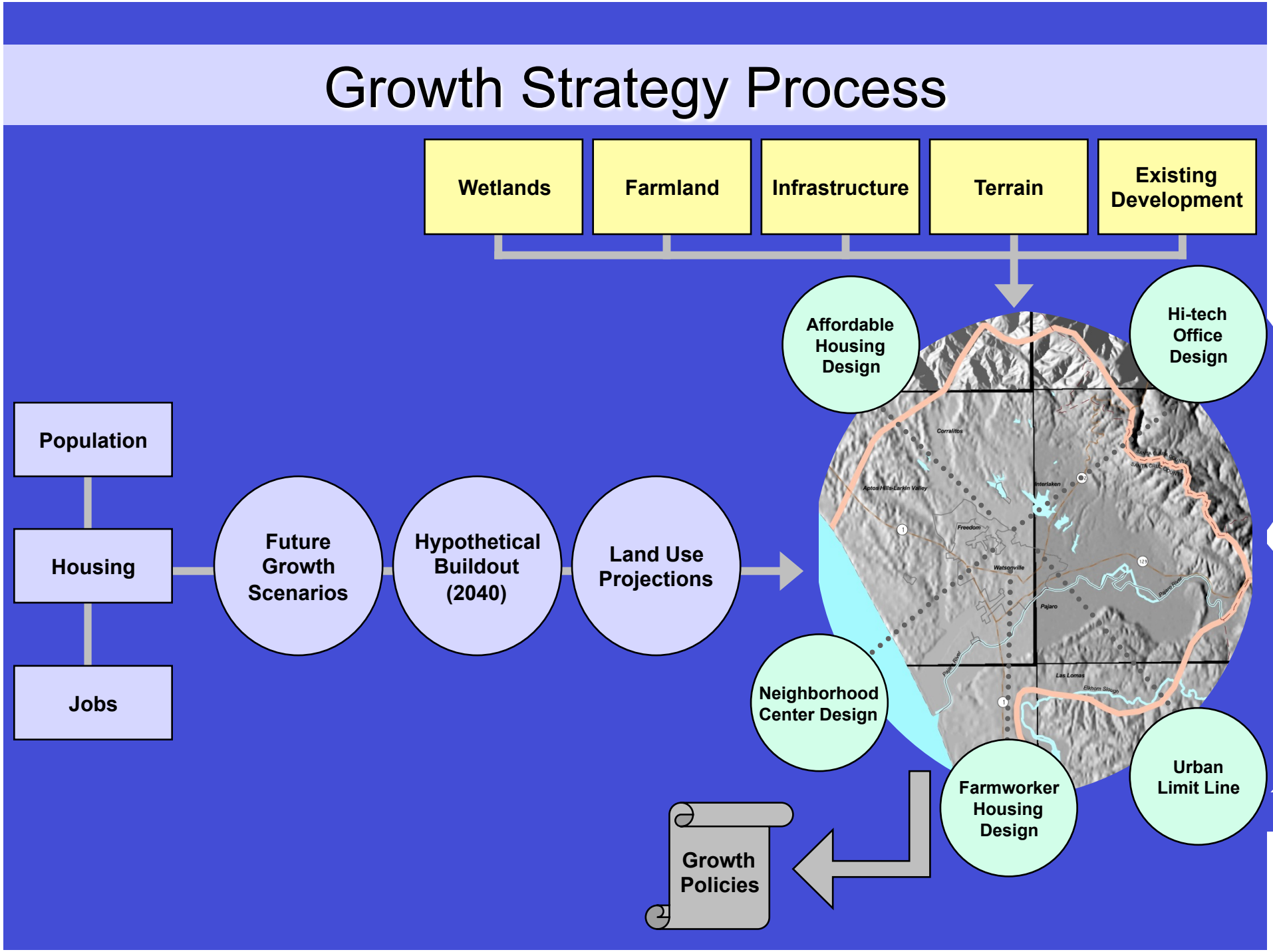
Developing Growth Management Strategy

- Based upon community vision.
- Developed by Action Pajaro Valley Advisory Board.
- Includes policies affecting physical growth in the Valley.

Implementing Growth Policies

- Supported by stakeholders from Santa Cruz and Monterey counties and the City of Watsonville.

Growth Strategy Process



Growth Strategies

- **Preserve Agricultural Lands**
- **Preserve Special Areas**
- **Ensure Adequate Public Infrastructure**
- **Reduce Costs of Public Infrastructure**
- **Reduce Resource Consumption**
- **Reduce Travel Times**

Growth Strategies

- **Encourage Denser Development**
- **Build Sense of Community**
- **Reduce Segmentation**
- **Preserve Downtown**
- **Address Jobs/housing Imbalance**

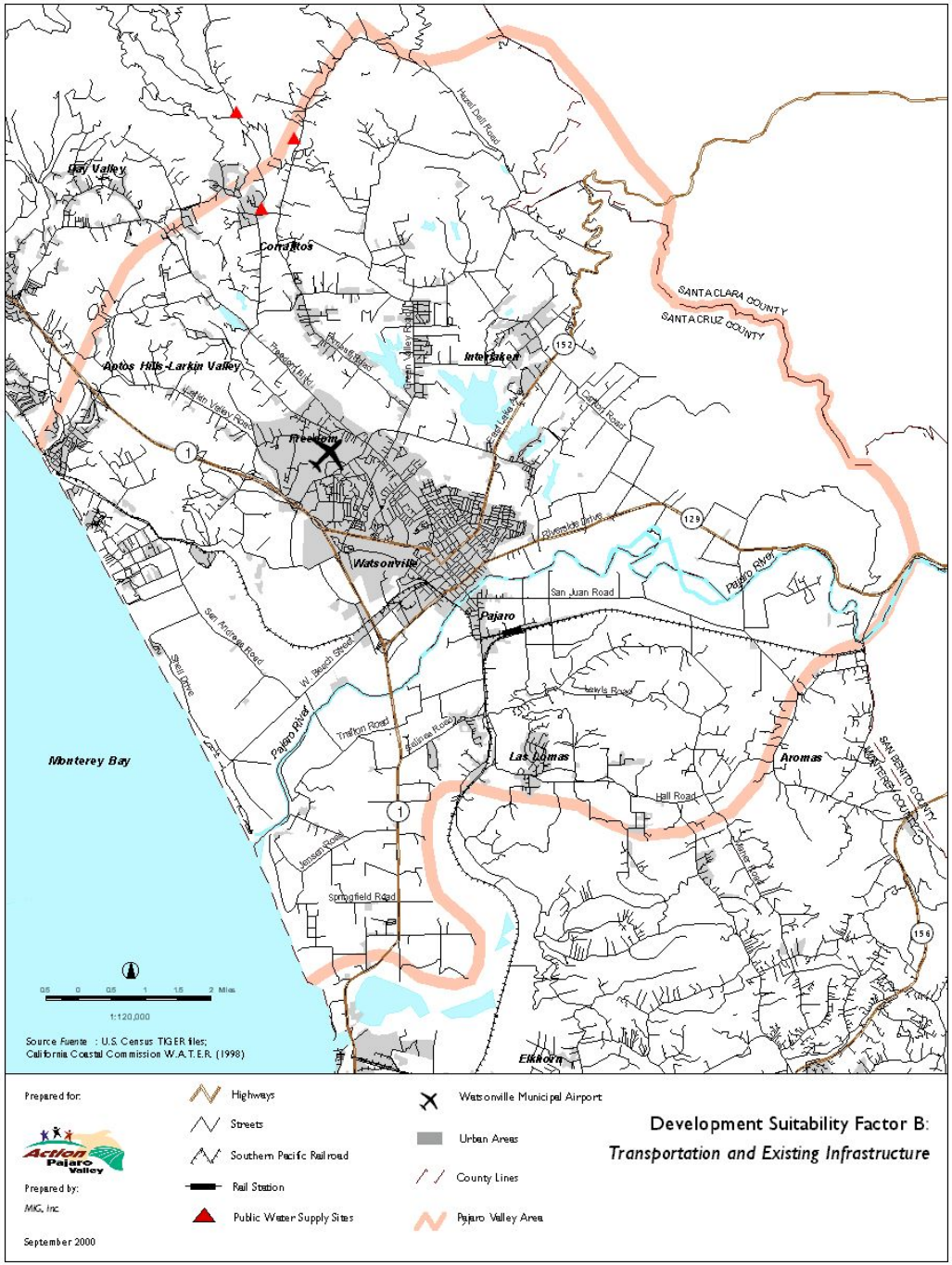
Development Suitability Mapping

- **Provides qualitative analysis of physical land constraints for development suitability.**
- **Assesses environmental, geologic, and infrastructure constraints.**

Development Suitability Mapping

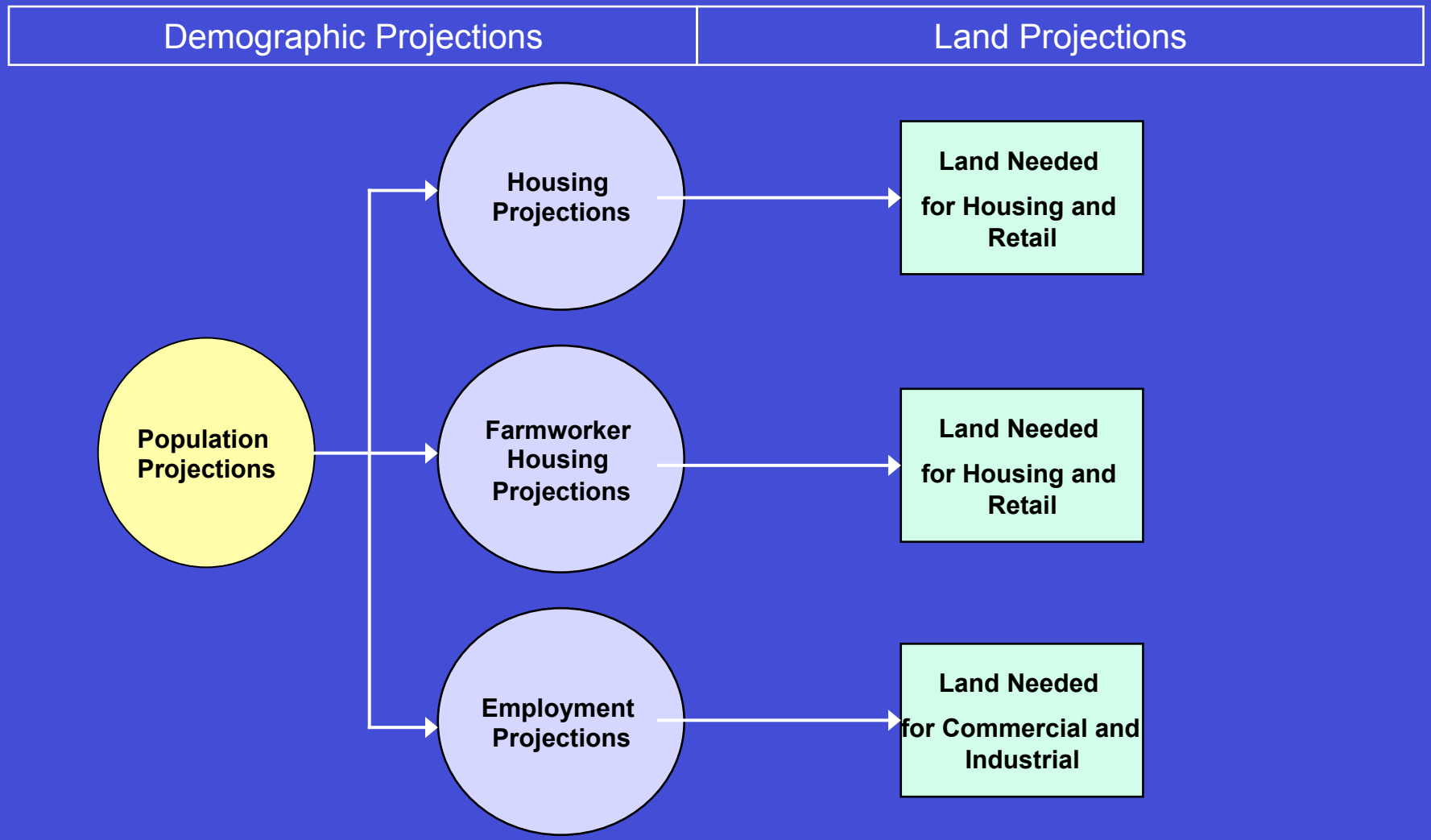
Suitability Factors

- **Topography**
- **Transportation and existing infrastructure**
- **Existing land use**
- **Surface water and wetlands**
- **Important farmlands**
- **Floods and faults**
- **Planning jurisdictions**


Bay Valley
Corralitos
Aptos Hills-Larkin Valley
Freedom
Watsonville
Pajaro
Interlaken
Las Lomas
Aromas
Elkhorn
Monterey Bay
SANTA CLARA COUNTY
SANTA CRUZ COUNTY
SAN BENITO COUNTY
MONTEREY COUNTY
Hazel Dell Road
Trafton Road
Pajaro River
San Juan Road
Hall Road
Springfield Road
Jensen Road
Lewis Road
Thurwachter Road
Silliman Road
Pajaro Blvd
W. Beach Street
San Andreas Road
Shell Beach
Riverside Drive
Freedom Blvd
Larkin Valley Road
Prescott Dr.
Green Valley Road
Corralitos Creek
Struve Road
Holohan Road
Harkins Slough
Watsonville Municipal Airport
Urban Areas
County Lines
Pajaro Valley Area
Highways
Streets
Southern Pacific Railroad
Rail Station
Public Water Supply Sites
1:120,000
Source Fuente : U.S. Census TIGER files;
California Coastal Commission W.A.T.E.R. (1998)
Prepared for:
Action Pajaro Valley
Prepared by:
MIG, Inc.
September 2000
Development Suitability Factor B:
Transportation and Existing Infrastructure

Day Valley
Corralitos
Aptos Hills-Larkin Valley
Interlaken
Freedom
Watsonville
Pajaro
Monterey Bay
Las Lomas
Aromas
Elkhorn
SANTA CLARA COUNTY
SANTA CRUZ COUNTY
SAN BENITO COUNTY
MONTEREY COUNTY
Pajaro River
Pajaro River
1
152
129
156
1:120,000
Source Fuente: Monterey County Water Resources Agency
1991 Land Cover Data
Prepared for:
Action Pajaro Valley
Prepared by:
MIG, Inc.
September 2000
Agriculture
Open Space
Urban
Unclassified
Highways
County Lines
Pajaro Valley Area
Development Suitability Factor C:
Existing Land Use
Monterey County and Parts of Santa Cruz County

Growth Projections and Scenarios



Growth Projections and Scenarios

	Population			Households				Jobs		
AREA	2000	2020	Change	2000	Size	2020	Change	2000	2020	Change
PV – Monterey County unincorporated	13,100	18,700	5,600	4,190	3.1	6,296	2,106	6,369	9,570	3,201
PV – Santa Cruz County unincorporated	24,800	35,400	10,600	10,660	2.3	16,017	5,357	16,203	24,346	8,143
Watsonville	38,100	54,400	16,300	11,368	3.4	17,086	5,718	17,279	25,970	8,691
TOTAL	76,000	108,500	32,500	26,218	2.9	39,399	13,181	39,851	59,886	20,035

Assumptions:

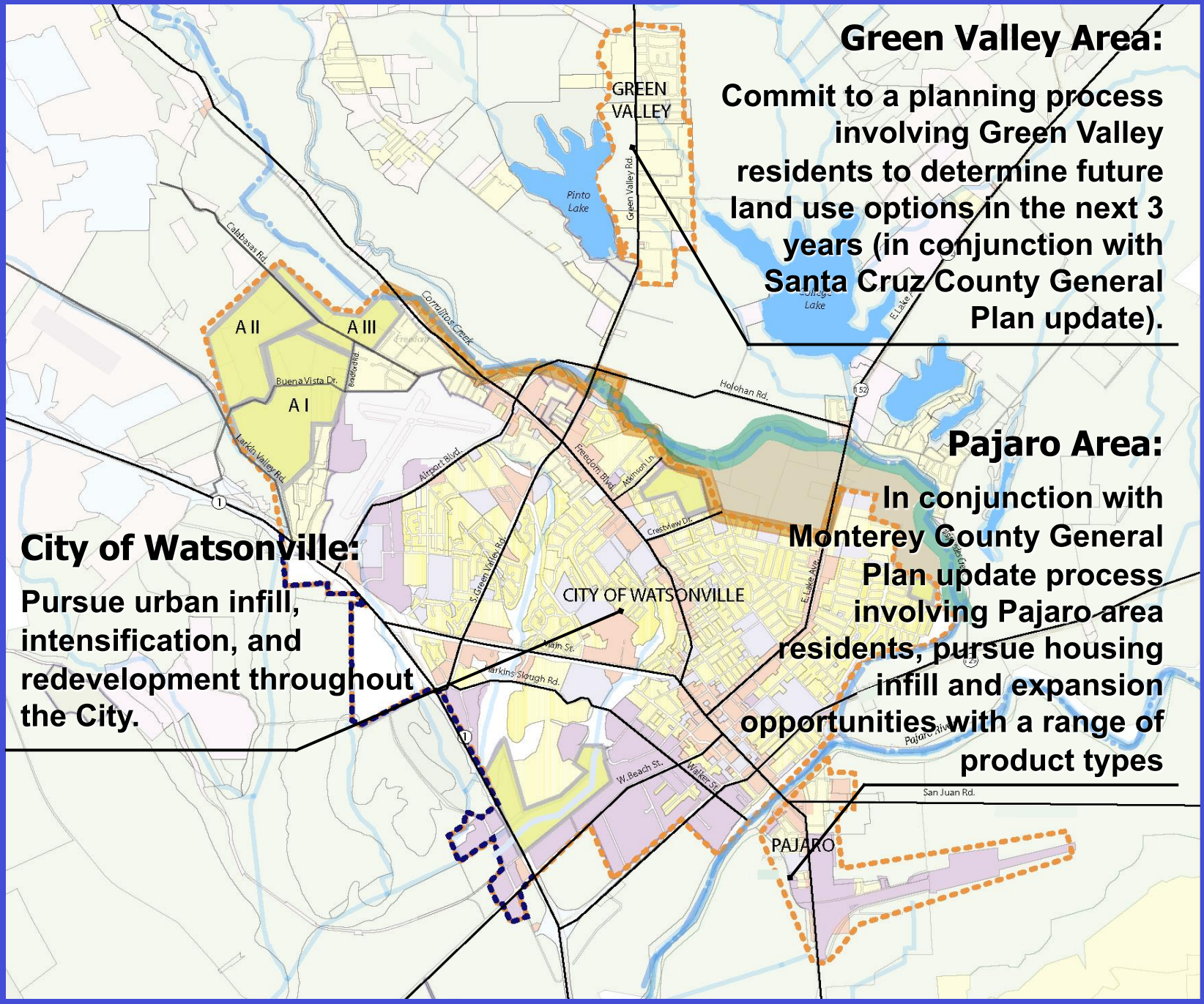
1. **Annual population growth rate = 1.8%**
2. **Residential vacancy rate = 5.0%**
3. **Does not include relief of overcrowding**
4. **Jobs per household = 1.6**
5. **Unemployment rate = 5.0%**

Growth Projections and Scenarios

- **Project growth within existing boundaries of Watsonville**
- **Allocate growth outside existing boundaries of Watsonville**
- **Determine growth boundaries**

Growth Policy Framework

- **Growth Boundary for City of Watsonville**
- **Phasing of Growth**
- **Planning areas for Monterey and Santa Cruz Counties**
- **Ten-Year Review – "Progress Report 2012"**



Green Valley Area:

Commit to a planning process involving Green Valley residents to determine future land use options in the next 3 years (in conjunction with Santa Cruz County General Plan update).

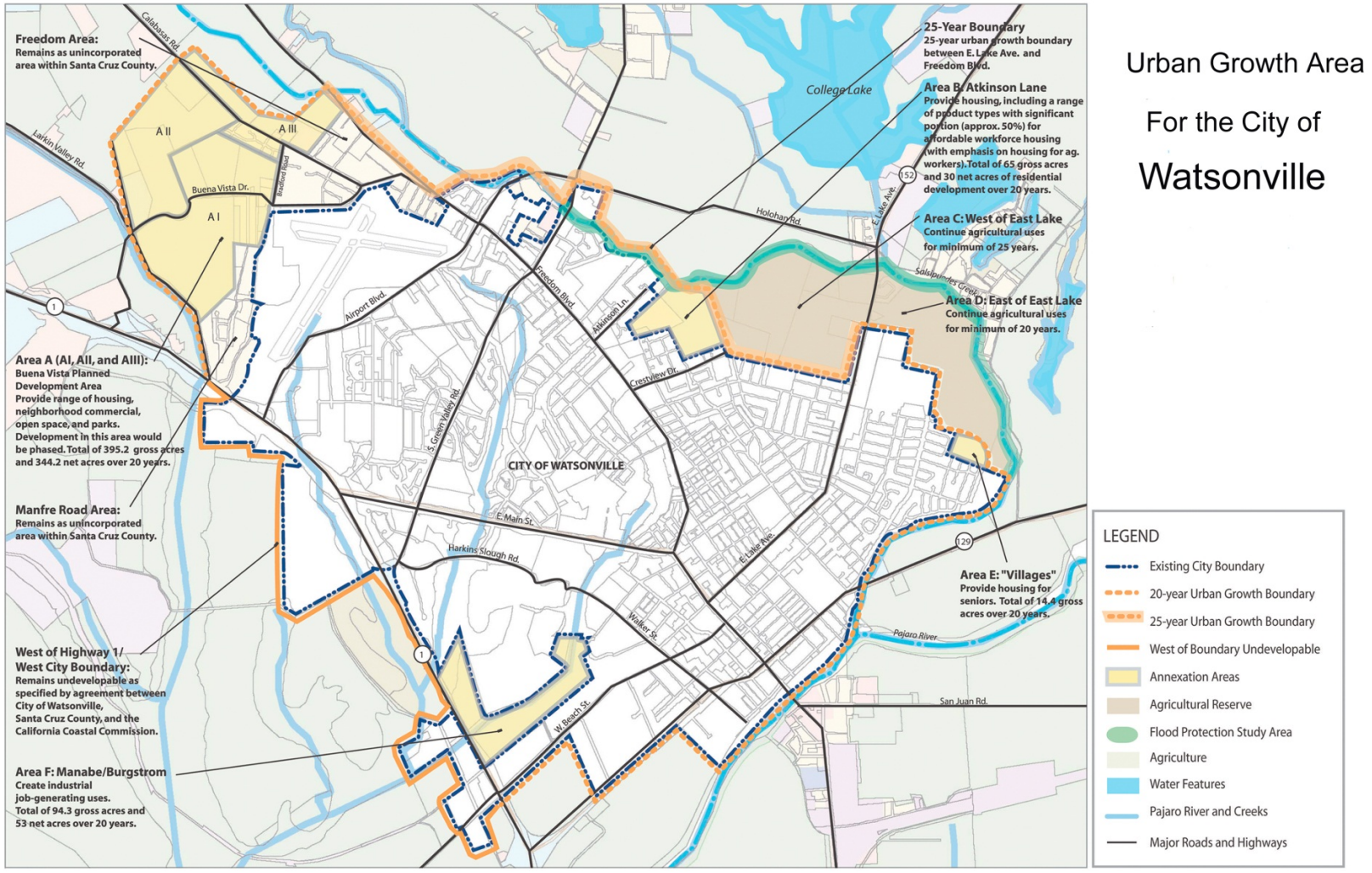
Pajaro Area:

In conjunction with Monterey County General Plan update process involving Pajaro area residents, pursue housing infill and expansion opportunities with a range of product types

City of Watsonville:

Pursue urban infill, intensification, and redevelopment throughout the City.

Growth Areas for Watsonville



Implementation

- Agreement of APV stakeholder organizations.
- Endorsement by the City of Watsonville and Santa Cruz County.
- Require a vote of the people of Watsonville via a grassroots ballot initiative.
- Update Santa Cruz County, Monterey County and City of Watsonville General Plans.
- Public process via Local Agency Formation Commission (LAFCO)
- Establish a system for monitoring and evaluating the strategy according to the policies.

Implementation - Success

- **Endorsed by stakeholder groups including City Council of Watsonville and Santa Cruz County Supervisors**
- **Orderly Growth and Agricultural Protection Voter Initiative passed in Watsonville 2002**
- **Villages Senior housing area annexed into City in 2002**
- **City of Watsonville annexed Manabe-Ow industrial job growth area in 2006 – with Big Box deed restrictions**
- **Monterey County General Plan adopted with Pajaro as a Community Area**

Implementation - Obstacles

- **Watsonville General Plan 2030 challenged in court – still under revision to meet court order**
- **Proposed future housing growth area planning partnership between Santa Cruz County and City of Watsonville partially thwarted by court action**
- **Redevelopment Agency demise causing major shift regarding tools for infill development – Pajaro impacted**
- **Enterprise Zone program in Watsonville ending – removing an economic development tool**
- **Overall economic and housing crisis impact**

Next Steps for Growth Management Strategy

- **Complete the "Progress Report" – Evaluation of the successes and obstacles of the strategy developed 10 years ago**
- **Determine what actions the community could take to address the current situation in the Pajaro Valley**
- **Continue to provide a forum for collaboration and communication about important land use issues**

Action Pajaro Valley

Juntos, Planeando Nuestro Futuro • Together, Planning Our Future

Questions and Comments

Thank you!

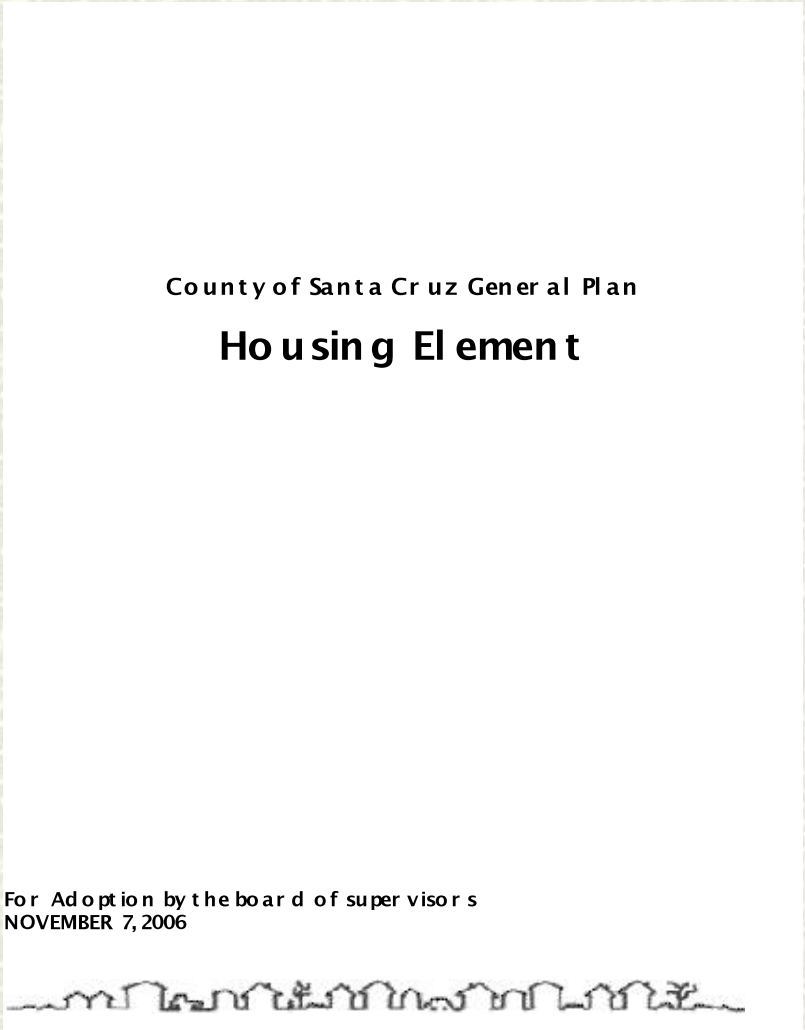
AFFORDABLE HOUSING SITES PROGRAM

April 2012

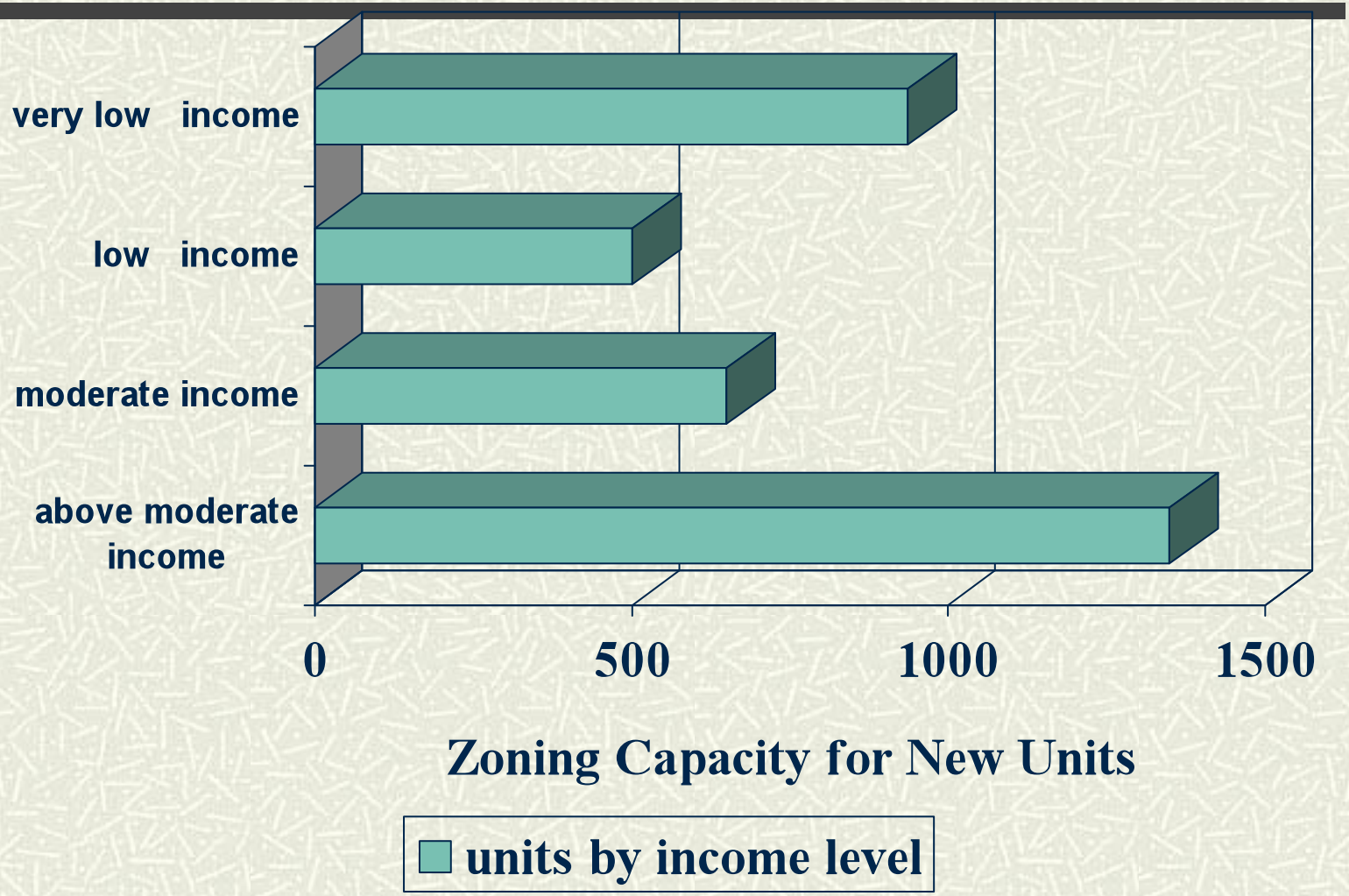
How does this relate to sustainable land use topic?

- Potential for land use changes to meet sustainability goals. Examples:
  - Denser housing/mixed use along transit corridors
  - Alternative development standards
- How can these goals be encouraged?
- Presentation gives one local example

Housing Element Policies

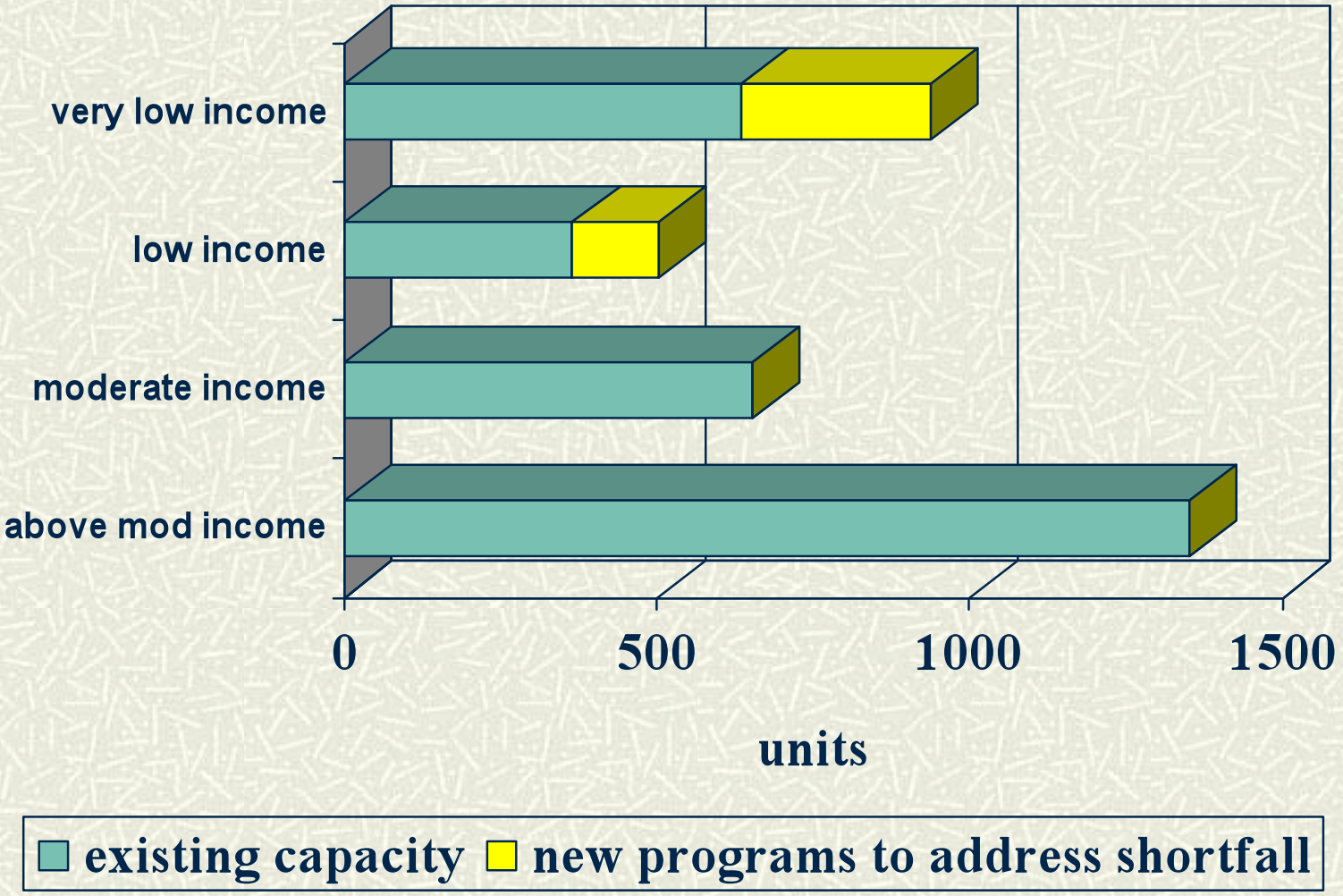


Regional Housing Needs Allocation



Regional Housing Needs

Shortfall



How to address the shortfall?

- State Requirements
  - Rezone 30-32 acres of sites
  - Density of a minimum of 20 units/acre
  - Simplified permit review process (by right)
- Local Added Requirements
  - A minimum of 40% must be affordable
  - Target RDA Housing funds to assist

The Challenges …

- Anticipated opposition in community to specific sites
- Needed funds to cover technical & design studies (and lawsuits)
- The timeline was very tight – initially <18 months
- Consequences of failure – Court finding of inadequate General Plan

How did it get done?

- Developed a “story” about affordable housing needs
- Identified candidate sites quickly
- Identified funds to cover costs
- Worked closely with advocacy groups
- Allowed State timeline to force action
- Reminded folks of the consequences of failure

The Story

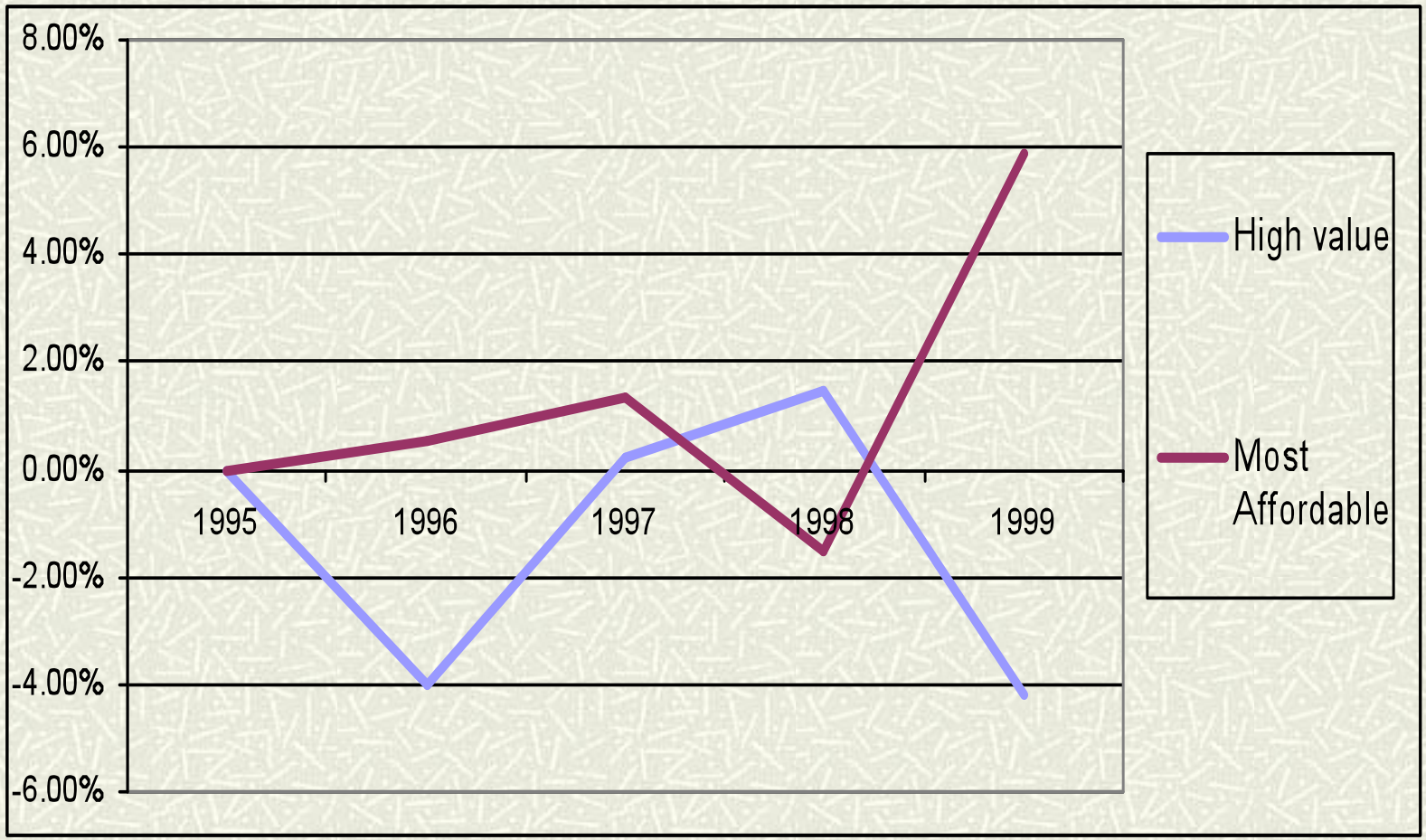
- Larger impacts caused by lack of affordable housing
- Understand the affordability gap
- Extend the past practice of protecting lands for special land uses
- Get a feeling for 20 unit/acre densities

Larger Impacts from Lack of Affordable Housing

- Employee Recruitment and Retention Problems
- Reduced School Enrollment
- Increased Traffic Congestion
- Loss of Community Diversity
- Our Children Leaving for More Affordable Areas

Employee Retention

Drop in Enrollment as Housing Prices Increase



Source: Santa Cruz City Schools District, Enrollment Projection Consultants, *Enrollment Projection Update, 1999-2009*, Table 4, p.11

Longer Commutes

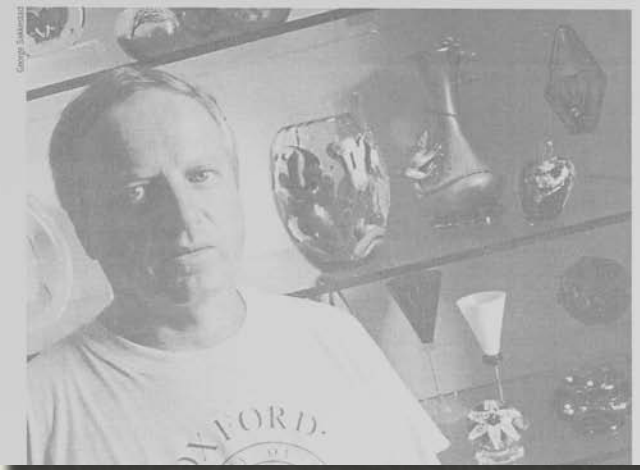
Loss of Community Diversity

Bay Window News&Views

→ **Tartan, King of the Legislator:** Bruce McPherson advises constituents to keep their kilts on. See page 11.

The Paradise Express

Rising rents and shrinking spaces are causing many artists to leave Santa Cruz. Does their departure signal the beginning of a cultural exodus? **By Julia Chiapella**



PARADISE IS ABOUT 20 MILES east of Chico. Nestled in the Sierra Nevada foothills, the town can get hot as Hades in the summer and downright freezing in the winter. Known as "the Ridge" to locals, this bedroom community to Chico's university town is rapidly gaining popularity as one of California's last affordable places.

Why is this blip of a burg the least bit significant? Because at a recent Paradise party for visual artist Victoria Sulski—formerly of Santa Cruz and now a Paradise resident—those in attendance made a startling discovery. "We got to talking," said artist Trudi Eldridge, herself a former Santa Cruz resident, "and realized there were eight of us there who used to live in Santa Cruz."

It would seem Paradise is calling.

Among those at the party was writer Claire Braz-Valentine, who recently sold her mobile home in Capitola. For half the price of the mobile home, Braz Valentine purchased a two-bedroom

a negligible effect on the housing market. And to top it all off, there's the traffic, a bumper to bumper miasma that has even the most gentle souls gnashing their teeth.

While these artists have fond feelings for Santa Cruz, they can all agree on one thing: Santa Cruz is in danger of becoming paradise lost.

Pay to Play

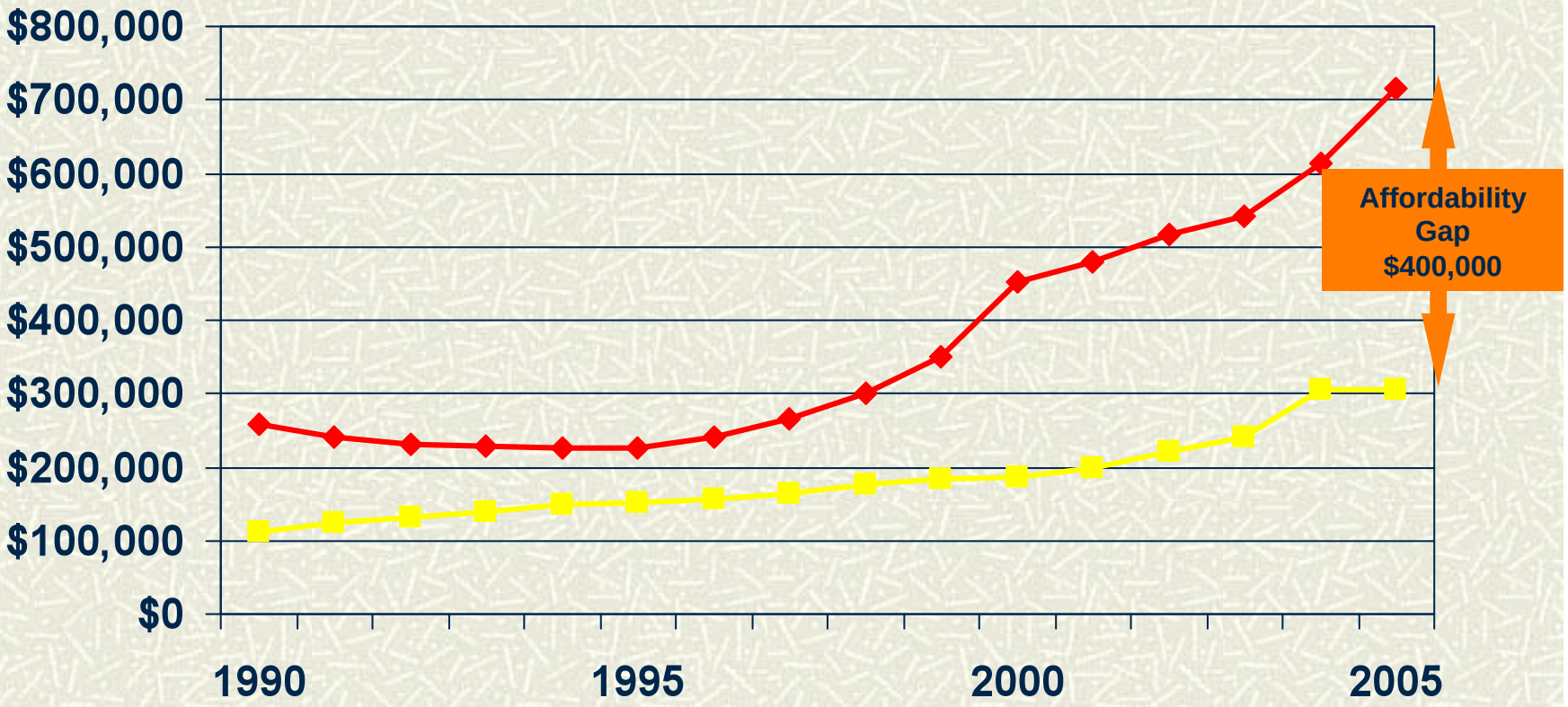
"IT'S NOT the small town it used to be," says Steve Lundberg, a successful glass artist whose work is featured in the Smithsonian as well as in galleries around the country. He's one of the nation's premier glass artists, having paved the way for other glass artists as well as guaranteeing his own success. He doesn't have a problem making ends meet in Santa Cruz.

But Lundberg is leaving the area next year for Ashland, Oregon. After three decades in Santa Cruz, he says he wants

Where Can the Next Generation Afford to Live?

Median Home Prices Over Time - 2005

Affordability Gap



Home Prices in New Subdivisions - 2006

Atherton Lane Subdivision

Typical Employees Priced Out of Santa Cruz Housing Market

- ✓ Teachers
- ✓ Firefighters
- ✓ Police Officers
- ✓ Nurses
- ✓ Paramedics
- ✓ Retail workers
- ✓ Computer programmers
- ✓ Librarians
- ✓ Construction managers
- ✓ Optometrists
- ✓ University professors
- ✓ Hospitality workers

Protecting Open Space Land

Need to Protect Housing Sites

Local Examples of 20 Units/Acre Projects

- Corralitos Creek Apartments - Freedom
- Mariner's Cove – Santa Cruz
- Arbor Cove – Santa Cruz

Corralitos Creek Apartments

Mariner’s Cove Project

Arbor Cove Project

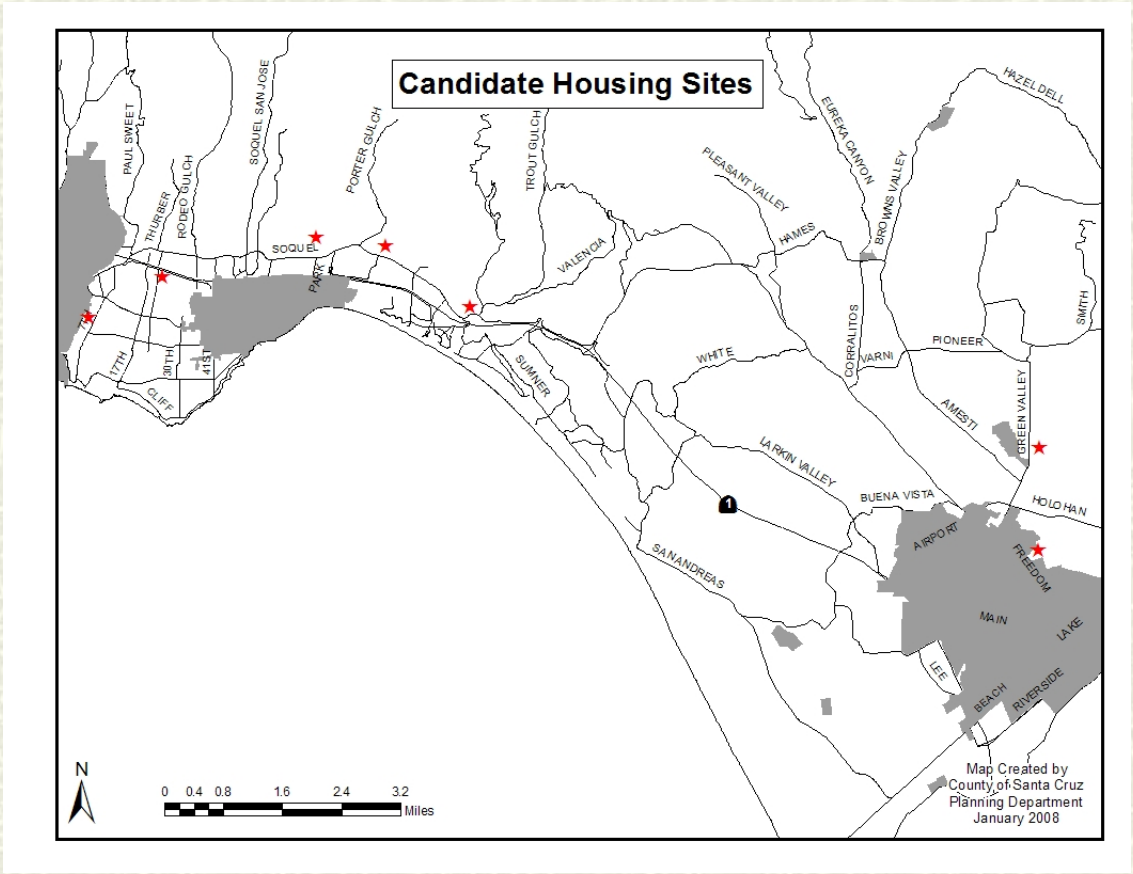
Initial Site Selection

- Site within Urban Service Area
- Site at least 2 acres in size
- Site has available urban services
  - Access
  - Water
  - Sewer
  - Other utilities

Refined Site Selection

- Traffic impacts
- Costly utility upgrades
- Proximity of commercial, transit and other services
- Other special factors

Selected Sites



Regulatory Actions Required

- Amend upper limit of Urban High General Plan density range
- Develop specific design standards for each site, addressing environmental, site, and service constraints
- Complete CEQA for hypothetical projects
- Adopt general plan, zoning and design standards (PUD) for each site

How to fund the work

- Needed to fund:
  - Technical studies
  - Legal defense
- Ultimately, cost over $300K
- Source: RDA Housing Funds

Community Partner/Advocates

- Rare to find folks willing to work to make something happen
- COPA group was instrumental
- Win-win
  - They packed the hearings
  - We provided them a good topic to organize around

The Timeline

- State imposed timeline (<18 months)
- Allowed limited public process
- Required quick action by decision-makers

Overall Rezoning Process

The Outcomes

- 6 sites initially rezoned (5 survived the 3 lawsuits) – opportunity for over 500 housing units
- Simplified process (by right) is working: 2 sites quickly permitted & 1 more in design
- Little public concern, once it was completed
- Got Housing Element Certified which resolved General Plan lawsuit

Applicability to Sustainability Planning

- Way to incentivize land use changes
  - Reduce the risk
    - CEQA
    - Discretionary permits
    - By-Right process
  - When ready to move, few unknowns and time for permits is short

Critical Needs

- Need outside pressure or strong internal will before beginning effort
- Need to ID funding for technical work (& possible lawsuits)
- Need strong public education program
- Need outside community advocates
- Ideally, need time pressure to act

AFFORDABLE HOUSING SITES PROGRAM

Background: Transportation's Triple Threat

- Greenhouse Gas Emissions
- Smog forming pollutants
- Sedentary lifestyle

The motor vehicle is a major culprit of all three of these threats to personal and environmental health.

Source: Public Policy Institute of CA.

EcologyAction
Innovation • Partnership • Community

Santa Cruz Bike to Work/School Day
What is the Strategy?

- Engage targeted audience in:
  - Positive behavior modification
  - Community based effort
  - Create an appeal which goes beyond transportation

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Innovation • Partnership • Community

Target Audience:

- Commuters who live less than 5 miles from work
- Grade, high school, & college students

Positive Results

- Helps clean the air
- Build healthy bodies
- Inexpensive
- Self-reliance

EcologyAction
Innovation • Partnership • Community

Bike to Work/School Results

Bike & Walk miles=GHG reduction

Spring & Fall Bike to Work/School Day 2011 – 55,425 active travel miles=**55,425 lbs GHG reduced.**

Based on survey data from participants.

Challenges and Barriers

- Safety concerns: Adult and school student.
- Too busy and other vehicle travel needs in a day.
- Car is too convenient.
- Work place acceptance
- Lack of good infrastructure: travel, parking, etc.

- How to effectively deliver the message
- What audience to target
- Increasing resources with increased participation

EcologyAction
Innovation • Partnership • Community

Overcoming Barriers and Challenges

- Anticipate and address safety concerns: Education, perceived danger vs real, training classes and resources
- Focus on the people who live close enough and whose lives can accommodate.
- Incremental adjustments and modifications
- Partner with Public Works & public agencies for infrastructure improvements.
- Build a bike culture which is more mainstream
- Tri-County partnership to deliver more effective message & pool resources.
- Leverage public funds with private donations

EcologyAction
Innovation • Partnership • Community

What Resources Would We Like to have Available

- School policies to support bike and walk to school trips
- Locate new schools near neighborhoods
- local and state policies that support bike to work trips
- Law enforcement address safety concern

CONNECT CARMEL:
Linking
trails to transit &
people to places.

Fiscal Year 2012-13
TRANSPORTATION PLANNING GRANT APPLICATION

Check One Grant Program

- ☐ Environmental Justice
- ☒ Community-Based Transportation Planning
  - ☐ Catalyst Project for Sustainable Strategies Pilot Program
- ☐ Partnership Planning
- ☐ Statewide or Urban Transit Planning Studies
- ☐ Rural or Small Urban Transit Planning Studies
- ☐ Transit Planning Student Internships

PROJECT TITLE	CONNECT CARMEL: Linking Trails to Transit and People to Places
PROJECT LOCATION (city(ies) and county(ies))	Carmel-by-the-Sea, Monterey County

	APPLICANT		**SUB-APPLICANT(S)**
Organization	City of Carmel-by-the-Sea	Organization	Local Government Commission
Executive Director and title Mr.☒ Ms.☐ Mrs.☐	Jason Stilwell City Administrator	Executive Director and title Mr.☐ Ms.☒ Mrs.☐	Linda Cloud Managing Director
Contact Person and title Mr.☒ Ms.☐ Mrs.☐	Jason Stilwell City Administrator	Contact Person and title Mr.☒ Ms.☐ Mrs.☐	Paul Zykofsky Associate Director
Mailing Address	P.O. Box CC	Mailing Address	1303 J Street, Suite 250
City	Carmel-by-the-Sea	City	Sacramento
Zip Code	93921	Zip Code	95814
E-mail Address*	jstilwell@ci.carmel.ca.us	E-mail Address*	pzykofsky@lgc.org
Telephone Number	(831) 620-2000	Telephone Number	(916) 448-1198

FUNDING INFORMATION
Use the Match Calculator to complete this section.
Match Calculator

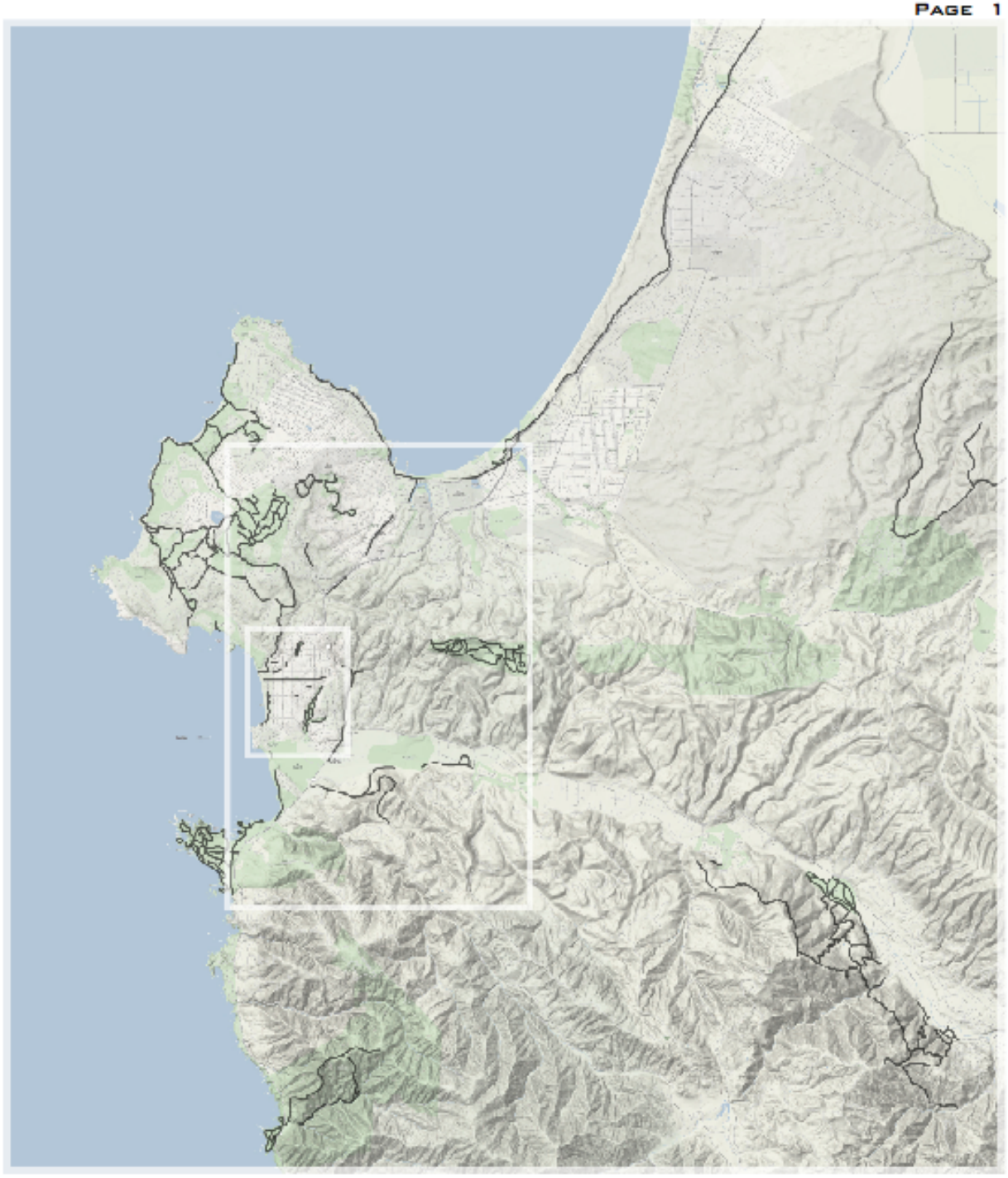
Grant Funds Requested	$	150,000.00	
Local Match - Cash	$	15,000.00	10.0%
Local Match - In-Kind	$	0.00	0.0%
Total Project Cost	$	165,000.00	
Source of funds	City of Carmel-by-the-Sea, General Fund		

* The e-mail address you provide will be used for notification of application status, so it must be accurate. Any change to the e-mail address must be reported to the appropriate grant program contact noted at http://www.dot.ca.gov/hq/tpp/grants.html.

Attachment B

Carmel-by-the-Sea
Letters of Support

Agency	Individual
Monterey County Board of Supervisors	Dave Potter, Supervisor, District 5
Monterey County Board of Supervisors	Jane Parker, Supervisor, District 4
Transportation Agency for Monterey County (TAMC)	Debra Hale, Executive Director
Association of Monterey Bay Area Governments (AMBAG)	John Doughty, Executive Director
Monterey-Salinas Transit	Hunter Harvath, Assistant General Manager
Big Sur Land Trust	Bill Leahy, Executive Director
Carmel Unified School District, Carmel River School	Jay Marden, Principal
Carmel Chamber of Commerce	Monta Potter, Chief Executive Officer
CAL FIRE	Richard Hutchinson, Jr., Unit Chief
Pebble Beach Company	Mark Stilwell, Executive Vice President
Carmel Area Wastewater District	Barbara Buikema, General Manager
Friends of Carmel Forest	Clayton Anderson, President
Rowntree Native Plant Garden	Gary Girard, Chair
Carmel Parkland Advocates	Joyce Stevens, Chair
Carmel Residents Association	Barbara Livingston, President
(Letter to the *Monterey County Herald*)	Angie Hart, Carmel River School Parent

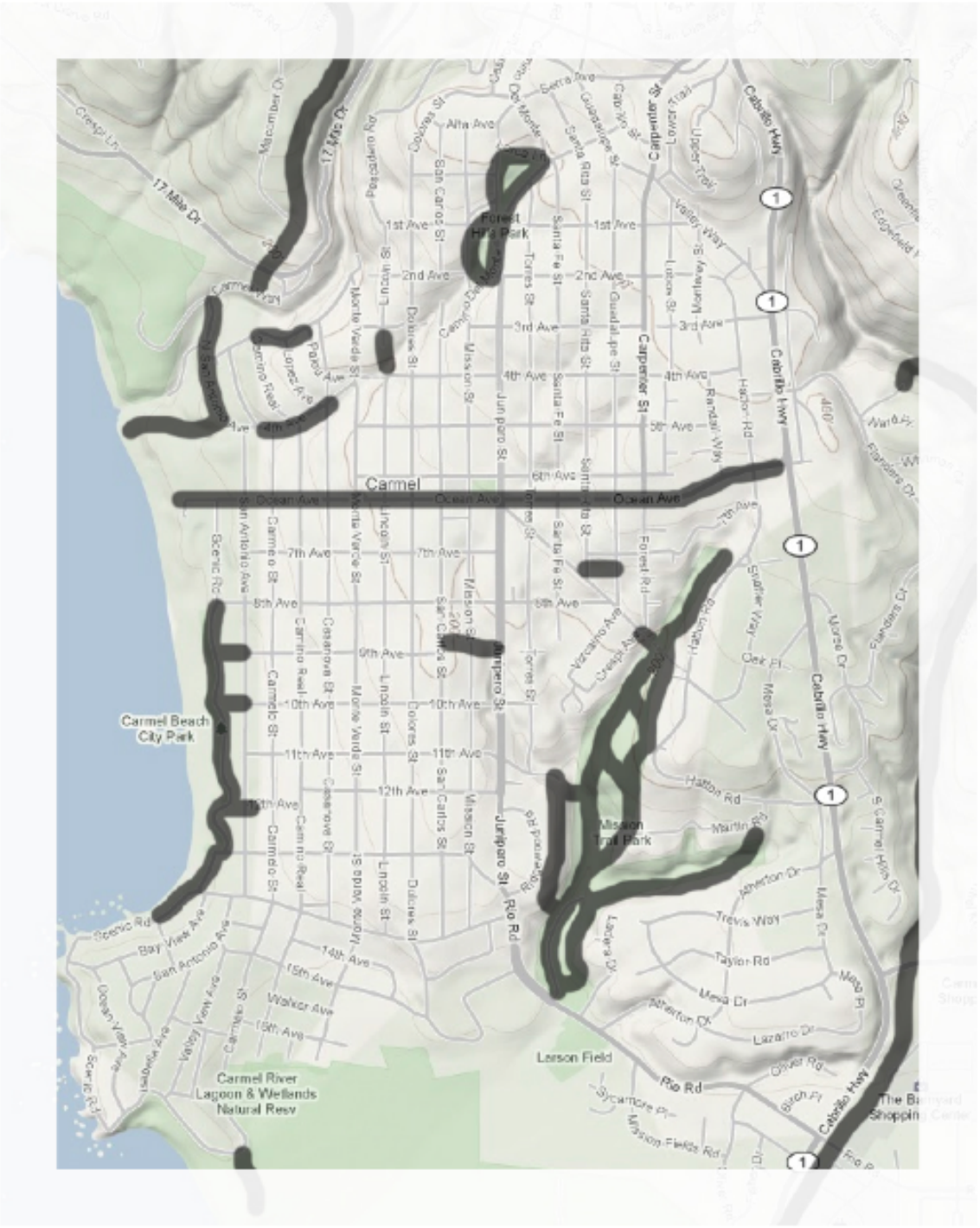


REGIONAL TRAILS CONTEXT

Light-rail links to high-speed rail are planned to run through Marina (northeast corner of map), down to the peninsula, with a termination in Monterey. Trails to this terminus through Carmel-by-the-Sea, which occupies a key gateway position in the region, would create non-motorized connections for Carmel Valley, Big Sur, as well as for the town itself to both commuter and statewide transit routes. [*dark lines = existing trails*]

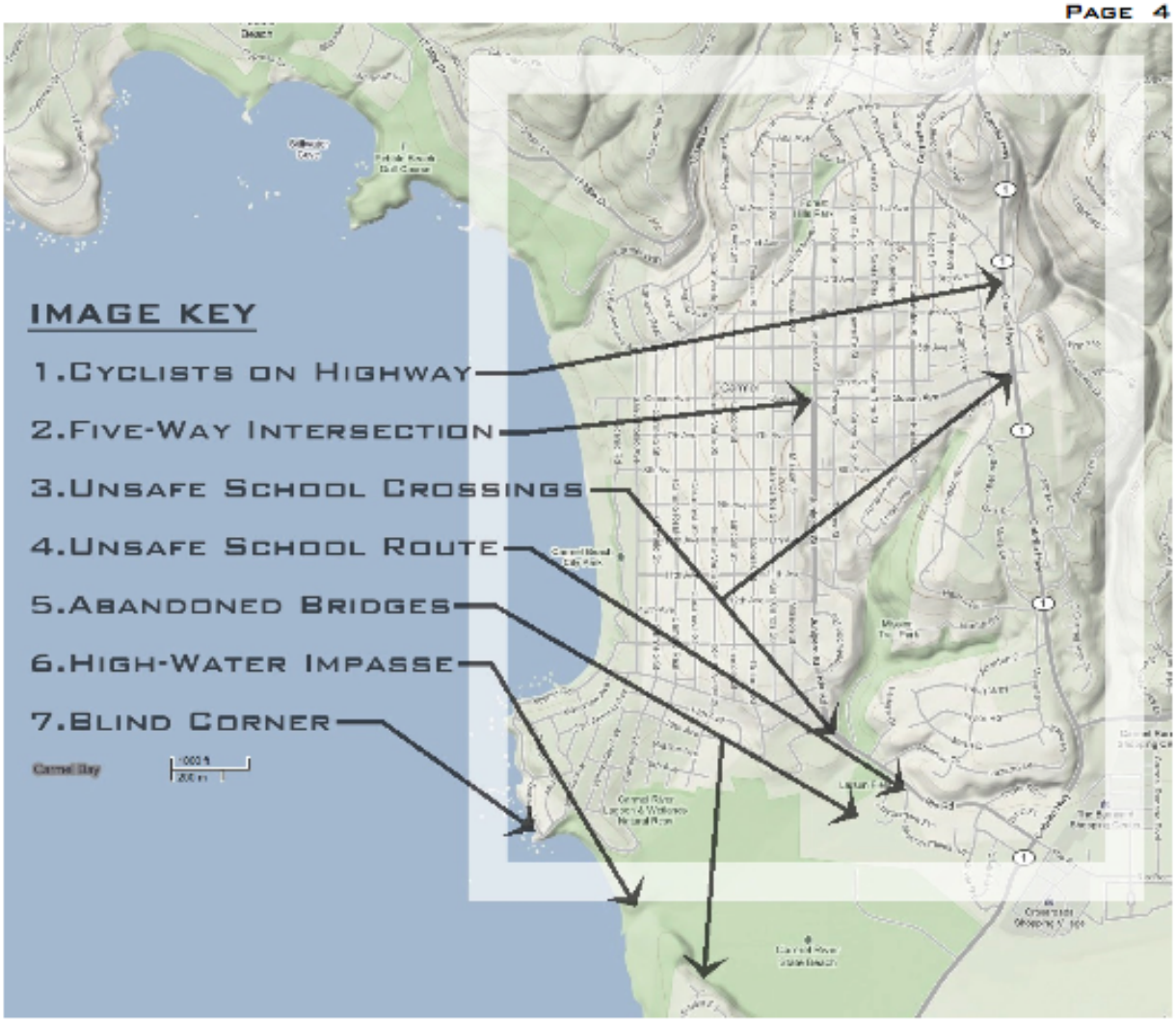
PENINSULA TRAILS CONTEXT

In addition to future transit links, within a 15-minute walk or bike ride from Carmel-by-the-Sea lie several school campuses and extensive trail systems in state, regional and county parks such as Point Lobos, Jack's Peak, Palo Corona, Morse Botanical Reserve, Asilomar Beach, and Garland Ranch. None of these resources can currently be accessed safely from Carmel-by-the-Sea without a motorized vehicle. [*dark lines = existing trails*]



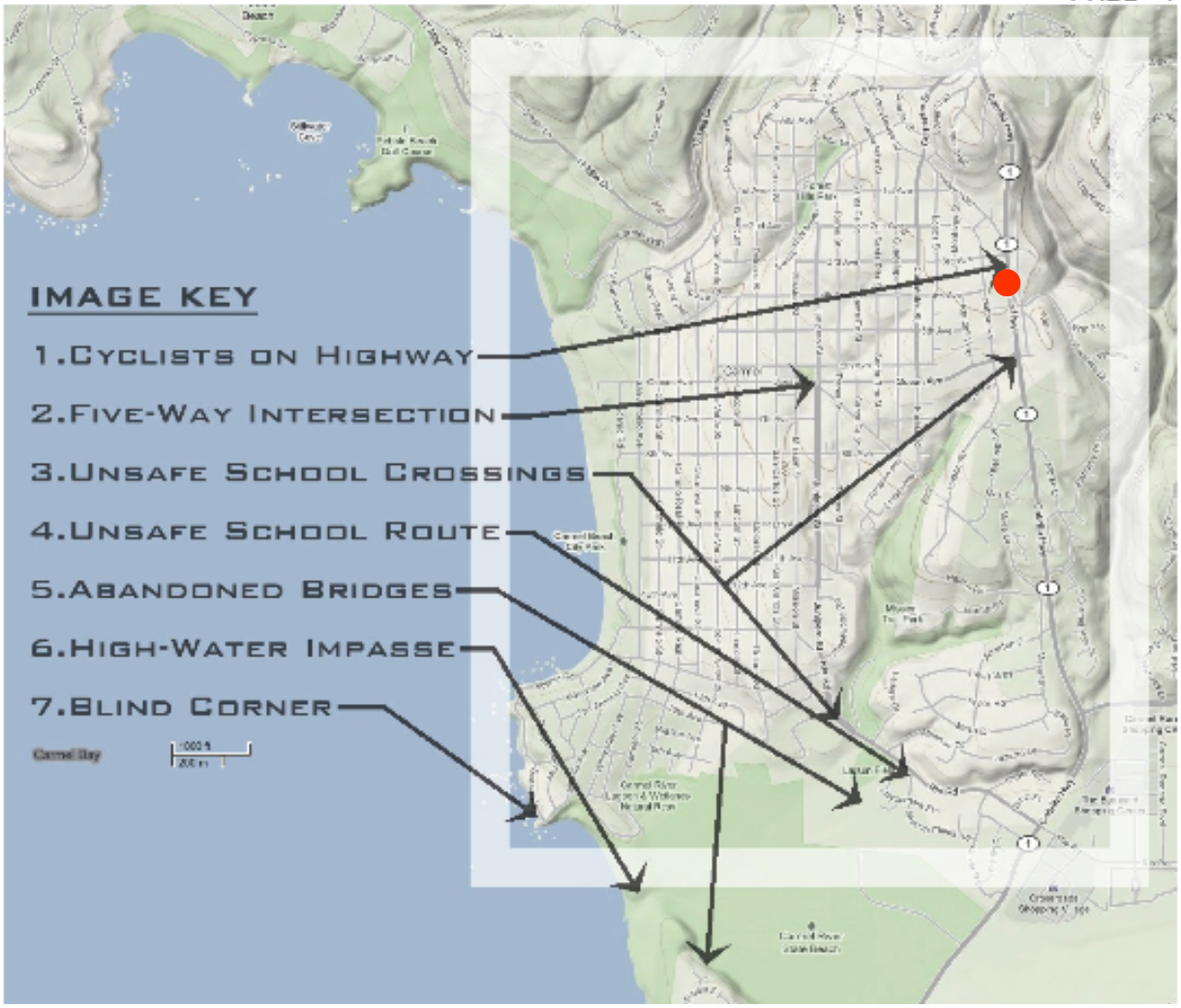
CITY TRAILS

Outside of city limits, many agencies, including Big Sur Land Trust, CalFire, and TAMC, are implementing plans for trail systems. In order to reach its potential as a green infrastructure hub for the area, Carmel-by-the-Sea must complete its internal trail system as well as the appropriate linkages to existing and planned external trail systems. [*dark lines = existing trails*]



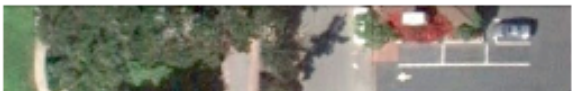
SOME HAZARDOUS MISSING LINKS

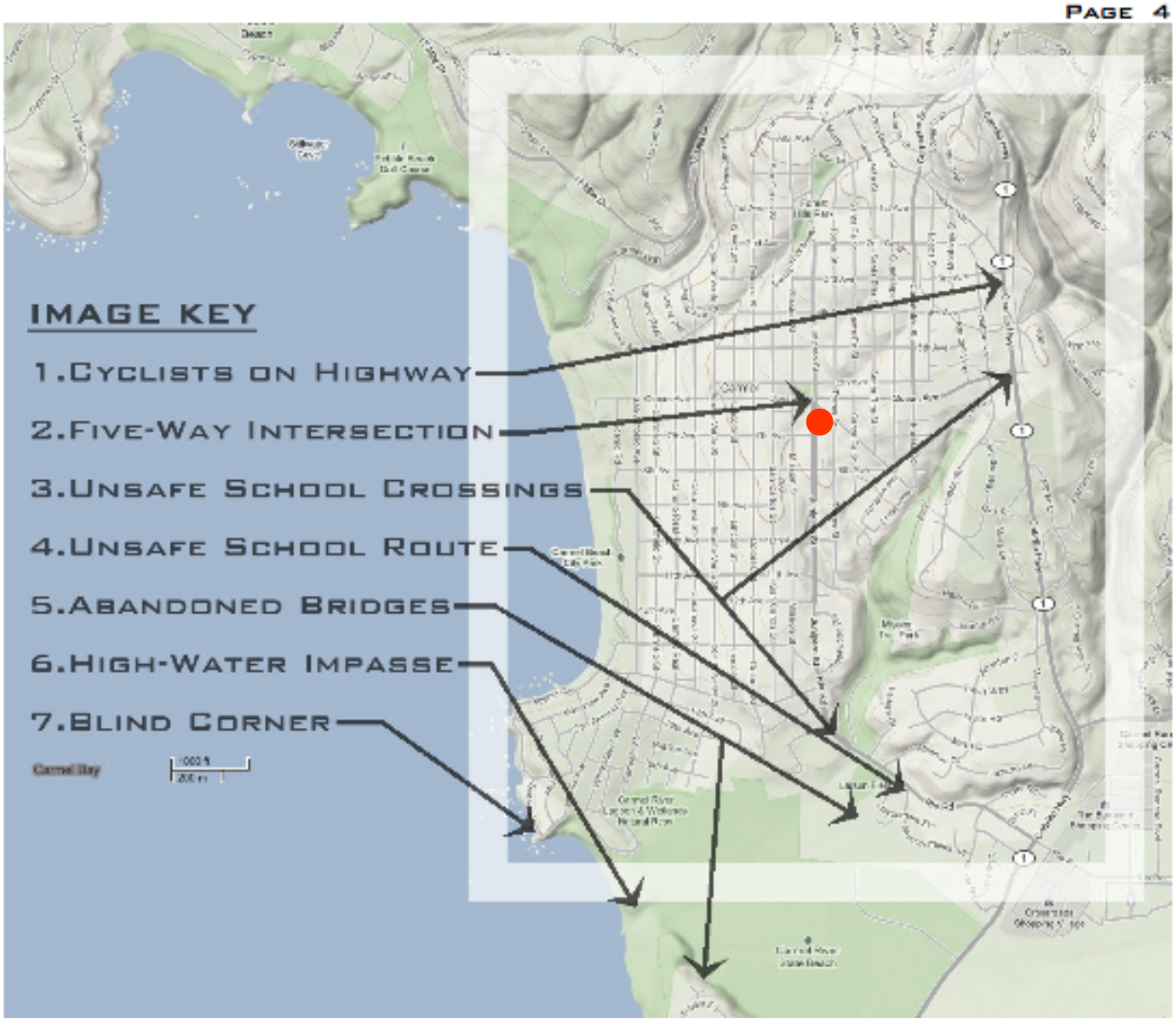
While many walking and cycling routes in and adjacent to Carmel-by-the-Sea require substantial work to provide useful and pleasant experiences, some essential links are downright dangerous. This image key illustrates just a few examples. Identifying and addressing the safety of city workers, citizens, and visitors would be a high priority of any trail and transit planning effort.



1. CYCLISTS ON HIGHWAY

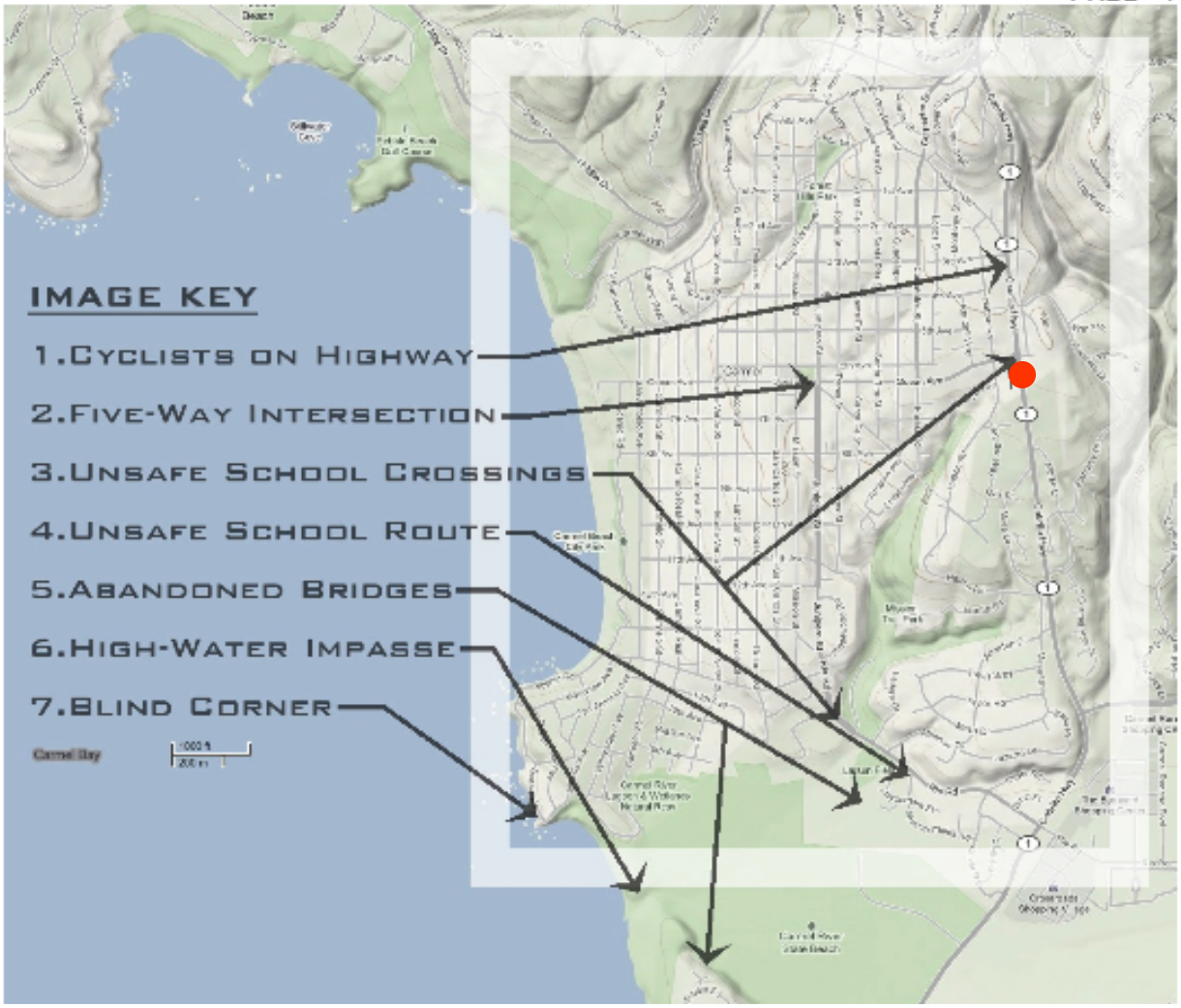
California State Highway One is currently the only direct hiking and biking route between Carmel-by-the-Sea and Monterey and Big Sur. Pedestrians and cyclists travel within inches of vehicles moving at top speed over hills and around highly vegetated curves.





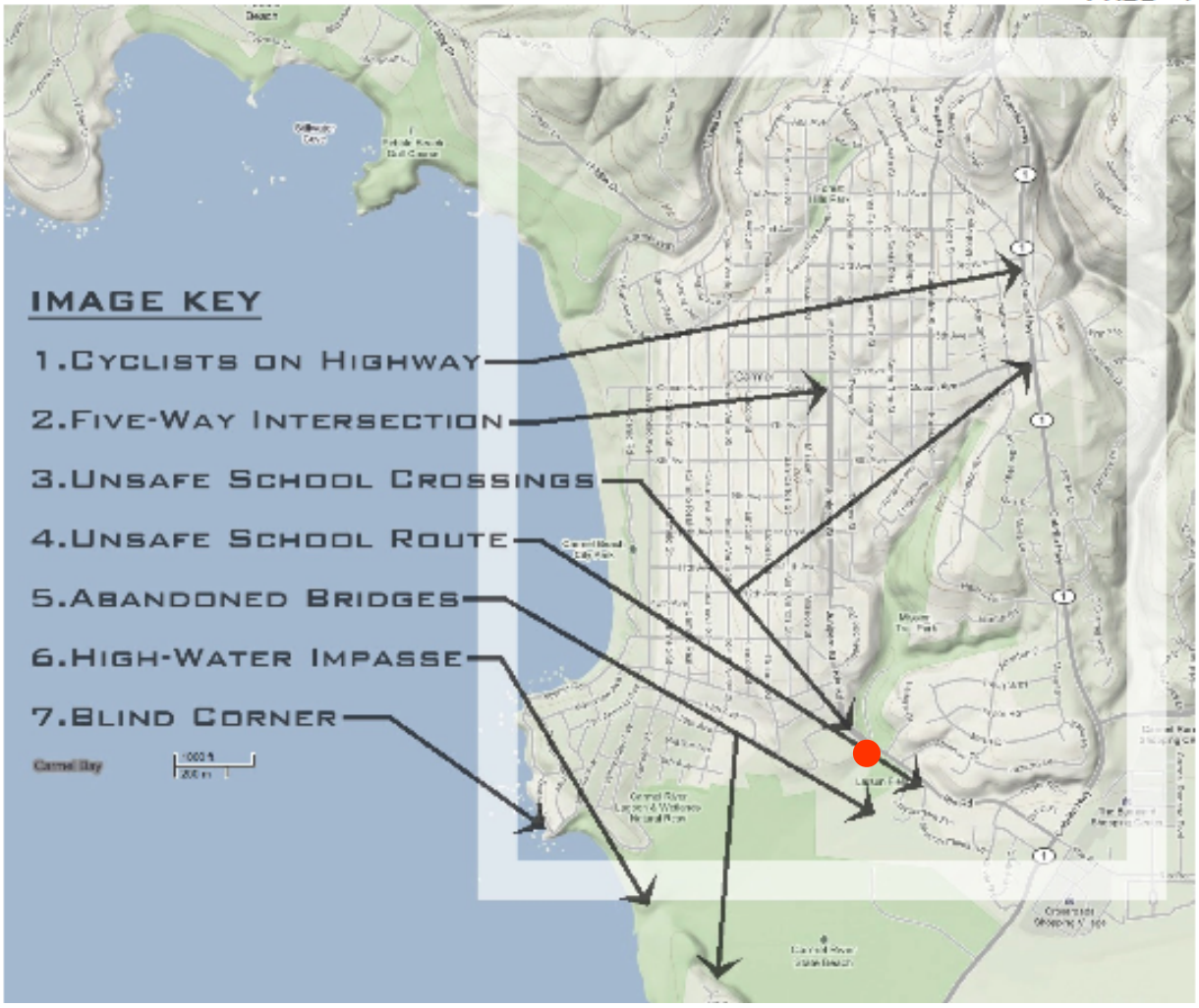
2. FIVE-WAY INTERSECTION

The first major intersection that travelers encounter in Carmel-by-the-Sea is at Ocean and Junipero. This main entrance to town comprises well over ten thousand square feet of asphalt shared by cars, trucks, tour buses, bikers, and pedestrians. With few visual cues to guide the motorized vehicles, pedestrians have been struck and even killed here.



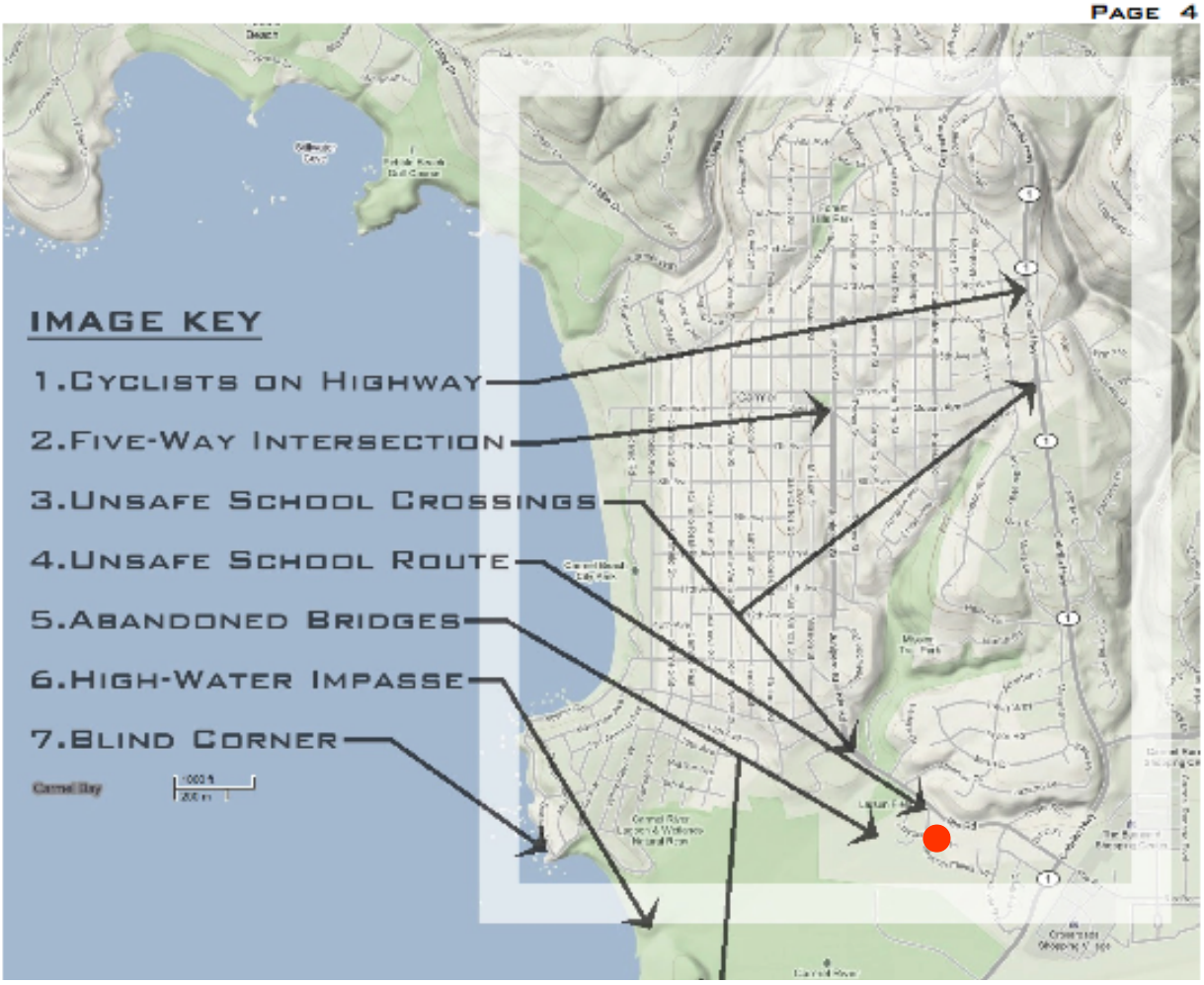
3A. UNSAFE SCHOOL CROSSING

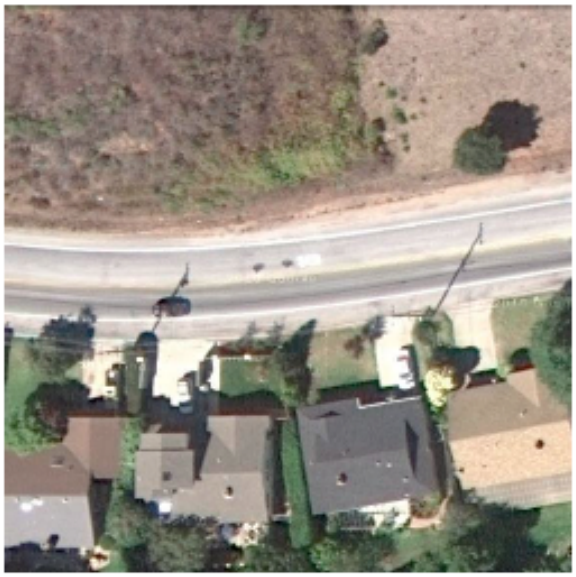
Though old enough to travel to and from school alone and close enough not to drive, students at Carmel High trying to get to and from Carmel must cross a four-row parking lot plus two intersections one of which comprises five lanes of high-speed traffic on California State Highway One. Only one narrow, painted crosswalk helps them across all these vehicular zones.



3B. UNSAFE SCHOOL CROSSING

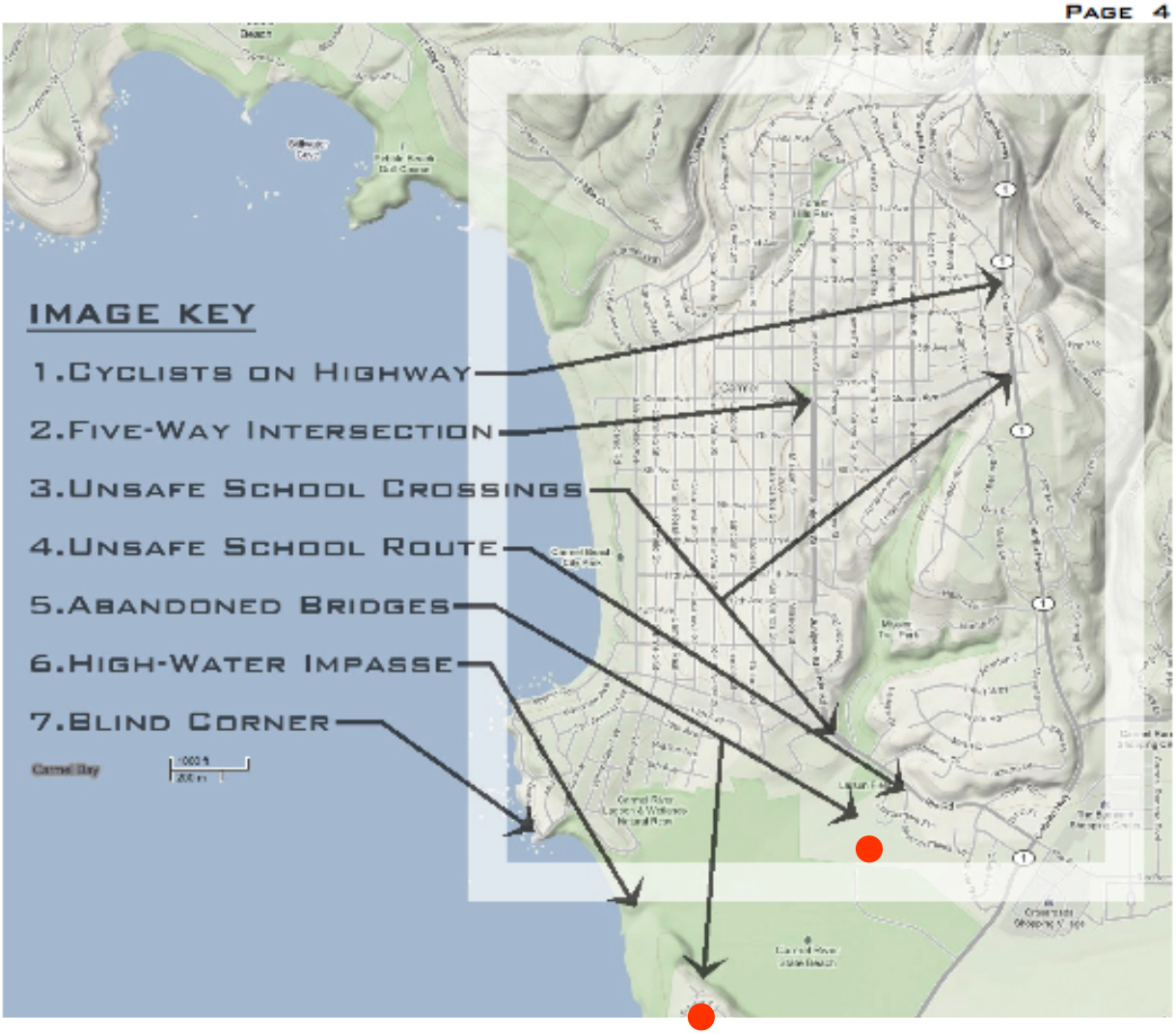
The only large green belt running through Carmel-by-the-Sea, Mission Trail Park provides safe passage across at least half the town and through many residential neighborhoods. However, the trail ends abruptly across the street from the Carmel Mission, a major local attraction as well as an elementary school. Another elementary school, Carmel River, lies about a block behind the mission. Neither is safely accessible from the trail system due to the four lanes of high-speed traffic along a blind curve on Rio Road as well as the cross-traffic emerging from both an adjacent driveway and a crowded parking lot.





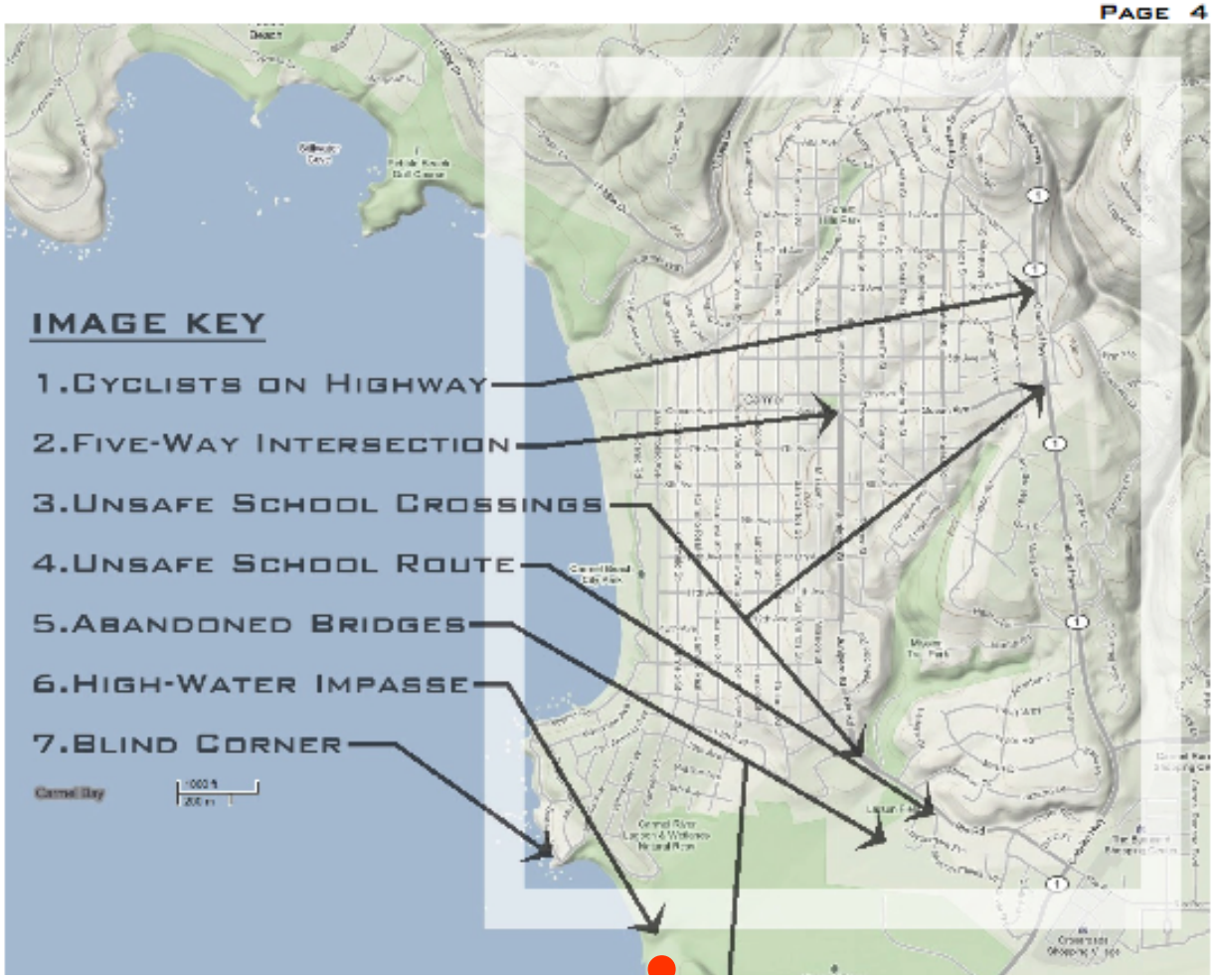
4. UNSAFE SCHOOL ROUTE

Rio Road is uncharacteristically wide, smooth, straight, and un-vegetated for Carmel. As such, it appears more akin to the highway it intersects than to the neighborhood street that it actually is and therefore drivers tend to maintain highway speeds. Unfortunately, this street offers the only route between a neighborhood filled with children and nearby elementary and middle schools. Children have been struck here and hospitalized trying to get to school. The street also provides the only direct link between town and local shopping centers.



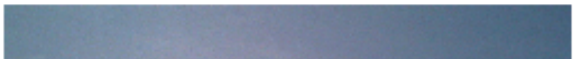
5. ABANDONED BRIDGES

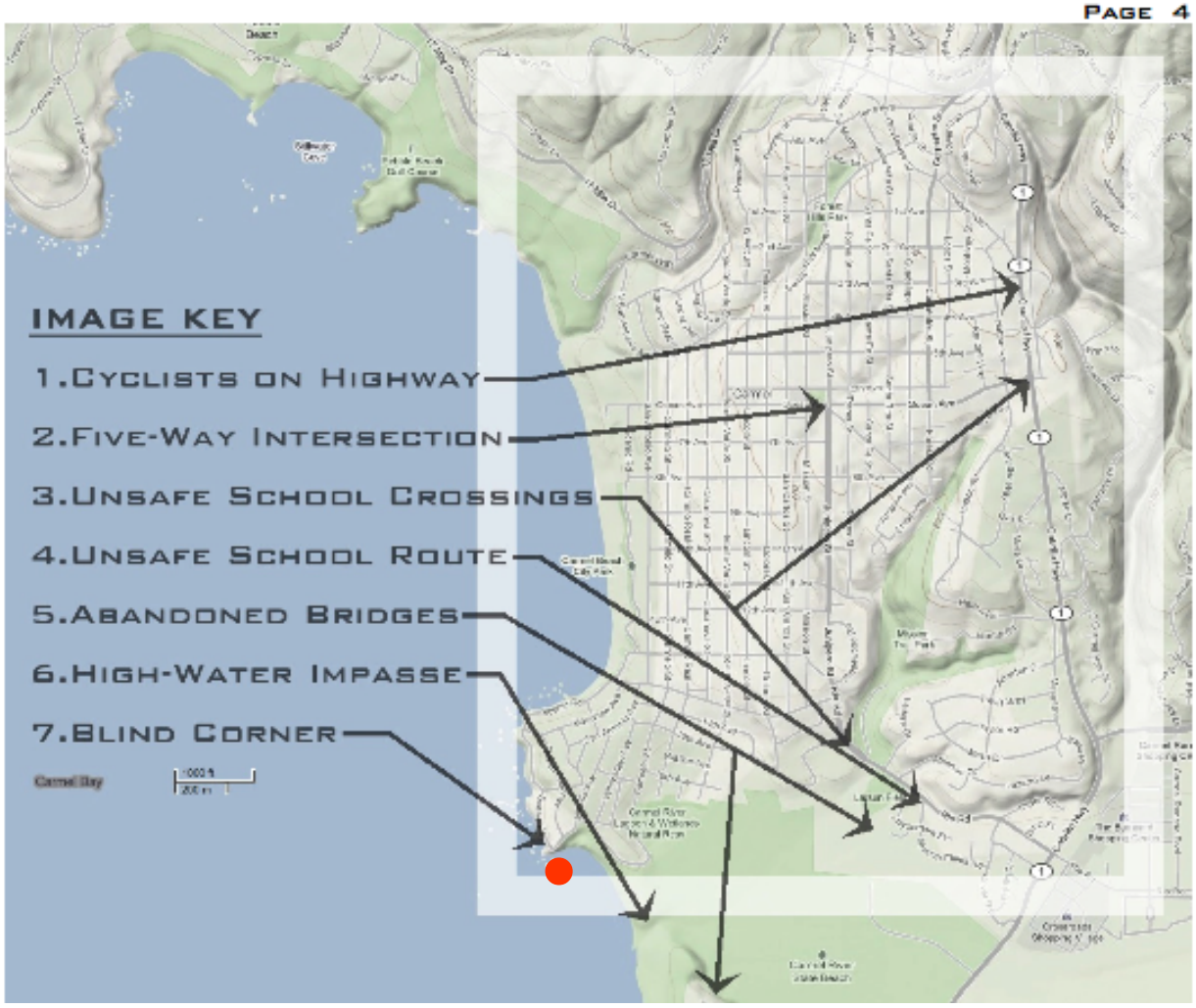
The Carmel Area Wastewater District maintains pipes crossing the Carmel River and its wetlands in two locations (shown in light green). If improved, these could provide viable future linkages between the parks and trails that end at the edge of town and those that begin across the wetlands and head down to Point Lobos and Big Sur.



6. HIGH-WATER IMPASSE

Natural and engineered breaches of the sandbar between Carmel River and Carmel Bay produce a very dangerous, impassable current. During those times, the residents of Carmel Meadows cannot reach schools, shopping, and other amenities except by using Highway One. If improved, the wastewater infrastructure mentioned above could re-connect this neighborhood and also provide people coming from town access to natural amenities such as the Meadows bluff trail, Palo Corona, Monastery Beach, Point Lobos, and beyond.





7. BLIND CORNER

Scenic Road is perhaps the most traveled route in town. Every day cars vie for parking and motorists, cyclists, and pedestrians navigate around them while staring at the scenery. Though a world-class tourist destination, residents use the road just as much -- as their personal gym. All these uses converge at one dangerous, sharp, narrow bend with a steep cliff on the outside of the curve and tall boulders blocking views on the inside of the curve. First-time visitors are especially vulnerable to these hidden conditions.

CALENDAR.

- Apply for planning grant.
- Administer planning grant.
- Prioritize construction phases.
- Apply for phase one construction grant.
- Construct phase one.
- Repeat prior two steps.
- Mapping with coherent symbology.

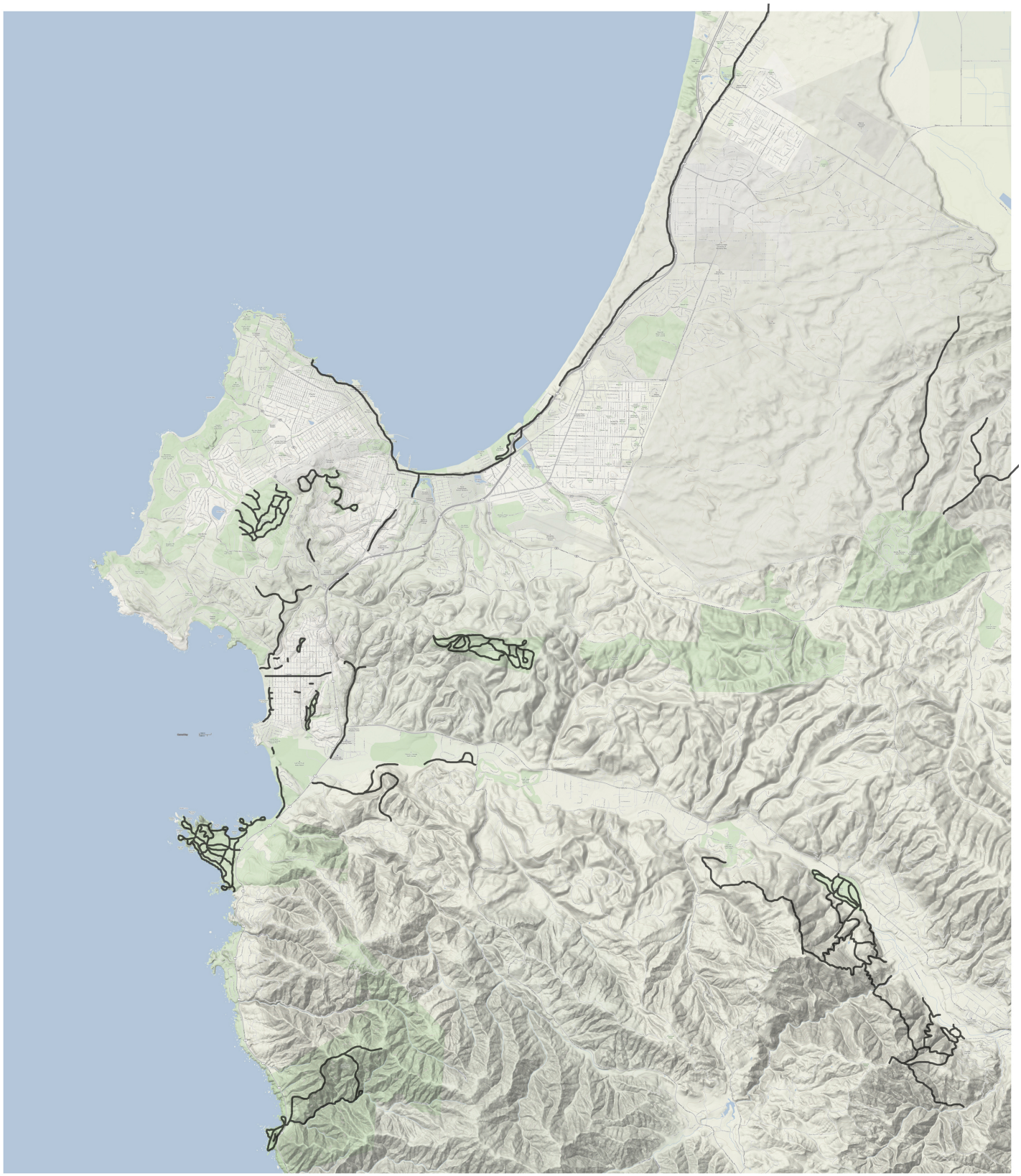
COORDINATION.

- City of Carmel
- Transportation Agency for Monterey County
- Carmel Area Wastewater District
- Big Sur Land Trust
- Pebble Beach Company
- Association of Monterey Bay Area Governments
- Local Government Commission
- California Department of Transportation
- County of Monterey Public Works
- California Department of Forestry and Fire Protection
- Carmel Chamber of Commerce
- County of Monterey
- Monterey-Salinas Transit
- Monterey Peninsula Regional Park District
- California State Parks

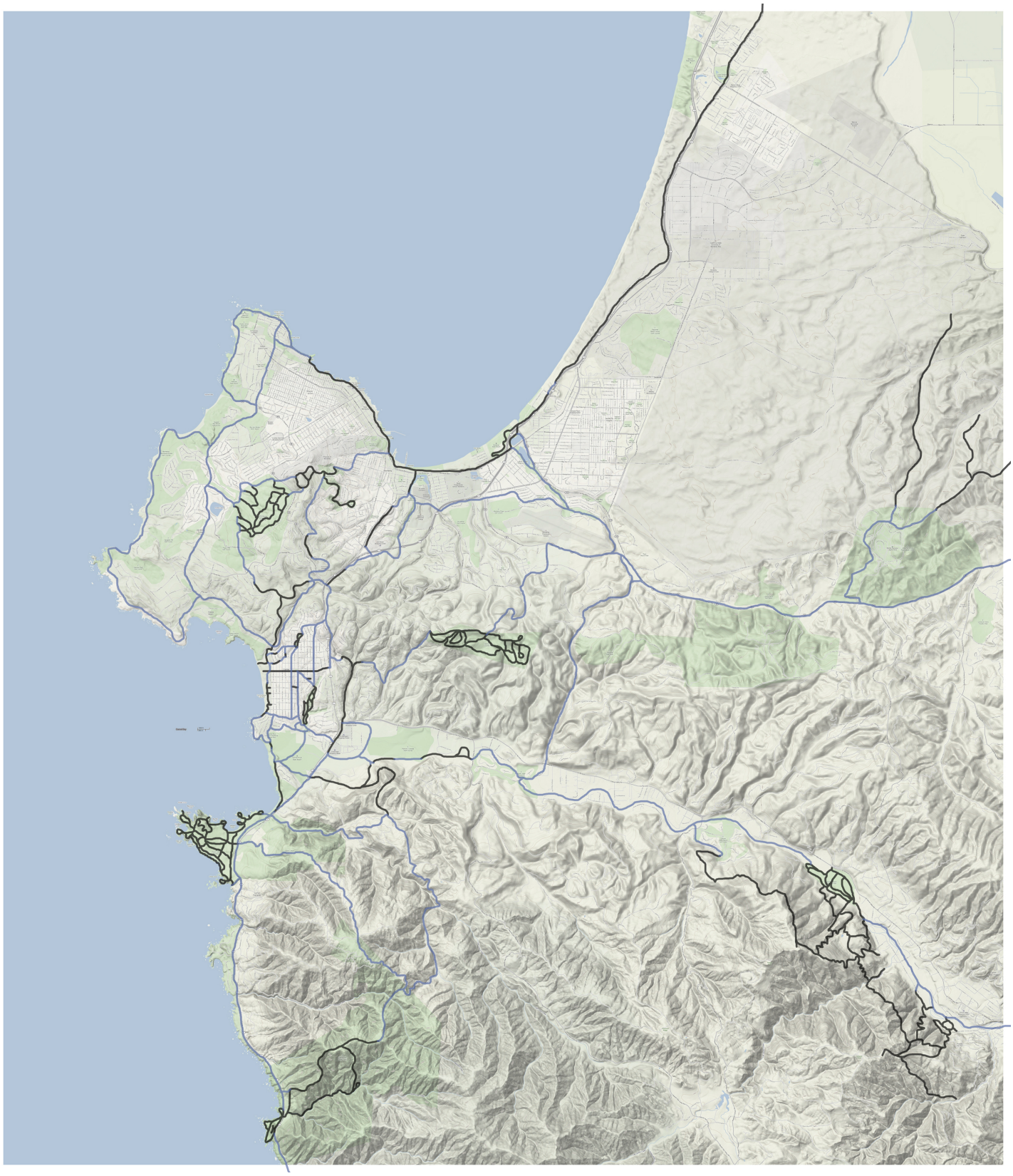
CATALYSTS?

- Caltrans Community-Based Transportation Planning Grant
- California Safe Routes to School Grant
- ?
- ?
- ?

CAR.



NO CAR.



UC Santa Cruz:
Sustainable Transportation Strategies

Larry Pageler, Director
Transportation and Parking Services (TAPS)
University of California, Santa Cruz

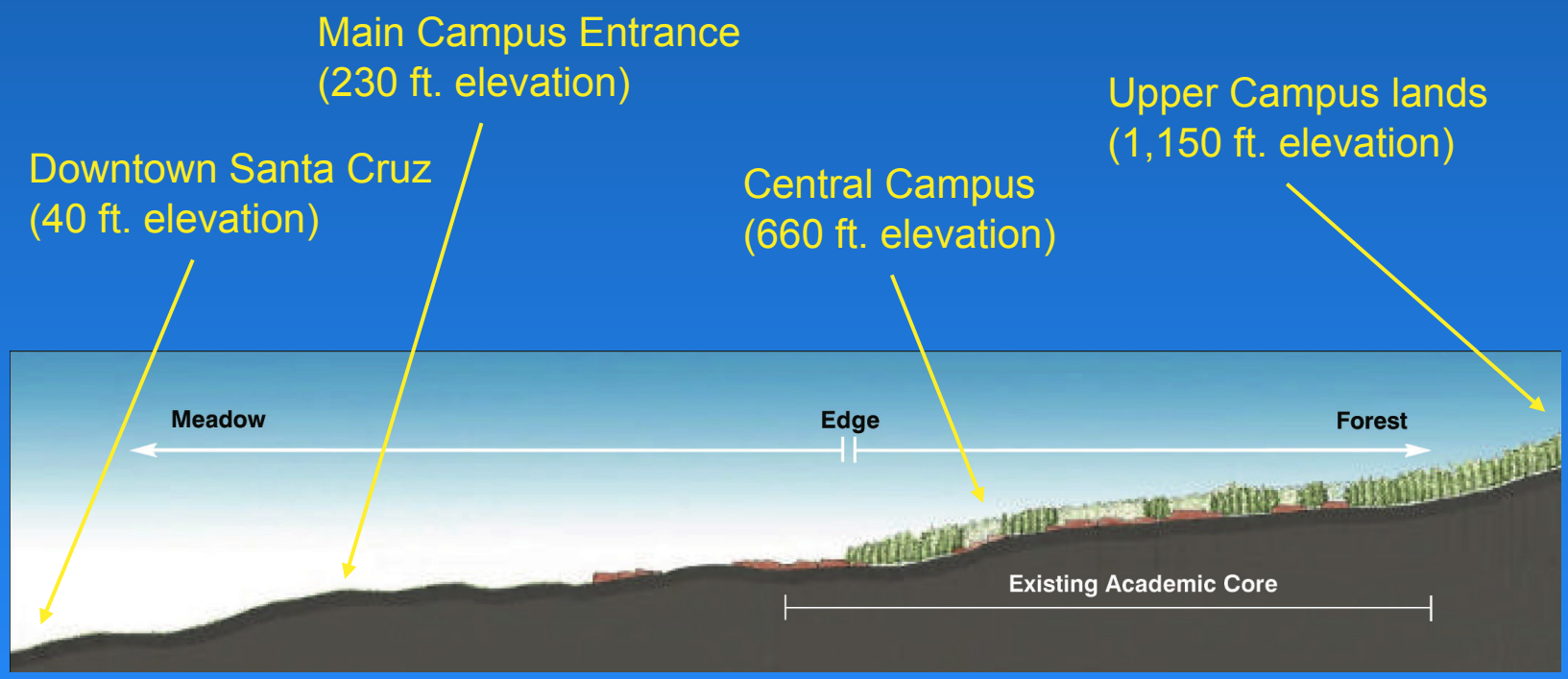
AMBAG Regional Advisory Group
Wednesday, April 18, 2012

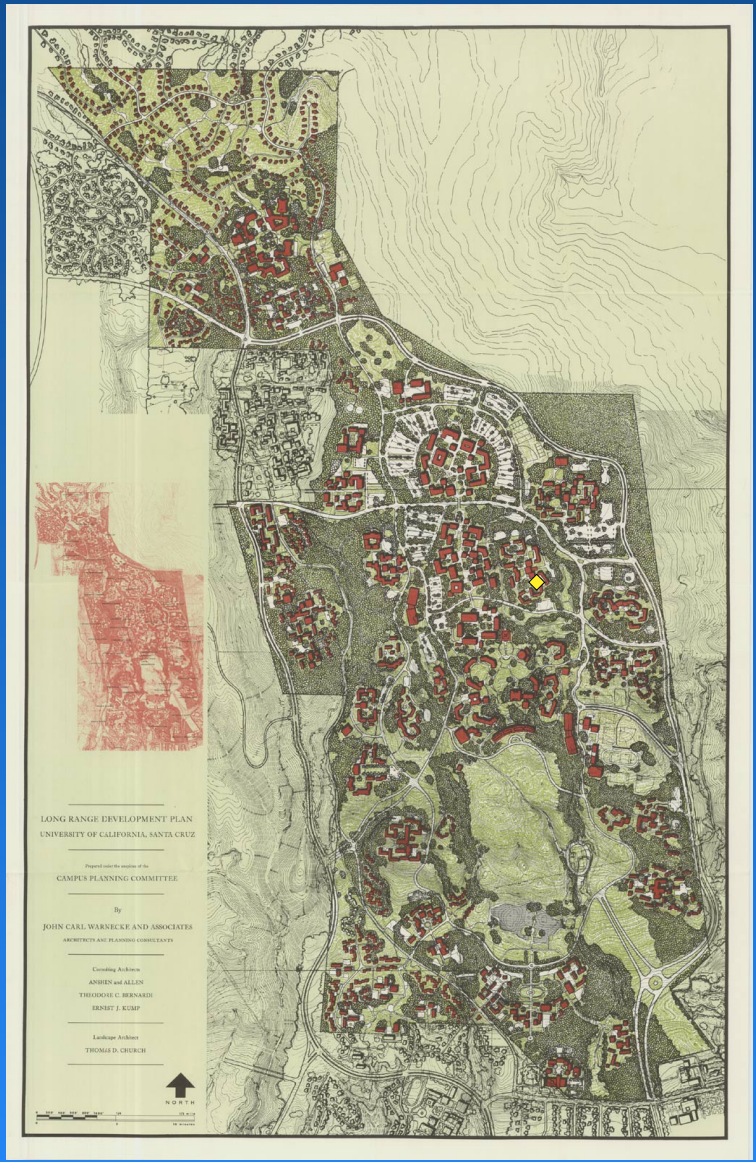
UC Santa Cruz

- Perched on the side of Ben Lomond Mountain, overlooking Santa Cruz and Monterey Bay
- Redwood and oak forests to the north, rolling grasslands to the south
- 2,020 acres, only 450 acres developed
- 1 mile from Main Entrance to Central Campus
- Bounded on three sides by State and City parks

Topography

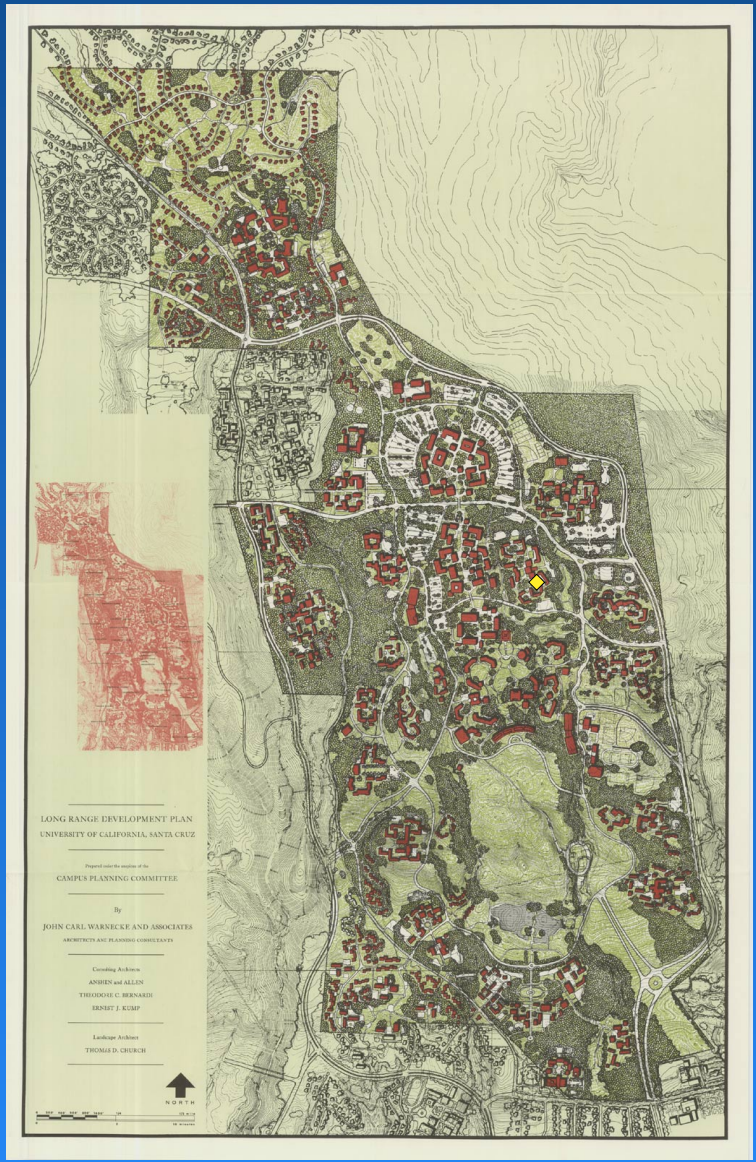
UCSC is located on a hillside above coastal Santa Cruz...





1963 Long Range Development Plan

- 15-20 residential colleges
- Ten professional schools
- 27,500 students
- 50% of total student enrollment housed on-campus



1963 Long Range Development Plan

- 13,750 parking spaces by 1990 — about one parking space for every two students
- "Parking will be placed where reasonable walks are possible to destination points, but so located that the center of the campus is primarily pedestrian"
- "A transit system is recommended for study"
- "It is difficult at this time to estimate the number of bicycles that might be used on campus. The experiences of other universities on hilly sites are inconclusive"

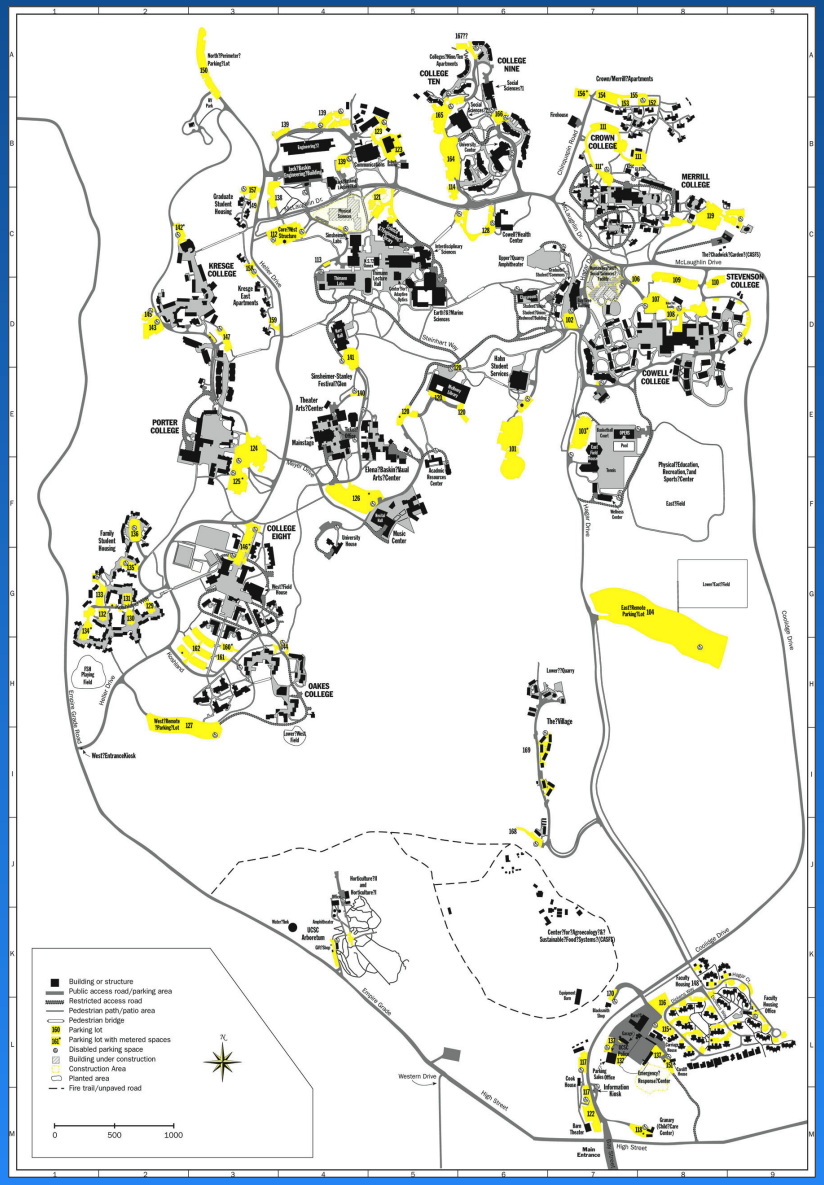
UC Santa Cruz (2010-11)

- **16,173** students:

  14,721 undergraduates

  1,452 graduate students

- **3,530** faculty and staff work at the main campus
- Ten residential colleges house 47% of the total student enrollment



UC Santa Cruz (2010-11)

- **16,173** students:

  14,721 undergraduates

  1,452 graduate students
- **3,530** faculty and staff work at the main campus
- Ten residential colleges house 47% of the total student enrollment
- **4,840 auto** and **330 motorcycle** parking spaces in over 65 on-campus parking lots
- Only two roads into/out of campus
- Average Daily Traffic (ADT) in/out of campus = **21,074 vehicle trips/ day**
- Per capita daily trip rate = **1.07**

Origins of UC Parking Policy

Master Plan for Higher Education in California (1960)

- Parking must be self-supporting, "Taxpayer's money should not be used…"
- Funding model and cost projections based on conditions in 1957-58

1965: **Parking Fees** - for parking management and infrastructure

1972: **Student Transit Fees** - for transit programs, including "fare free" rides on all SCMTD routes within Santa Cruz County

Regulations & Obligations

- **CEQA**: LRDP, CLRDP, MMP, CSA
- Storm Water Management Plan (SWMP)
- California Air Resource Board (CARB)
- Americans Disability Act (ADA)
- DOT Drug Testing
- PCI Compliance
- HIPPA Compliance
- GHG emissions (CAP, CAC, UC Sustainablity Guidelines)
- Fourteen separate UC employee bargaining units

TDM @ UC Santa Cruz

Initial goal

- Reduce parking demand

Evolving goals

- Reduce traffic impacts
- Reduce traditional air emissions
- Provide affordable commute options
- Reduce GHG emissions

TDM @ UC Santa Cruz

Parking Management

- Parking Fees
- Discounts for Carpooling
- Residential Frosh/Soph Parking Prohibitions

TDM Programs

- SCMTD Bus Pass
- Night Owl transit service
- Commuter Vanpools
- Bike Shuttle
- Bike Infrastructure improvements & Safety efforts
- Emergency Ride Home
- Zipcar car sharing
- Zimride ride matching

Parking Management

- Of the 4,840 spaces, only **3,400** are available to commuters. The remaining 1,400 are reserved for "critical-access," residential and special use parking.
- About **1,500** of all parking spaces are "remote," located on the periphery of the campus core
- Typical SOV close-in parking permit costs **$792** annually
- Remote parking permit costs **$474** annually

Carpool Parking

- About 600 staff and faculty and 440 students participate in “formal” carpools each year
- Carpool permits cost only **$570** annually divided among the carpool-mates
- These two each pay only **$285** annually—much less than **$792** to drive alone!
- Many more commuters share rides informally with partners and friends

Measuring TDM Diversity

Mode Split studies observe the actual traffic stream entering and exiting the campus during daylight hours. They are distinctly different from a **commuter survey**.

UCSC Spring 2011 Mode Split Study

Travel Mode	Passenger-Trips	Vehicle-Trips
Single Occupant Autos	**33.6%**	**68.2%**
Motorcycles	1.0%	2.0%
Service/Construction Vehicles	2.2%	4.5%
Non-TDM Modes	**36.8%**	**74.7%**
Multi-Occupant Vehicles	23.1%	20.0%
SCMTD Transit Buses	31.3%	1.9%
Other UCSC TDM (vanpools, Bike Shuttle, Campus Transit)	5.1%	3.4%
Bicycles	3.3%	0%
Pedestrians	0.4%	0%
Total TDM Modes	**63.2%**	**25.3%**

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Santa Cruz Metro Transit District

- UCSC and SCMTD have maintained a service contract since 1972
- Allows UCSC students to ride “fee free” on any regularly scheduled SCMTD route within Santa Cruz County

Santa Cruz Metro Transit District

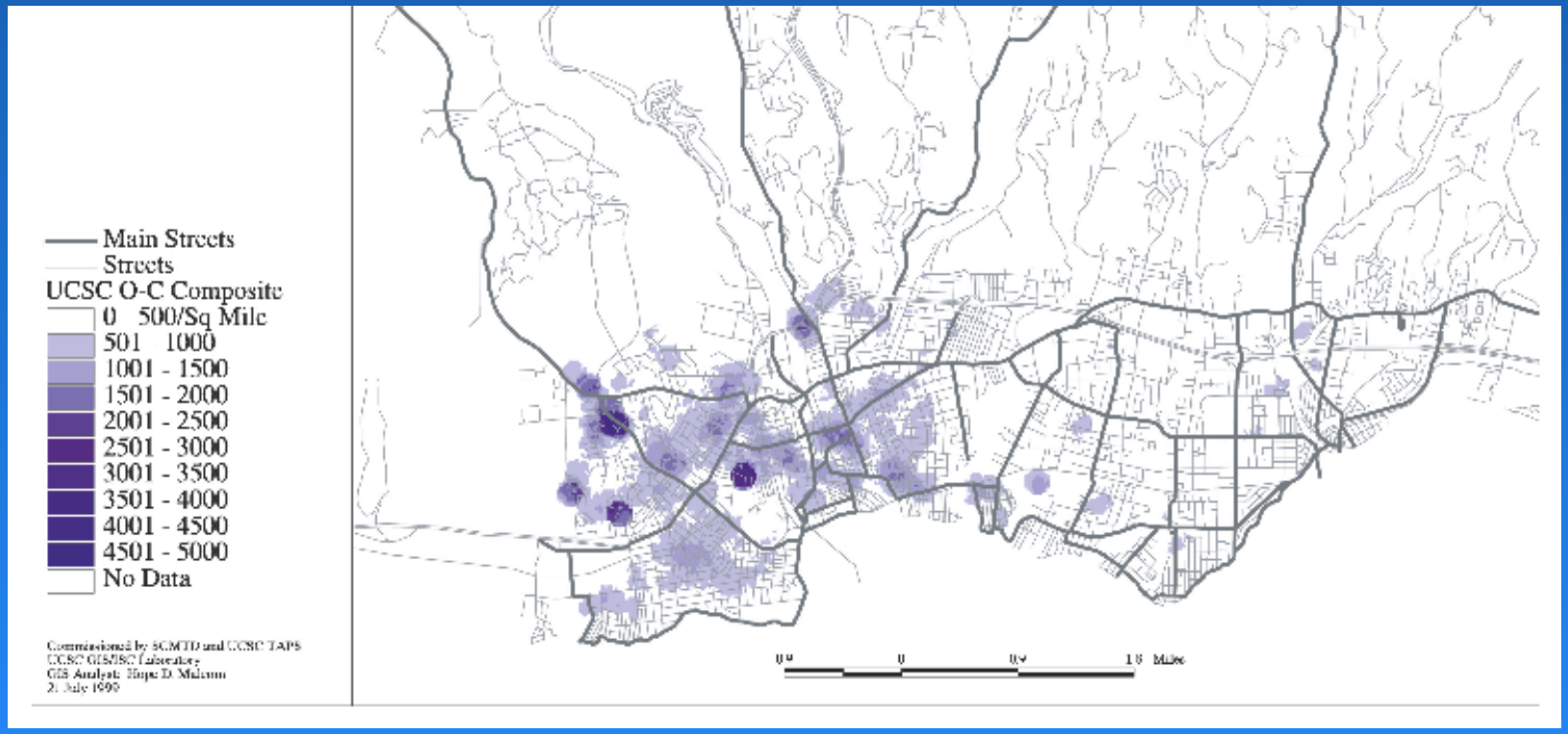
- UCSC and SCMTD have maintained a service contract since 1972
- Allows UCSC students to ride “fare free” on any regularly scheduled SCMTD route within Santa Cruz County
- Contract was extended to include UCSC staff and faculty in July 1989
- Students display valid UCSC ID, while staff and faculty display annual UCSC Bus Pass
- SCMTD bills UCSC monthly on a per-ride basis, providing the campus with complete ridership data extracts for analysis
- 2011-12 Faculty/Staff Bus Pass cost $8.75/ month, compared with $65/month for general public—an 86% savings!

Santa Cruz Metro Transit District

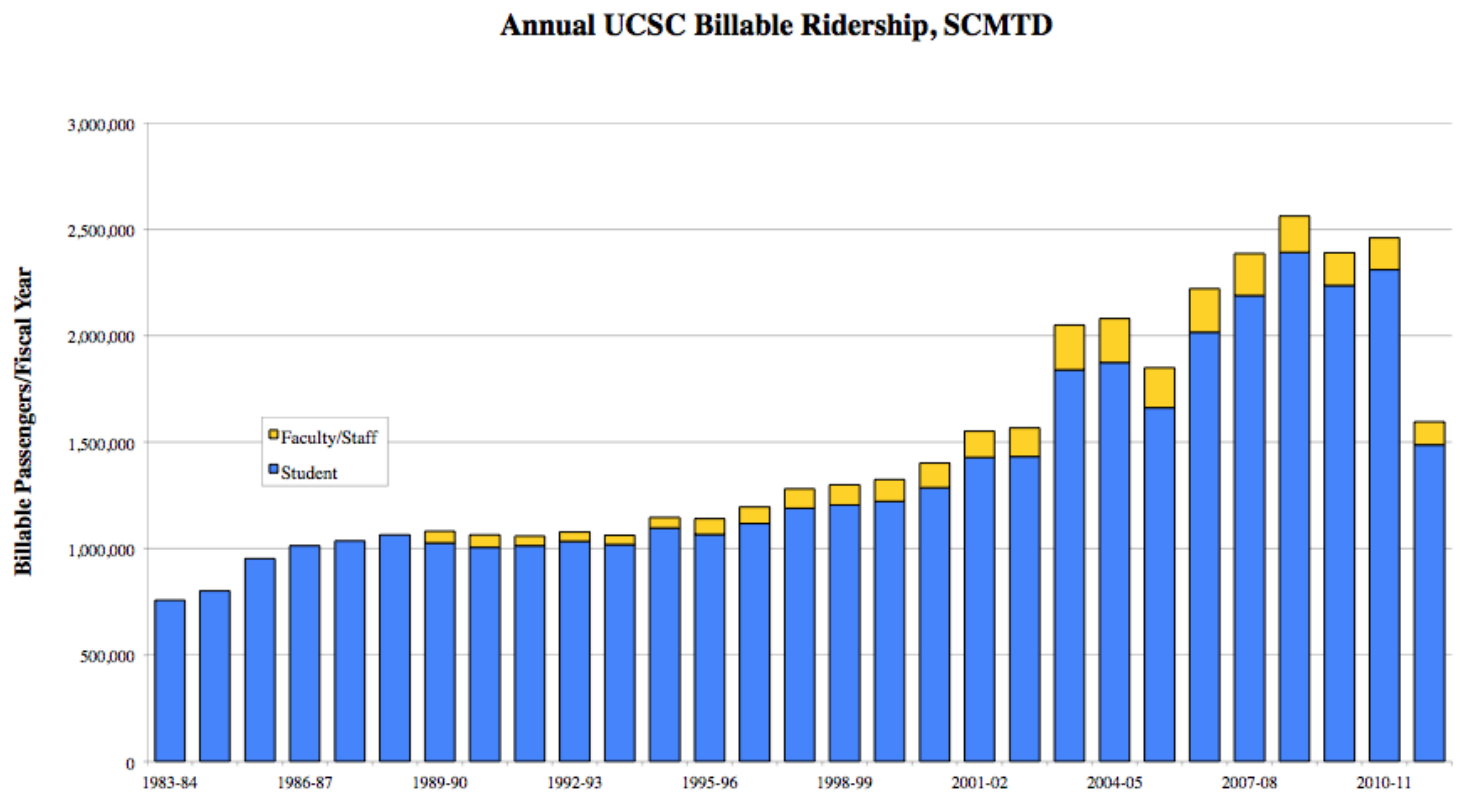
- UCSC's Average Daily Ridership during the 2010-11 school term exceeded **11,230** students and **570** staff/faculty
- Peak UCSC ridership exceeded **15,150** passengers on the first day of instruction during Fall 2010
- Total annual UCSC ridership now exceeds **2.45 million** passengers
- UCSC accounts for more than **44%** of SCMTD's total in-county ridership
- At the cost of $1.26 per ride, UCSC's 2010-11 payment to SCMTD totaled $3.14 million

SCMTD Service to UCSC

- UCSC Commuters are concentrated relatively near the campus



SCMTD Ridership Trends



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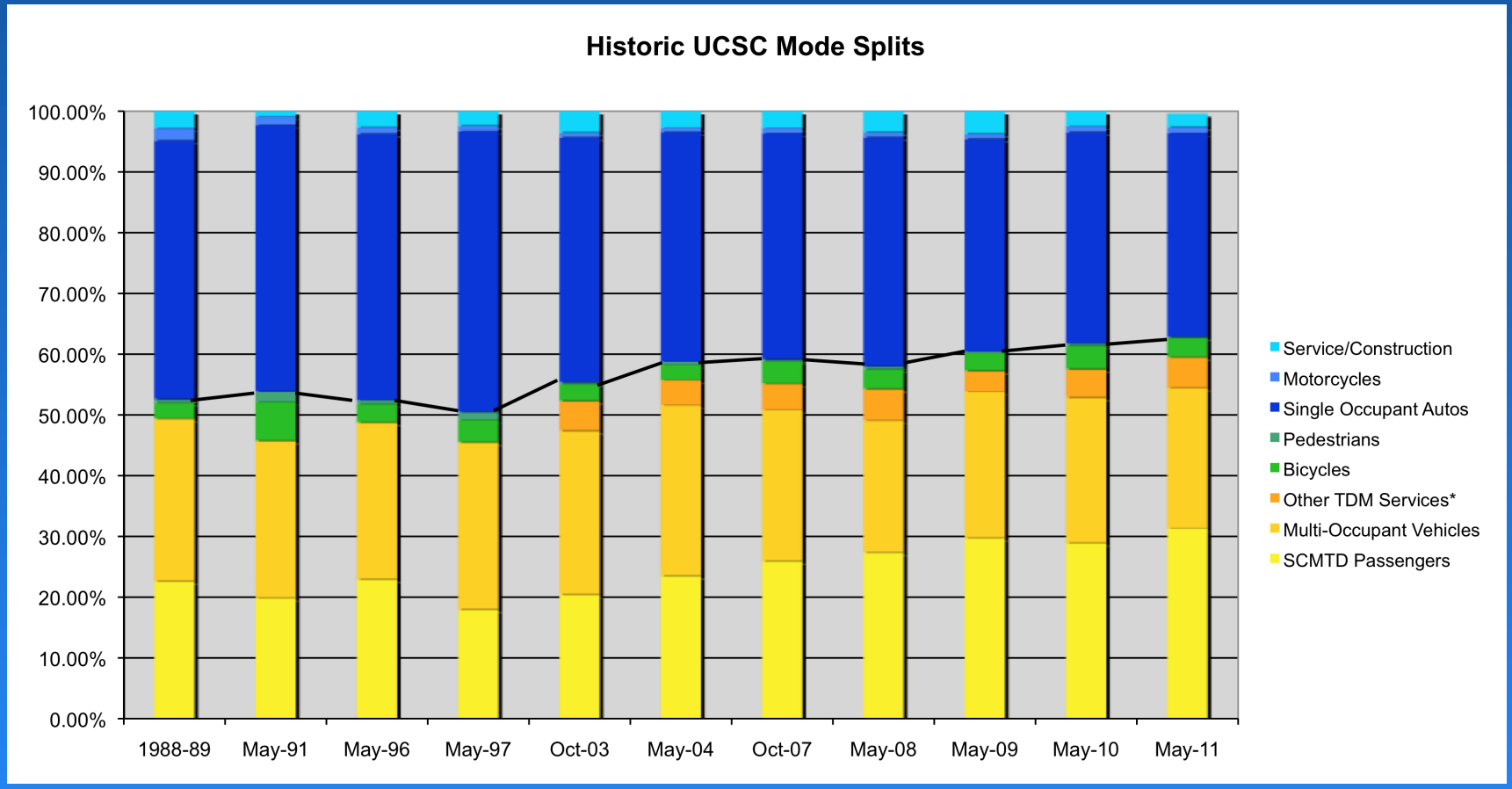
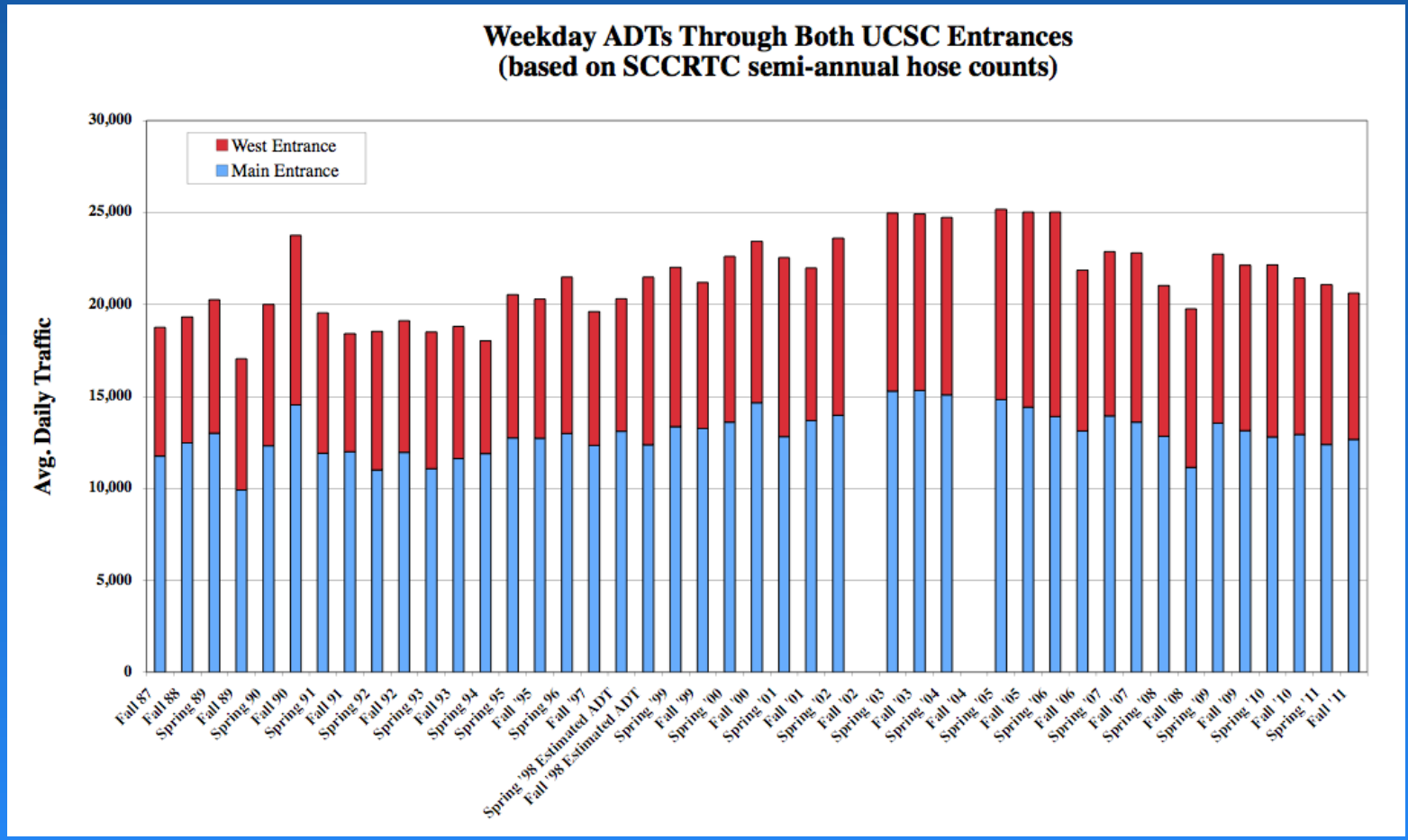


Campus Vehicle Traffic Trends



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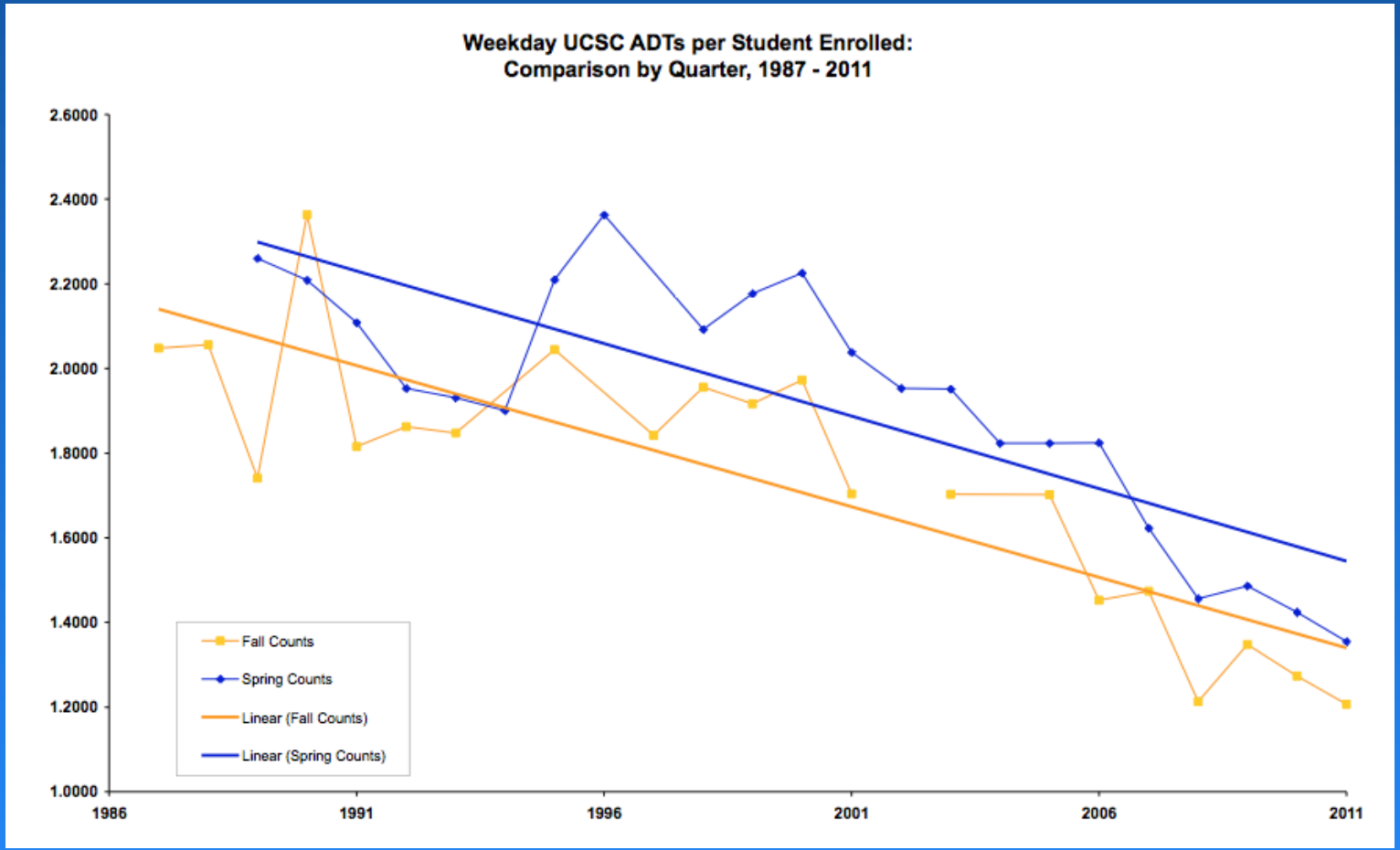
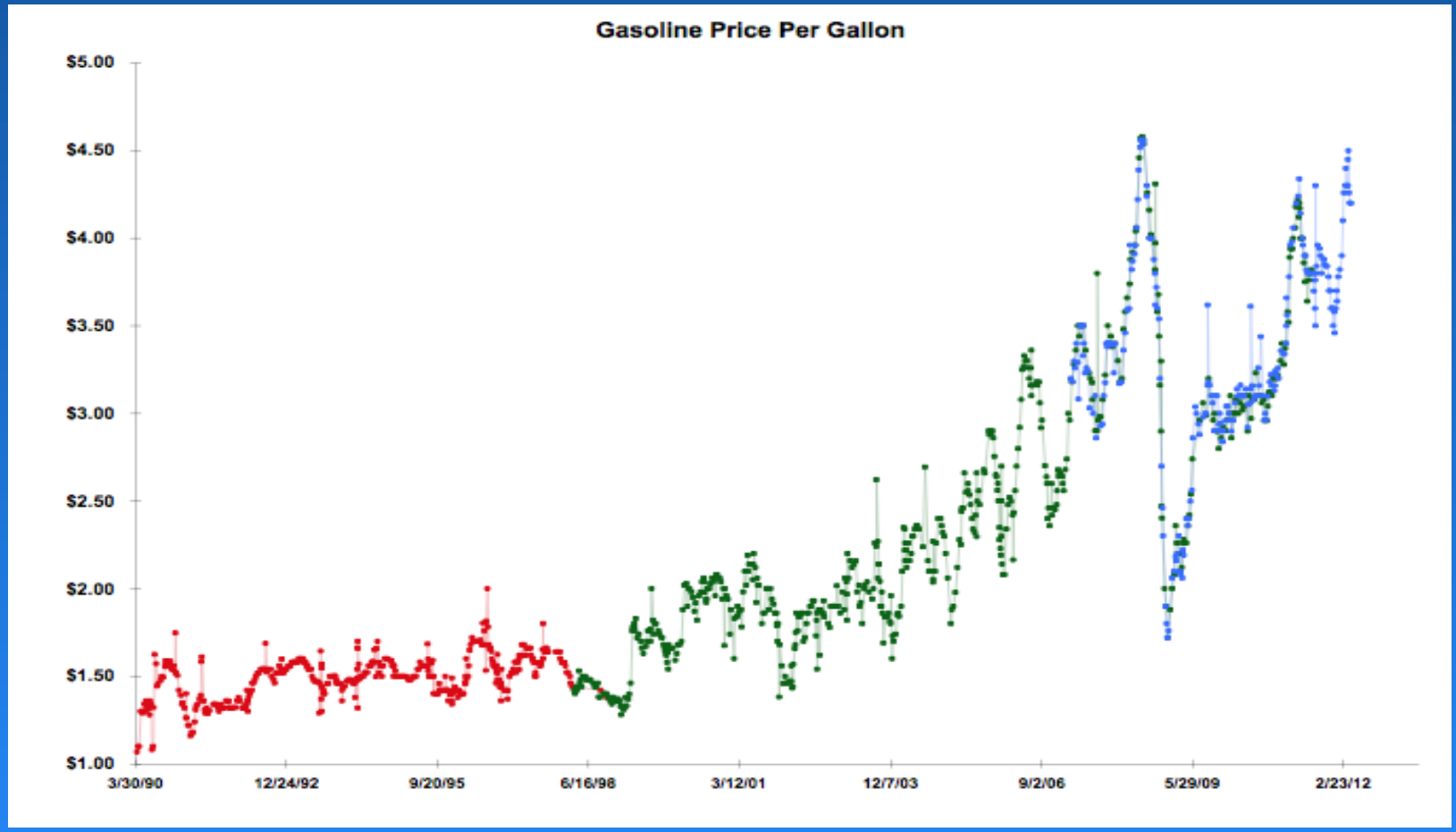


Gasoline Prices



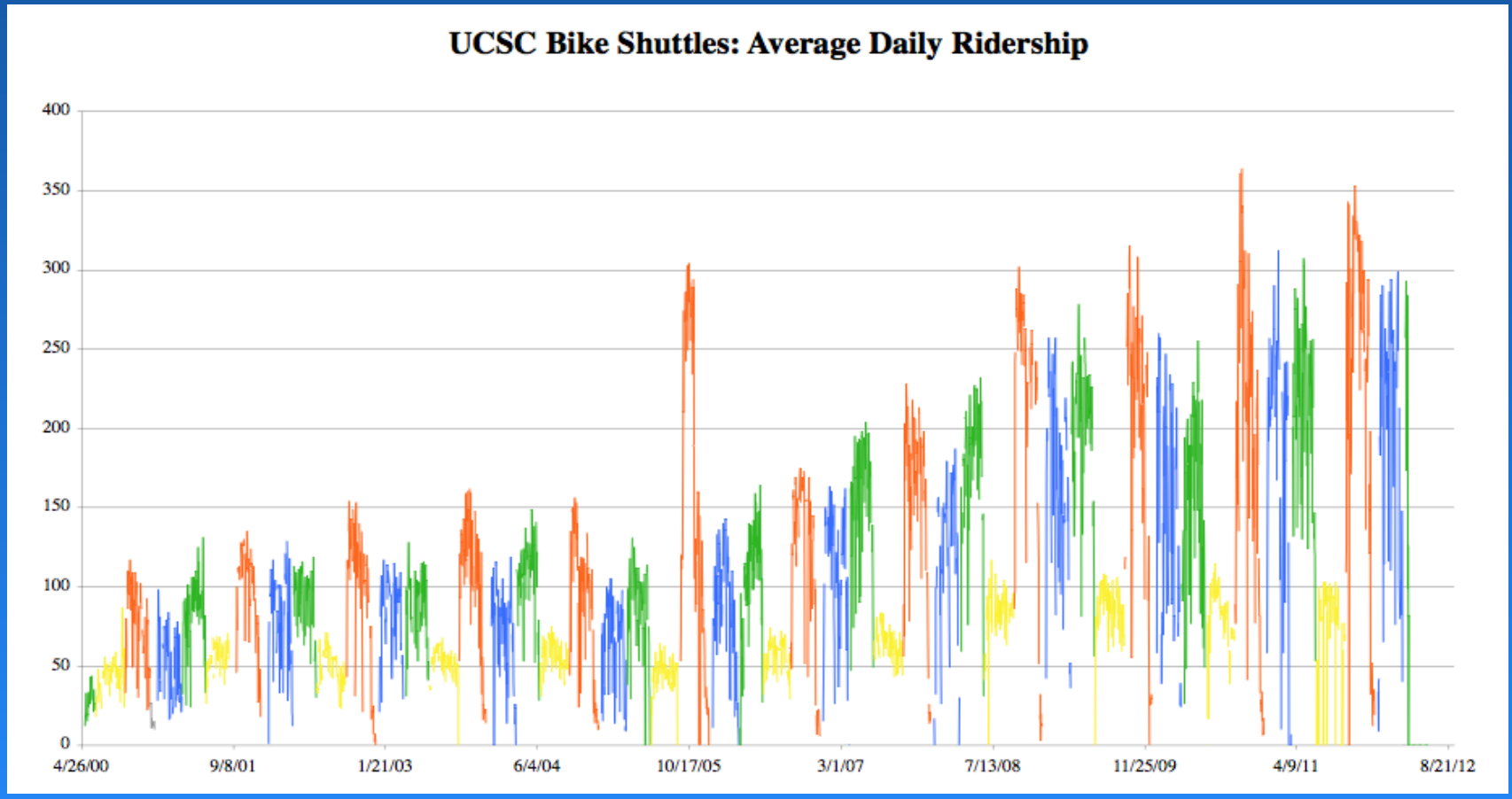
UCSC Campus Transit

- Currently operating four on-campus routes from 7:25am until 12:12am Monday - Friday and 6:30pm until 12:12am Saturday and Sunday
- Fall 2011: Late-night off-campus “Night Owl” service until 1:15am Sunday – Thursday nights and until 2:50am Friday and Saturday nights
- During the 2010-11 school term, daily ridership averaged **11,200** passengers on the Day and Night Shuttles
- Total 2010-11 ridership exceeded **2.2 million**
- Campus Transit costs about $1.23 per rider in 2010-11

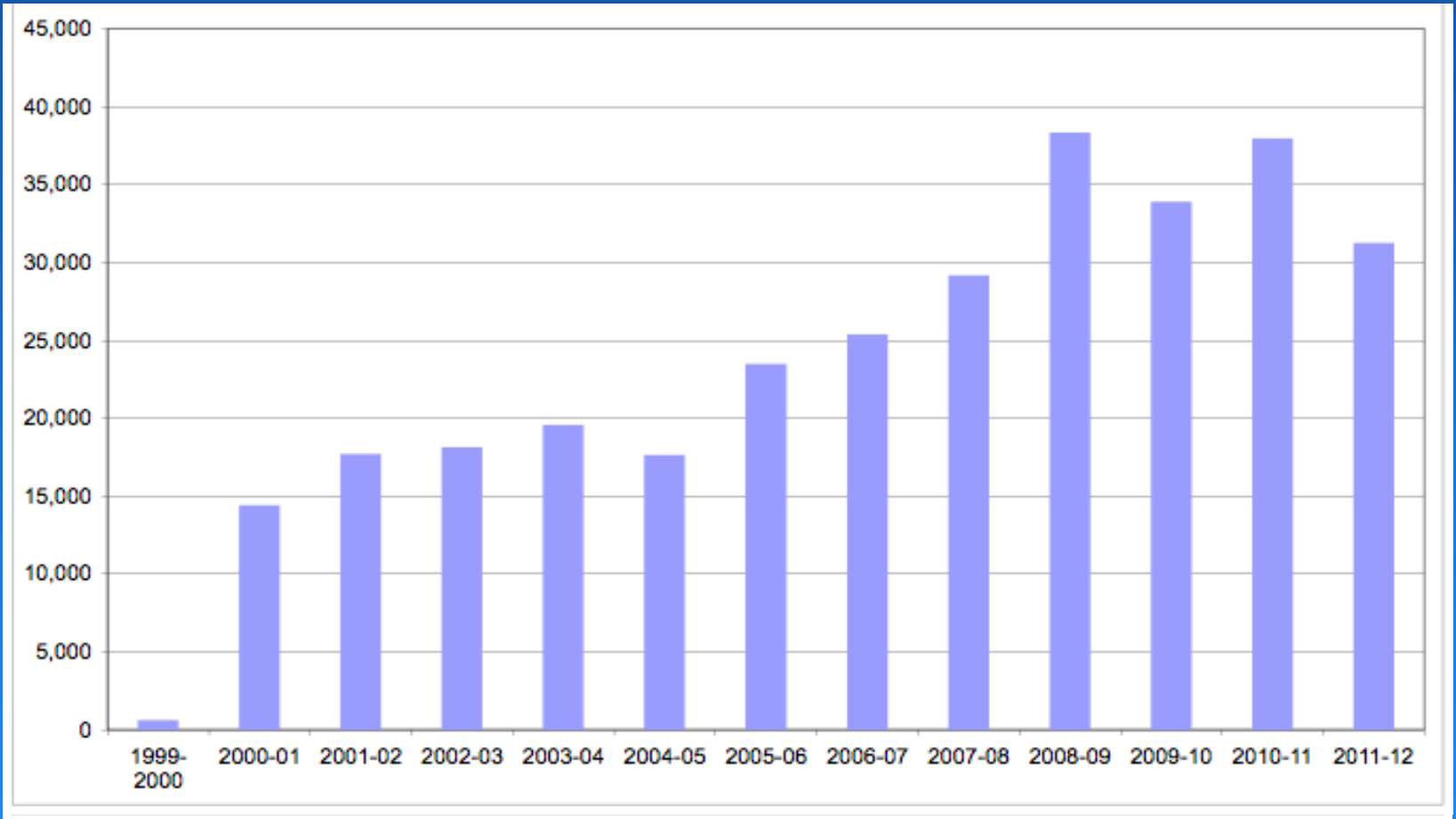
UCSC “Premium” Transit Services

- **The Bike Shuttle** operates weekdays throughout the year from 7am until 1pm
- Specially-designed trailers carry 16 bikes behind a cutaway shuttle plus 2 bikes on a front rack, traveling uphill to/through the campus
- Average daily ridership exceeded **160** passengers in 2010-11, and **263** passengers so far this year
- Surveys indicated half the riders are staff and faculty, most of whom previously commuted by SOV car

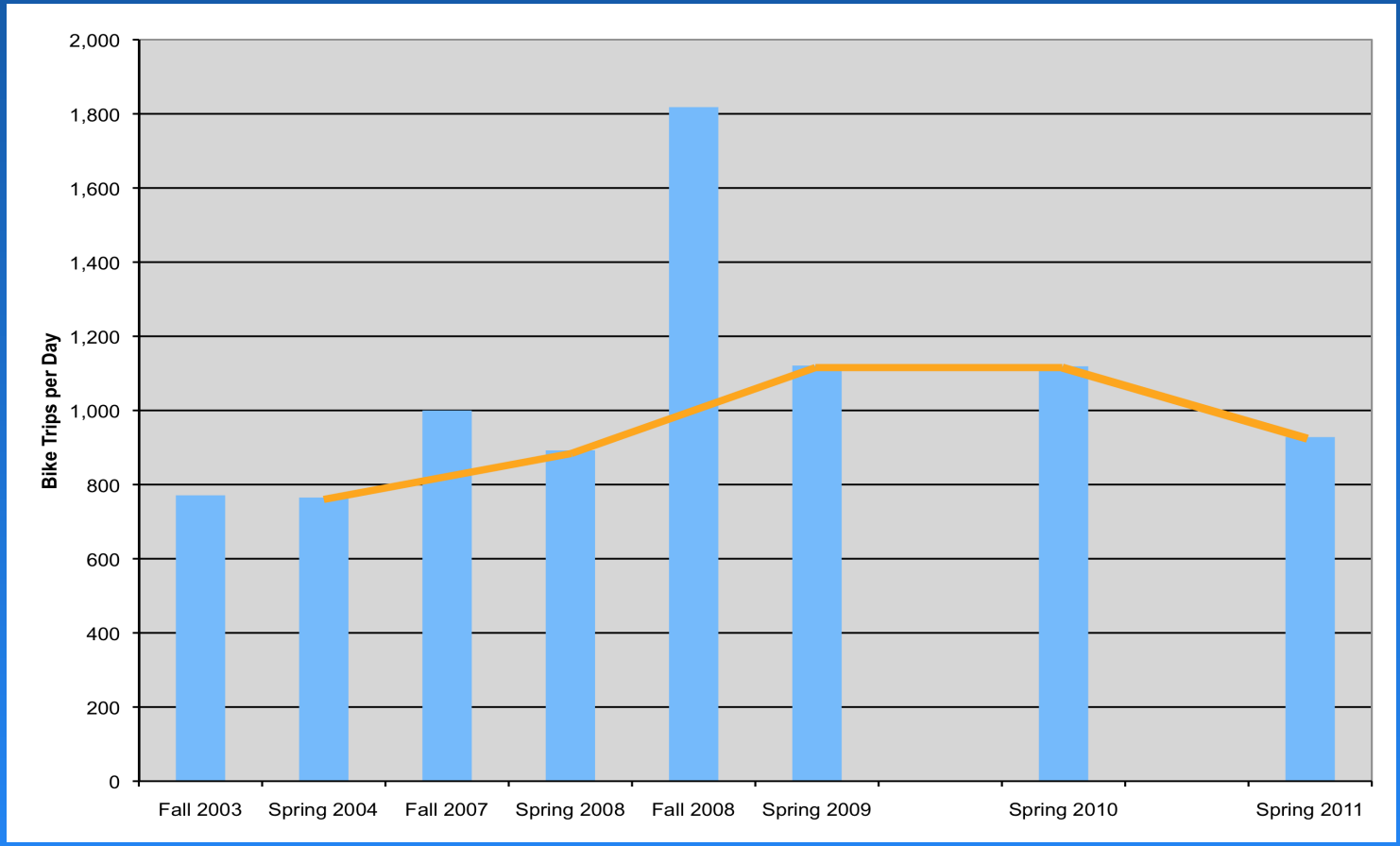
Daily Bike Shuttle Ridership



Bike Shuttle Ridership Trends



Campus Bike Ridership Trends



UCSC Commuter Vanpool Program

- **23 vanpools** currently in operation:
  - 18 from within Santa Cruz County, 1 from Monterey County
  - 4 from Los Gatos, San Jose and Palo Alto
- 240 campus participants
- Riders pay ~40% of the program costs, with the rest subsidized by Parking revenues
- Riders realize >90% savings compared to SOV commuters

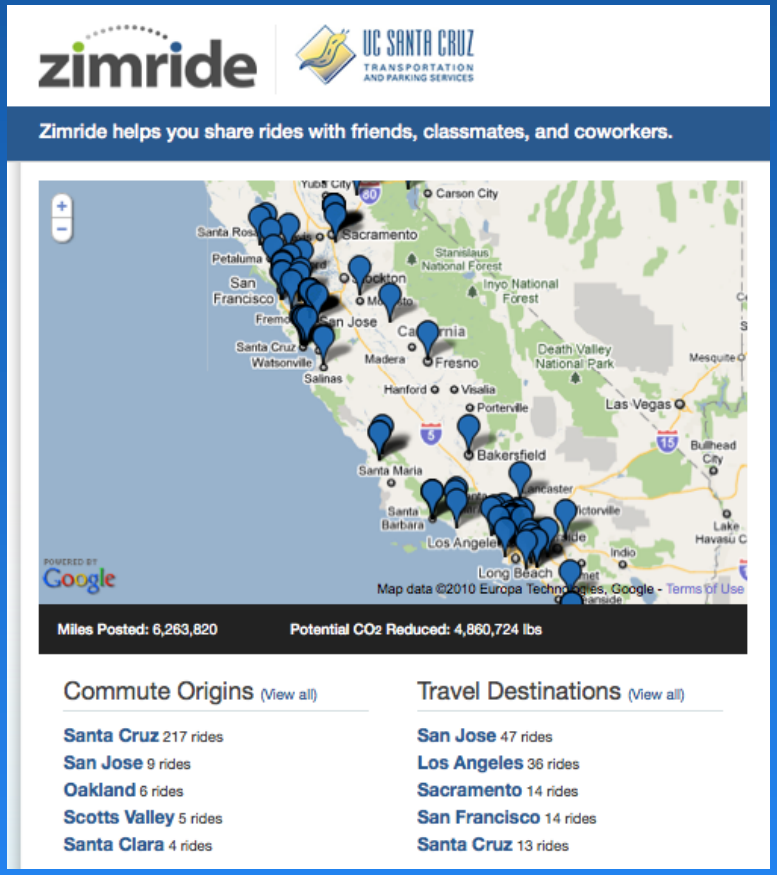
Car Sharing

- Popular in Europe and at several metropolitan areas in the US
- Offers hourly car rental with all costs folded into the fees: insurance, fuel, etc. — **Provides the convenience of automobile access without the costs of car ownership**
- Studies indicate residential student parking demand declines as **one car may serve thirty-four people**
- UCSC TAPS had pursued car sharing for more than three years — with intention of serving students **18 years of age and older**

Car Sharing

- Five years ago, UCSC TAPS launched a contract with **Zipcar** to introduce car sharing to the campus
- As of April 17th:
  - 8 cars in 4 on-campus locations; 9 cars in 5 off-campus locations
  - 1,235 active members, including 1,000 UCSC students, 167 staff/faculty, and 68 community members
  - Non-UCSC membership is growing with program expansion in the City of Santa Cruz
- Overall utilization last month was 45%

Ridesharing



- Ride-matching program saw “soft launch” in May 2009
- Intended for occasional trips (holidays, events, etc.), functions like a traditional “ride board”
- Also accommodating commuters
- Links to Zipcar
- Students are UCSC’s primary audience, but same application could work for any group
- Significant growth in membership and use last November in advance of Thanksgiving Holiday, with similar promotion being launched this week

Global Warming and California's Future

Lisa C. Sloan

Department of Earth & Planetary Sciences

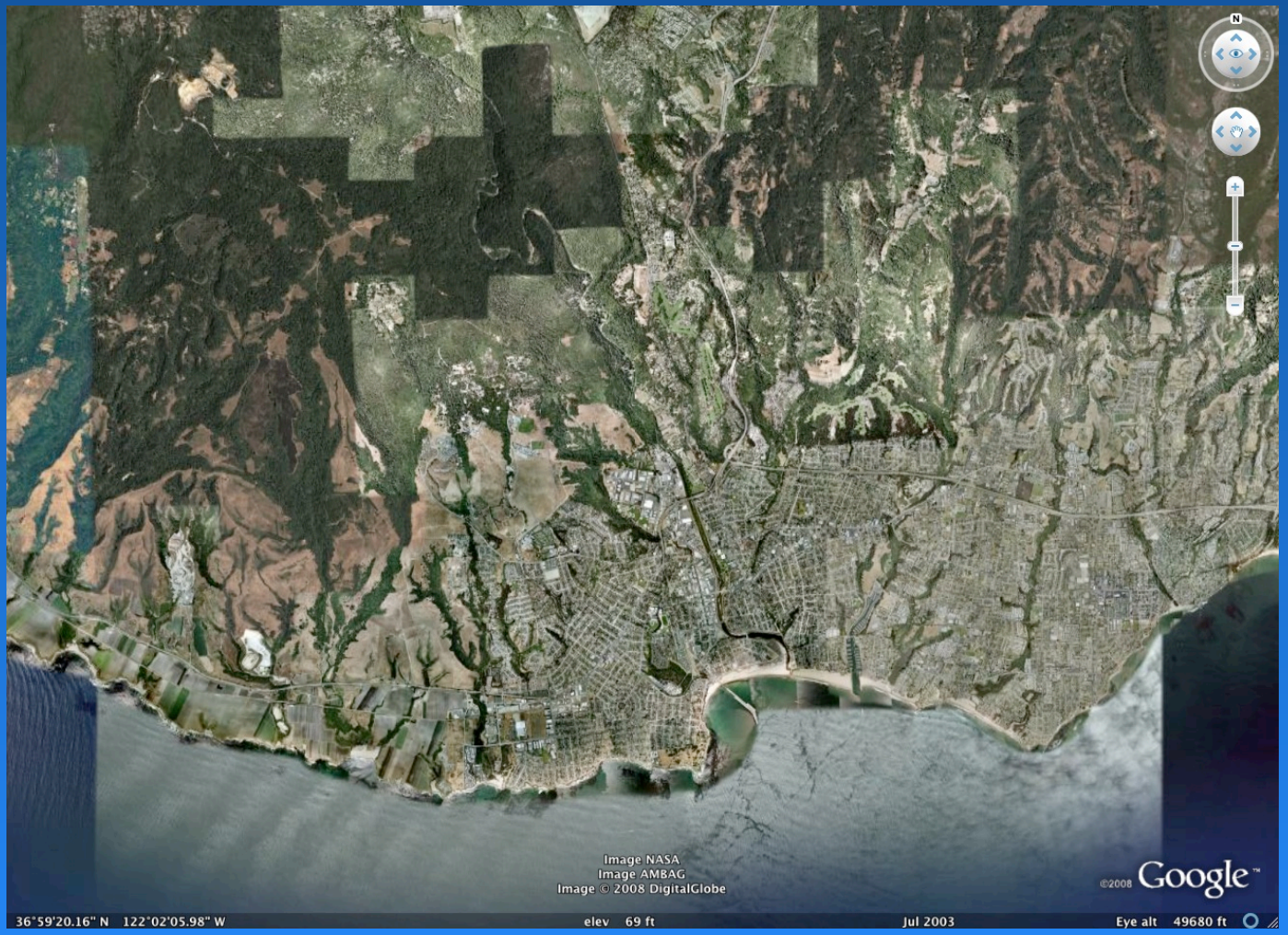
University of California Santa Cruz

Santa Cruz Climate Solutions Summit

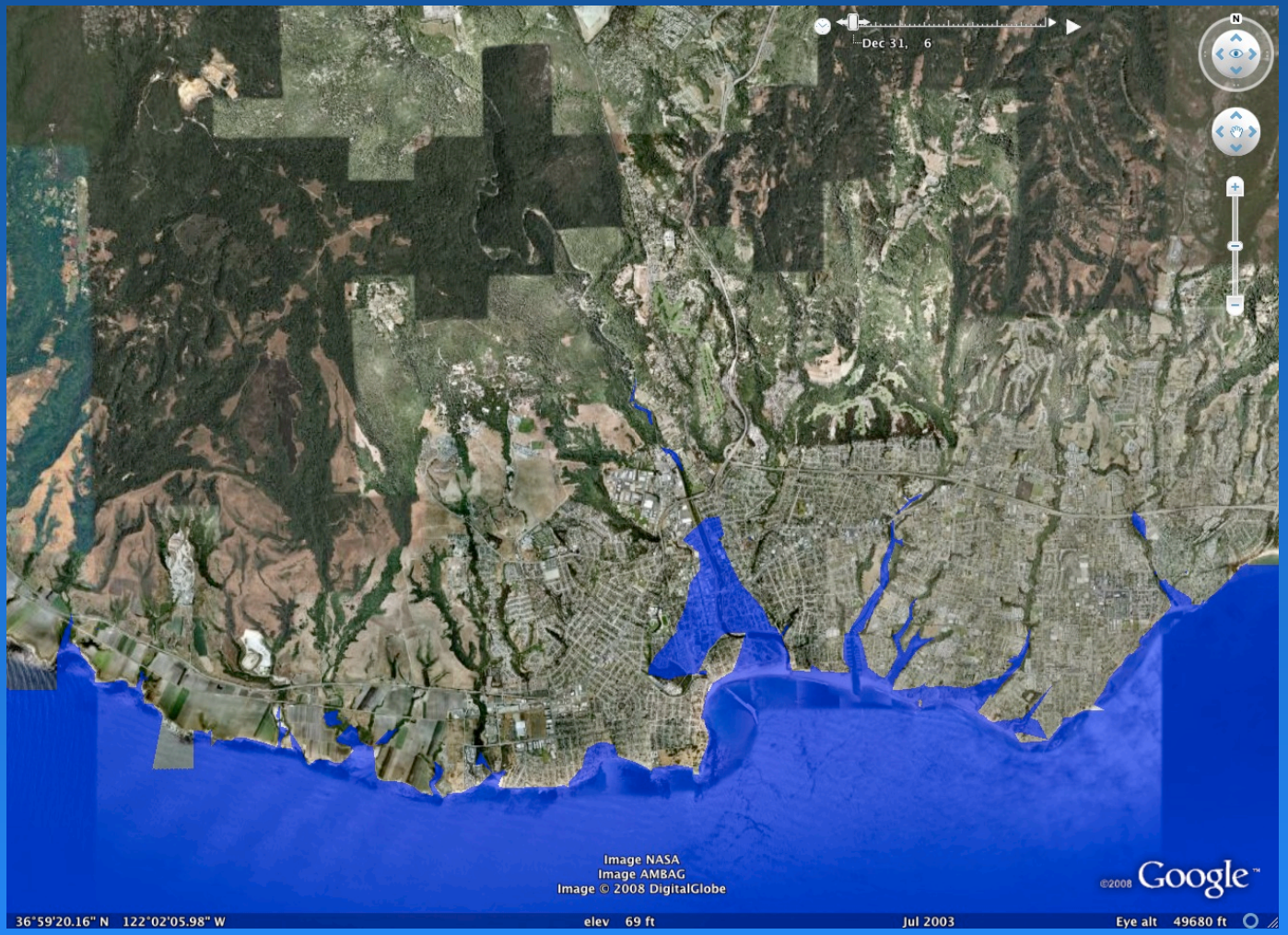
April 19, 2007

lsloan@ucsc.edu

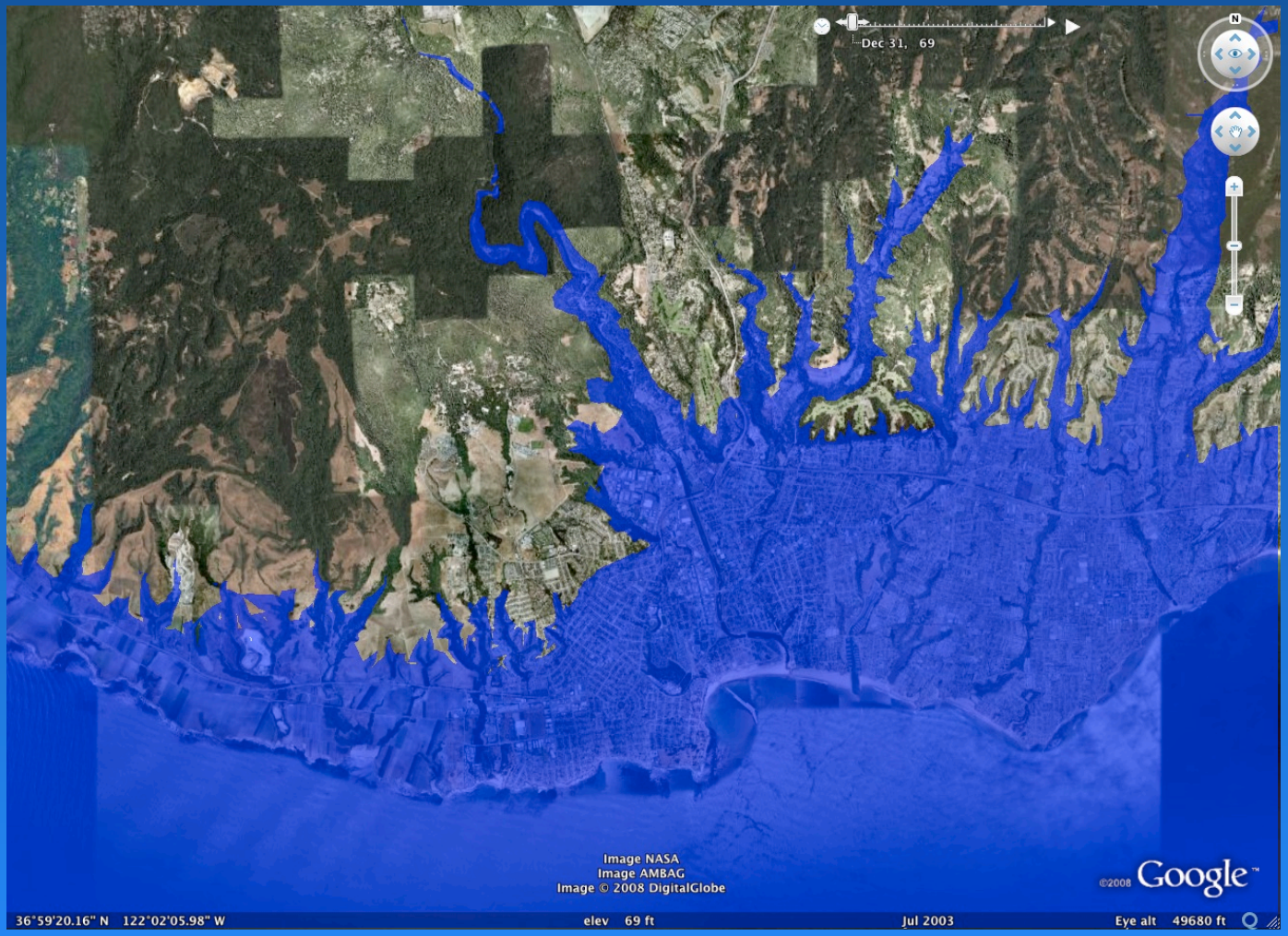
Santa Cruz: Current Sea Level



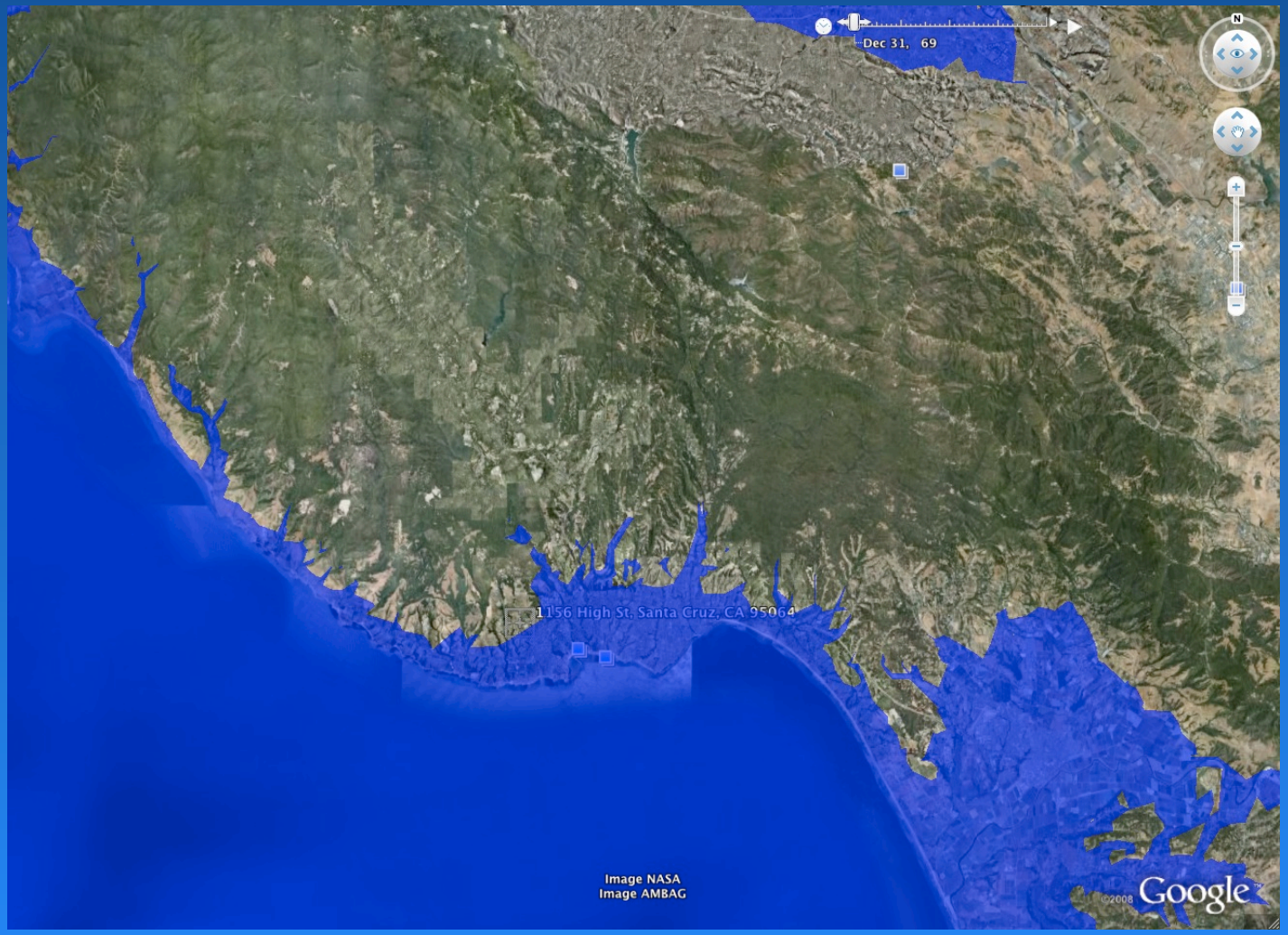
Santa Cruz: 7m Sea Level Rise



Santa Cruz: 70m Sea Level Rise



Santa Cruz County: 70m Sea Level Rise



DRAFT
Campus Sustainability Plan 1.0
A Pathway for Success
2010-2013

UC SANTA CRUZ

"As Chancellor, I am personally committed to sustainability. It is vital for the long-term future of the campus and for the long-term future of planet Earth… Sustainability is really a way of thinking about everything that we do."
~George Blumenthal, 2008 Annual Campus Earth Summit

Sustainable Transportation: 2020 Vision, Objectives & Metrics

"In 2020, human-powered modes are predominant for on-campus travel, 75% of commuter person-trips are by **non-SOV** (Single Occupant Vehicle) modes, the campus fleet is optimized, and fossil fuel use is reduced 50% from 2008 levels."

1. Reduce UCSC-related transportation and associated greenhouse gas (GHG) emissions.
2. Develop a new funding model and sources to support sustainable transportation efforts.
3. Reduce campus transportation's reliance on fossil fuels.
4. Continue to promote and increase reliance on human-powered and non-SOV transportation modes.

Sustainable Transportation: 2020 Vision, Objectives & Metrics

Human-powered modes support the 2005 LRDP:

- More pedestrian infrastructure (wider sidewalks, pedestrian bridges, benches, lights, improved way-finding and signage, traffic control “crossing guards”)
- More bike infrastructure (bike lanes and paths, racks and lockers)
- Institutional support of walking (smarter class scheduling, longer breaks between classes, walking-based orientation for new students)

Thank You

Larry Pageler
pageler@ucsc.edu

In your opinion, which of the following three areas has the most potential to reduce greenhouse gas emissions in your city/county over the next few decades?

1. Land use policies
2. Investment in transit and alternatives to driving
3. Policies that affect cost of driving

For the following questions, please indicate what your level of supportive would you be of each of these policies, assuming that they would greatly reduce or shorten car trips in your city/county.

1. Land Use Policies

   How supportive would you be of each of these policies, assuming that they would greatly reduce or shorten car trips in your city/county?

   A. Transfer of Development Rights

      Definition:
      Transfer of Development Rights is a way to take development rights from one area proposed for land conservation and apply these development rights to another area that is planned for more intensive building. TDRs offer landowners a financial incentive for the voluntary conservation of environmental or agricultural land, and developers wishing to build more the ability to do so in strategically planned areas.

      1. High
      2. Low
      3. None
      4. Don't know
      5. Supportive under certain conditions

   B. Tax Increment Financing (TIF) Districts

      Definition:
      This is where future gains in taxes are used to finance current improvements. These improvements, in turn, will stimulate those future gains (i.e. the “tax increment”). Tax Increment Financing dedicates the “tax increments” within the districts to finance the debt incurred to pay for the project. Generally, TIFs are used to direct funding to public projects and improvements in distressed or underdeveloped areas.

      1. High
      2. Low
      3. None
      4. Don't know
      5. Supportive under certain conditions

C. Graduated Density Bonus for Infill Projects

Definition:
Graduated density bonus allow for higher density to occur on larger sites, which can create land value that would be more than enough to finance new infrastructure. Incentives are provided for land assembly by allowing higher density for sites as the sites get larger. As such, holdouts who are left with sites that cannot be combined with enough contiguous properties to trigger higher density lose a valuable economic opportunity.

1. High
2. Low
3. None
4. Don't know
5. Supportive under certain conditions

D. Regional Tax Revenue Sharing

Definition:
The California local tax structure, heavily dependent on retail sales tax revenue, results in the 'fiscalization of land use.' Retail development is favored over industrial and residential uses because of the sales tax revenue. Regional tax base sharing allows a portion of collected revenues to be shared with jurisdictions within a region based on population or some other indicator.

1. High
2. Low
3. None
4. Don't know
5. Supportive under certain conditions

E. Streamlined Development Review Process

Definition:
A revision of the local development review process, such as removing or combining unnecessary approval steps, that makes it easier for applicants to obtain necessary approvals for projects that support smart growth principles.

1. High
2. Low

3. None
4. Don't know
5. Supportive under certain conditions

2. Investment in transit and alternatives to driving

    a. Commuter rail or subway

        1. High
        2. Low
        3. None
        4. Don't know

    b. Street cars/light rail

        1. High
        2. Low
        3. None
        4. Don't know

    c. Local bus service

        1. High
        2. Low
        3. None
        4. Don't know

    d. Express bus service

        1. High
        2. Low
        3. None
        4. Don't know

    e. Express bus to rail lines

        1. High
        2. Low
        3. None
        4. Don't know

    f. Continuous network of bicycle routes

1. High
2. Low
3. None
4. Don't know

3. Policies that affect cost of driving:

   a. Modified Parking Policies

      1. High
      2. Low
      3. None
      4. Don't know
      5. supportive only under certain conditions --→ what are those conditions? (for follow-up questions)

   b. Higher gas price

      1. High
      2. Low
      3. None
      4. Don't know

   c. Carpool lanes

      1. High
      2. Low
      3. None
      4. Don't know

   d. Toll lanes

      1. High
      2. Low
      3. None
      4. Don't know

   e. Variable road pricing based on congestion

      1. High
      2. Low
      3. None
      4. Don't know

   f. Pay-as-you-drive car insurance

      1. High

2. Low
3. None
4. Don't know

How serious a barrier is each of the following factors to the "on the ground" implementation of policies and programs that could reduce or shorten car trips in your city/county?

a. Lack of developer support for transit-oriented or infill development

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

b. Lack of lender support for transit-oriented or infill development

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

c. Insufficient transit availability

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

d. Existing land use patterns

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

e. Existing zoning codes

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

f. Jobs-housing imbalance

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

g. Public opposition to higher-density development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

h. Public opposition to higher charges for driving

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

i. Public resistance to using transit alternatives

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

j. Ranking of barriers

1. Lack of developer support for TOD/infill
2. Lack of lender support for TOD/infill
3. Insufficient transit availability
4. Existing land use patterns
5. Existing zoning codes
6. Jobs-housing imbalance
7. Public opposition to density
8. Public opposition to driving charges
9. Public resistance to transit

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Lisa Dobbins

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances." For these strategies, please describe in more detail:

A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder group: Action Pajaro Valley- formed based on Watsonville fight about growth due to agriculture protection over annexation & ag land conversion for economic development. Measure J. Mini regional advisory committee of labor, business, ag protection, farming, land trusts, economic, chambers, realtors, etc.

Internal growth management strategy- endorsed by city council of Watsonville and Santa Cruz board of supervisors

- **City of Watsonville urban limit line- protected mostly ag land & environmental resources, but allowed for some small potential conversion- emphasis to protect ag land.**
- **Chapter on design and livability, higher density design recommendations, policies to improve livability/transit/proximity to transit…..AMBAG should look at the strategy**
- **Lisa is writing a status report**

Advice:

- **Wide stakeholder support & then hand those strategies to political jurisdictions who will do what they will with the recommendations**
- **Can recognize an issue, but it comes down to the jurisdictions**
- **Enforcement, political clout,**

Steph

- **AMBAG has the RHNA portion, which has to be consistent with the SCS**

- **Tool of infill- how can you help describe the difficulty of infill, to have mixed-use on existing large nodes of existing- to advice jurisdictions**
- **How to have jobs/housing balance- a land use decision**
    - **Manufacturing & retail – what's the mix of jobs in the region**
    - **Can't really regulate people's choices about where they live or work**

Look at the low-hanging fruit to see things that you can easily implement and regulate

- **Expand commuter rail- what about Silicon Valley or Gilroy?**
- **School-centered development- is there the land base available to do that though?**
- **Demand-based parking pricing….wants to know what this is**

Livability communities guidelines (with strategies, but how to get them on the ground is a different story)

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder groups – Action Pajaro Valley – formed over fight in Watsonville wanting to grow – since their boundary is surrounded by agriculture – Measure J has issues around it – if any city wants to grow, have to go to LAFCO and have to prove why conversion of ag land is justified. SC is a fairly constrained in this regard, since Measure J is a SGDS.

We formed people who wanted to protect Ag; also those who needed more housing; to get competing stakeholder to convene and figure out how to address these conflicting issues; had Mry County/SC County – diverse sectors – in this way – we are a sub-regional mini-RAC.

For Lisa to answer for "stakeholder groups" – is difficult because

We created a growth management strategy for Pajaro Valley – ID'd principles that they could agree around;

People who worked in Ag –

To grow onto Ag is a hardship; but we are overcrowded (18 people living in a garage)

One of strategies was to create an urban limit line in 2002 – passed (62%? Voted for) – allowed for a smaller amount of potential conversion land; emphasis on urban limit land was to protect ag land to the east of the city of Watsonville.

Growth Management Strategy has huge chapters on strategies – to take a look at strategies they've already developed – endorsed by Watsonville and Santa Cruz.

1. *Comes down to General Plans* – so I can speak from experience – you can have all the right mix and "love and hugs" – and potentially hand those strategies

2. 10 years later – how are we doing? *Progress report* – did *Watsonville* grow into the area they had set out –

3. Part of our plan was to increase compact housing – NIMBY's went crazy – splintered Advisory Committee – key to this could be infill areas – now with redevelopment's demise – what happens when jurisdictions look inward, not sprawl? How can you help describe infill improvement on large nodes; what are the tools available to understand how to do this?

4. Watsonville enterprise zone is now getting dismantled

- If they can help zoning ordinances – be more responsive to infill improvement
- RAC can advise jurisdictions on how to deal with some of the issues
- In some areas with dominant Hispanic communities; some people perceive that this isn't always
- Checking into AMBAG's stuff – the commuting in/out – as I write the progress report
- Our workforce – a lot of these are first generation ag workers –

5. What is the low-hanging fruit? Employer vehicle sharing programs?

Livable Communities Guidelines – for General Plans –

- Commuter rail (AMTRAK?) *– station in Pajaro – has been on radar for 10 years – to connect to Silicon Valley*
- School centered development – is there land base available to do that? Not as low hanging?

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Abby Taylor-Silva

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Stakeholder Group: Grower-Shippers (M, SB, SC, San Mateo Counties)- 80% leafy greens produced in the valley. Look at member's needs (water, labor highest priority….transportation, food safety, traceability) and represent those needs locally, statewide, and nationally.

2: Case-by-case basis because if it's a transit service that's going to assist farmworkers with getting to work or for a shipper company that has a more rural route, it might be of interest.

4,5: Depends on if it's going to be a benefit to their employees (farmworkers, sales/marketing, distribution, etc.).

9: When it gets into questions about taking ag land out of production or effect grower's ability to get tractors in then these issues will come into play. Having the ag community involved in the discussion as roads are changing is going to be very important.

10: Generally supported, but need to make sure the ag community maintains the ability to farm. Keep this as a main priority in the conversation.

15: Might find support for parking and then carpooling to work.

16: Generally supported. Doesn't think the ag industry has a strong feeling about this.

36: Membership across the board probably has different feelings about redevelopment/reuse infill. Focusing on the beneficial use- developer incentives for infill on

already developed area rather than ag land, unless there's a benefit to ag workers (such as providing housing). Depends on the purpose of the project.

Commuting workers: 101 corridor (San Juan Bautista to King City). Some sales/marketing teams using 68, Ryan Ranch, etc.

37, 38: Want to see affordable housing for ag workers, so this is generally supported.

41: Concern about crime and violence in the city (Salinas), so with increasing density, would want to make sure that density is not creating a more violent environment for their employees. More people living together can add more unhelpful activity. Affordable housing is important but needs to be done to create a safe environment.

43: Concern with putting absolute support.

I'm Unsure

3: On or near ag land can take land out of production and can create food safety issues (dogs, walking routes). 500ft buffer for animal intrusion. Could be concerns that creating bike/ped paths is a precursor to conversion of ag land.

14: Difficult for ag industry.

18: Might be something the ag community would be interested in doing, but not a huge priority.

20: Any tax is going to be of concern.

21: Some thought of congestion pricing along toll road coming in. With semi-trucks coming through with product, not sure what this will mean to that system. What does this mean for movement of freight?

23: Doesn't seem feasible locally because if you're not adding lanes, it may be harder on freight.

Regional Advisory Committee
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NOTES

Growers and shippers, about 300 members – we produce 80% of leafy greens in spring and fall; mostly rep row crops in four counties; voluntary to be a part of the trade association; we look at members needs and look at that – biggest issues now are water and labor, food safety. Also transportation. Assisting as legislation is developed to rep our members.

1 through 7

2. Case by case basis – if it's a transit service that can assist farmworkers; or for a shipper company that has a more rural route, might be of interest to the ag community.

3. Looking at bike and ped routes near ag land – could take ag land out of production; there are food safety rules that prevent people and animals; animal intrusion buffer = 500 feet; could be looked to – is it a precursor to conversion of ag land

4. Same as above if benefiting their employees – sales, marketing, manufacturing and distribution center

5. Same as above

9 & 10

9. When it gets into questions – is that going to take agricultural land out of production? Will it affect ability to get tractors in/on the road, will it affect irrigation. *When schools come in – there are*

buffers and more traffic – having ag community in the discussion so they can get in the work around as routes are changing

10. Locating school in dense, yes; school centered development – is this priority raised over others? Ability to farm should be prioritized.

14. Difficult for the ag community; but some do this already – sales teams and field workers' schedules.

15. Question is just – if you are looking at field workers being able to park somewhere and drive to a location – this might be supported; just bringing them into the conversation.

16. Generally this is supported; if it's the ag industry, being able to *promote this to staff* will be widely acceptable; but in terms of liability of company might be. Don't know if the ag industry has a strong feeling on these in general.

18. Might be something they'd be interested in, but not a priority

20. Generally any tax will be of concern

21. There is some thought about putting together a toll road on 156; challenging when you have semis coming through to pick up products – what would this mean freight movement through these areas?

23. Generally good; doesn't seem that feasible to me, locally – only thing I could see is that it might make it harder on freight unless you're adding capacity.

36. Generally – our membership doesn't have a strong redevelopment – across the board might have different feelings for redevelopment in general. Generally, in terms of focusing on infill vs. rural, we'll always be looking at the beneficial use, want to see developers have incentive on infill vs. ag land conversion; unless we can provide housing to farmworkers and families close to where they work – might be considered a higher beneficial use – really depend on that land owner.

Commute patterns – down the 101 corridor; San Juan Bautista to King City. Salinas Valley through Watsonville; do have sales/marketing teams on HWY 68 (incl Ryan Ranch)

37. Generally supported; I don't know the intracacies – ag should have voice at the table

38. Same as above.

41. This would be of value – one thing that's concerning ag industry is crime & violence in Salinas; would want to see if you are increasing density, are there things in place to ensure public safety as the density increases; when you have a densely populated area it can allow for more 'activity that's not helpful.'

43. Generally supportive –but unsure of some details.

Venue – possibly the conference room – N/A in April or July

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Amy White

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Stakeholder Group: Land Watch- 500-1500 members. Mission is about development processes & procedures, impacts. Created conversation and the Board makes calls after long policy discussions.

1-7: support public transit and understand it's going to need to be heavily subsidized because it can't pay for itself. Would support trans strategies if it doesn't harm the environment. Can't support prioritizing infrastructure if the EIR shows extreme costs, etc.

8-12: 8 & 11- messing with zoning codes can be tricky, & would consider this on project basis.

9: Salinas has done safe routes.

20: the higher, the better because it promotes alternatives but not sure how the Board thinks.

26: has seen ineffective impact fee programs and current TAMC project will only work if more projects come on board, which increases overall impacts. Can be ineffective if elected officials don't make them effective. Ex. Corral. Generally, the concept is good but programs don't always work the way they should.

27-30: Good in concept, but would support project-by-project. Familiar with TDR in terms of conservation easements and agricultural land. #30 is one of the goals of Land Watch and they are very supportive of this strategy.

32: would turn into a Peninsula vs. Salinas Valley war so elected officials need to make it a palatable concept.

35: great concept, but project by project. If the project was a good one- e.g. projects on lighthouse (infill). Density bonus for infill of a single-family home is not good because it's a "lost opportunity." - misuse

37: Carmelo project- developer was going to pay in lieu fees to not have affordable housing on site, but planning commission had problem with already allowing a lot of units and putting even more additional units somewhere else. Missed opportunity to not put affordable housing onsite and BOS agreed. Glad the project was denied.

39- EIR process is a checkmark to some developers but process could be better used- move to "any under circumstances" since this process is uniform.

43- move to "under any circumstances."

Additional comments: Land Watch wants to live in a perfect world and see things they support in operation, and as intended. Need to get elected officials to be supportive and see good projects.

Wants info about 33 & 34.

Regional Advisory Committee
One-on-One Interviews

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NOTES

1. Land Watch – 500 to 1500 members; concerns are with environment/development/CEQA; 15 years ago before Land Watch, this community was not as well versed in development processes; we've created a conversation around these kind of "wonky" topics; we have 10 Board members; three are planners (Sundt and Brennan) – Board is active in making these policy calls.

<u>1 through 7</u>

Only under certain circumstances: generally supportive of these policies; but we are focused on the economics of these policies; supportive but not when it comes to a detriment to the environment;

- we'd support it if it makes sense – ie. #1 – unless the EIR says that there are impacts to be concerned about

<u>8 through 12</u>

- Adjusting zoning code can be tricky; we would take it on a case by case basis; not willing to offer blanket support

<u>20 & 26</u>

- Personally – higher the gas tax the better
- HOV lanes – generally support

- South Salinas – has done a great job -
- Difficult to answer because I've seen them not be effective; for example, TAMC's program says that a recent dev Corral will pay $5m for a $30m; but the other $25m will not be available; this program is very disappointing; as this doesn't really work
- FOR A program – reduced impact fees – now they are in a lurch with redev down
- Concept makes sense but sometimes the fee programs don't work the way they are intedn

<u>27 through 30</u>

27. In concept yes, but take it project by project

28. TDR – I'm more familiar with this as it relates to conservation easements – would be interested in learning more about this on the city development side –

30. Streamlined development review – one of LandWatch's goals is to do so; as long as this makes sense

<u>32 through 38</u>

32. Regional tax revenue sharing – yes – since we have intercity commuting – brilliant one but would turn into a peninsula vs. Salinas valley war; if elected officials could figure out a way to make this palatable then it could be fantastic

35. Yes great concept – project by project review – if the density bonus is worth it, if the infill is high quality; think of condo projects along lighthouse; giving bonuses to developments that are single story

37. Interesting discussion in planning commission on Carmel project – 48 unit development, 12 dus/ac - didn't want to put affordable housing onsite but wanted to pay an in lieu fee for affordable housing – commission was concerned about the in lieu option – supervisors turned it down; one of the projects

39. Yes definitely makes sense – we know that at land watch anyway, this can be a sham; wouldn't be willing to make a blanket statement in support – maybe switch this to under any circumstances.

41. Project by project, but general yes

43. Under any circumstances

<u>Final comments:</u>

LandWatch would prefer to have policies in place to prevent the project by project analysis but seems necessary.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Andy Schiffrin

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Stakeholder Group: Water group. Sits on City of SC Water Commission. Environmental community concerned about growth and water, given the limited water supply.

1-7: Getting people out of cars is of critical importance. City's has a CAP.

8: Concerns with parking strategies are that it's delusional. Previous attempts created neighborhood-parking chaos, so reducing parking requirements is not an effective way to stop people from using cars. Simply by not allowing it makes people angry. Permit parking spaces save parking for residents, essentially creating private parking. If it's documented that in high density or along corridors that people are actually having fewer cars, then it's fine, but there doesn't seem to be much evidence of this working. Needs to be in combination with other strategies.

19: Problem is equity issues because people without the money are stuck in traffic, based on their income level. If there was a case of an equitable toll lane project working, he might be supportive.

25: Might agree if there were circumstances that he might understand. Language in the survey is unclear.

27: How will the city or county pay for the infrastructure or parks without the impact fees? For a particular project that creates a public good, he might be able to see how the strategy would work.

28: This strategy sounds good, but it often doesn't make sense within the zoning scheme. Undermines the integrity of the GP and zoning process because public doesn't understand what's happening when a project is going through the City Council. If the community wants to allow density somewhere, then it should zone for higher density or vice versa. Some circumstances where you have a zoning scheme that can make it work but it's still a political process. Can be very effective in some circumstances, such as with agricultural uses.

29: Depends on the winners, losers, and details. Not very clear how TIF districts can be set up under CA law and not necessarily beneficial to the community as a whole.

30: Does it mean that we're not doing environmental review anymore? Encourage the process to move quickly once the accurate information is there?- then sure. Can't be used to undermine the integrity of the review process. May need to clarify the definition in the GP and zoning ordinance so that everyone understands the process.

31: One problem with the Redev Agency was the co-applicant so it's playing two roles and developer and decision-maker. Can create conflicts of interest that undermine the integrity of the process.

33: Too vague to make sense to him.

35: What is the bonus based on? Greater affordability and permitting affordability can justify increased density, but it depends on how great the affordability whether or not it makes sense. Upzoning can also allow greater density with requirements for % affordable housing.

*State law requires density bonuses under certain circumstances…look at housing section

36: How much money is involved and how does the local agency deal with the budget shortfalls? Need to craft the law so that it would work. #37 is specific to affordable housing, which provides the greater specificity that is needed.

38: Depends on the scale, what the tax credits are and how long they last.

39: If environmental impacts, those need to be dealt with.

41: Has seen ADU in the County that has been misused, so it needs to be looked at carefully.

43: Not sure if this type of ordinance is needed. Depends on how the ordinance is written and what the requirements are.

44: Could be problems if one of the parties (realtor, lender, buyer) doesn't agree with it.

Comments: The way the questions are asked pushes people into a box, oversimplifies very complicated programs, and many are unclear.

Regional Advisory Committee
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NOTES

I was appointed to represent water resources commission – concerns about water related issues and growth issues. Also feel that there is an environmental community concerned about growth and limited water supply – concerns about growth are very real.

1 through 7 – Trying to get people out of cars to reduce GHGs is critical; City's Climate Action Plan represents this as a major concern; all connects

8 through 12 Concern here is that these are delusional – the county tried at one point to get people to drive less by not providing enough parking spaces; just created chaos with people parking everywhere; this hasn't been shown to work. This could happen *after other strategies have worked; but this alone is only going to make people more angry at their living situation & lives because streets become their parking spaces; when you have permit parking – streets become private parking lots.*

If higher density along corridors are shown through projects that people are actually having less cars; but I don't think there is any evidence of that.

19. Equity issues – people without $ will be left in traffic. Would need to see efforts to address this to see it work; could be administrative nightmare to make this happen.

25. If I better understand what it means – the language here doesn't say to me what I just defined.

27. Depends – how is the city/county going to pay for infrastructure in these cases? It's not like the fees are just spent on going to the movies; the fees are crucial to provide government services. I could see how this could support the kinds of development that people want to see; but *just about everything in the city would be considered infill* – in this case, how could we have enough funding?

28. TDR – sounds good, but when you get down to it, often doesn't make sense – because it creates many exceptions from zoning program – in some cases this can be very very effective around certain types of agriculture. But can undermine GP and zoning process *as far as what the public understands*; it allows someone in parcel A can do more development in parcel B – irrespective of what zoning on parcel B may be; defined in particular ways – but generally the *community wants to have say over what happens*. The notion of TDR is based on the property owner having a right to the value of the property they have; upzoning can benefit owners, but downzoing can harm owners; has political and community potential problems.

29. Same here – depends on who the winners and who the losers are, and what the details are – not really clear how these work under CA law, and under what circumstances they get set up, etc; without the state helping out, you are sort of robbing Peter to pay Paul.

30. Sounds great but what does that mean – that we don't do environmental review? I wouldn't favor that. Do we take whatever the applicant hands in regardless of sloppyness? Comes down to the details. Can't be used to undermine integrity of review process. Streamlining can mean clarifying interpretation of GP and zoning ordinance; to the extent this occurs it is useful/helpful streamlining.

31. Depends on what the development is. One problem with redevelopment is – they were co-applicant with the project – playing two roles – developer & the regulator – conflicts of interest that undermine integrity of process.

33. Case by case.

35. I know what this one is – but what is the density bonus? What is it based on? It depends on the specifics? Can be a desirable approach. There is a CAP on how much of a bonus you get; the *State law requires density bonuses under certain situations*. Also – how affordable? Density levels and affordability levels would vary by city. The State law is very specific – re. Housing element law. A way to have increased affordability by trading off with increased density. The county did this as a result of settling a lawsuit on the housing element; traded density with affordability (40% affordable). Sometimes this is just a cover to increase density beyond zoning & GP.

36 & 38. Yes that sounds good but how much money is involved and how does the local agency deal with the budget shortfall? This is so general – just not clear – depends on what types of uses.

37. City of Santa Cruz has given essentially this for waiving parking fees in downtown area for a certain amount of time

39. I have lots of problems with as of right development – *if there are potential environment impacts, those need to be dealt with*.

41. Tendency would be to say "under any" – but I've seen ADU ordinances like the county that allows for 1,000 square feet which doubles density but I wouldn't be supportive of this.

43. Sort of the same as mixed use ordinances – sometimes not needed depending on what overall ordinance says. Concern is that first column is "under any" circumstance – there are only a few things I'd place here.

44. Not sure what this is – well this certainly sounds good – the process of determining mortgages is already so complex, especially now – what does it really mean? *If they aren't forced to do something they aren't going to do it*; they've already figured out the best way to do it; you've got all these parties that are part of the deal that have to go along with it. But otherwise could cause delays. Worth trying. But I'm not confident enough to say it's worth doing under any circumstances.

These choice options like priority options –

I've always been interested in social research methodology because so much of it is bad; these choices suggest priorities; these answers are pushing respondents into a box

I'm not sure how meaningful these results are – because they are very complicated.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bert Lemke

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A) What are your stakeholders' concerns with these strategies?

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Stakeholder Group: Architect, previously a craftsman builder, so ideally everything would be in a good design, functions well and as intended. Builders would typically like fewer restrictions so they can build whatever.

Best strategies are the ones with a win-win solution, giving options and incentives for people to make choices and people can then chose the most favorable option.

1-7: Should generally review each proposal individually. Basic criteria for approval would be if there's an option to favor smart growth, without tying back to a specific law.

6: One of the main issues. Public transportation in this region doesn't really seem to meet the criteria for it to work. Only poor people without cars would take a 2-hour long bus ride because they have to.

*** alternative fuel sources**

8, 11: Experience is that parking standards are already at a bare minimum and has experiences with difficulty finding appropriate parking, but may be favorable depending on the specific project.

12: Probably ok.

13: Would need to see the specific requirements and details, but might be a possible strategy.

17: Worry about leaving this up to the employers because you wouldn't know what their intentions are.

18: Not too favorable.

19: Tax base should cover everything and toll lanes would probably be better in regions with higher concentrations of people.

24: Not sure if this would benefit most people.

25:

26: Concerned about increasing those fees.

27, 30: This is an example of a win-win situation that he would support.

28:

34: Unsure how this would be funded, which is an important detail for evaluation.

35: Possibility here.

44: In general, educating the public about smart planning is probably favorable. The more people understand the consequences of things, the better off the community is.

Regional Advisory Committee
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NOTES

1. Stakeholder group: architect; was a craftsman builder/contractor; in general – architects are dreamers – ideally all things would be of a good design – ie functions well and as it was intended to as well as aesthetic; the typical contractor would just like the freedom to make a living building with fewer restrictions and requirements. General building contractor for 25 years – have a truck for traveling to work sites.

2. GENERALLY: best strategies that have a win-win solution; when we make rules that require people to do things they don't want to do, that's not a good strategy; but if we provide incentives and options, this is the best strategy. Example would be – if infill projects were given priority for permitting process – this would be an example of a win-win situation. Wouldn't be a restrictive law to limit – but would be an option.

1 through 7

Would really depend on the circumstance. If it were me, I would evaluate each proposal – criteria to evaluate would be – is there an option to do the favorable thing for smart growth but not as a restrictive.

-- a major issue: public transportation works in a very high density city such as SF; but I don't think anywhere in the Monterey Bay Area meets this criteria – land/site characteristics and density are such that mass transit doesn't really work here – travel time is too long. Every time I see a bus I look

at it and it's practically empty, at least in the Santa Cruz Area. As such – throwing money at mass transit is not a good idea because of this.

WHAT ABOUT alternative fuel sources & infrastructure ie increasing funding for hydrogen power – cars could be powered

8 & 11

Currently, the parking standards are already the bare minimum – truck parking as a general contractor has been limited – quite often parking is not enough ie. downtown Santa Cruz at night. But would depend on the detail – if a specific proposal could be made to make sense, I may favor it but as a general approach, I don't see it as a good approach.

12. Yeah, that sounds like a good strategy.

13. Would like to see specific requirement – but I think this is possibly a good strategy

17. Could be a possibility – but leaving this up to the employer, what the employer's goals really might be? Off hand a little leary.

18. What I imagine is a sort of superficial thing – not too favorable

19. Toll lanes – I kind of feel like our tax base should cover all of this – these are probably better for areas with higher concentrations of people

20. A possibility – but I wouldn't favor it – *hard economic times*, *taxes are already pretty high* – *raising taxes aren't always a good solution to a problem* – *odds of it passing are not very favorable*.

23. Certainly this would be acceptable.

24. I'm not sure if it would really work that way – I don't know that it would benefit most people.

25. Good idea, yeah.

26. Development impact fee program – just *already in place* – but would be concerned about increasing these fees more and more – cities need them, but you have your tax base too.

28. TDR – a little bit of exp up at Lake Tahoe – don't completely understand it, it does seem to be something where *wealthy people just buy* what they want and rest of the people it's not avail to them b/c they can't afford it; *depending on the details*, might support it.

34. Good idea but how would this be funded? One of the detail to evaluate.

35. There are possibilities here.

44. In general educating the public about smart planning is a favorable thing – the more we understand the consequences of things.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bill Leahy

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B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Land conservation organization to conserve significant lands and waters on California coast. Work spans 1) urban green infrastructure to restore health of landscape or water, provide public benefits (parks/rec, trails); 2) supporting and sustaining working lands (sustainable, economic of working lands); 3) wildlife habitat and conservation (broadly and in site-specific ways…shifting strategies from land acquisition to holistic comprehensive approach to conservation by building up durable/community-based stewardship movement to integrate human community needs into the land conservation arena). Looking for holistic solutions to community problems with land and water conservation as important drivers and opportunities.

4,6: Doesn't think anyone has worked to optimally plan for public transportation. Social justice aspect to make bus ridership attractive for all citizens while also serving the citizens that most need it. What is the overall strategy for public transportation and how does it fit into the overall planning effort?

26: Impact fees are fine if they're going to finance integrated regional approaches.

27: Depends on the situation- if it's tied to the regional strategy/plan that will move away from reliability on automobile.

28: Need proper design/structure that will function properly, cash to start, and actually implemented. City of Livermore has a well-structured program with political will and initial financing. In Monterey/Big Sur, the TDR program is set up for failure because there wasn't a

process in place to allow rights to be transferred efficiently and timely; no buyers of rights. Need for up-front investment to get a program started.

29: If boost to community around the project, need to look at how to take those increased taxes and put them to community needs.

30: Advantage to the developer and the community as long as it supports projects that support the whole community's needs (social, econ, envir) and not just one entity. If holistic, they are inclined to get behind it.

31: Project need to support long-term balance.

32: Fairness issue.

33: Unclear what you're trying to accomplish here.

34: Inclined to support this.

35: Needs to be tied to a comprehensive strategy with conservation outcomes

36-38

39: Would support if it doesn't lead to streamlining process that leads to bad development.

41,43: Tie to whole community's objectives.

44: Tie the environmental cost to the home buying process.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Organization – looks at urban green infrastructure (multi objective in scope) – restore health of landscape and water; provide other public benefits to communities/park and rec trails; 2) supporting and sustaining working lands – related to economics of ranching, future farmers, ranchers, pressure to build beyond urban fringe; 3) wildlife habitat and wildlife conservation. Our strategies previously focused on land acquisition as a primary tool – now we know there must be a holistic approach – citizen based stewardship movement – now we are focused on finding different ways to integrate human community needs and how this relates to conservation arena. We are looking for very holistic solutions to community problem sets; land & water conservation are important drivers.

1 through 7

Don't think anyone has ever sat down and looked at how we can optimally configure transit; there is also a kind of social justice side of this – how do we make sure it is serving citizens that most need it in the most optimal way. Our Salinas area project – constituents don't have any way of getting where they need to go.

What's the overall strategy for PT? how does it fit into a larger regional strategy to support goals we are trying to accomplish? How might it need to retro-fitted.

24. Anything that is incentivizing less driving, then that's good, but would this really get at what you are trying to accomplish, just not that familiar with this program.

26. This is a great idea if it will finance good integrated regional projects – otherwise I'm not going to really support this.

27. Depends on the situation; in general we would support this, but would want to know how it's tied to a larger regional strategy and plan? Will it lead us toward walkability/less reliability on the auto

28. TDRs – have seen these structured poorly – making sure it works; enough cash to start; if set up poorly then it's hard for us to get behind it; our organization doesn't get involved in public initiative unless there are very clear outcomes for our mission. City of Livermore TDR program has worked really well (knows the woman involved with creating this) – there was the political will to make sure this worked (having financial warchest up from to buy out the first set of properties and able to hold them). Monterey & Big Sur- state has set it up but nobody was willing to buy the property; there was a belief that it would self-implement; efficient transfer of rights in a timeline manner. If you were to pilot a program in this county – find a private foundation or source of funding that could set that warchest up. I don't see in this county this working. Wereable to incentivize land owners to make good decisions.

29. Not that familiar – project in Salinas – could help boost real estate value for the city – could work but how is it set up and who does it serve? To the community? To the people who need it the most?

34. Inclined to support this one – more like "under any"

30. As long as it's supporting projects to address whole community's needs – socio econ and enviro aspects of community.

31. again – if a good project then yes – if it's just because you are meeting emissions requirement but project won't support holistic balance.

32. same thing – fairness issue

33. Project by project

35. Yes but if tied to a larger strategy

36-38. See these all being in a mix – not standing alone – you would look at a combination of all of these things

39. Personally support anything that can assist dev and minimize governmental review but only if ties to holistic community goals

41. As long as this isn't leading to creating gettos –

44. Would support this – makes sense – assuming that's tiing in the environmental costs to the home buying decision.

Comments & Questions

- This area is way behind the times, if this project can move us forward, that's really great
- We are already engaged in a lot of the ideas discussed here and would be interested in working together where possible/useful

Presentation? Will be out of town in April.

d

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bill Tysseling

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Stakeholder Group: Chamber of Commerce- Economic Community (businesses- govt & employees; workforce, govt & education- water; property owners; investors). Housing, water, education, economic development

3 Drivers of responses: Economic competitiveness, quality of life, and confidence in the solutions (shared common thought).

1. **Notion that somehow we as an economic community can be making changes in the economic structure that our competitive environment isn't having to make- scares people. People are scared that we will do things that will affect our economic competitiveness in Santa Cruz (e.g. Hwy 1). Air Quality District gutted some industries (dry cleaners) and they were just moved outside SC. Quality of service and products, especially in terms of tourism (e.g. boardwalk) and they all come in cars. Significant constraints will drive them to go someplace else.**
2. **Quality of Life: Competitive earnings. Security/public safety. Funding for public services, especially education. Environmental quality (workforce, companies, shoppers, visitors).**
3. **Confidence in the solutions: Trying to solve individual problems without examining the larger framework. Need to have meaningful solutions and not considered in a vacuum. People need to understand and be persuaded that the solutions are the best possible.**

2: People generally believe that buses is not an attractive option.

3: Generally supported idea. Places that get pushback from people wanting to shutdown the highways for bicycles and the extreme bicycle advocates won't cooperate.

4: Well-received in SC. Local bus service has become so expensive because of unions and pension costs which don't have the return, so constituents won't take these issues seriously. See these things as careless (in their perception) because they think they can hire buses for a fraction of what they're currently getting paid and not have to pay into pensions. Would like to see bus service partially or completely privatized- competitive routes and rates.

5: Capital costs are so high that it makes it difficult.

7: Spend money on potholes and not Hwy 1. Hwy 17 & 1, and water. SC Measure H was a real solution.

8: Some of his constituents don't believe in zoning for parking and that businesses should do this at their own discretion. But, formulas show that parking gives retail a competitive advantage.

9: People love the idea & funding bus service for school, but reservations come from the school money. So the funding should come from a different source that education money.

14-15: Comes into play for employee productivity. Mandating this is problematic, but encouraging it is great so that expectations about how this will work will develop with time. In some cases, workers encounter disadvantages if they are not in the face of their superiors- a management problem.

18: Hard to get businesses to do this because it requires engagement and investment. Granite Rock, for example, has Malcom Baldridge-approval for supply chain management. Not to recognize people who are already doing it, need to go out and find the candidates, bringing them into the equation.

19: Supporter, but some people are concerned about its impact on tourist visits, affecting competitive advantage. Funds need to be used to improve the experience of the people.

20: Will be difficult to get, but needs clear conditions and demonstrate the improvement of the experience for the business and economic community (e.g. shorter commute times).

23: Bad investment if only used for buses or something. Could get support for HOV over toll lanes, when confined to congestion.

24: Very skeptical that this is economic.

26: Development community hates them. Conditions that they would be OK- fees shared with properties.

28: Less confidence that you'll be able to buy development rights. Project-by-project.

29: Brilliant. Need to be able to demonstrate that the funds are actually being used for improvements. Redevelopment Agencies really messed this up.

31: PPP good depending on the project.

32: Need to redo the whole tax structure. Good concept, but not sure how to sell it politically and demonstrate equity.

34: Could solve a lot of unemployment problems if trains/transit could move people better, which cannot be solved by a bus.

35: Can find a way to do these developments without density bonuses, but ok with it. More interested in remediation.

36-37: Has to demonstrate equity and be a generally available program.

41: Generally opposed to ordinances that mandate because there are other ways. Needs to demonstrate economic efficiency. Not building stuff that's outside the market.

43: Don't want to have no limitations.

44: Fine with this.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder group as the economic community – businesses; workforce; government and education; property owners and investors. Businesses and prop owners by industry group, number of employees and geo; gov & ed by jurisdictions and special districts – water & transportation particularly; 5 policy areas: transportation, housing, water, education and economic. All in Santa Cruz County.

2 through 7

Forces that are at work here: core issues for our constituency have to do with economic competitiveness, quality of life and the competence of the solutions. Under econ competitiveness – main issue is the shared commons issue; as an economic community – the idea that we would have to make concessions – that we would do things that would adversely affect our competitiveness that our competitors are not having to do; example: HWY 1 – it is relatively easier to get there in other communities, than it is here (SC) – 45 minute commute puts us at a disadvantage.

Also concerns re. imposed costs – example – dry cleaners in the past have gone out of business and relocated to Salinas.

3 million people come to the Boardwalk – all come by cars; if there are significant constraints, they will go somewhere else.

Public safety is key; funding for key public services and education; and environmental qualities; build an environment that people want to be in and come to.

Competence of the solutions: core problem in government is that we are trying to solve individual problems without addressing the issues as a whole; the notion that someone we are going to solve transportation in a vacuum is a great concern – people just don't believe that we will be able to solve these things in a vacuum. Solutions have to be demonstrated to be reasonable solutions/successful solutions. People need to be persuaded that these are the best economic impact.

1 to 3. People see that the amount of time it takes buses to go along HWY 1 – people don't see this as an effective option. Everyone supports the idea of bike and ped improvements. Where we get crossways about it – the bicycle advocates in SCruz have wanted to shut down highways and make people bike; now his stakeholders are just fighting against all bike lanes;

4. Express bus – yes the group loves this – but local bus service – the cost of this – expense without much of a return – what they see as egregiously careless with the unions – bus drivers could be paid 1/3 of what we pay; that we don't have to pay pensions; there are companies that could provide labor along these lines. Every time we discuss local bus service this is the issue that arises; see the bus companies as uncompetitive and wasteful – stakeholders would want to take a competitive approach and partially privatize bus service.

5. Capital costs are so great – Bill has worked on this since the mid-90's. If we had it in place, there is great opportunity in this – if we could get rail to the universities we could really benefit from this

6. *Same story as #4*

7. HWY 17 and HWY 1 problems define our economic environment right now – Scruz measure H – to fix potholes for 5 years; people have been very happy about this – but if spending STIP money then

<u>8 &11</u>

A lot of people think there shouldn't be any zoning about parking – that it should be totally driven by market and developer/business needs; to do to the other side, our retail folks just can't survive without having parking – everything we know for retailing tells us there is a formula for what we need; I have the documents.

9. Safe routes to schools – people love this notion; funding buses for school services is popular; the problem is $ for schools – people feel as though they aren't getting enough quality of education – where is the money coming from? Comes back to the need to resolve these things as a whole – ie "Practopia" – coordinated approach to solving things all at the same time.

<u>13 through 16</u>

All great but: mandatory – people don't want to be forced to do this. Concern: alternative work schedules = *work productivity concerns* – research suggests that women do well working from home but men are very bad at it; but this in general is a path of least resistance and inevitable. Workers feel they are disadvantaged inside the companies if they don't show up – they are worried about losing a job during layoffs or not getting promotions if they aren't in the face of superiors – this is a management issue.

18. It's great but you aren't going to get a lot of folks in business to do things as a result of this; but – head of Granite Rock – got an award for business practice – and has stated they would be the best employee in Santa Cruz County and people are then really proud of who they work for. If you can go to businesses and sell this, you can get them to play; if you are expecting recognition to get neighboring businesses to participate, it'll fail.

19. Toll lanes – big supporter – but what about impact on tourist visits? Needs to be implemented in a way to acknowledge this; revenues must be invested back into community visibly

20. I think this is a good idea but very difficult to get it; has to be clear about what would be spent on; demonstrate improvement of business community; shorten commute times and higher level safety.

23. HOV lanes – there is a general consensus – could get support of this over toll lanes – *as long as general access and timed to congestion.*

24. Very skeptical about this – how economic would this be? But, sure, interesting option. Would need to *demonstrate that this would not be a terrific cost* – that the measurement of *mileage wouldn't turn out to eat up all the new revenues* earned.

26. Development impact fees – are just an anathema to the development community – they just hate them; if a developer's new plant requires an exchange to be changed into a clover leaf – *if the developers shares the burden with other property owners*

28. TDR – ag loves these – and that's great; there's less confidence that you'll be able to buy up development rights to property that's meaningful – manufacturing or residential – would be *project by project* question.

29. TIF districts – this is brilliant; heartbroken about RDA – a blunder everywhere. Have to be able to demonstrate that revenues are applied to something that will have improvement; the reason that RDA broke down – people got careless about what this was spent on.

31. Joint development – yes, depending on project

32. We need to redo our whole tax structure – show the program – then you could get a shot at this one; *how to have an equitable sharing of sales tax proceeds with jobs/housing imbalance – how to solve this in a political way? How do we demonstrate equity in this?*

34. If we could do a commuter train in SCRuz – if we could do *high density developments* – could solve Watsonville's econ devel issues with a train to SCruz – just can't do this with a bus

35. Yeah – I'm a brownfields guy – we can figure out a way to do it without density bonus; more interested in the *front end costs of consolidating properties* & getting remediation done

37. Sure, but again, will be case specific – same thing with affordable housing – has to demonstrate equity, *no special favors*; got to be something that actually does deliver the *kind of housing that people actually want to have.* We tried to do low income affordable housing and people didn't want.

38. Is *this necessary? Maybe not.*

41. In general - not supportive of ordinances that mandate this – but there are ways to do it that stimulate that – needs to come in a bigger strategy. That we aren't building stuff that is outside of the market.

43. Only reservation – have to *demonstrate that you are still protecting area as a defined constraints* – don't want to have NO limitations (ie. industrial uses adjacent to residential uses).

44. This is good although I'm skeptical about the *effectiveness*.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bob Bumba

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Stakeholder Group: Real estate buyers- rehearsal of ownership

2: What will it cost and how will it specifically benefit stakeholders? Put more emphasis on benefits, not the features.

5: People who live and come into Peninsula for shopping or work would benefit

6: People who need public transportation will care, but the general public doesn't see the benefit because they see empty buses.

7: If it means money or a property tax assessment, then people would not be supportive.

8: Most people want on and off street parking, so if their home is nearby a hospital, school, or junior college, they would be concerned about not having available parking for themselves or friends. Transfers the impact farther out from these institutions, so people that weren't impacted before suddenly become impacted, even though they weren't part of the decision-making process. Education about the benefits, not feature, may help gain support.

10: Higher social-economic level people want centrally located schools, but lower down people mostly worry about crime/safety.

14: Depends on what jobs people have because many jobs require you to be physically there (ag, hospitality)

15: If it's a benefit.

16: Doesn't think this would succeed but is unfamiliar with the program.

19: Depends on the benefits.

24: Doesn't understand penalizing for fuel-efficient vehicles through taxes because they aren't getting the gas taxes.

26: Would advise clients against buying a house that has hidden development fees.

32: Depends on the benefits.

35: Developers may like the density increase, but not the people nearby.

41: People in existing communities do not like large blocks of affordable housing, but it's ok if it's sprinkled in. Residents don't want to find out that they paid significantly more for housing than other.

Layering of information to help make decisions and create new strategies. Could add required information to the new buyer paperwork. Transfer of ownership fee (form filled out by the assessor's office) to split money at the county and then keep the fees…but cities have not taken advantage of this fee opportunity or extra information that could be gained through adding extra questions to the paperwork.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder groups: residents looking to buy homes; rehearsal of homeownership – look at all sorts of community factors; aren't aware of many of these strategies.

2. What are the costs & benefits? Who are the winners and losers? ie. field workers, retirees. My feeling is the survey or what the strategies are – people respond to benefits – maybe emphasize benefits rather than features of these strategies; people aren't familiar.

5. If people are Bay Area oriented that buy in Salinas; or have money to live on *MRY Peninsula but want access in Bay Area* – if you are a field worker your only concern is walking from your house to the grocery store.

6. Again – for people who need public transportation would like new busses; other people, most people I know are appalled at how few people use the busses; people feel like what's the story? People who I work with who are rehearsing ownership – the bus doesn't mean much to them.

7. If people think a roundabout is romantic, they'd like to have it; ie also a boulevard strip of grass, yes; but if it has a negative financial impact;

8 & 11. I tell everyone to drive by the house you are thinking about buying to see what driving & parking is like; most people like both on street and off street parking; if home is near hospital/college etc they will be concerned with parking. Or you can have special zoning like Salinas and transfer parking impact – which then adversely impacts people without say over the zoning

revision. If benefits were presented & they were educated – how does it *raise value of their investment & neighborhood.*

10. Higher social economic level – the more they want the schools in central areas; otherwise the worry is only about crime

14. Depends on what type of job they have; if you can do it, great, but if in hotel or motel or in fields

15. Again, if it's a benefit to them, it's an *education* thing – you see different things that you and I see is really *valuable*; lower socio-econ people are just surviving so don't see the benefit of green movement; in fact – people who buy older homes now are fearful of the new green homes because it'll make their homes obsolete – in 37 years for the first time people are asking about utility bills – people moving from Midwest or East ask about utilities – now locals are asking.

16. Vehicle sharing – this won't be successful; this is the first I've heard of it

19. Depends on whether stakeholders see benefits

23. Transportation costs figured in when you buy a home – based on commute costs – this is then the cost of transportation of that house; they'll talk about accessibility to freeway; if commuting is part of it; if they bought a Prius and make people pay for VMT fees instead of gas tax; but we are penalized.

26. If you are a developer you obviously want to transfer the fees to home buyers – I would tell them if a private developer fee was being passed through, don't buy the house

32. Depends, benefits

35. Depends, benefits

41. Depends, benefits – NIMBY – if it's done right and sprinkled, but if it's all one block, but otherwise they don't even know it

Comments & questions

Most of the people such as Janet Brennan – I'm not in their league; I talked to Jane Parker, why was I picked? Because I have a different/new perspective.

The county makes everyone fill out a form – a homeowner's exemption – you could add a page – a specific information that AMBAG would like to know – such as commute patterns – every purchase of every property – commercial, residential, etc.

The other thing is - when you talk about financing it – every city should have a transfer fee – first the county splits it with whatever city the purchase was done in; the county would get the whole fee if the city had their own transfer fee; there is a box there to check but no city is taking advantage of it; it's a one time fee – only when you sell your home; it's negotiable – you can have the buyer pay it,

or 50/50 – the people who are upset with you can't vote because they already left town; you could even have it where AMBAG gets the money –

Transfer of ownership, sent out by assessor's office -

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Darby Fuerst

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Stakeholder Group: Professionals that look at constraints on development, particularly in regards to water. Retirees.

2: Unsure how "most effective" is defined, but would support this with clarification. May be a need for criteria for "most effective."

4: MOVE TO "UNDER ANY"

5: What is "commuter rail"?

7: MOVE TO "UNDER ANY"

8: Concerns about what the deviation would mean and what it would do. MOVE TO "UNDER ANY"

10: Supportive for the most part, depending on a clear understanding of the strategy. Don't want all schools to be come urban schools and short change schools in rural areas.

13: MOVE TO "UNDER ANY"

15:

16: MOVE TO "UNDER ANY"

20: Disadvantages that money could move away from local to regional jurisdiction. Would be supportive of this strategy depending on how the money would be allocated.

25: **MOVE TO "UNDER ANY"**

26: Needs a **basis for the fee collection and how to distribute it**. Supportive of a **fee to developer for the impacts of their project.**

27: **MOVE TO "UNDER ANY"**

32: General support for regional planning strategies. Concern is about **allocation, distribution,** etc.

35: **MOVE TO "UNDER ANY"**

36: **MOVE TO "UNDER ANY"**

38: **MOVE TO "UNDER ANY"**

39: **Concern that the mitigations in EIRs still be enforceable** and are **actually enforced**.

41: **MOVE TO "I'M UNSURE"**

43: **MOVE TO "UNDER ANY"**

Regional Advisory Committee
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NOTES

Had worked for Monterey Peninsula Water Mgmt District – stakeholder group – technical folks with an eye toward water constraints on dev and retired folks.

<u>1 through 7</u>

2. Wasn't sure how you would define 'most effective' – fair definition needed

4. Would move over to "Under Any"

5. What is commuter rail service? Not sure if this is the most cost effective way to move forward.

6. Move to "Under Any"

<u>8 through 12</u>

8. Would support this in the way I described it

10. For the most part, yes I support this – but I'd want to know more about what the impact of this would be as to how it might effect less dense areas; I don't want to have schools become all urban and short-change rural areas

13 through 17

13. Move to “under any”

15. Move to “under any”

16. Move to “under any”

19 through 24

20. If it’s a *regional tax for this metropolitan planning area*, I’d be in favor of this – but would be in fear that local money could be moved to a regional body and there could be some unfairness in that; in support of a gas tax but how the moneys would be allocated would be a concern.

25. Move to “under any”

26. In general I support this – but as a fee – what criteria is used and how is it distributed?

27. Move to “under any”

32. Regional tax revenue sharing – generally support it; I support regional planning but what about the allocation details?

35. Generally support infill, so move this to “under any”

36. Move to “under any”

37. Move to “under any”

39. As long as the mitigation measure in the plans and EIRs were adhered to

41. Move to “I’m unsure”

43. Move to “under any”

I appreciate what AMBAG is doing generally; I’ve done water planning so I hope my responses are helpful; in water related issues have done similar outreach so I appreciate what you are doing here.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Deborah Elston (Santa Cruz Neighbors Inc.)

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We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances." For these strategies, please describe in more detail:

A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder group: helping neighborhoods get organized, but various issues & don't really take positions

Ear to the ground with all the neighbors & when a voice gets loud enough to make a change, then she takes a stand. Needs a big group behind it to get Deborah's support

1-6: bit of a struggle. A quiet debate about widening hwy 1 @ 9 & do a bridge widening. Some debate about widening roads when we want people to walk. If local bus service was efficient (coverage & frequency of service), she would say "under any circumstances" for 4. Right now, the service & routes are not adequate. Most neighbors she knows want Hwy 1 improved. Many people think that they have accommodated bikes for the detriment of cars, such as narrowing roads. Pushes the traffic to other roads, impacting those neighborhoods.

8-12: 9-some streets just aren't wide enough for sidewalks on both sides, dual traffic & parking on both sides & compromise the car traffic. Design needs to be good upfront. Safe Routes can be looked at in a diff way (carpool, walking buses, etc.). 10- already a town with neighborhood schools. 11- if people can't drive & park somewhere, they need to figure out alternative transportation, which has good and bad circumstances. 12- people may want to go somewhere else with free parking which is bad for the city. They have an app (Park Mobile) for parking, which has been very popular & gives people comfort about staying where they are.

19-24: could be very effective. Tolls that photo your license plate & send a bill could work. 24 could work since insurance already asks how much you drive & you pay accordingly.

25-30: Have 26 in SC. 25- really important to neighborhood believes that denser population & planning commercial corridor (2nd+ residences) is good because you get the biggest bang for buck from transportation bc transit is going down those main streets. If you put commercial into collector streets, it changes neighborhoods. 25- Responded both "Under Any" and "Need More Info"--- moved to "Under Any". 27- already doing this in SC in commercial areas (residences above) & there is less parking. Would move this to "only under certain." 30- some projects should take longer.

31- good idea because you can get multiple benefits with different groups involved.

32- depends on the circumstances, what taxes

33- more weary about this than a mixed-use zone. Would be more comfortable with a defined zone.

34-38: important, but concerns about inappropriate developments going into neighborhoods (poor placement). Makes more sense to mixed-use infill in commercial areas.

39- would change response to "under any circumstance" because SC is comfortable with that (architecture & where things fit in) & does that now.

Regional Advisory Committee
One-on-One Interviews

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A) What are your (many of your) stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholder group(s): For the past ten and a half years – I've been organizing and helping neighborhoods get organized (over 61 neighborhoods) – we come upon various issues all the time; we don't take positions; but I hear a lot because I have my ear to the ground with all the neighbors; I sit in the middle of the road and make no judgements, until a voice gets loud enough – then I'll take a stand – there has to be a big movement or majority of folks behind.

These questions are very relevant with many of the issues that these groups deal with; we have far right and far left folks and if they want to make something happen, they have to come to the middle to make a compromise.

Because of this- many of my answers.

<u>Strategies 1 through 6:</u>

This is a bit of a struggle – a current issue is whether to widen HWY 1 at HWY 9 – many people oppose this bc we should be focusing on non-auto investments; same as the HWY 1 auxiliary lane project; the silent majority is that we need to have the roads done…

I would say if our best local bus service was one of the most efficient from point a to point b, timely – then we would say yes under any circumstance; but the way it stands now, only under certain circumstances; ie. currently the service is sub-par because of coverage and timeliness.

Most neighbors I know want HWY improved upon and the bridges widened; most people might say yes that's throw it at the bus services; but we haven't seen that more funding for Metro has

improved with more $; for ped and bikes – Santa Cruz is already really great at this – possibly to the detriment to moving auto traffic efficiently. We've made revisions on roads that have narrowed the ROW for vehicles, in order to increase space for bicyclists; in some cases, the bicyclists want to close down the neighborhood streets, which then puts a burden on traffic diverted to other areas; that's why I look at things from the middle of the road and see compromises; King St. for example – bike advocates want a bike boulevard, but the neighbors wouldn't benefit from it – some people just aren't able to get out in their bike and have that luxury of time.

9. Safe Routes to School – usually entails putting sidewalks in – I live in an area without sidewalks – which puts kids back onto the streets which we all get that; some places are suited for sidewalks – enough room for sidewalks on both sides of the street – and in other places it's not, it will compromise car traffic. Might look at it in another way – the walking busses or carpool more. We have a lot of parents who drive their kids to school – parent education shift program??

10. School centered development – already being done here in Santa Cruz

11. Reduce min parking requirements – if people can't park somewhere, they're gonna have to figure something else out

12. Demand based parking pricing – recently SC has placed metered parking – it's reasonable but others say well I'll just go elsewhere where the parking is free – and that's then not a good thing. We have an app for parking – reminder for when your meter is up – you can then pay to increase your time right then and there – mostly all over downtown. "Park Mobile" app. Most neighbors would want to have free parking and not have to worry about it – or just have time limits.

13 -18: Yes under any circumstances .

<u>19 through 24 Section:</u>

19. Toll lanes could be very effective and work really well.

20. Regional gas tax: would wanna know more info

21. Congestion pricing – what is this? Something I saw in New Zealand that I really liked – we were on a road, got a huge sign that said you could take the toll road or the non toll road (the nice one or the old one) – 800 number to say you have to pay this toll; and then there are cameras taking picture; if you don't pay it and get caught – you have to pay within 30 days; wasn't like you go through a toll booth; this could work well here.

23. Def supportive of HOV lanes

24. Would be a split on this – but kind of already underway - that's a good thing – move over under

25 – 31 Section

25. This is really really important to neighbors – bc it's really easy to say that commercial streets are zoned for commercial; but I also believe that denser populations and planning commercial corridor with 2 to 4th floor residences because there you get your biggest bang for your buck, because transit is going down those streets; if you start putting commercial areas in a collector street then your affecting neighborhoods. **Responded both "Under Any" and "Need More Info"--- moved to "Under Any"**

26. We already have this in Santa Cruz – good

27. Reduce impact fees for infill development – again in a commercial area and putting residences above, they have less parking, because it's now being kind of a given – **only under certain circumstances.**

28. not sure

29. Depend on circumstances

30. Some cases yes, others more

31. My interpretation – you throw everyone into the pot and they make something happen; I had the pleasure of talking with a developer outside of Charleston – who transformed an old industrial site into a destination area and there is now a train station that connects it to downtown

32. Be determined on what circumstances – under certain circumstances.

33. more leary of this than of mixed use – b/c it woudn't be as defined – too open ended – could get back to.

34 through 38

34. Really depends on where – this is very important. There are concerns – for example SROs next to the university; went door to door and 95% of households said this is not appropriate; we knew this would end up being dorms; inappropriate place to be next to a neighborhood with single family homes;

39. I don't think you want a compromise in these cases – design guidelines – **under any circumstances** – because we are pretty sensitive to that in Santa Cruz – everybody has a thing about Architecture and how it should fit in. We do that now.

41. Santa Cruz doesn't have much more property to do infill on but it does make sense to do this, absolutely; people may balk at density because they don't want to drive down corridors but the density benefits far outweigh the aesthetics; I've been involved where the developer doesn't engage the communities enough; but they can and things can be more effective.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Eric Mangahis

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Stakeholder group: BOS- county residents.

1-7: funding is the main reason behind responses- depends on if it's at the expense of something else, special funding, or some other source. Federal grants or other grants for trans, etc. everybody would be for it. If taking $ from somewhere and redirecting it to transit projects, it would be less attractive. Main concern is where the funding comes from and if it's being redirected (i.e. safety) from somewhere else.

9 & 10: anything related to schools probably won't be a major hurtle and generally accepted by the community.

11: concerns about not wanting parking to shift to nearby neighborhoods.

12, 19-22: concerns about adding fees- perception of another tax, financial problems, elected officials find it hard to sway voters when advocating additional taxes. Do we really need to add fees (i.e. tolls, taxes) or use public education (i.e. walking, transit)? Fundamental problems when a strategy is monetary-based.

13: same as #11. Concerns about how much parking there is and how much requirements will impact parking. Ex. 10% means different things in different circumstances. Confusing until it's put into regulations and policies because then there's not wiggle-room for dealing with how this plays out.

14, 15: County has policies on these and would be supportive.

15-18: Cost-associated with these programs (i.e. management, organizing). No incentives right now at the county to use alternatives because parking is free.

24: don't know the ramifications so hard to say "any circumstances." How does this factor into the state's current insurance policy, otherwise he's in support.

25: Monterey County is very diverse in its zoning requirements, so hard to have a one size fits all policy.

26-31: how much will it cost to develop or implement them? Implies that the region needs to pretty much start new programs since it's not a matter of improving on existing, established programs. 28

29, 30- more special districts creates more beauracracy and you lose out on the cost efficiency. Streamlining policy makes everything easier for everyone and increases efficiency and reduces overhead costs. County currently streamlines development permit process to remove red tape so there's less steps to go through to get permits.

31: more people you get together, the cheaper things get per unit. 1 building with six stories, rather than 6 building with 1 story, you accomplish more for cheaper.

32: depends on how the regional tax would be determined and how it would be collected (payroll, income). How does the tax look?- regional or county? Concerns about the public perception of the fee so the County doesn't get blamed.

33: depends on the "undetermined uses" and the scale of the project.

34: How would those funds be raised? Additional or using current transit funding?

35: Depends on the details.

Criteria for projects: environmental impacts, economic impacts (for the greater good or private good?)- this is a very big area right now, level of public access/impact

36-38: Issue of public perceptions of taxes. Giving special preferences or exemptions to some cases can create issues- extends the reach of government when maybe we could find ways to leverage existing policies/programs.

Regional Advisory Committee
One-on-One Interviews

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NOTES

1. Residents in the county (since I was appointed by Supervisors); county health department; sign off on waste hazardous mats sewer aspects of dev review

1 through 7

- Main concerns are budgetary – is this going to be funded at the expense of something else; or funded through special funding or some other source
- If through fed grants that we were able to get to expand
- If either or type situation, then it would depend on what the "or" is – ie. decreasing road maintenance costs would be more difficult to get support
- If the "or" is increasing road capacity – depends – if increase in capacity to respond to congestion in a particular area; ie HWY 101 corridor
- If redirecting funds from any program – education or public safety

8 through 12

- Anything will school related stuff – won't be a major hurdle; when you talk about property prices; general economic welfare of the county – prioritizing schools is something we'd like to improve upon

11. Reduce parking requirements – every time permits come up to us; parking is always an issue – do we really need this many spots? Some easy ways to minimize this; but if a major theater than no, we shouldn't reduce minimums – people come and ask us about it

13 through 18

13. Only concern – requirements – goes with the same situation with parking requirements generally speaking – requirements would need to be justified and appropriate/to scale

14 and 15. County encourages and has programs to support this and have these already underway

16 to 18. Are there costs associated with these types of programs? County is cash strapped so wouldn't be able to necessarily augment carpooling; or *provide discount on parking pass if you bike/walk/transit to work*.

12, 19 through 23

- Difficult to get constituents to support increase in fees and taxes generally speaking
- Educational programming to maximize existing support; have people voluntarily respond to challenges rather than have a monetary punitive approach

24 and 25

24. The insurance laws are so complicated – don't really know what the ramifications are if you just switch – even from state to state – ie. no fault state to CA, insurance policy changes – how would this factor into the state's current policy.

25. Monterey County is so diverse that one set of zoning practices or requirements is difficult to do; if we are talking about San Ardo in south county – nobody cares; but Castroville, where it's more urbanized, then the zoning makes more sense there – should be on a community basis rather than a one size fits all policy

26 through 31

26 & 27. Main concerns deal with funding type issues – in talking about doing programs and projects – these things come with $ signs attached to them. These are not fully in place at the moment; you are talking about starting new programs and projects; you have to establish it – more money.

28. TDR – situational basis – depends on what rights we are talking about – if it's l*and that's already meant for development, that's okay* – but if it's land that's geared

29. Same – funding associated with doing this – if we add another layer of bureaucracy, are we going to have a bunch of people doing the same things and overlapping? More special districts we have the most bureaucracy we have.

30. If you can streamline the process – get everything into one agency or department, makes everything a lot easier and increases efficiency; save $; we are doing this right now – streamlining process to review building proposals – so it will only go through a handful of reviews; if there are better ways of streamlining the process this can limit overhead costs

31. Joint development – multiple jurisdictions or public/private coming together to do the project then you can lessen total impacts and costs; esp of management; vs. discrete little project

32. What would the portion be? Would every one be taxed the same? How would this be determined? Main concern. Also – would it be collected as a property tax, in which case, that tax would be included on a county tax – then it looks like the county is taxing everyone – residents don't see it as a regional tax. Wouldn't be opposed to a program like this, but how it's collected and what the outreach would be.

33. Hard to say wholly for – would need project by project evaluation?

34. Would be all for, but how would these funds be raised? From current funding from transit or additional charge down the line?

35. Project by project – generally support – devils in the details – can't do an outright policy – concerns: *economic incentives,* environmental impacts; *can increase profit margins? How would this benefit the community here in addition to profit*

<u>36 through 44</u>

Tax credits can be seen as special treatment

Mixed use ordinances – again is this *adding layers of bureaucracy*

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Harold Wolgamott

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- **If it's a balanced approach, then things will be better understood in South County.**
    - **South county- growth for housing & business….need to have same options in their area (i.e. transit) or it won't be seen as fair**
- **Incentivize with what is existing or….?**
- **#2: increased coverage in existing areas will receive greater support & not just look at the peninsula (look at the region as a whole)**
- **if it's an optional thing (like #8) vs. you "shall," then politicians will push back simply because they are being told to do so…if it's not forced, it will receive greater support**
- **#12: too much area with meters is not seen well in South County because they cover too large of an area**
- **Electric vehicles: needs the political support (the soft sell- gathering political support first…people are not going to be the ones sold because they don't have the $, but seeing EVs as the way of the future, need to sell to the leaders/political level so they can plan for it)**
- **#15, 16, 17, 18: if mandatory, it probably won't be acceptable.**
- **#20: tough to sell taxes because improvements happen elsewhere. Monterey County has experienced growth without providing for transit…so the local level doesn't want to pay**

for the county screw up. **Need a set of concrete steps towards changing things so that people will believe what is being said. Need to make it "believable."**

- **Congestion Pricing (#21):**
- **VMT Fee (#22), Pay-as-you-drive (#24): a reasonable way to go but people need to understand that your overall fee is reduced and you are just going to be charged based on miles you drive. Sell it by explaining the overall concept of reducing fees to gain buy-in.**
- **#25:**

Regional Advisory Committee
One-on-One Interviews - Script

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NOTES – by numbered strategy (See Q6 from #2 RAC SurveyMonkey Survey)

1. Would need to be *balanced approach – geographically* – south county and north county; if marina is incentivized for transit and south county is not; *we aren't getting transit down here*; because we try to make our communities walkable – multiple strategies relavent

2. Would incentivize transit in a particular area or frequency / quality of service; if the region sees that marina/fort ord has the land, so that's where the jobs/housing should go – that will be hard to bite; if focus is on existing coverage- as long as overall system is looked at and include south county

8. If this is a voluntary thing – optional thing for jurisdiction to apply the measure – if not forced by regional body – if shown as one way.

12. Demand based parking pricing – *downtown parking meters*, that's not bad – but don't go overboard with parking meters

13. Electric cars – way of the future, how Gonzales sees it – rest of south county – hasn't seen it so much; need a soft sell – people don't have money for the hybrids/vehicles at this point; our political folks need to be the leaders to move in this direction; Gonzales is already moving in this direction.

15. If recommendation is to *encourage these things*; great, but if the idea is to make mandatory then that won't work out

20. Regional gas tax – if it was fairly done – hard to sell any tax thing – why should south county folks support something to help prunedale? We drive through it all the time; but the county has allowed the growth without transportation measures; every time we do something here we have to

take transportation mitigation measures. With the cities, why should we pay for what the county has messed up? What would fair mean in this context -- ?

When dole went in between Soledad and the prison – they didn't have to do mitigation, but they get the benefits from new developments – when a new tax is sold as leading to improve libraries

We are going to make everyone mitigate their transportation – so that all new development will pay 90% of their mitigation stuff; then if the people also believe this, then it's not going to work.

21. Congestion pricing – something along this line needs to happen – but *how it's sold is the bid on this; if the people believe* that it applies to Chualar where *there is no traffic congestion (but there is)*; people of dtown Monterey, Salinas know congestion, but would they support this

22. VMT fees – this is a good way; if the DMV fee is charged based on the number of miles you drive, this is a reasonable way to go. But people should know that general fee is reduced.

24. Pay as you drive car insurance – same as #22. If State of CA does what it normally does – raised on top of – won't get more support

25. Zoning based on street types – *planners will have many differences in perspective*; have seen it so that large collector roads were designed smaller so that people had to go through the neighborhoods; their answer was we can improve traffic by slowing it down by making it smaller roads

26. Development impact fee program – *we do this in Gonzales*; we've gotten heat for these but we stick with it; when it comes to regional program, other issues come up – *regional one not so great*

28. TDR – is a good thing, most voters in CA support this but it's how you apply this; if it's applied in Gonzales, we have a SOI – so development rights we have around that we transfer within; if you work it out within the cities, this is doable. But when you have MRY County that says you can *develop a large processing plant and calling it agriculture*.

30. Streamlined development review – can be done well – but *many people oppose it*; but if it's *sold as through same rules and regs are applied evenly and equitably*; general public and planning staff concern is that *developers are getting around rules*; how to show that developers are not getting around the rules? *Politicians are telling staff to do it and making sure they do*;

33. Floating zones – again it's how it's applied – I've seen it done well and not so well; you'll *get incompatible uses*; and who's going to decide; planning commission wants to see everything; *takes more time to deal with it*; *AMBAG could maybe do this; can manually implement mix of uses*.

35. How this is done – I've gotten quite educated on this – it's *how you sell this;* what are the density bonuses? Do I let them not pay a certain impact fee?

39. Have seen this done very very well – *county* has let entitlements through outside of jurisdiction; has worked in upper scale communities but in south county, not so much

41. Is it *mandatory*/*voluntary*? If you put this one with the last – if you put *too many incentives*, then you get a bad process; if you have *a balanced approached* then

General Comment:

I'm glad that someone is looking at these issues on the transportation piece.

And that it's being looked at as a separate piece; someone needs to look at each piece and then put it together.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Hunter Harvath

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Stakeholder Group: 1) Hospitality industry (mostly a politically conservative group) and 2) transit riders. Looked into strategies from hospitality business owners point-of-view.

1: Hospitality industry views market as a primarily car-oriented market, so they would not support favoring for transit. Would support transit for use by employees or visitors using transit for secondary purposes like the trolly or Grapevine Express. Don't see current facilities and proposed facilities as working together.

5: Would be considered a waste of money because it wouldn't be a help.

8: This strategy might be OK as long as it wouldn't result in parking spaces that are used primarily by tourists then being occupied by residents. If there are positive impacts from an economic development standpoint, then it would be supported.

11: If you continue to require parking for new developments in downtown Monterey, then there will be an imbalance, so reductions in minimum parking requirements may be appropriate in this case. Current parking study underway. Eco Pass program in Santa Clara idea may be a circumstance that may make this strategy more appropriate. Perceived parking problem in Monterey, but this is not actually the case.

9: No position on this issue.

10: Wouldn't want schools next to hotels, so it depends on the location.

14: Hospitality industry doesn't work well for this, except for some office staff.

15-16: Fine if it's voluntary, but would not support this if it were forced (incl. no costs associated).

18: Would be supportive if it doesn't cost anything or is minimal.

19: Hwy 56. Depends on where the toll lanes are.

20: Would be receptive to this strategy if the cumulative tax would not be higher than neighboring counties.

21: Greater community does not understand this strategy and needs more information. Not fair to implement this as a stand-alone strategy. Would support HOT lanes.

22: If added to the gas tax or something, they wouldn't be supportive but if it's on your vehicle registration fee there would be more supportive.

23: Most people visiting are in groups, so it would have less impact on customers. Would only want this extra lane on an existing congested road.

25: Would want to know the results of this and how it will impact them.

26: If linked to a specific benefit, they would be supportive. Otherwise, no, because they will see it just as another tax that will hinder development.

27: Depends on where and what type (i.e. affordable housing) the infill development will be.

28:

29: Need to show benefits to hospitality.

32: Hospitality views itself as the second revenue generating business in the county and wouldn't want to share with the rest of the county. Would want to see money reinvested in tourism-generating services.

34: Would not support if they have to pay into the fund.

41: Nimby situation if located in a main area.

Regional Advisory Committee
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NOTES

Stakeholder groups – asked by Burnett to represent hospitality; but also transit professional by day; my responses were intended to reflect how hospitality business owners would feel about these components; have been on Hosp Business Board for 7 years and chair of Gov Board for 5 years; so I'm aware.

1 through 7

1. Transit: Typically hospitality industry views MRY market as auto-oriented market; top priority is to widen 156 to improve access; scoff at idea of people riding buses for tourism purposes; this is not to say they aren't supportive; they see transit as a way to get workers to work and free up spaces for paying guests. Secondarily the trolleys and grapevine express- appreciate.

3. Bike & ped – people just scoff at/roll their eyes at these investments. But if you were to pose it to them as *taking away existing trail* they would lose it.

8. They would say it would be okay as long as it wouldn't result in parking spaces that are currently used primarily by tourists would be occupied by residents; when I lived in MRY, the parking was

metered; location based – if downtown Salinas – if it makes it cheaper for econ development, then yes, support; make it easier to develop things and create jobs and get the economy moving.

11. Depends on what neighborhood, if it's in Pebble Beach, they will provide the parking they need for their clientele; but if you look at Cannery Row where you've got infill development or small businesses down their; it's the city to provide parking in parking garages. One of the things I've been involved in is the City of Monterey's redevelopment efforts – what they've found is that they have *too much parking available*; so if you continue to require new developments to provide more parking, will push this further out of whack. So – if parking supply is already adequate; Santa Cruz may be similar? But the EcoPass – could make it appropriate. We don't really have parking problems – even though people say we do.

9. Often times people say "it's really not a hospitality issue" – really not something they would take a position on one way

10. Wouldn't want schools right next to hotels – not ideal.

14. Nature of the hospitality industry doesn't allow for alternative work schedules – *maybe some of the office type staff* – ie. accounting staff.

15 & 16. Would look at it as fine if voluntary; but if there is a requirement they will resist because of top down; if it's something to offer, doesn't cost business anything then, yes.

17. Yes? More info this? *Del Monte* – *during certain seasons*, employer will offer shuttle services to have.

18. As long as cost is minimal to implement, yes.

19. Toll lanes is being analyzed/talked about. MCJ – hospitality is interested but hasn't taken a position on whether they support it; depends on where this is implemented; would be a pretty big step for us; there needs to be more data to determine whether it's appropriate for this county.

20. Would be receptive if cumulative taxes was not higher than adjacent counties – because this would give an *unfair advantage* – if tri-county, then how do we compare to Napa? To Silicon valley? To other wine country areas? If it makes us less competitive – esp in terms of group sales/ conventions – this could be deterrent.

21. I know what this is, but the community doesn't understand what this is here – would need more information on this. But – if you implement this without having additional lanes then this isn't fair; you'd have to have *an alternative investment; or if you had a HOT lane* – would be more supportive; their customers would be penalized, could choose to go to Napa, etc instead.

22. If tacked onto local DMV fee, it's not *penalizing their customers*. Other than in general being against more fees & taxes – mostly would identify as conservative.

23. Would be great – you've got most of the people visiting here are in fact 2+ people. If the HOV *lanes were on parts of the roadway that don't cater to their customers*, probably not supportive of it.

25. Would need to better understand what this means and how it would affect them? Will there be some weird *consequence?* How will it affect my ability to expand my business, am I grandfathered in?

26. If linked to a certain benefit, might be receptive to that; if doesn't benefit them.

27. Depends on where the infill development is and what it is – if low-income housing could be built near cannery row would be against it.

28. Would need to know what it would mean for empty lot next to hotel – *viewshed concerns*.

29. TID in downtown Monterey – something like $2/night – would need to show how to benefit hospitality.

32. Hosp views itself as 2nd biggest revenue generating industry – wouldn't want to share it – have an issue with transient occupancy tax to neighborhood beautification; would see as cyphoning off money.

34. If they are being asked to pay into this? If so, then not supportive.

41. NIMBY

Comments & Questions

Nope.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Jan Saxton

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Stakeholder Group: Voice of reason when talking about future strategies for the region. Transit perspective of new economic and social reality post peak-oil over the next 100 years, so current strategies are business-as-usual based on past 100 years. Species changes to ensure our survival. San Benito County residents- support strategies in theory but then balk when pressed to give up development rights.

3-4: MOVE TO "UNDER ANY." Would rather see bus lanes (Salinas-Monterey corridor).

7: If it's broken, maybe we need to replace it with something better.

10: Many transition people are home-schoolers so it's a matter of how this strategy is being implemented and how it would benefit students.

11: Would support this with the caveat that it's focused on building more walkable neighborhoods and not just to allow more development…placing development near transit lines and accommodate alternative transportation.

Transitions workshop- envision life post-transition.

12, 17: Can't price ourselves into these solutions because it will take a paradigm-shift. Pricing creates equity issues because rich people still get to park. Price out the poor, working poor, and middle class.

13: MOVE TO "UNDER ANY."

18: MOVE TO "UNDER ANY."

19: Creates equity issues.

20,22: Everybody hates taxes and fees. Would have to be something that stakeholder group sees as helping to move away from petroleum dependency.

23: Support with the caveat that it's doing the status quo better. Pressure of increased petroleum pricing. More effective if the HOV lane was for EVs and hybrids.

26: Depends on where things go. Would not support if it's going to support status quo.

27: Not a big priority to her group.

31: Would support it if the focus is a radical restructuring of how we live and use energy.

35: If it benefits infill, it's more supported over Greenfield development. Include community gardens, access, and services to sustain life.

Infill: Next 10-20 years, food becomes life-threatening bc agro-business has ground to a halt, may need to transition to home-grown food. How to get to people in cities? Economic system is based on endless growth that is an impossible equation to solve.

36-38, 43: Would support if they were forward-thinking about building that's geared towards locally-viable communities that can provide as many resources as possible within that area. Make best use of the space, rather than just cram as many people as possible into a space.

Comment: Transitions workshop videos.

Regional Advisory Committee
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NOTES

Stakeholder group – transition movement – that we are at or past peak oil – we will see a very different social/econ reality in the next 100 years – so they don't serve us.

I'm not sure how I got on this Committee – most residents see me as out in lala

Trying to answer for a stakeholder group – I get a little schizophrenic between the transition movement and also having been involved with SBenito County General Plan process – general opinions of SBenito county residents; where residents support things in theory but balk at them when it comes down to impact on own resources

Many themes focused on preserving rural character; but if you try to pass anything that limits growth or TDR, nobody is willing to give up their right to develop their parcel – that's where the choke point is. People understand in a general way – commons issues. This came up over and over again in SBenito.

SPEAKING FROM TRANSITION GROUP:

1 through 7

3&4. Would move to "under any"

4. Express/BRT bus service – provide bus lanes so that riding the bus is a huge advantage

7. Our idea is a bit more radical – if it's broken maybe we need to replace it with something better

10. A lot of transition people are home-schoolers – this may not be high on the list of priorities but education is very important – so emphasis on how this could benefit students.

11. Would be all for this – with the caveat that it's focusing on building more walkable neighborhoods – so that building in alternatives – placing developments near transit – using development fees to provide alternative transportation – adding a requirement to provide adequate transportation – or putting in solar charging station for electric cars.

--- I went to a training for transition workshop in Santa Rosa – we did a guided visualization, we were asked to think of our lives as post-peak oil – what is your life like? Jan describes what this looks like…

12. We don't think we can price ourselves into these solutions – equity concerns – pricing issues always have inequitable impacts – only allows rich people access

13. Move under "under any"

17. Equity – could be a perk only for wealthier population

18. Always useful – should move to "under any" – reward good approaches/practices

20. Would have to be something that they saw as really helping move us away from petroleum dependency

22. Same thing – but tough for people but it encourages walking – will it be effective in reducing petroleum dependence?

23. Support with the caveat – mild improvement on status quo – we've got to look at how to get away from gasoline powered cars, period – we are losing oil as a natural resource, impact on food prices – fine tuning the same approach. Would support an EV or Hybrid only HOV lanes. But alternative energy sources – are not as much bang for buck – will take a very innovative approach for using alternative energy

26. If used for alternative transportation, then yes

27. Infill is better than suburban sprawl, we get that but this is not as high of a priority. If in the next 20 years, food becomes a huge issue, then we need to be able to self-sustain with urban ag, backyard food supply. We have a triple threat at this moment – peak oil, global warming, economic system has reached boundaries of what planet can support (based on endless growth but we have finite resources). Would have to be really well designed – would have to include community gardens, community access to everything you need to sustain locally in order to sustain life.

31. We would support if the focus is a radical restructuring of how we live and use energy

35. Yes – same thing – better than sprawl – people start screaming bloody murder about the increased traffic

36-38. Would support all of these issues if they were forward thinking and geared toward building self-sustaining resources.

43. Same as above – designed to make best use of the space, not just about cramming people into a small space

Comments & Questions

- Have materials from the transition movement – produced by a guy who wrote the end of growth

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Janet Brennan

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3, 5, 7, 13, 14, 17, 18, 41, 31 under "Under Any." Move 19, 20, 30 to "only under certain"

Sympathetic to land use policy and what AMBAG is trying to do.

Stakeholder Group: Land Watch Alternative, Board Member

19: Depends on impact studies of low-income drivers and whether or not it would address the issue. Can see people becoming creative and finding other loops that could be totally undone by the toll roads, so it depends on the studies.

20: Depends on what program is put together. Last time, TAMC tried to sell it based on safety, but put funds to other things (widening Hwy 56). If greater focus in on alternative transportation or BRT to relieve day-to-day commuting, this might have a better chance.

23: Not appropriate for this region. Not going to put an HOV lane on a 4-lane road because people would be in an uproar.

30: If it entails limited CEQA review or substantially circumventing the process for public participation, then it would not be viable. Depends on how "streamlined review" is defined.

32: Seaside and Sand City currently share revenue. Depends on the definition- what it is.

39: This is already available in some capacities, but needs clearer definition of this strategy. Circumstances need to be defined.

Other comments: **Doesn't think the general public has a clue what's going on related to this planning effort, which is obscure and obtuse. Doesn't think the public appreciates how this relates to climate change or emission reductions, due to overall lack of communication with the public. The need is so urgent to get GHG reductions and this process does not speak to the urgency, but does not see a compelling message being given for the general public.**

Compelling message would contain: clear understanding of the State law, challenges that are ahead of us to meet the goals- specifically VMT reduction, greater sense of urgency

Regional Advisory Committee
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NOTES:

Stakeholder group – those concerned with good land use policies

19. Toll lanes – depends on studies and potential impact on low-income drivers; and whether or not it would address the issue; I could see people becoming creative and finding other routes which could *create congestion on other routes* anyhow.

20. Depends on what kind of program – TAMC sold it on safety but put 30% of funds on an item that was #8 on the safety list;

23. HOV – *if done appropriately for a region* – not that appropriate for Monterey Bay Area – wouldn't put on a four lane road.

30. Streamlined development review – depends on what this entails – limited CEQA review? If it entails circumventing process for public participation, I don't think it's something that's viable – depends on how this is defined.

31. Joint development – under any circumstances – isn't *TAMC doing this*

32. Regional revenue sharing – depend on *how it's defined and who is participating* – regional impact fee could fall under this category -

33. Floating zones – too amorphous – a lot of these things need more definition

39. Isn't this already available - ? As much, what more could be done or how could these be more defined?

OTHER COMMENTS OR QUESTIONS REGARDING THESE STRATEGIES?

- I don't think the general public has any understanding of what is going on in this planning process; mostly they don't understand how all of this relates to climate change, or what kind of emissions reductions we are talking about or what this means.
- It really relates to the overall lack of communication about this to the broader public
- I would find it really hard pressed to write a message about this process for the land watch members that has any kind of compelling message; what we are going through is not terribly compelling; yet the need is so urgent to get reductions in GHG emissions
- I just don't think this process that we've gone through so far speaks to the urgency;
- While I appreciate that smart growth is good for smart growth's sake, I just don't see a very compelling message for the general public
- I understand it on an intellectual basis, but on a gut level basis it's kind of
- *HOW TO MAKE IT COMPELLING?*
    - Clear articulation of state law
    - What challenges are ahead of us in order to meet the goal?
        - Reducing VMT
    - A greater sense of urgency to what we are doing

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Larry Pageler

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Stakeholder Group: UC-Santa Cruz community (students-8,000 bed spaces, staff, faculty). A lot of smart growth strategies that UCSC has been doing for decades.

5: Issue here is that there are probably "unknowns" about the meaning of rail service. Group would be supportive if it takes them where they need to go. Technology needs to be reliant on other transit infrastructure to get them to the rail station and from the station to where they need to go.

8: Would probably be supportive if in combination with car sharing. Needs to be a trade-off with other transportation.

10: Other factors except for siting of the school- proximity to playgrounds.

11: Supportive if other alternatives are available.

12: Good in high-demand parking areas, where worries that it scares customers away are less.

13: EV car-share vehicle problems when cars are charging in-between driving.

19: Way to get funding and discouraging types of use. Assumes that widening Hwy to offer a toll lane, but there might be other strategies that would work better, besides having to widen roadway. Equity issues.

20: Need caveats for how the money will be used, to ensure that the money goes to transportation programs and not some other project.

23: Are you **having to widen the roadway** to provide them?- if yes, then this would not be supported.

27: Supported generally, but has seen **situations where demand for on-street parking has increased**.

30: Concerned about **what might be lost in the process through a less thorough review**. Would need to see **examples of how the streamlining process is different** and on **what level is this implemented** (city, county, etc.). Wants **clear winners and losers** defined.

31: How it's applied to different projects and locations will influence its level of effectiveness. Depends on the details.

38: Wants to see how it's applied.

41, 43, 44: ?

Comments: Additional information on topics where he needed more information would be very helpful. At UCSC, people appreciate living close to work, increasingly car sharing and carpooling, and using alternative transportation. Lifestyle and work choices are changing based on the cost of commuting and the cost of housing….increase in biking, riding transit, etc. UCSC may be biased because of the type of population. New types of mixed-use development and housing are always helpful in supporting living close to campus.

Regional Advisory Committee
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NOTES

Stakeholder group: UCSC larger community – not just as a planner of UCSC – students, staff and faculty of UCSC; 8000 bed spaces on campus; 17k total enrollment.

5. Expand commuter rail service: there are probably unknowns about what we are referring to here. For my stakeholder group, they would be very supportive if rail takes them where they need to go; in the UCSC commute shed, it's relatively compact; there are a small number of people commuting from south county; but they probably wouldn't be users of this. Secondly – acknowledging that commuter rail service is reliant on other transportation links.

8. Parking waivers/reductions. Would be support if they came with something like carsharing; has to be some other trade off to transit dependent development.

10. School centered development. There are many other factors – ie. prox to playgrounds

11. See #8 – as long as other alternatives are available.

12. Demand based parking pricing – in general yes – UCSC has parking fees required of every vehicle that comes on campus – always tension as to whether we are scaring customers.

13. EV carshare vehicles – charge time needs; *hybrid parking*

19. Toll lanes. A way for funding – also a way for discouraging certain types of use; in many situations; reading into it an assumption that widening to add a toll lane? Equity & capacity impact.

20. Would need to have iron clad caveats about how the money is used? How do I know it will be spent on transportation programs?

23. HOV lanes – in general they are fine – but not if widening is needed;

25. Zoning based on street type – could have so *many variations in location and setting* that would make this a complicated thing; seems like an interesting thing but would *need to learn more*

27. Infill development in SC has led to increased on-street parking demand – so *parking should be considered with impact fees*

30. Generally yes – but what might be lost in the process? Fairness of the review? Could be clear winners and clear losers? Are their shorter periods or fewer steps? Is this city wide or county wide?

31. Great idea – but how it's applied to different projects and locations and settings – devil is in the details.

36-38. Great idea but how is this applied exactly? Could be perfect in some settings but not appropriate in others possibly?

41. Yes – little to add to these.

43. Yes – but circumstances where *conversion of a residential neighborhood that may create problems* that wouldn't allow

44. Yes – little to add to these.

OTHER COMMENTS QUESTIONS

- Generally a useful exercise
- Some of these questions I didn't know enough about
- I think providing additional information about where I need more information, esp to talk with constituents
- People appreciate living near where they go to school/work; they don't want to do the long commute; car sharing and ride sharing – Zip car is supporting 30 users per car.
- In our population, when gas prices increase, we see transit, biking to campus increase; our numbers are biased in that our pop have some flexibility (no kids) – average trip length is 6 miles.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Luis Osorio

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Stakeholder Group: City of Monterey, so citizens of Monterey

2: Transportation Agency is thinking about bringing the branch line into Monterey, which is going to tie things together what the SCS is going to be. Number of unresolved issues in Monterey about this new line, so until the community knows how to define it, there's going to be questions about additional funding.

4: Working on Downtown, Waterfront, Lighthouse Corridor, North Fremont specific plans which have included conversations about increased mass transit. A lot of people in the city still look at the car as the main transportation means and not making the connection about transit and the resulting improved quality of life.

5: Is it really going to be a commuter rail? Additional funding is not going to be there until this question is answered. Still a lot of ignorance and auto-love in the community. Need for education and cultural paradigm change.

6: Same as #5. Historic land use patterns dictate how people commute (i.e. why take the bus for 40 minutes when you can drive 20?)

8: Community has to go through the exercise of learning about new parking practices (from minimum to maximum requirements) to make the connection. People still want lots of on-street parking.

11: same as #8

10: Strategy is related to neighborhood traffic. Need to know the whole neighborhood design pattern and details to see how it will be done.

27: Depends on the development type and it's up to the community to decide what infill development projects would get reduced impact fees.

34: Stigma in Monterey about affordable housing and confusion about TOD. GP already has certain corridors for new housing but people are still questioning them because they still consider areas like Lighthouse has "highways" and can't envision redevelopment potential (quality of life, reduced traffic, etc.).

35: Clarification about density bonuses. May be a good way to make a project pencil out.

37: Issues around location of affordable housing (people tie this to immigrants and poor people) and what types. Would need the specific details.

38: Always difficult to justify breaks for developments.

Comment:

Regional Advisory Committee
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NOTES

Stakeholder group – citizens of City of Monterey

2. Answer reflects that fact that the transportation agency is thinking about bringing the Monterey Branch Line into Monterey – to me this is what will tie everything together in terms of the SCS – there are a number of unresolved issues at the community level as to whether there is general acceptance to bringing the Monterey Branch Line into the city; until the community knows how they are going to define this, there are going to be questions about additional funding for this project;

4. Expand express bus & local bus service – with the city we are right now working on a specific plan for the downtown including waterfront master plan – north Fremont and Lighthouse corridor.

5. Expand commuter rail service – will it really be commuter rail or more towards – what? Additional funding is not going to be there until a lot of these questions are answered. People are in love with their cars; the circumstances would have to change – cultural education & paradigm needs to be created.

6. Increase funding to repair or purchase new buses/rail etc. – same answer as #5 – people are still not on the ball with *improved transit system as a way to improve overall QOL* – auto-oriented & land use patterns in the last 50 years.

8 & 11. Parking waivers and reductions – community has to learn about new practices in parking where e are going from min required to max required as a way to do better site planning; the connection is not there yet to having parking waivers; staff and public works do not understand how it all is going to work; people want to have all this on street parking

10. School centered development – this is related to traffic – people aren't aware of *the benefits* and may only think about the traffic congestion impacts – what are we talking about? Commercial and residential right next to the street – it's a matter of seeing how it may be done and what the details.

27. Reduce impact fees for infill development projects – issue is what kind of development we are going to give the break on? Inclusionary housing development, or for all the infill projects? What other criteria? Economic development catalyst sites? A given community has to make their own decisions as to what projects they are going to reduce impact fees on.

34. Transit Oriented Affordable Housing Fund – in the City of Monterey – there is still a stigma about affordable housing – there is a notion that people don't understand what TOD is really – big tasks of our Committee to see how we are going to break the ice to the public with all these new concepts; City of Monterey already has these corridors adopted; but people see these corridors as highways rather than as areas that can be *redesigned to make better streetscape and placemaking*; one incident – a resident said north Fremont is too high volume so we shouldn't build housing there. People aren't aware of the benefits of TOD and QOL.

37. The location of affordable housing – ie NIMBYism is an issue – the devil is in the details – would need to be *more integrated with market rate housing*

-resources that might help agencies implement strategies that they are already doing & overcome barriers

-opportunities to implement (low-hanging fruit) that we are not doing

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Matthew Sundt

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Stakeholder group: general public. Professional background is planning, associated with AEP, Board Member of Monterey County LandWatch, Ventana Wilderness Alliance….swing from environmental-minded to urbanist to social-minded (Chamber of Commerce)

10: Ideally, schools should be located as close to population as possible to cut down trips but sometimes it's impossible to do that. Ex: Watsonville school on west side of Hwy 1- didn't have much choice because no land area within proximity to the population. Big portion of schools is devoted to parking, so you need large land areas (50acres), so selection of school site foregoes selection of smaller sites in closer proximity to population- why so many schools are located far away.

11: Doesn't reflect the "real world" because it's a good idea and do it as much as you can. He would only do it for residential development (Lighthouse Ave.), but not at a train station is Salinas. Less parking in urban areas frees up space for greater density. In Salinas, want to encourage people to come there and then take transit. Has seen hard-ass parking requirements that don't reflect how people use their cars, property remains underutilized which hampers tax revenue.

12: San Juan Bautista, core areas of Monterey, Carmel, and Salinas would be helpful in pushing some of the parking further out from the core and encourage other types of parking in the core. Want cars to turn over, but without people driving around looking for parking. City of Monterey is currently doing a parking survey (on 4pm Planning Commission agenda) and will likely take their structure and price street parking to encourage people to use the garage during certain parts of the day…cheaper to park in the garage and walk a block instead of circle around for parking and paying a premium. Can't apply blanket-like over the landscape, but used to address urban areas with parking and circulation problems.

19: For toll lanes, but not the kind that stop traffic because it increases vehicle emissions and load capacity.

21: Similar to #12. Works in high vehicle movement areas.

25: Large capacity. Makes sense to have more density and activity along those corridors. Would not put low-density adjacent to 4 or 6 lanes, only certain types of commercial retail and higher density. Common to see neighborhoods disassociated from each other by big lane collectors or arterials- not a fan because it can eliminate a grid system and creates concentrated traffic and emissions and noise, rather than distributing them more evenly.

27: There's a purpose for impact fees (similar to #12) and it works well under certain conditions. E.g. when a piece of property remains undeveloped for a long time because of impact fees. Is it better for the City to allow for the dense development to go up? City needs to understand the bigger picture and what they have to gain by putting land into production (i.e. new residents spending $ in the city, rather than keeping the land vacant).

28: Few cases of TDR in California. TDR assumes two sets of owners and often the properties have multiple owners. It's hard to get cooperation between a sender and receiver.

29: Works in many cases when you have a long-term goal of creating wealth for the jurisdiction and the property owner, and creating opportunities for the property owner and community.

30: If a City Planner in charge of redeveloping a city area, he would use impact fees, reduced parking requirements, etc. in order to get project moving and create wealth for the community through bigger and wider distributed tax base.

34: With proper evaluation and analysis (feasibility), would make a decision on whether not to use this strategy.

37: Another tool for getting higher density for developing vacant parcels. Better than tax credits, maybe the property owner would be happy to get reduced/eliminated parking requirements.

38:

"Under any" means wild, rash but "under certain" assumes greater diligence.

RE: Question #39 re Tax Increment Finance Districts.

I indicated that TIF is acceptable under certain conditions. This to mean that I would never personally give blanket approval to a TIF district. There is a fine line between real and perceived benefits with TIFs as the language below from the Lincoln Institute of Land Policy explains.

If, as municipalities are often required to assert when they adopt TIF, all of the [tax] increment is attributable to the activities of the TIF development authority, then TIF is fair, in that the school district is not giving up any would-be revenues. If, as critics of TIF sometimes assert or assume, none of the increment is attributable to the TIF and all of the new property value growth would have occurred anyway, then the result is just a reallocation of tax revenues by which municipalities win and school districts lose.

The impact of TIF on growth in property values requires a careful reading of the evidence. It is wrong, as those who look only at growth within the TIF district in effect do, to assume to know the answer. Part of the solution is to use appropriate tools to statistically control for other determinants of growth.

It is also necessary to take into account the potential for reverse causality. We want to know the extent to which TIF adoption causes growth. But the causation could go the other way; anticipated growth in property values could lead to TIF adoption if municipalities attempt to capture revenues from overlapping governments. Or there could be reverse causation bias if TIF is adopted in desperation by municipal decision makers in areas where low growth is anticipated. Either way we should ask: Are the municipalities that adopt TIF systematically different from those that do not? If the municipalities are systematically different, we must statistically disentangle the effect of that difference from the effect of the TIF using a technique that corrects for what economists call “sample selection bias.”

When TIF districts are proposed to decision makers it must be a accompanied by a thorough analysis of the TIF prepared by an impartial and objective analyst would can clearly state the advantages and disadvantages of the TIF. Case examples must be included. Stakeholders must be informed and involved and there must be a consensus on its use.

Regional Advisory Committee
One-on-One Interviews

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NOTES

I did the survey twice – was more liberal in November and less liberal in the January version – not sure why but got into more thinking mode and more critical about things.

Stakeholder group: not associated with any specific type; generalists – and how the general public might respond; although professional background is city planning & environmental planning; if you look at civic engagement & involvement; ie. AEP – current member; TAMC Bike and Ped committee member; Land Watch Board Member; Monterey Peninsula Chamber of Commerce; Boys & Girls Committee; Trails committee Board members.

- mixed bag, swing from enviro to urbanist to social minded

10. School centered development: ideally, yes; sometimes it's impossible to produce that; ie. Watsonville constructed a HS on the west side of HWY 1, 10 to 15 years ago – didn't have much choice bc they didn't have the land area within proximity to population; when they select a HS site, they are in the 50 acre category; how much is set aside for parking? The mind set for the public agency for locating schools assume there are x number of people who drive to school, might double demand for size of parcel; as such selection of smaller sites are foregone.

11. Reduce min parking requirements: good idea, do it as much as you can – would do it for residential development in Lighthouse Avenue; but I wouldn't do it at a train station in Salinas; because you want to encourage people to park and ride. If you want to encourage property owners to develop their property – it's a fine line. If you have stringent requirements, the owner will leave it as an open lot for event parking; best use of the property will be post-poned and delayed for a long time; if the city can back off, it'll start to pencil out, and they can build a 2-3 story building; maybe agree to a modest off site payment to the city to build a new parking structure or city parking lots to deflect; I see all these parking requirements that don't reflect best interest of jurisdiction or of how people use their vehicles; properties remain underutilized.

12. Demand based parking pricing. There are *some places where it doesn't make sense*; ie. San Juan Bautista; but core area of Monterey, Salinas, Carmel – where demand pricing would be very helpful in pushing some of the parking further out from the core area and encourage other types of parking in the core area; jurisdiction needs to have a low-price alternative; Monterey is doing a parking study, considering demand based parking tonight related to circulation; they are going to take behemoth parking structures and price street parking so that it encourages people not to park on the street but instead to park in the garage (ie half the price in the garage).

19. Toll lanes: yes but not the kind that stop traffic – then you increase vehicle emissions, how then can you get your GHG target? Also this wastes road capacity by backing up all the traffic.

21. Congestion pricing: similar to #12 – concept is it works in high vehicle movement areas but *doesn't make any sense in lower volume areas*; ie. Manhattan vs. uptown.

25. Zoning based on street type; if it's 4 lanes or bigger you'd place higher density residential adjacent to these roads; but then you'd place certain types of retail; but it's very common to see neighborhoods disconnected from each other by these 4-6 lane arterials; I'm not a fan of these at all, because when you do this an eliminate a grid system, you then segregate and create these big conduits of traffic, noise, emissions; as opposed to having it.

27. Reduce impact fees – there's a purpose for impact fees – similar to #12 – if you have a piece of property that has remained undeveloped for decades; if you know it's in part because of impact fees; is the city better off biting the bullet and allowing this 6 story, 80 unit structure? City needs to understand the big picture – what do they gain from vacant lots near downtown? Missing out on new tenants who can spend money in the city.

28. Transfer of Development Rights – of all the land use activities that go on in the State of California – I think it's a great idea; but it's so difficult; means two sets of owners in most cases; if you're lucky it's one person on both sides; but it can be a consortia on both sides – tough to get cooperation by a sender and receiver.

29. TIF districts – generally yes; in many cases it will work; if you have a long term goal of creating wealth for that district.

30. Streamlined Development Review – I'm going to use all of the above if I am a planner and need to redevelop a corridor. Most often - to create bigger picture – to create wealth for the community.

34. Transit Oriented Affordable Housing Fund – when I have the option of putting "under any circumstance" as kind of being careless/wild/out of control/no adequate analysis. 'Only under" means someone has been diligent about evaluating program. SO – I am all about this one; but with proper feasibility analysis.

37 & 38. Tax Credits. Yes as much as possible, in the right places – most of these decisions related to "only under circumstances" need a well thought out plan, based on feasibility analysis and geographic. Another tool in the toolbox as far as getting higher density and developing vacant parcels. It may be that the property owner might be happy enough with just getting rid of the parking requirements; possibly don't want to deal with the paperwork of accessing these for that period of time? Most would want to deal with it, for the right price.

INTERESTED IN PRESENTING AT THE APRIL RAC MEETING

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Nancy Martin

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Economic Development Corporation (business community, investors, develop opportunities throughout the County). Part of the development of workforce. Can't increase or sustain quality of life without economic development.

3- Under Any

1,2,4-7: Only under certain

Concerns about how things will be funded & for what purpose. Concerns about movement of goods and people. Funding & priorities- area is not normally on the radar screen for funding of transit and non-auto/truck modes (i.e. rail, limited bus, trying to figure out bike & ped infrastructure). SB not as prioritized as the coast. Limitations in taxation for what people are willing to pay in taxes beyond what they are already paying.

8,9,10: "Under any." 10-working on master plan that would speak to this.

11-13: Only under certain

Domino effect when we start reducing parking requirements, then the ability to develop commercial and industrial space (that relies on certain requirements). For electric, hybrid parking and sharing. Issues need better definition.

18: "Under Any". Anything we can do to put positive recognition is good.

15-17: Only under certain. Fr employee vehicle sharing, it's difficult to do unless you want to mandate that the employer buys vehicle to facilitate the program. May not be

practical to put this system in place, beyond "Encouraging." Instituting the program may not be the best way.

19: Already looking at this strategy. Toll lanes can work in certain circumstances but have to consider trucks and commercial vehicles in areas where there's only one-way in or out, so there is no alternative route. Pacheco- where would the toll be? Could create overflow for people trying to go around those routes, impacting other areas. How will they pay for that toll construction?

20: Anything to do with revenue, that will increase taxes on any portion of transportation, will need to have a very specific reason and purpose since we already pay a lot in taxes.

23: Would be better received. "Under any"

22,24: "Under no circumstance"

25: "Only under certain." Other things in place that may be in conflict with this strategy.

26: "Under no circumstance." Just initiated this for city & county, but put other things in place that councils & boards have the right to rescind or wave those fees. Not practical for constituents.

26, 36-38: "Under any"

28: "Under certain." Did initiate this already. Relates to agricultural- Ag landowners can sell their credits so in certain zoned areas, they can develop. Program has not been used yet, but think they have everything in place so it will be a smooth transition. Just go the program through last year.

29: "Only under certain." Previous experience with it not working- got 49% of district to do it. Last year, Redev agency was going away so had to institute a program that would pay for improvements to Downtown Hollister, but only got 49% and it died. Not something that can be applied universally.

31: "Under any." Those partnerships are fine

32: "Only under certain." Needs to be well defined. How they will be expected to contribute and how much they will be getting back.

33: "Only under certain." Some transit developments that you don't want to be flexible on.

34: "Under no." Doesn't believe SB County would support a TOAH fund because it's very political.

35: "Under any." Loves density bonuses, especially for infill.

39: **"Under any."**

41: **"Under no." Just removed any requirements/ordinances that mandated affordable housing in SB County. Very political issue for the community and this hasn't served the community in the past.**

43: **"Under any." Need to have some ordinances that directly speak to how mixed-use is done and what defines mixed-use.**

44: **"Under any." All education is good.**

Comments: **So many issues to address on a regional basis (how we get people to/from, account for larger projects that wish to come into the area and benefit the region). Proposed Convention Center in Seaside- how to make this work for the whole region and make this an integral part of the economic development for the region. Connect the dots in the community that serve the greater good for the whole region, including how to make transportation work that does not impact the environment or people, while providing efficient and effective transportation.**

Regional Advisory Committee
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NOTES

Stakeholder – business community; workforce; potential investors in development of the community; diverse cross section.

1,2,4,5,6,7

- How are these funded, for what purpose and how are priorities established? To get freight moving as well as people; will only support it in certain ways, as this area is not usually on the radar for funding of transit/alt modes; we don't have a lot of areas that would be considered part of light rail; we have a limited bus; trying to work on ped and bike facilities; we aren't going to be as high on the pedestal as say the coastal area for funding; are these evaluated according to density? Need? Infrastructure? Equity? Have a divided community in terms of taxation or willingness to pay above and beyond what they are already paying

10. Working on a big master plan that would speak

11, 12, 13

Raises a red flag – when we start reducing parking, limits commercial development potential

15. Can be difficult to do, unless you want to mandate employer participation – you can encourage but when you start instituting it's not the best

16. Same

17. Same

19. Pacheco pass and 152 – we are already looking at this – and 168 – toll lanes, have to consider impact on freight movement; in the Pacheco study, it's hard to determine where the best place is to put it – due to diverted routes impact – can *reduce revenue to pay for toll*. We have to look at this but we are experiencing

20-21. Would need to be very specific reason & purpose – *tough sell*

25. Case by case?

26. Not practical for constituents

28. All relates to agriculture for us – ag land donors can sell credits so certain zoning areas – has been up and running – well it hasn't been used yet so who knows – we think it's all in place, just got it through last year.

29. We tried to put this in – we got 49% to want to do it – for a very compelling reason: redevelopment agency was going away, we needed a new revenue source. Just this past year – district in downtown Hollister.

32. Have to be very well defined – cost/benefit for each stakeholder group – how much are we getting back from what we put in

33. Under certain circumstances – we don't always want to be flexible

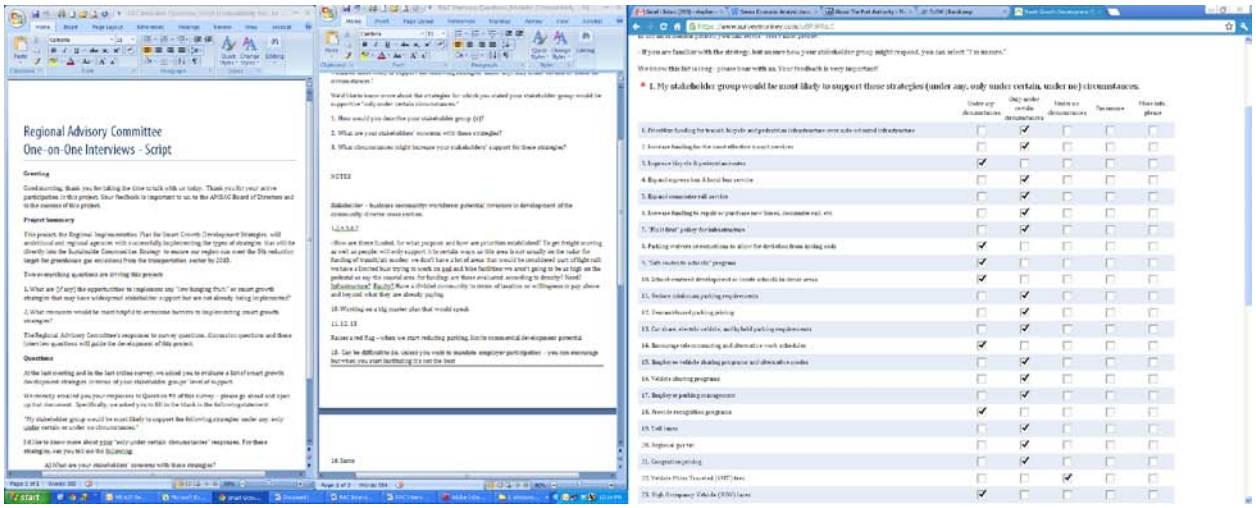
34. Don't think our community would support this – political reasons

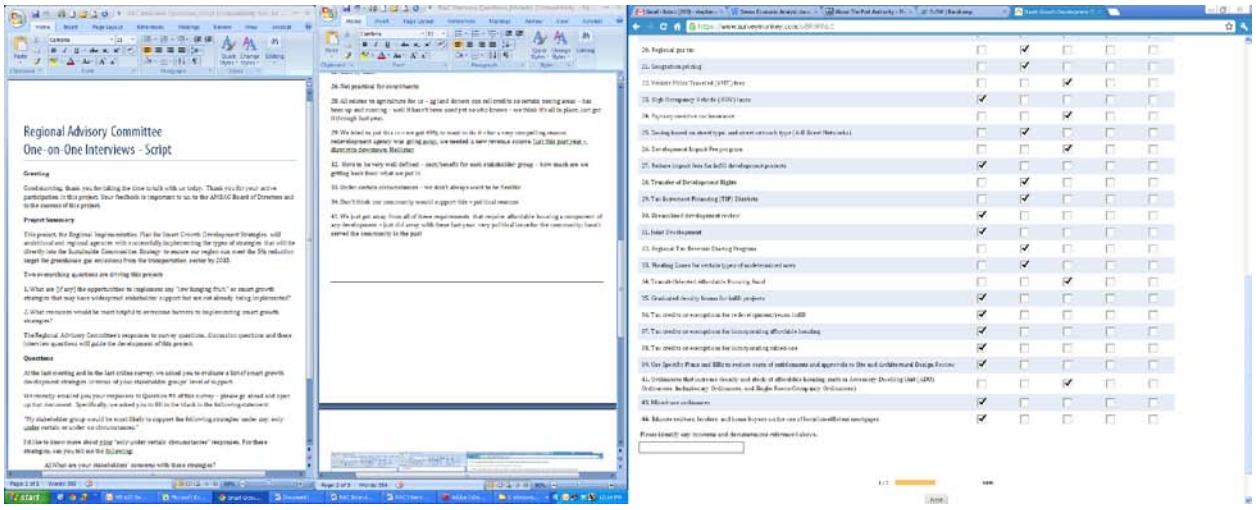
41. We just got away from all of these requirements that require affordable housing a component of any development – just did away with these last year; very political issue for the community; hasn't served the community in the past.

COMMENTS

How to think about regional benefits of individual projects? How do we connect the dots from everything we have in our communities that serve the greater good of the region? In an orderly fashion that doesn't impact our environment, or our people and still move people?

Presentation? Yes maybe, if I have the time.


Regional Advisory Committee
One-on-One Interviews - Script
Greeting
Project Summary
Questions
1. My stakeholder group would be most likely to support these strategies (under any, only under certain, under no) circumstances.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REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Ned Van Valkenburg

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- **Don't often have large numbers of workers going to a single site, so carpooling types of strategies have a reverse impact on people who don't carpool**
- **Often not on a commute line, so expanding buses and commuter rail is difficult for his stakeholders because these types of infrastructure often aren't developed along highways which is the typical routes that people take to work**
- **Toll lanes:**
- **30-38: would mostly be in support of these strategies, but some confusion about what they are and how they would work. Members generally support these smart growth strategies**
- **Main concerns: job creation & ability to get to the job**
    - **But job site moves around**
    - **Workers typically have equipment to carry**
    - **Carpool can be difficult because it increases the time getting to work**
- **Less support for strategies that constrain transportation**
- **Workings coming from areas that don't have existing transit connections**
- **19-24: anything that improves transportation options would be generally supported**

Regional Advisory Committee
One-on-One Interviews - Notes

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NOTES

These strategies have huge impacts on jobs; I represent workers … some of these strategies help create jobs; others might make it more difficult.

Union rep for carpenter's union

16. Vehicle sharing / carpooling – we *don't have a lot of folks going to the same site*; this could possibly adversely affect us because we can't really make use of this

Investing $ into transit could create jobs by building new transportation projects; but --

- One of the problems with trades people is that our *sites change* from one place to another; and often times are not located along transit routes
- Unfortunately our workers rely on highways to get to work

19. Toll lanes – generally I support this but…

23. HOV lanes – is great but *if there isn't someone for me to commute with then I'm stuck in the other lanes*

- Almost any topic I bring up; I would have some members support and others opposing –

30, 31. Are things that would be generally supported.

32. Regional revenue sharing *– not sure how that would work* but I think people would be in support of this

33. to 38. Most members would support these – the numbers generally support growth; smart growth is fine, they aren't opposed to smart growth

43. Mixed use

Main concerns are job creation & way to get to the jobs –

For certain parts of the business, construction is a big one – job site moves around; workers are probably carrying tools and materials; and coming from various places.

Strategies that contribute to development – more support; strategies that might constrain driving options, less support.

Are there any concentrations of sites where workers go to work? A lot of this is in Santa Clara Valley; folks commuting from Monterey or Santa Cruz don't have a lot of commute options, whatever kind of work they are doing.

Folks I represent; are concerned with improving GHG and improving transportation options; even though this may not hugely benefit them; for some, toll lanes would be an improvement; and transportation improvements generated from gas tax.

Other comments – not sure how useful my participation in this will be? Not sure how much knowledge we have on this; might be more likely to be on the resistance side of some of these strategies.

Regional Advisory Committee
One-on-One Interviews - Piet Canin

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NOTES

Stakeholder group – users and advocates; program providers for active transportation – as a focus within sustainable transportation. Beyond active transportation, being a providing of car sharing, car pooling and telecommuting (TDM) and transit.

1 through 7

2. Given the money going into transit currently (Metro, dedicated local sales tax) – commensurate with other forms of transportation then yes; in SC County, mode share for transit is less than biking and walking, but gets largest piece of sustainable transportation piece of the pie.

5. Look at larger picture of transportation in a regional context; also commuter rail is more of a long term perspective rather than a near term or mid term perspective on what this would look like

7. Wouldn't want to first have to fix all pot holes before sust transportation could be funded

19. Would have to look at how this would impact low income folks – equity concerns

23. I'd want to support them if sust transportation were being supported at that level; what is context/ is this capacity increasing? Or are they converted SOV to HOV lanes? Funding priorities.

27. Need more info. $ useful for cities – maybe not use this type of financial incentive – infill still has ped improvements needed – could use impact fees for sust transport.

34. Would move to '"under any"

35. Yes I'd support that

36-38. Generally, yes. Would want more info on financial ramifications of these?

43. "Under any"

Comments & Questions

- Have a question in general, related to electric vehicles. In the Blueprint – goal is to reduce VMT right? With electric vehicles, you don't get VMT reductions from EV conversion. But it seems like the EV would fit into the strategy.

SC list = 4,000 – monthly e-newsletter; SB and MRY once a quarter – wait until we got survey responses from May 10 – facebook page – and website.

March 15th – next newsletter

Presentations – yes

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Sam Trevino

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Stakeholder group: people with disabilities and older adults (60+)

Responses based on lifestyle needs and circumstances of them and projecting into the future with a great percentage of the region's population being over 60. What kind of impacts will have on aging community. Efforts in addressing their particular mobility needs to support reducing emissions and becoming a more "green" region. Supporting a more livability community with alternative transportation, walkable, more social, functional, and performing more activities for his stakeholder group. Current community design creates barriers and obstacles.

1-8, 14-17: His stakeholder group would see these as priority areas and would be in support of advancing these strategies. The "under certain" circumstances, acknowledges that stakeholder group would likely be supportive but those elements might result in deeper public conversation because of the fiscal impacts. ONLY UNDER CERTAIN= recognition of deeper conversations and questions needing to be answered before agreement.

What questions/answers: financing sustainability

- **What does household have to come up with to support that?**
- **19-21: have costs associated, so how would we pay for it and is there support for financing these changes? Is there capacity to sustain them?**

Very specialized information and ideas.

9-10: with more information, stakeholder group would be supportive of things involving children.

11-12: stakeholders aren't high users of cars and depend on alternative transportation and walkability, so they would be supportive- **move these up to "only under certain".** 12- probably wouldn't support demand based parking, but if there's a **cost-benefit that goes back into enhancing the community,** they might be more supportive. **Need a visual, tangible outcome**

13: makes sense, especially car share, but **many hybrids and electric vehicles are out of people's price range**

30-35: 30- stakeholder group is very mindful of not **altering regulations that might cause harm or unintended consequences** (generally speaking). 32- stakeholder group might want officials working together because they support new ideas and ways of doing things. 33- **move up to "under any"** because group doesn't want to get isolated in the future because they want to be in the heart of places. 34-35: general support, but depends on the details

39: would see this more positively than negatively. Details important.

41: **move to "under any"**

Reasoning behind "only under certain"

- Concept is good, but what will it take financially? What impacts (intended or unintended) will it have on the community? Need for more information before gaining full support.

Regional Advisory Committee
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NOTES

1. Stakeholder group: people with disabilities and older adults – 65 and older; responses to the survey are based on the lifestyle circumstances of this group; with the increasing retiree population – how this might impact our community planning & efforts to address their mobility needs. There are opportunities to achieve two things: ghg reductions but also supporting a more livable community for a greater percentage of people dependent upon alternative forms of transportation – more walkable and social and make functioning and performing various activities/errands in a more supportive fashion for this stakeholder group. Right now, the way communities are designed there are more barriers and obstacles for this stakeholder group.

This is the context I used in answering these questions.

All the 'under certain circumstances' – means additional questions would need to be answered before giving anything a green light.

Financing, sustainability; impact on me/my household

1 through 4

- Yes support

6 to 8

- Stakeholder group would be supportive, but these elements might result in deeper public conversations because of *fiscal impacts*

9&10

- Generally very supportive of anything to do with children & education – maybe move this to only under certain circumstances – as it would need to be discussed

11 & 12

11. My user group is not a auto-dependent – **move to only under certain circumstance**

12. *If paired with parking benefit district* – visible tangible outcome – improvement of physical environment – then possibly more support

13. Electric vehicles are really out of people's income level in our group; but I can see where this could be moved into **only under certain circumstances**.

14 through 18

Difficult because of *fiscal impact*

19-21

- Would elicit costs – how would we pay for this? Is there support for this – would there be capacity to sustain.

30. Generally yes anytime we can reduce barriers and streamline – also mindful that we do not alter regulations to the extent that it could have any negative impacts

31. Yes 100% behind that

32. Under spirit of corroboration, could see the stakeholder group wanting to support this as a concept; challenge is *implementing and being consistent and following through*

33. Floating zone – would **move up to under any circumstances**

34. Yes – definitely want to pursue – concerns recognizing the need to sort out the details and potential impacts

35. Yes – same reasons above – generally support but details are imp.

36 to 38

39. Yes generally support but details

41. **Under any circumstances**

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Sherwood Darington

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Stakeholder Group: lafco

4: Need increased ridership from econ sense. Smaller buses because there aren't a lot of people on the bigger ones currently.

6: Ridership

13: NEED MORE INFORMATION

20: Needs voter approval and this might not happen since different parts of the region have different assets and patterns.

21: Some people at LAFCO might have concerns about economic downtown on tourism

31: Could be funded through something besides private- non-profit, land conservancy. Needs of the community and willingness

32: Need to determine what's wrong with the current system so you can demonstrate how to change it.

Comment: Disappointed at opinions at last meeting because everyone seemed like planners and architects, so less representation than the first meeting.

Regional Advisory Committee
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NOTES

Stakeholder: LAFCO – two county supervisors; two mayors; two special district reps; one public member. The cities and counties are not always in agreement. They have a tendency to look after their own interests first, and common interests second.

1 through 7

4. Would need increased ridership first; otherwise doesn't make sense to invest more in busses; there are really two groups that ride the bus – one is a handicap type on a small bus – usually only one person – not many of these; this is of course a requirement of federal government; but when you look at big busses you see just a few people; the ridership of the larger busses is not very heavy.

6. Ties back to #4. Only *if it's needed* and *it's economical*. Ridership.

13. **Move under need more info.**

20. Regional gas tax – if voter approved, would be appropriate – there are big differences in our region; King City would drive more than people on the Peninsula in a month. When you come into taxes would really need *voter approval*.

21. Really not sure how members of LAFCO would feel about this – might negatively impact econ of tourism; might lose people to Napa.

31. I don't see anything wrong with doing development like this – can also have joint development through mitigation effort as well – such as a land trust or someone like that. Or provide something that the city would need to support. Depends upon needs of the community and willingness of *private developer.*

32. Question – what's wrong with current system? Which isn't necessarily regional. What is the *need for a regional that supersedes the local system.*

Comments & Questions

Project in general - attendance at the last meeting – was low and people who showed up were planners and architects; not the groups that showed up at the first meeting.

Regional Advisory Committee
One-on-One Interviews

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances."

1. How would you describe your stakeholder group (s)?

2. What are your stakeholders' concerns with these strategies?

3. What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholders – construction companies unions and workers of these companies; also people who live in my city as a regular citizen.

<u>2,3 and 5</u>

As long as it *creates jobs locally*

<u>11,12,13</u>

Utilization issues? *Feasibility study* – what exists and what is needed?

19. *Utilization – will money be placed in other projects that could get more $ worth*?

23. *Restrictions – unclear sometimes*; ie. if you've got a Prius, when do you require 2 vs. 3 people; more general rules – *being consistent in rules of user groups*

24. Concern: *how would you regulate this*? Would it *cost too much to regulate*?

28. Responsibly yes – these are all good but have to be *done well and with the right intentions*;

**Property can be capped without an adequate clean up; some people want to just cover up contaminated ground – ie. water table contaminants; for example in Humboldt county – RR yard – pile of asbestos brake shoes; left in a pile got rained on and drained into a property; they were going to just CAP and cover it; digging up these.

29. Yes - encourage responsible growth

34. **Move to under any**, can't imagine many circumstances needed

37. Yes, that's great – but make sure it's *quality affordable housing*

38. Agreeable to that just as long as the *mixes are compatible*

43. Depends on what you are going *to mix, need to be compatible*

Comments & Questions

- I myself wasn't prepared enough for this, next time will be better prepared.
- I've been able to talk to a few of the local politicians and community leaders about the RAC, and encouraged them to give him more ideas; supervisors and city council people; and have got them thinking now about what they need in their communities.

Locations for the meeting:

1. San Juan Bautista – how about the Mission?

- Presentation – I would present on San Juan Bautista's Mission as a "great place"

27. All for lifting ridiculous regulations, but some are necessary; ie. dumping asbestos – it's about responsibility; there might be other ways to make people responsible other than unrealistic regulations; we need to look at regulations to see if they are realistic; California, we set the bar pretty high.

30. Responsibility – we don't need to reinvent the wheel every time we do a project or develop things.

31. Worry about qualifications of certain people – nepotism/cronyism in play? How do you qualify people for this? Lease/lease back – develop and sell back for cheap – problems with controlling quality of the product.

32. Responsibility – does it cost more to regulate than to do the tax sharing itself? Take more taxes to regulate the taxes?

35. Responsibly, yes – protect certain resources; consider context & characteristics of the land itself.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Terry Corwin

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances." For these strategies, please describe in more detail:

A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Property owners, including those engaged in farming, timber, and ranching practices; supporters of the natural environment (scientists, naturalists, natural resources, recreation/trails….biodiversity) who earn, live, and enjoy the natural environment.

"Under any" is too universal.

1-7: Anything that serves to reinforce the livability of the communities and protects the urban boundary is going to be a good thing for protecting the natural environment, so they would be in favor of these strategies (assuming they were done well) because they would improve the quality of life.

8-12: Principles of enhancing the quality of life and reducing sprawl pressures. Use these tools to create good policy and alternatives to that people have a better quality of life, reduce GHGs, and reduce pressures on the urban boundary.

26: Having the costs to the ecosystem be part of the development would be good to have for support.

27: Under most means.

28: Uses TDR as an important tool to protect working lands. Takes on the responsibility in perpetuity to extent those contracts so the lands will never be developed. *may be something to talk more about down the road

30: Would be nice to have an efficient government to streamline good projects.

31+ Good, if the policy improves quality of life.

Regional Advisory Committee
One-on-One Interviews

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances."

1. How would you describe your stakeholder group (s)?
2. What are your stakeholders' concerns with these strategies?
3. What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholder group:

When you were doing your blueprint, we were doing our blueprint (conservation) – very happy that staff reported they were complementary;

Stakeholder group would be – landowners – farming, timber ranching practices; supporters of natural environment – scientists and naturalists in biodiversity; folks focused on recreation in trails.

1 through 7

Anything that serves to reinforce the livability of communities and protects urban boundary will be a good thing for protecting the natural environment; would be in favor of all of these things because they were add to QOL and reduce pressure to bust out of urban boundaries;

Concerns – 'devil is in the details' – under any is too general and universal.

9 & 10

Same principle would apply as above – reduce pressure to sprawl

12. Because this is so not directly what we work with – feeling the same reasoning – let's use these tools to create good policy and alternatives so that people have a better QOL for reducing GHG and protecting land outside the boundaries.

26. Development impact fees – strongly supportive of

27. Reduce for infill – under most circumstances

28. TDR – right up our alley – *we use it to protect working lands* – we buy or can accept donations of development rights of land owners – take on the responsibility in perpetuity to defend the contract. We might be able to partner with AMBAG to make this work for the urban areas as well – it's not that we would never work on anything within the urban, just a matter of priority.

29. TIF districts –

30. As the wife of a former general contractor – sure would be nice to have more efficient government – to reward projects that.

LOCATION for Santa Cruz County – Community Foundation of SC County – has a conference room that is mid-county.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Tom Burns

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances." For these strategies, please describe in more detail:

A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder group: represent the non-groups- people you don't hear much about and aren't really represented in any group. He telecommutes & bikes, so is someone that does that practically.

1-6: Need a balanced approach- not extremes for bikes or cars

- **If get people out of cars, need some other way for them to get around**
- **Buses use the roads too, so need to maintain roads**
- **Hwy 1 may be a good investment for mass transit**

7-12:

- **7- unrealistic**
- **8- great idea if it's accompanied by alternative, functional (need to look at transit at the same time as parking standards) transportation forms**
- **9- widely supported**
- **10- idea sounds good, but may not a good stand-alone strategy. Might be good in certain places**
- **12- sounds good but the challenge is to not make it a disadvantage for shopping centers**

13-18: low-hanging fruit

19-24:

- **businesses always worried about taxes but regional tax structure will generate new income**
- **22- if going to take away gas tax, need other fees to pay for the roads**

25-31:

- **25- sounds good**
- **26- fees getting used other things & not accomplishing what they're supposed to.**
- **27- everything is infill in SC**
- **28- doesn't see this applying much in this area**
- **29- has been used more generally in SC**
- **30- used to have "priority processing" and then everyone was doing it. Concept needs to be narrow enough.**
- **31- great.**
- **32- great idea, but political challenges**

33- ?

34- would hope people would be supportive of this.

-

Regional Advisory Committee
One-on-One Interviews

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances." For these strategies, please describe in more detail:

A) What are your (many of your) stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholder group (s) – I work out of my house and I bike a lot but am more practical about it than more people – not sure where that puts me in terms of a stakeholder view – the ones who tend.

1 through 6

As a whole – trying to find balance. Some here in SC would advocate bike improvements over everything else; but we *need to improve everything* – including roads for buses; the big fight that goes on over HWY 1 is interesting when people start talking about it as a potential bus route – this could be the best investment.

7 through 12

7. **Under no circumstance** – unrealistic strategy

8. A great idea as long as it's accompanied with alt transportation modes that are functional; everyone wants to do this but if we aren't anywhere near a transit corridor; what do we think is happening? Maybe it makes sense along certain corridors along others; now for example Soquel Corridor.

9. Fine program – **under any circumstance**

10. The idea sounds good – in our communities – might have some appeal in certain places

11. Same as above

12. Sounds like a good idea – challenge is how to not make that a incentive to drive customers to suburban shops

13 through 18 – TDM

These all seem pretty good – low hanging fruit let's do them

19 through 24

These are all good – we've got to do something to get funding available; if you could really do a regionwide taxing structure, we've gotta generate some new income.

VMT fees – we have to do something about this – if we are going to drive everyone into not using gas, who's going to maintain the road.

Which would gain most support from folks in Santa Cruz – not clear; development impact fees are being cyphoned off for different things – what I've seen happen is that they are being use more and more for operations as budgets are getting squeezed to make ends meet; these programs are not even accomplishing what

25 through 31

25. Sounds good, yes let's do it

26. End up getting spent on what you are in arears for

27. In Santa Cruz everything is infill – if you do this then you won't have fees

28. Personally don't see that applying in this area – we have already said this *in Santa Cruz – seems like going through it is too difficult to implement*

29. TIF – going through a bit of a beating right now – *could apply it to transit improvements* – yes a transit hub – or if you went to example they are talking about along HWY 1 with stops.

30. Streamlined development review – great idea as long as we aren't streamlining everyone – apply in a narrow enough way – County hadn't had a certified housing element for over 10 years; bi-right development – only had a design review hearing – all the entitlements were in place; CEQA was done – there was *no economic risk for developers*.

31. Joint development – public/private partnerships – yes that would be great

32. Great idea – to encourage commercial development in places

33. Floating zones- good concepts

34. Great concept – devils in the details – in Santa Cruz? Not really – affordable housing program and also TOD *but not blended together*

35. Yes, sounds like a great idea

36 through 38

So *hard to discuss at regional level*

39 – *see #30 above* – set your policy goal and find source of money to support.

41 through 43. This is a good one –

44. Sounds like a great idea.

John Swift from Hamilton Swift

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Victoria Beach

At the last meeting and in the last online survey, we asked you to evaluate a list of smart growth development strategies in terms of your stakeholder groups' level of support.

Specifically, we asked you to fill in the blank in the following statement: "My stakeholder group would be most likely to support the following strategies under any, only under certain or under no circumstances."

We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances." For these strategies, please describe in more detail:

A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Carmel Planning Commission and running for Council. Constituency. Carmel designed to be a self-sustaining community (business district that's sized well for the residential size, walkable, zoned well, a place that you don't have to leave). Opportunity to be a sustainably-scaled community but have recently lost this ability due to lack of mix of uses in the business district. Tourist-serving businesses that does nothing for the residents, so if it were more resident-serving this would serve the residents and make it a more authentic town. A programming problem. Possible to get back to the old way.

*** grant application to hopefully resolve this problem. Gaps in the green infrastructure to making Carmel a truly walkable community. → 3**

2,4,6: not taking good advantage of buses because they are not as appealing. trains are exciting so connecting to bay area. Easier way to get to/from the bigger cities and be able to do other things while commuting that are harder to do via bus.

8-17: Parking has been studied extensively in Carmel. Improper handling of the issue in the past. Need to get to the bottom of why people are resistant to change or experimentation. Businesses in this town are worried that any change we make would make things worse. Town is not as vibrant as it was in the past so residents fear change will make it worse. Need to find out the particulars of *why*. 17- experimented with this but without any success. 1/3 of spots are taken by the people that need those spaces for customers (i.e. employers/employees using the parking that should be used for shoppers, etc.). #12 could seek to resolve this. Community could be open to these strategies if they were framed properly.

19, 21-24: Don't apply as much to her constituency. Not sure what side Carmel residents would be on these issues because they are not especially impacted. General commuter mentality and wouldn't really affect people in Carmel- (e.g. majority of population are retired and not in the labor force anymore, so commuting isn't really an issue). HOV could be good for tourism.

25: Mostly a grid pattern in Carmel. Cars are automatically subordinate to pedestrians because the streets are laid out like pathways.

Infill strategies

26-27, 28, 36: Potential to make downtown more dense with more housing options (above street level- encouraged in the GP) so it could work to reduce impact fees for these types of projects. Could also be used by non-car owners. Residents have concerns about development in general and infill. Issue of education and triangulation and reassuring people that development won't impact their serenity and that the project is good for everyone. Everything depends on the design of the project and how it's implemented. Too much emphasis on past failures. Need to get buy-in that infill is a good thing and move people away from a "it's just more stuff" mentality.

34: Interest in affordable housing (Carmel Foundation) in Carmel if it became a transit hub, but this is a ways off. People would probably be open to the idea.

Comments: More education for RAC members about trends, studies, land use and transportation patterns & then let the members advise from there as a think-tank. Interviews are still hypothetical but members can't really dig into real conversations. Then, members can inform their communities based on this knowledge.

Regional Advisory Committee
One-on-One Interviews

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We'd like to know more about the strategies for which you stated your stakeholder group would be supportive "only under certain circumstances."

1. How would you describe your stakeholder group (s)?

2. What are your stakeholders' concerns with these strategies?

3. What circumstances might increase your stakeholders' support for these strategies?

As potential City Council Rep for Carmel – citizens – Carmel was designed to be a self-sustaining community in many ways; could support itself in many ways; business district appropriate size for residents; it's walkable; it has the potential to be the sort of place where you don't have to leave; global economic trends mean we shop differently now – in our cars more; a lot of us live a 5 minute walk to downtown; Carmel can be seen as a model for a sustainably scaled community. The mix of uses in the business district – that is something that I'm hoping we can work on as a council member; we are largely visitor serving retail – doesn't do much for the residents – this is something that should be fixed – you should have resident serving businesses in the town – does not adversely affect visitors – the reverse is not true. This is a tough one because governments are usually involved in market/retail forces – not really addressed so much in the questions here – but it's a programming problem – is not currently designed to benefit residents. It's not a problem to fix with physical changes – they are programmatic changes – people that want to have this kind of experience, want to come here because it's a charming place to live – they are coming because it's an attractive lifestyle they are getting to peek in on – make it a more authentic visitor experience.

Perfectly scaled for pedestrian walkability – people are out walking around the town all the time – most of these people are residents – part of the exercise and is also recreational. Carmel is close to the top in terms of walkability – but the little problems we have prevent us from being perfectly walkable and bikeable – gaps – accessibility issues. Grant proposal seeks to fill these gaps / connect the dots. Possibly residents willing to be non-auto owners.

1 through 7

2,4, and 6: Thinking about the City of Carmel – I don't think that we are taking much advantage of busses; but commuter rail becomes more attractive – accessing larger metro areas – the commute could be time spent reading/doing work (hard to do this on the bus). Also trains are more attractive than buses; in Carmel we do have people in business in Palo Alto; busses don't have the same appeal. Don't see a lot of bus use – wouldn't

8, 11 and 12

We are getting a lot of feedback during this campaign - we have a big parking report that had all these nuanced beautiful ways to do various things; the citizens bifurcated – willing to dig in and people who didn't want any less parking at all. Parking has become this very emotional issue with little proper handling of the facts. My feeling is that there is a lot of will for looking at it again – has to be handled politically correctly – get to the bottom of why people are resistant to change; businesses are very worried that any change will make things worse – don't know why they don't think change could make things better. The town is not as vibrant as it has been in the past. It has been a very tough.

13. Move into "under certain circumstances"

17. Have tried different approaches – 3 weeks try this, try that – maybe 1/3 of our spots are taken by the people who need the spots available for customers – how to solve this has been a discussion for at least ten years.

Other cities have done experimentation for us – if we do a better job of showcasing other approaches from other cities.

19, 21, 22, 23, 24

Whatever commuters in general feel. Most of these don't affect many of us – we have a lot of retirees, 60% second homes, average age in town is mid-60's – people aren't really in the labor force any more. Anything involving commuting, isn't so much of an issue. There are some people who commute up to the Bay Area; but I don't know if otherwise these are salient issues for Carmel – it's not like we are especially impacted by these strategies. HOV lanes would be good for tourism or for getting down from Bay Area.

25.

I'm not sure what this means – our zoning here is based on – we have 1 or 2 streets that are different from each other. Zoning is designed to keep this at the core; our street network is homogeneous – just a grid. All of our streets are pedestrian oriented, are not really not vehicle friendly and that's how we like it. Pedestrians are first class on the street, treated as pathway. Really unusual. Is a real strength of the place – little we need to do in terms of changing the type of street we have.

27, 28, 30, 31,35,36. We have potential to make the downtown a little more dense in Carmel (don't quote me on this). We have an opportunity downtown to have more housing options – not anything at street level (don't jeopardize commercial) – but 2nd floor, yes. Could enhance this category of housing. Most of the housing is Single Family Detached. Carmel is a very anti-development place; there is a perceived tension – half the town panics when they see someone wanting to develop anything; the other half is mad that the half is panicking. Message: this is not going to affect your serenity; the downtown better not be too healthy b/c then I'll hear it at night. People are overly concerned about this. For awhile we have a no live music policy – we have now inched back in, and don't have any complaints – have to push it to see where the line is and then walk it back? Fears are triggered as soon as you bring up infill – devil is in the details – all about the implementation process – to do it right, requires expertise to these jurisdictions; there are a lot of mediocre implementation examples; this is a quality issue that is hard to deal with; if you can get people to relax and see that it was done right, then maybe you can get it going.

We need to get buy in that infill is a good thing for our town – once you've got that, then things will open up. We are more likely to be resistant – 'let's stay small' – very change averse and wanting to do less.

34. This town has an interest in affordable housing; this could work but we are so far from the transit piece, that this is so far off; people would be open to it otherwise.

Comments & Questions

- My feeling about the group is that it's a nice diverse group of expertise
- What we are doing now is picking brains on general things
- Would be great if you guys could educate us a little bit more – on land use, patterns of travel; and then let us advise you in this direction
- A lot of this so far is interesting and useful but is still hypothetical
- Think of fun ways to get us engaged in those conversations
- That can only help what we are working on – then when people ask us what option makes sense, we can have information to convey and be able to be an informed participant in the discussion
- Other people have said similar things

Presentation: Connect Carmel planning grant discussion

THE PLANNING CENTER DC&E

SCS Base Case Scenario

Association of Monterey Bay Area Governments (AMBAG)

Base Case Scenario

- Shows how region will develop with existing development regulations
- Two main components:
  - Typology framework
  - Typology maps
- Alternative scenarios for the SCS will be evaluated relative to the base case scenario

Typology Framework

- Consistent with existing or soon-to-be-adopted general plans
- Translates general plan land use designations into “place types”
- Place types are characterized by:
  - Development characteristics (land use and intensity)
  - Transportation characteristics
  - Setting and function within the region

Residential Place Types

- Agriculture and Rural Residential
- Rural-Town Residential
- Exurban Residential
- Suburban Single-Family
- Suburban Multi-Family
- Town Single-Family
- Town Multi-Family
- Urban Single-Family
- Urban Multi-Family

Mixed Use Place Types

- Town Mixed-Use
- Neighborhood Mixed-Use
- Urban Mixed-Use

Commercial Place Types

- Rural-Town Commercial
- Neighborhood Commercial
- Town Center Commercial
- Regional Commercial
- Urban Commercial
- Urban Offices

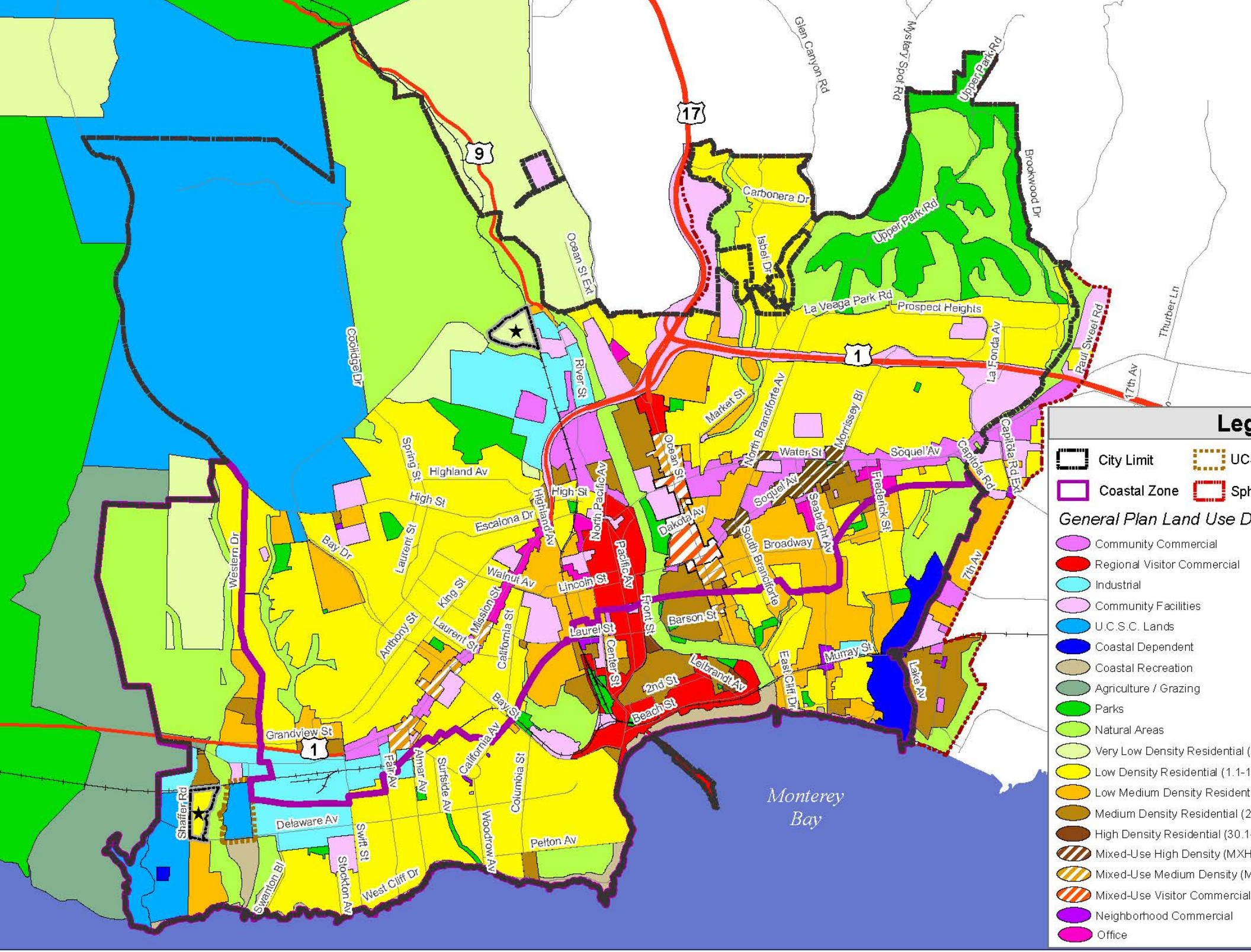
Other Place Types

- Airport/Transportation
- Industrial and Manufacturing
- Institutional Uses
- Open Space/Recreational

Typology Maps

- Applies place types to “urban areas” in the region
- Urban areas are defined slightly different in each county
- In Santa Cruz County, urban areas include:
  - Areas within cities’ spheres of influence (SOI)
  - Areas within the Urban Service Lines
- Place types are not assigned to unincorporated rural areas

Figure 1-2
Page 1-5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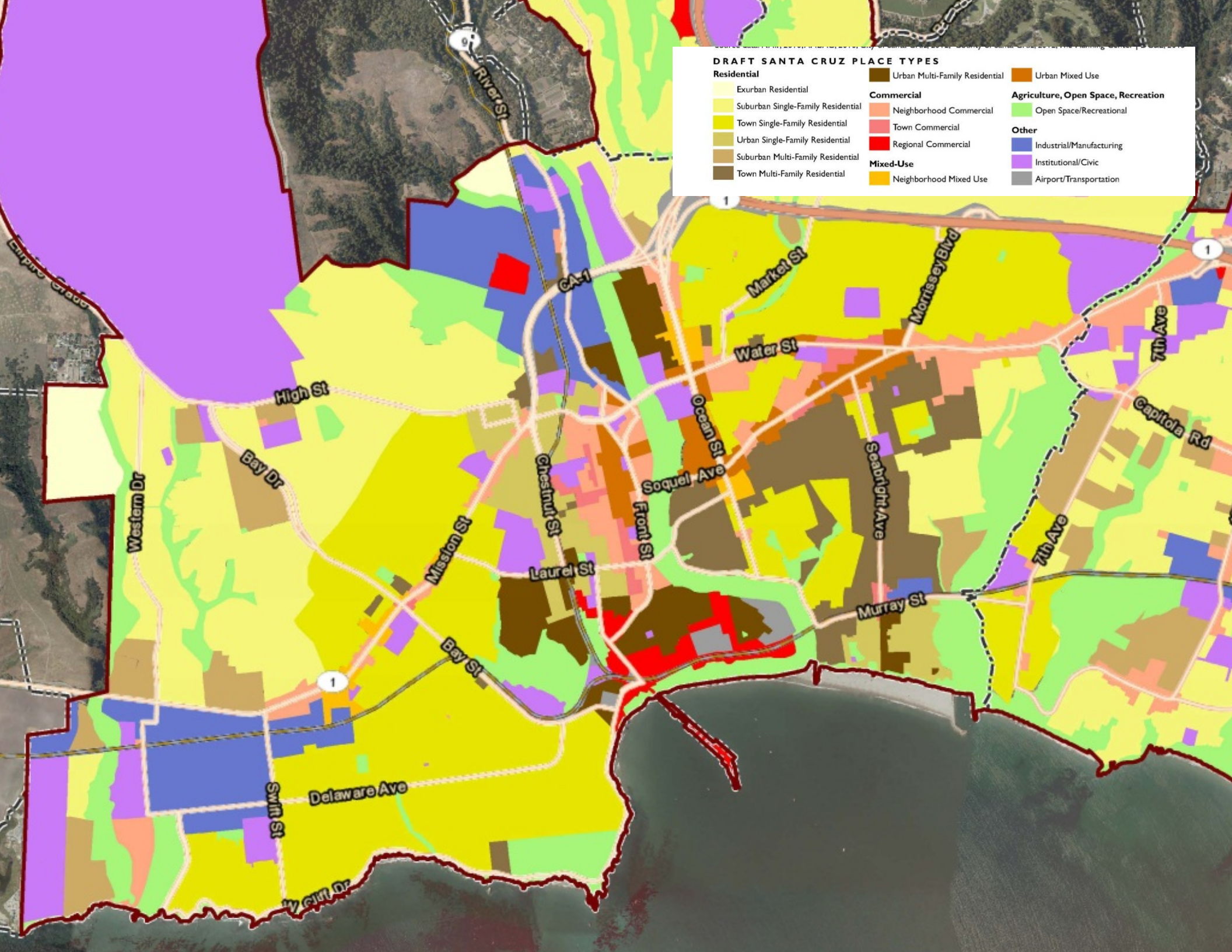
Mystery Spot Rd
Upper Park Rd
17
9
Brookwood Dr
Carbonera Dr
Isbel Dr
Upper Park Rd
Ocean St Ext
La Veaga Park Rd
Prospect Heights
Thurber Ln
Coolidge Dr
River St
1
La Fonda Av
Paul Sweet Rd
17th Av
Market St
North Branciforte Av
Morrissey Bl
Capitola Rd Ext
Capitola Rd
Water St
Soquel Av
Ocean St
Spring St
Highland Av
High St
Escalona Dr
Highland Av
North Pacific Av
Dakota Av
Soquel Av
Seabright Av
Frederick St
Broadway
Western Dr
Bay Dr
Laurent St
Walnut Av
Lincoln St
Pacific Av
King St
Mission St
Laurent St
California St
Anthony St
Front St
Barson St
Laurel St
Center St
South Branciforte
7th Av
Murray St
Leibrandt Av
East Cliff Dr
Lake Av
2nd St
Beach St
Bay St
Grandview St
1
Fair Av
Almar Av
Surfside Av
California Av
Columbia St
Shaffer Rd
Delaware Av
Swift St
Woodrow Av
Pelton Av
Stockton Av
West Cliff Dr
Swanton Bl
Monterey Bay
Leg
City Limit
UC
Coastal Zone
Sph
General Plan Land Use D
Community Commercial
Regional Visitor Commercial
Industrial
Community Facilities
U.C.S.C. Lands
Coastal Dependent
Coastal Recreation
Agriculture / Grazing
Parks
Natural Areas
Very Low Density Residential (
Low Density Residential (1.1-1
Low Medium Density Resident
Medium Density Residential (2
High Density Residential (30.1
Mixed-Use High Density (MXH
Mixed-Use Medium Density (M
Mixed-Use Visitor Commercial
Neighborhood Commercial
Office


DRAFT SANTA CRUZ PLACE TYPES
Residential
Exurban Residential
Suburban Single-Family Residential
Town Single-Family Residential
Urban Single-Family Residential
Suburban Multi-Family Residential
Town Multi-Family Residential
Urban Multi-Family Residential
Commercial
Neighborhood Commercial
Town Commercial
Regional Commercial
Mixed-Use
Neighborhood Mixed Use
Urban Mixed Use
Agriculture, Open Space, Recreation
Open Space/Recreational
Other
Industrial/Manufacturing
Institutional/Civic
Airport/Transportation
River St
CA-1
Market St
Morrissey Blvd
Water St
7th Ave
High St
Ocean St
Capitola Rd
Bay Dr
Chestnut St
Soquel Ave
Seabright Ave
Western Dr
Mission St
Front St
Laurel St
Murray St
Bay St
Delaware Ave
Swift St
1
9

Requested Feedback

- Are place types consistent with general plan land use designations?
- Have we applied place types to the correct “urban areas” in Monterey County?
- Are place types applied in a manner consistent with general plan land use maps?

Next Steps

- Refinement of place type menu and maps based on TAC feedback
- Presentation of revised place type menu and maps at Planning Directors Forum on January 31, 2012
- Additional discussions with TACs if needed in February, 2013
- Finalized base case scenario in late February, 2013

THE PLANNING CENTER DC&E

SCS Base Case Scenario

Association of Monterey Bay Area Governments (AMBAG)

Planning Director’s Forum Input

Maps

- Areas where Place Types are applied
- Map colors and symbology
- Place types for Fort Ord

Menu

- Match colors with map
- Neighborhood and regional commercial descriptions
- Agriculture and rural residential
- Schools

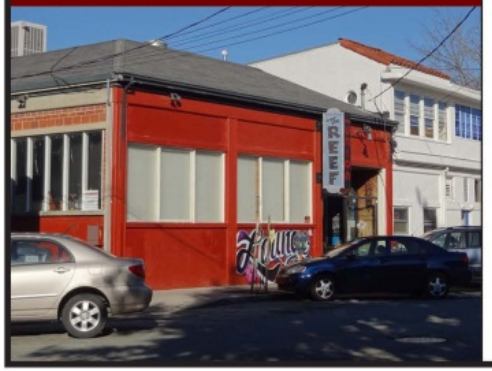
Revisions Since Planning Director's Forum

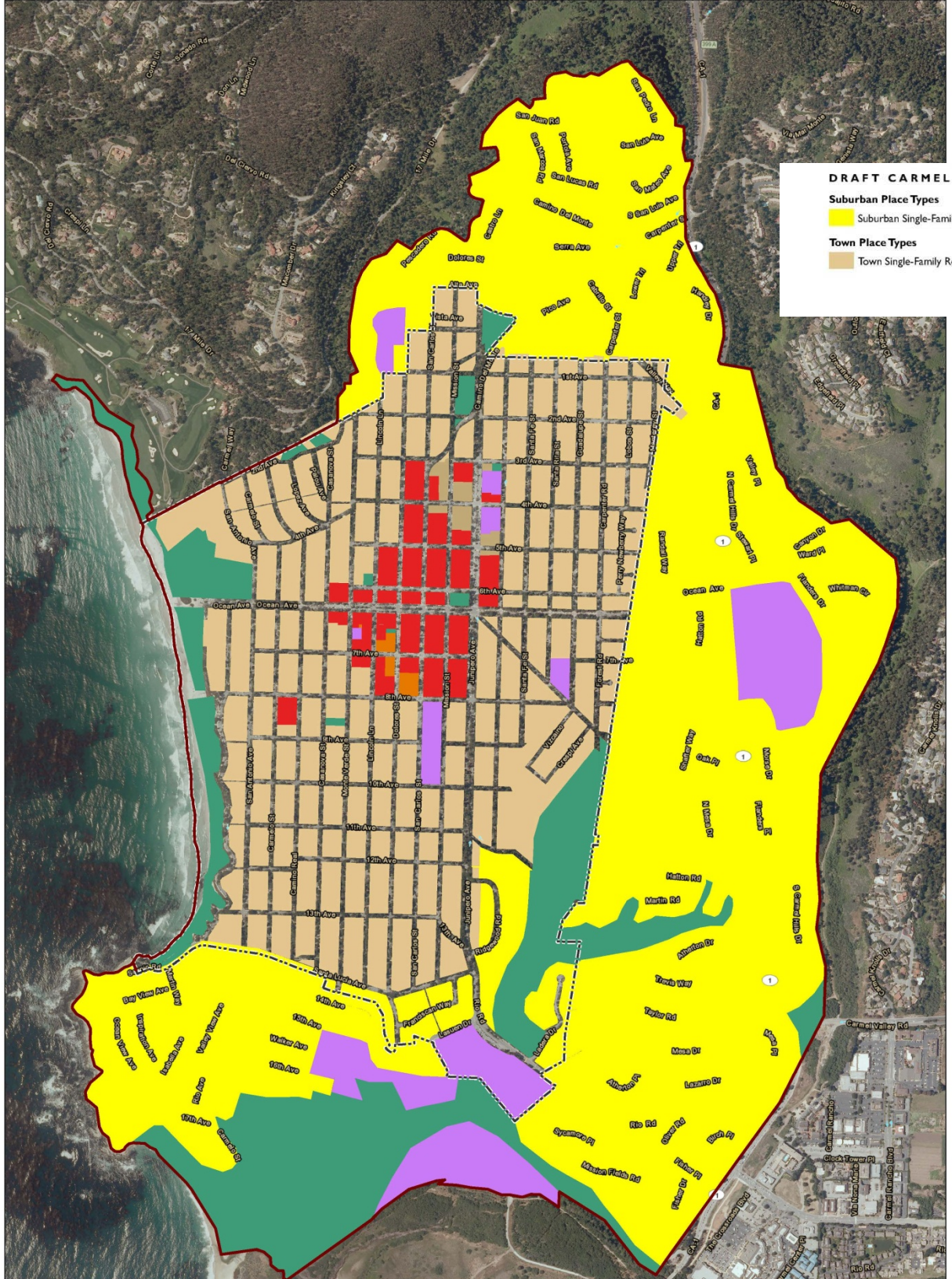
- Moved Rural Residential from Agriculture place type to Exurban Residential place type.
- Changed Regional Commercial place type to include all regional-draw big-box rather than just national chains
- Revised mapping colors to improve distinguishability.
- Changed place type color indicators in place type matrix to reflect place type colors on maps
- Revised place types based on changes sent by Pacific Grove, Hollister, and San Juan Bautista

Revisions Since Planning Director's Forum

- Established local jurisdiction land uses as overriding land uses in Fort Ord Reuse Area
- Filled in gaps in place type designations resulting from incomplete GIS data
- Indicate place types outside of Spheres of Influence with distinctive symbology
- Revised Salinas place types to reflect more intense future development patterns

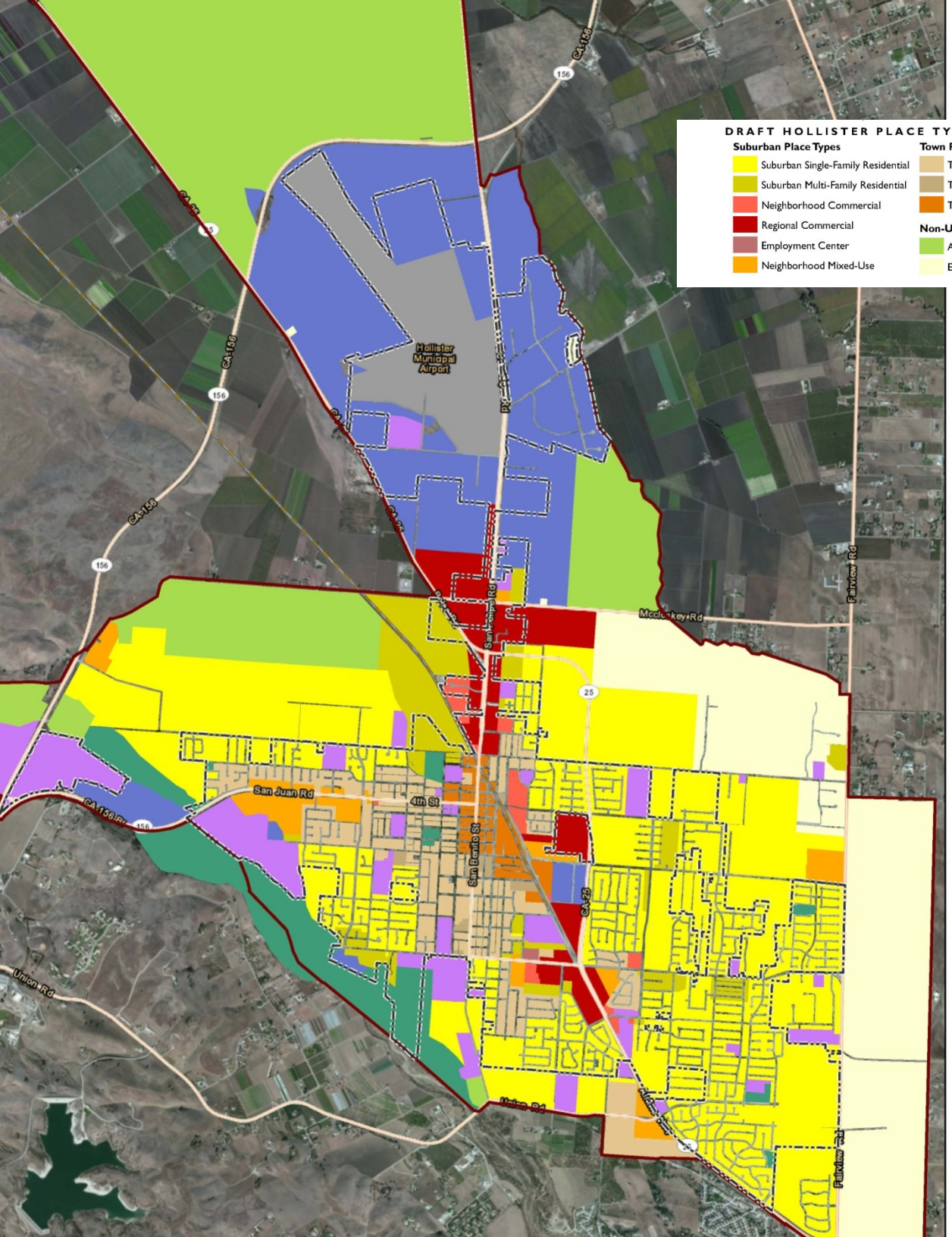
Urban Place Types

	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


DRAFT CARMEL PLACE TYPES
Suburban Place Types
Suburban Single-Family Residential
Town Place Types
Town Single-Family Residential
Town Multi-Family Residential
Town Commercial
Town Mixed-Use
Other
Institutional/Civic
Open Space/Recreational
City Limits
Sphere of Influence

Next Steps

- Maps and menu will be revised based on continued input
- Please provide final input no later than Wednesday, February 13, 2013
- Maps and menu will be finalized end of February


DRAFT HOLLISTER PLACE TYPES
Suburban Place Types
Suburban Single-Family Residential
Suburban Multi-Family Residential
Neighborhood Commercial
Regional Commercial
Employment Center
Neighborhood Mixed-Use
Town Place Types
Town Single-Family Residential
Town Multi-Family Residential
Town Mixed-Use
Non-Urban Place Types
Agriculture/Rural Residential; AG
Exurban and Rural Residential
Other
Industrial/Manufacturing
Airport
Institutional/Civic
Open Space/Recreational
City Limits
Sphere of Influence
DRA
Hollister Municipal Airport
CA-156
156
San Juan Rd
4th St
San Benito St
CA-25
Fairview Rd
Union Rd
25

THE PLANNING CENTER DC&E

SCS Base Case Scenario

Association of Monterey Bay Area Governments (AMBAG)

Planning Directors' Forum Input

Maps

- Areas where Place Types are applied
- Map colors and symbology
- Highlight location of railroads

Menu

- Match colors with map
- Neighborhood and regional commercial descriptions
- Agriculture and rural residential
- Institutional place type

Revisions Since Planning Directors' Forum

- Moved Rural Residential from Agriculture place type to Exurban Residential place type
- Changed Regional Commercial place type to include all regional-draw big-box rather than just national chains
- Revised mapping colors to improve distinguishability
- Changed place type color indicators in Place Type Menu to reflect place type colors on maps
- Place type "codes" from Place Type Menu added to legends

Revisions Since Planning Directors' Forum

- Resolved issues concerning accuracy of Urban Service Boundaries and Spheres of Influence
- Filled in gaps in place type designations resulting from incomplete or outdated GIS data
- Revised place types based on changes sent by County and jurisdictions within Santa Cruz County
- Identified place types in communities along Highway 9 corridor

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
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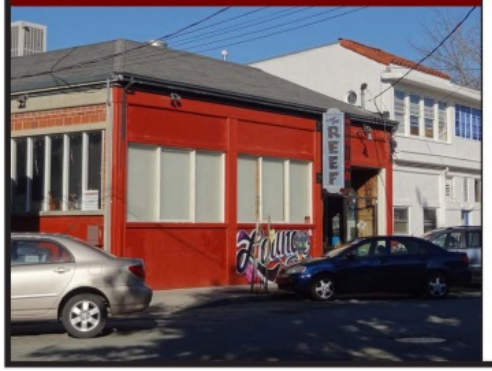
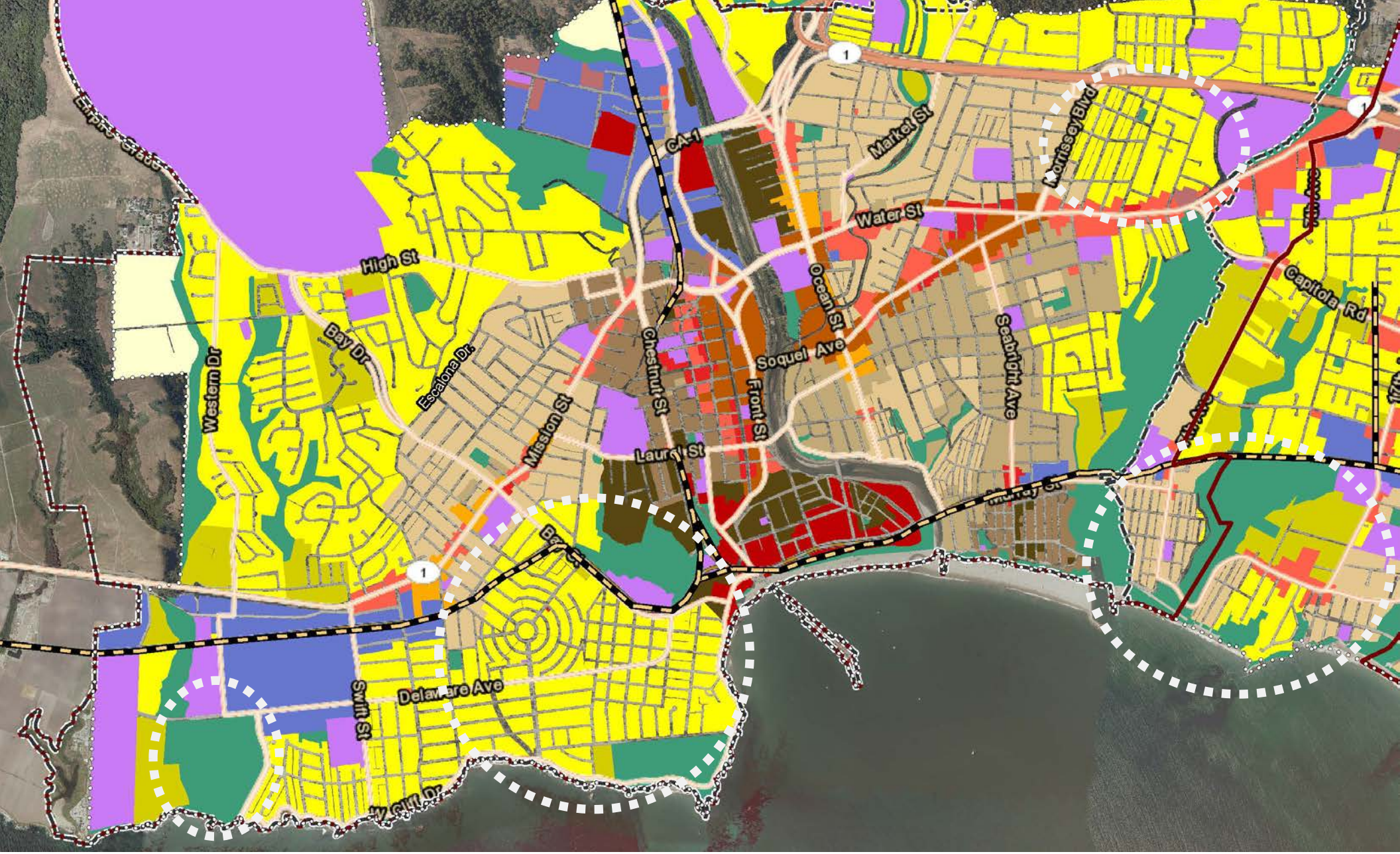
U-3 Urban Commercial 	Low Intensity (FAR 1.0 or less)	A high concentration of retail, service, and office uses organized in a grid block pattern. A pedestrian-friendly environment supported by active ground floor building frontages, entrances oriented to the street, parking located to the rear of lots, 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



DRAFT 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

DRAFT BASE CASE SCENARIO
INCLUDES SURROUNDING UNINCORPORATED URBAN AREAS

Next Steps

- Resolve any outstanding issues
- Minor changes accepted until COB Monday 2/25
- Final maps completed by February 28th

4. Administration Deliverables

RAC Online Survey #2 - Test

*1. Demographic Information

Name:

Address:

Address 2:

City/Town:

State:

ZIP:

RAC Online Survey #2 - Test

Identifying & Creating Great Places

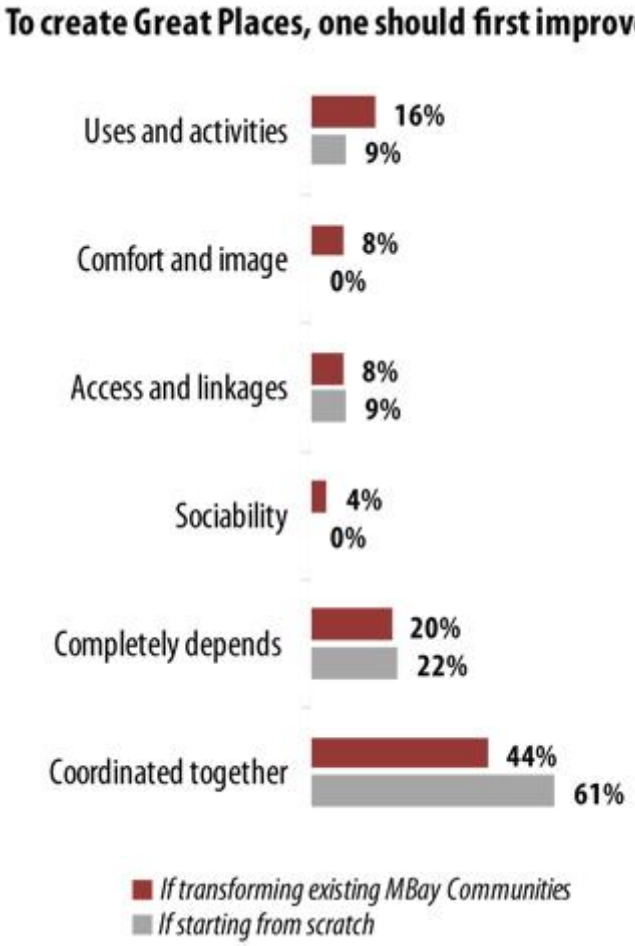
"Great Places" as defined by the Project for Public Spaces:

"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

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.



RAC Online Survey #2 - Test

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	☐	☐	☐

RAC Online Survey #2 - Test

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. 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?

RAC Online Survey #2 - Test

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.

RAC Online Survey #2 - Test

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. Please provide us with a more detailed evaluation of the following list of smart growth development strategies. We know it's long – please bear with us. Your feedback is very important!

RAC Online Survey #2 - Test

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.

***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
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.

RAC Online Survey #2 - Test

Housing & Transportation Choices

This section poses a series of questions intended to prompt you to consider how your transportation and housing choices might look if you lived in a "Great Place," and how this may compare to your current choices. Some of you may already be living in a "Great Place." If so, you can either respond by imagining an even "Greater Place" or skip ahead after question 8.

The H&T Index:

Planners, lenders, and most consumers traditionally measure housing affordability as 30% or less of income. The H+ T Index, in contrast, suggests that 45% of income is a conservative estimate for combined housing and transportation expenditures, and a reasonable goal that helps insure adequate funds remain for other household necessities (Source: http://htaindex.cnt.org).

Housing & Transportation Choices - Current

*7. What is your current H&T index?

% of my monthly take home pay on rent or mortgage payments

% of my monthly take home pay on transportation costs (include car insurance, payments, gas, maintenance, parking, transit fares, bicycles and equipment, all other transportation costs)

RAC Online Survey #2 - Test

Housing & Transportation Choices - Current

Please take a moment to think about how you access your daily needs. What are the various trips you take on a typical day? How do you get there? How long does it take you? The collection of individual trips you make on a given day can be called a "daily tour."

***8. Currently, my daily tour looks something like this (please fill in at least two rows):**

	Purpose/Destination	Mode	Travel Time
Trip #1			
Trip #2			
Trip #3			
Trip #4			
Trip #5			
Trip #6			

Other (please specify)

RAC Online Survey #2 - Test

Housing & Transportation Choices – 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."

9. If I lived in a "Great Place" (or "even Greater Place"), my H+ T Index might look something like this:

% of my monthly take home pay on rent or mortgage payments

% of my monthly take home pay on transportation costs (include car insurance, payments, gas, maintenance, parking, transit fares, bicycles and equipment, all other transportation costs)

10. If I lived in a "Great Place" (or "even Greater Place"), my daily tour might look something like this:

	Purpose/Destination	Mode	Travel Time
Trip #1			
Trip #2			
Trip #3			
Trip #4			
Trip #5			
Trip #6			

Other (please specify)

11. Please comment on any differences or similarities between your current H&T choices (questions 7 and 8) versus your "Great Places" H&T choices (questions 9 and 10).

RAC Online Survey #2 - Test

Survey Feedback

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

TO:	**Planning Directors**
FROM:	**Randy Deshazo, Principal Planner**
SUBJECT:	**Planning Director's Forum Meeting #4**
LOCATION:	TAMC Conference Room, 55 B Plaza Circle, Salinas
DATE & TIME:	December 8, 2011 1 pm – 2:30 pm

Agenda:

1. Welcome and introductions (5 minutes)
2. In-Kind Forms (5 minutes)
3. Presentation on 12 County Bay Area Regional Disaster Resilience Initiative Danielle Hutchings, ABAG (20 Minutes)
4. Walk-Through of Sub-Contract Conditions (20 minutes)
5. Feedback on approach for Regional Advisory Committee survey questions (20 minutes)

P.O.Box 809 Marina, CA 93933-0809 [ph] 831.883.3750 [fax] 831.883.3755 http://www.ambag.org info@ambag.org

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

Feedback on Question Topics for the Regional Advisory Committee

Steph A. Nelson, Associate Analyst/Planner
AMBAG Planning Directors Forum
December 8th 2011

Outline

What is the Project?

What/Who is the Regional Advisory Committee

Barriers & Resources for Implementation

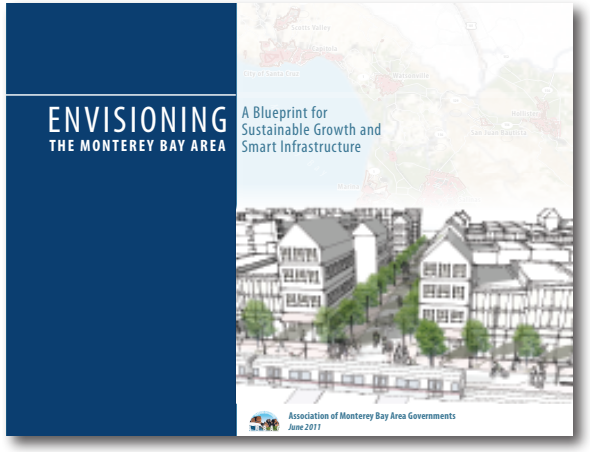
RAC Question Topics

Regional Advisory Committee - Question Topics

1. How can the RAC help you/your city/county/agency overcome barriers to implementation?

2. What are additional categories of questions that you would like to see posed to the RAC?

What is the Regional Implementation Plan for Smart Growth Development Strategies?

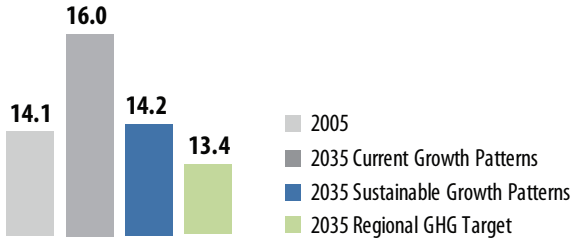


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)



Sustainable Communities & Climate Protection Act of 2008

TARGET:
5% reduction transportation GHGs by 2035

-5% GHGs

How does this benefit the region?

Locally engaged process for SCS development

Improves transparency in regional planning

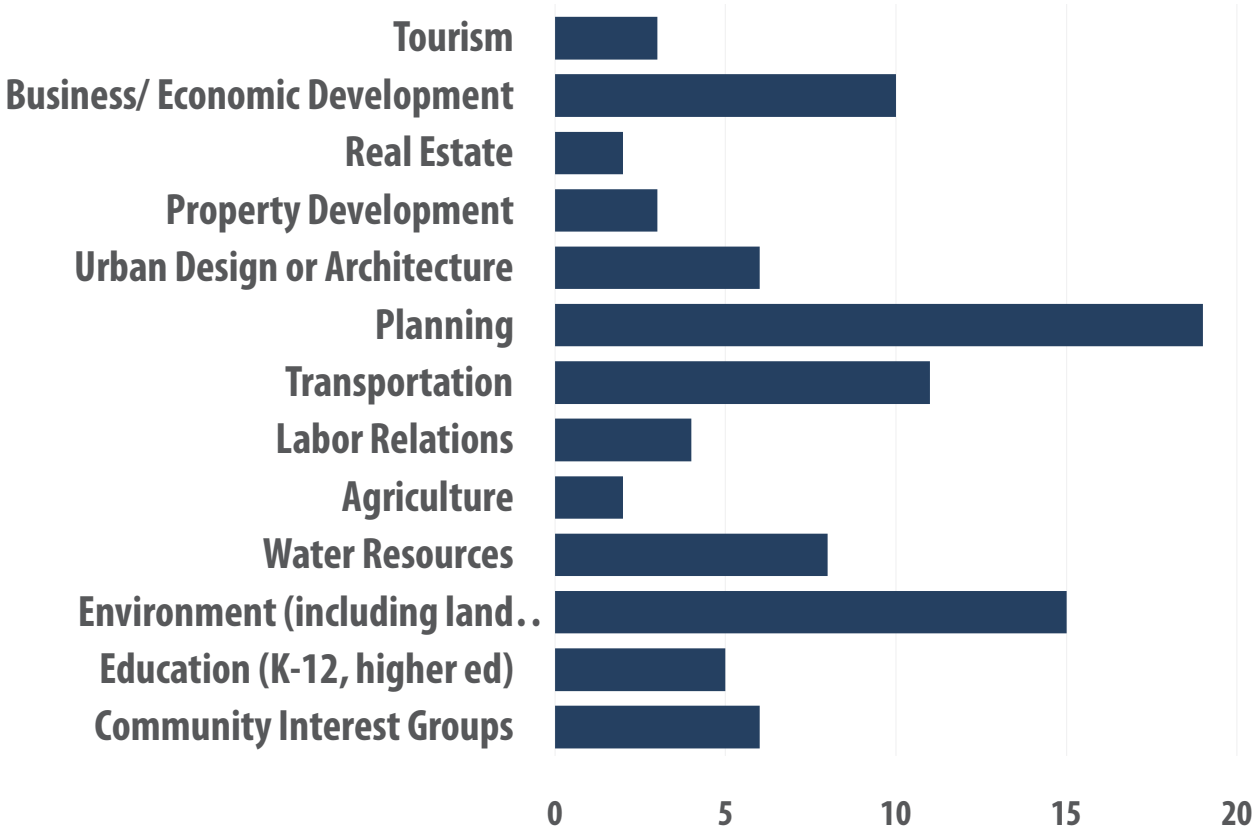
Market based analysis to identify regional opportunities:

To better coordinate land use & transportation investments

Regional Advisory Committee

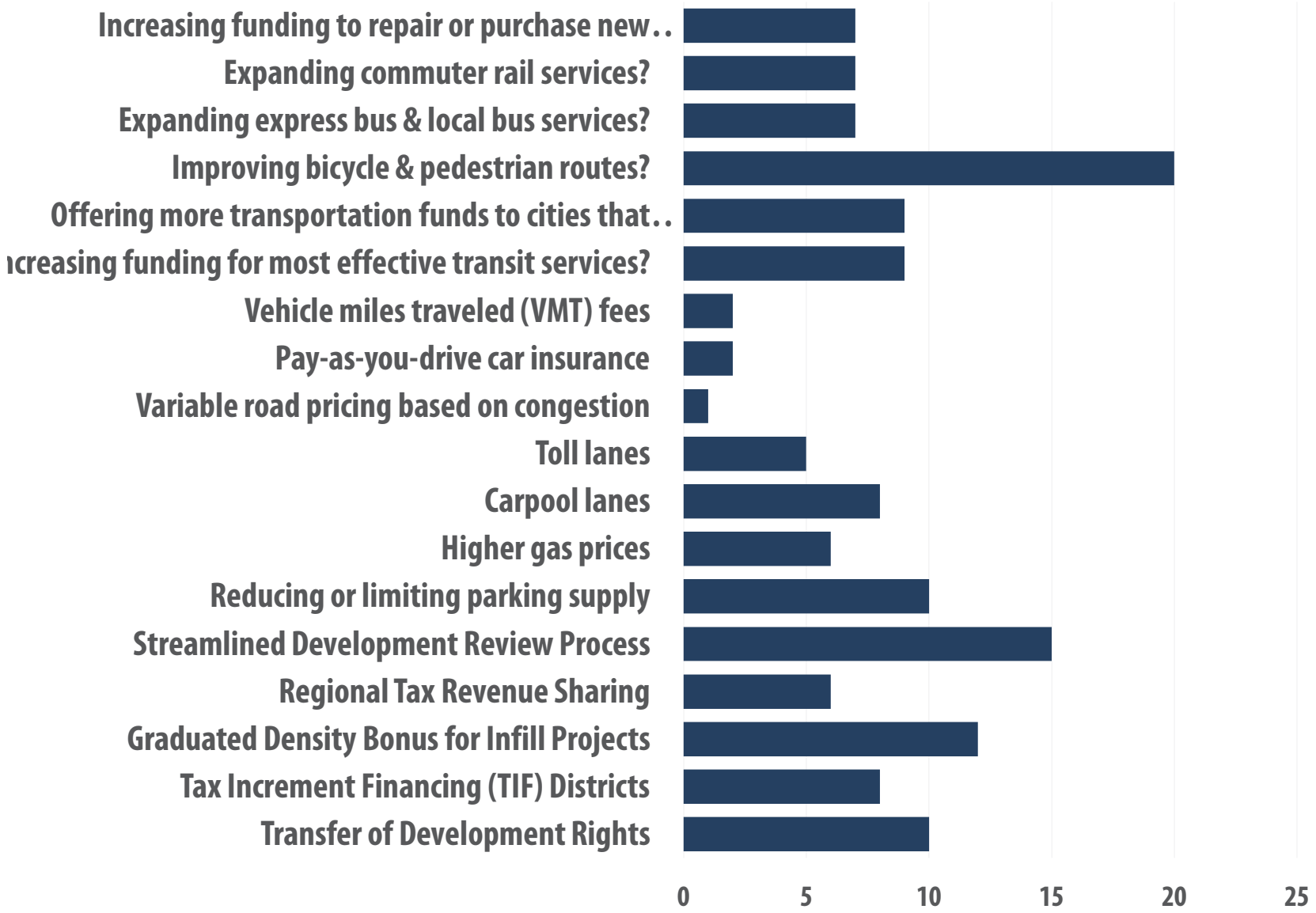
Areas of Expertise and/or Professional Interest

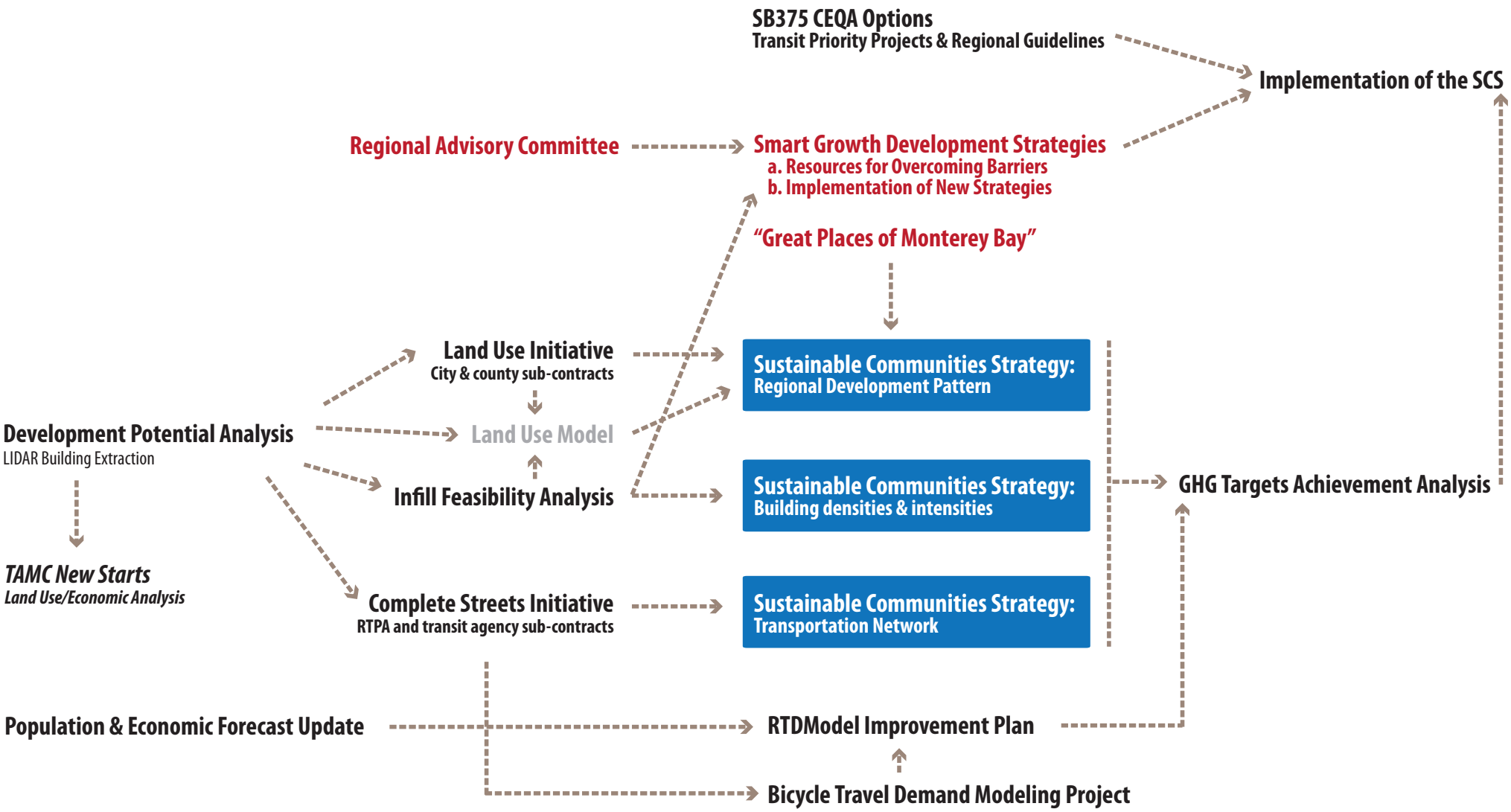
AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

I have had some involvement (or more) with:



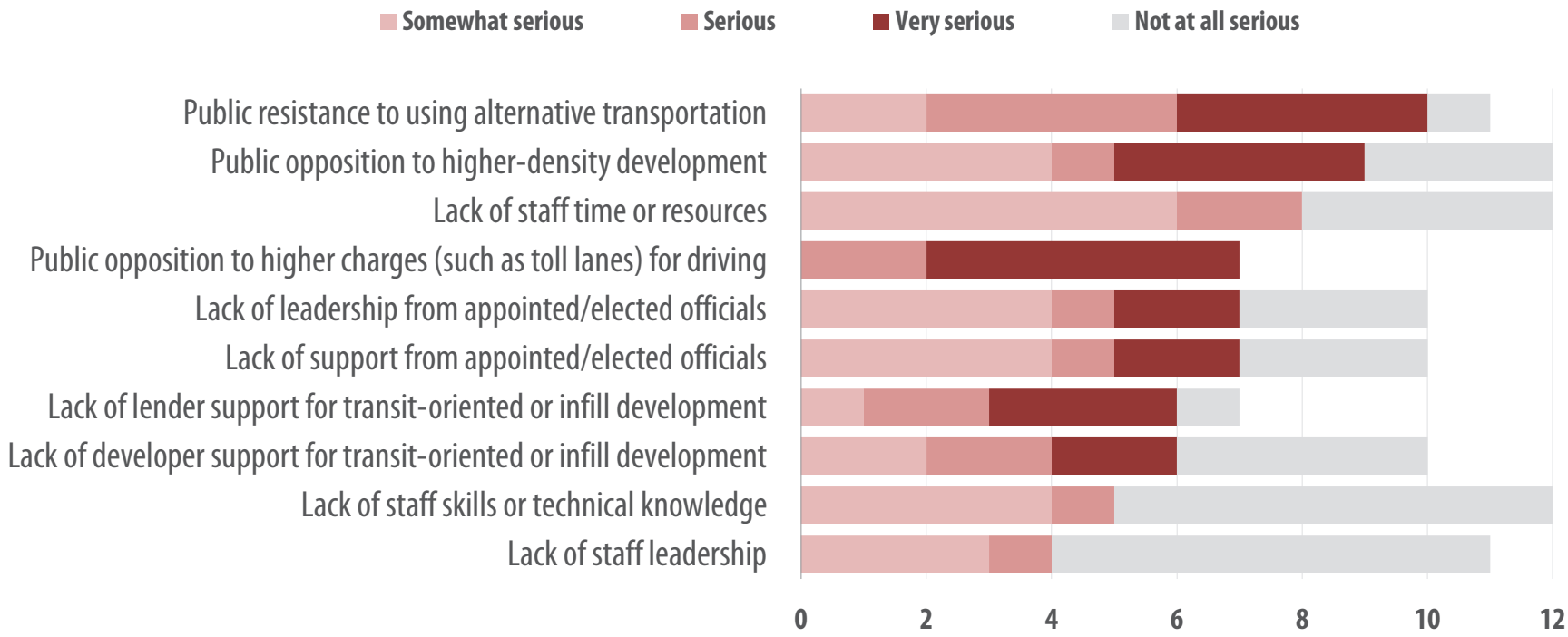


Regional Implementation Plan for Smart Growth Development Strategies

December 8th 2011 | Planning Directors Forum

Planning Directors' Forum:

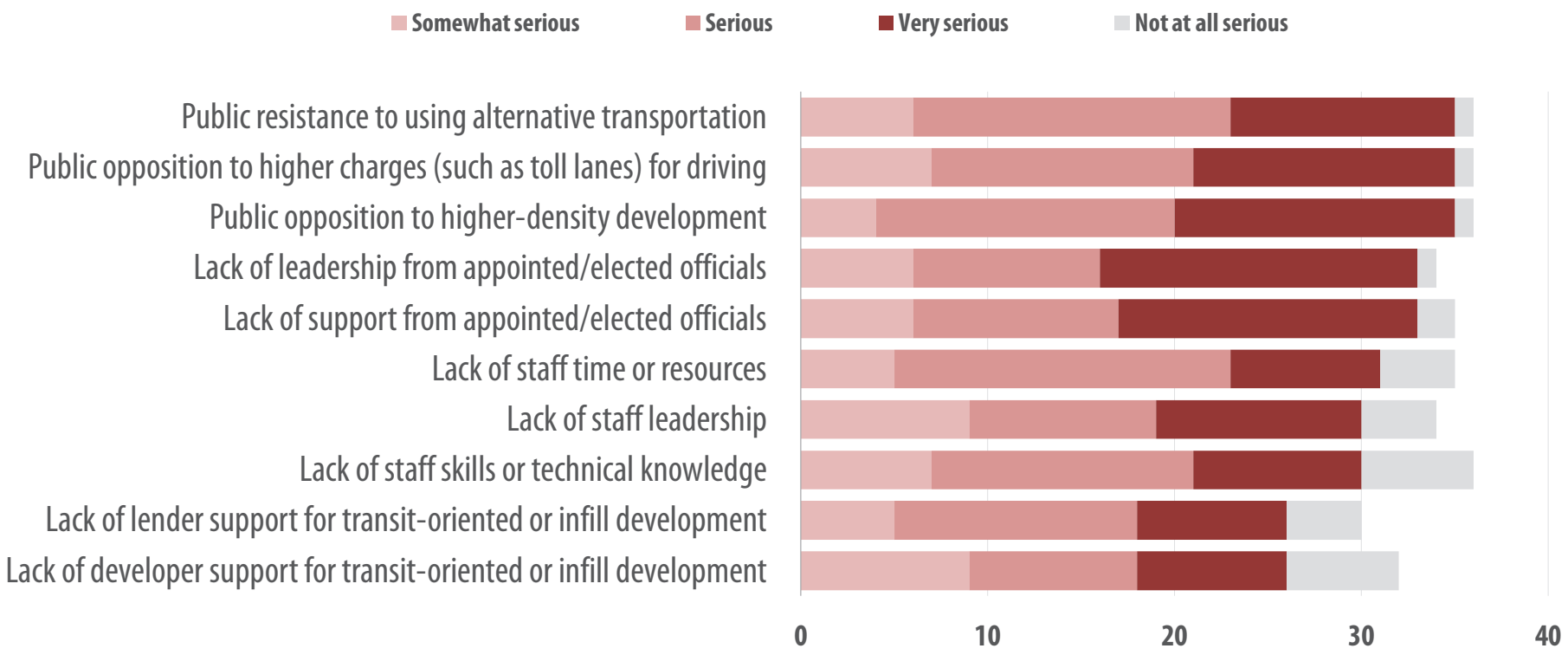
Please indicate how SERIOUS A BARRIER each of the following factors would be to implementing smart growth development strategies in your city/county.



Source: AMBAG Planning Directors Online Survey, August 2011

Regional Advisory Committee:

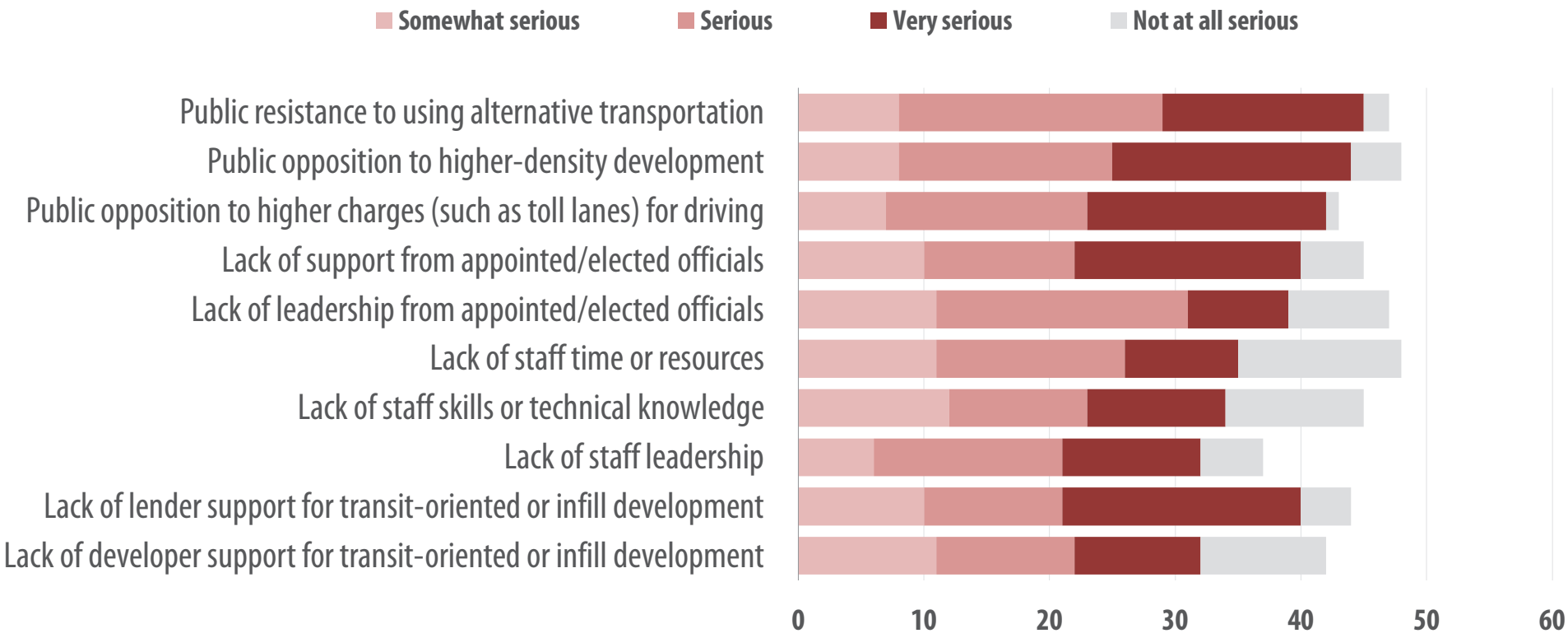
Please indicate how SERIOUS A BARRIER each of the following factors would be to implementing the aforementioned strategies.



Source: AMBAG Regional Advisory Committee Online Survey, August 2011

Combined - RAC & PD Forum

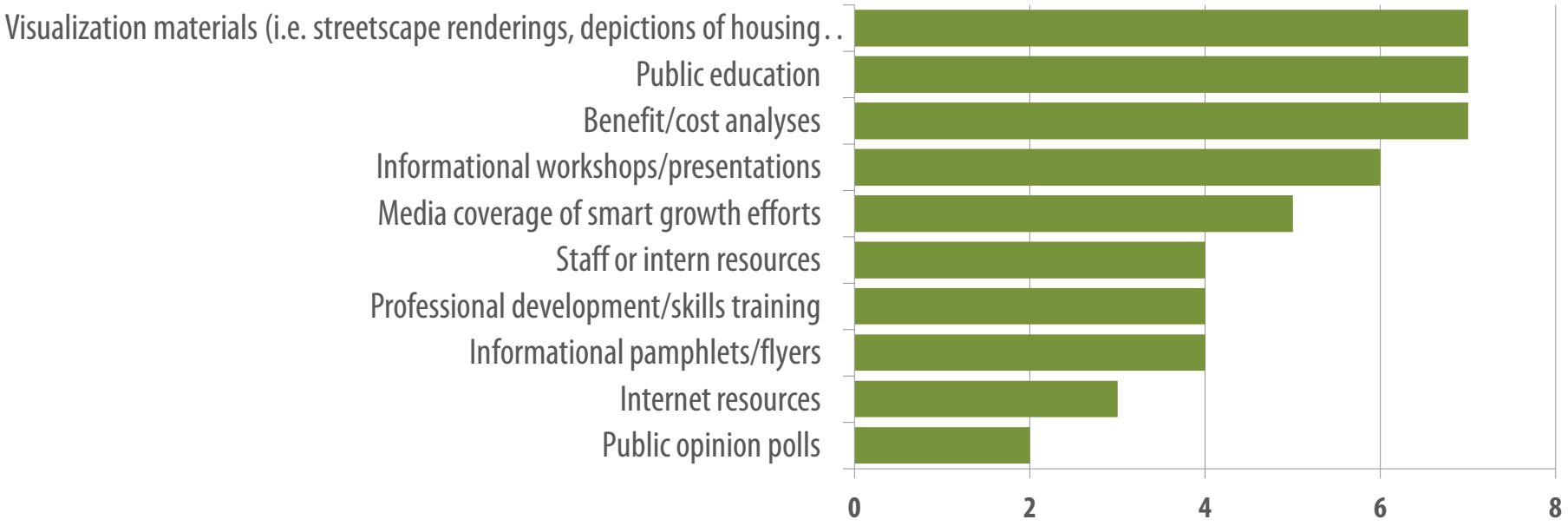
Please indicate how SERIOUS A BARRIER each of the following factors would be to implemention of strategies:



Source: AMBAG Regional Advisory Committee Online Survey, August 2011

Planning Directors Forum

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



Source: AMBAG Planning Directors Online Survey, August 2011

Regional Advisory Committee - Question Topics

1. Evaluating smart growth development strategies

Objective:

a. *Better understand diverse stakeholder concerns*
b. *Identify "low hanging fruit"*
c. *Increase support for strategies*

Big Picture Objective: Implementation of the SCS

2. "Great Places in the Monterey Bay Area"

Use PPS Placemaking framework to identify regional assets and low hanging fruit

Big Picture Objective: Create buy-in among key stakeholders
Help inform the SCS development pattern

Regional Advisory Committee - Question Topics

3. Educational questions

Questions geared toward informing RAC members on smart growth development strategies, transportation planning, housing and land use

Objective: Help make RAC responses to questions more meaningful

Regional Advisory Committee - Question Topics

1. How can the RAC help you/your city/county/agency overcome barriers to implementation?

2. What are additional categories of questions that you would like to see posed to the RAC?

SB 375 Regional Coordination: Land Use Initiative

AMBAG Planning Directors Forum| July 27th 2011
UC MBEST Center, Marina CA

Anais Schenk, Planner

Presentation Outline

- Sub-contracts & Timeline
- Scope of the Land Use Initiative
- Larger Context of the Land Use Initiative
- Land Use Initiative Staff

Sub-Contract Board Approval

- **April 13th: AMBAG Board approved the use of a distribution formula for sub-contracts that incorporates:**
  - *Minimum Threshold*
  - *Total Acres of Priority Area Land as defined provisionally in the Blueprint Process*
  - *Early Completion Incentive*
  - *Proximity to Light Rail*
- **June 8th: SB 375 Board Ad Hoc Committee reviewed three potential distribution formulas and recommended a final allocation**
- **July 7th: AMBAG Board of Directors approved Ad Hoc Committee recommendation**

Sub-contracts

Monterey County	Priority Area Acres	Contract Amount
Carmel	63	$6,970
Del Rey Oaks	120	$7,046
Gonzales	594	$7,806
Greenfield	265	$7,274
King City	853	$8,186
Marina	2,125	$10,290
Monterey	2,424	$10,746
Pacific Grove	711	$7,958
Salinas	6,320	$16,474
Sand City	307	$7,552
Seaside	3,026	$11,734
Soledad	178	$7,198
FORA	-	$7,096
Unincorporated Monterey County	1,571	$9,250

San Benito County	Priority Area Acres	Contract Amount
Hollister	2,123	$10,087
San Juan Bautista	54	$6,970
Unincorporated San Benito County	2,315	$10,390

Santa Cruz County	Priority Area Acres	Contract Amount
Capitola	976	$8,414
Santa Cruz	5,296	$14,953
Scotts Valley	714	$7,958
Watsonville	2,983	$11,455
Unincorporated Santa Cruz County	4,794	$14,193

Timeline for Sub-contract work

- Sub-contracts will be executed in August 2011
- AMBAG's initial analysis complete in November 2011
- Work with local jurisdictions begins by December 2011
- Expect the process to wrap up by July 2012

Land Use Initiative Scope

- AMBAG will engage local jurisdictions in a two part analysis of development potential in the region

    1. Identify parcels with development potential

    2. Determine economic feasibility of development

- First part will be most time consuming
- Both parts have potential for collaboration amongst jurisdictions

Land Use Initiative Scope

1. Identify Infill Parcels:

- AMBAG identifies parcels based on General Plans, Specific Plans, built to capacity ratio and improvement to land value ratio
- Parcels are provided to local jurisdictions in the form of GIS datasets and/or maps
- Jurisdictions review the results and provide input - may choose to conduct field surveys or may provide additional data inputs
- AMBAG considers and incorporates input into final results
- Jurisdictions will be asked to provide information on entitled projects
- Potential for collaboration - e.g. coordinate field survey work

Land Use Initiative Scope

2. Economic Feasibility:

- Work with local jurisdictions to gather market data such as lease rates, cap rates and unit prices
- Develop a proforma template, which jurisdictions may use after the project
- Proforma will help us consider how policy changes, such as reduced parking requirements, can effect the economic feasibility of development
- Potential for collaboration - e.g. coordinate market research for areas that have similar activity

Larger Context for Land Use Initiative

- Database of potential infill - Leverage ourselves as a region for RHNA and meet needs of SCS
- Provides support to jurisdictions before a new Housing Element cycle starts (18 mo. after MTP/SCS)
- Establishes contacts for future coordination of land use planning and modeling efforts

Land Use Initiative Staff

- **Staff identified and confirmed for the following jurisdictions:**

Monterey County
King City
Monterey
Sand City
Seaside
Soledad
Santa Cruz
Watsonville
FORA

Action Item:

Recommend staff for work on the Land Use Initiative

Planning Director Questions (PPIC Survey)

What pace of population growth do you expect in your city/county over the next 20 to 30 years?

1. Very fast
2. Fast
3. Moderate
4. No growth
5. Decrease
6. Don't know

Which of the following statements best describes land availability for new development in your city/county's sphere of influence?

1. Considerable land
2. Some land
3. Little or no land
4. Don't know

How important are the following considerations for your city/county government's decisions on development projects? (% jurisdictions)

a. Providing adequate housing

    1. One of the most
    2. Important
    3. Somewhat important
    4. Not at all important
    5. Don't know

b. Expanding the tax base

    1. One of the most
    2. Important
    3. Somewhat important
    4. Not at all important
    5. Don't know

c. Creating jobs

    1. One of the most
    2. Important
    3. Somewhat important
    4. Not at all important
    5. Don't know

d. Preserving undeveloped land

1. One of the most
2. Important
3. Somewhat important
4. Not at all important
5. Don't know

e. Offsetting new infrastructure and service costs

6. One of the most
7. Important
8. Somewhat important
9. Not at all important
10. Don't know

f. Revitalizing and strengthening neighborhoods

1. One of the most
2. Important
3. Somewhat important
4. Not at all important
5. Don't know

g. Restoring and protecting the environment

1. One of the most
2. Important
3. Somewhat important
4. Not at all important
5. Don't know

Has your city/county already conducted or made plans to conduct a greenhouse gas emissions inventory to determine current emissions levels from different activities? (% jurisdictions)

a. For city/county-run facilities and operations

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

b. For the community as a whole

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

Has your city/county already developed or made plans to develop a Climate Action Plan (or a similar plan that addresses climate change)? (% jurisdictions)

a. For city/county-run facilities and operations

    1. Yes, already done
    2. Yes, in progress
    3. Not yet, but plan to
    4. No plans at this time
    5. Don't know

b. For the community as a whole

    1. Yes, already done
    2. Yes, in progress
    3. Not yet, but plan to
    4. No plans at this time
    5. Don't know

If you have developed a greenhouse gas emissions inventory and/or adopted a Climate Action Plan, have these actions resulted in any stated goals, policies, or programs designed to reduce or shorten car trips (or reduce vehicle miles traveled) in your community?

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

Has your city/county used any of the following land use policies or tools?

a. Urban growth boundary/greenbelt

    1. Yes
    2. Under consideration
    3. No
    4. Don't know

b. Priority sites or site-specific standards for transit-oriented development

    1. Yes
    2. Under consideration
    3. No
    4. Don't know

c. Priority sites or site-specific standards for mixed-use, high-density, or infill development

    1. Yes
    2. Under consideration

3. No
4. Don't know

d. Reduced parking requirements for qualifying developments

1. Yes
2. Under consideration
3. No
4. Don't know

e. Other incentives for qualifying developments (e.g., preferential fees or permit streamlining)

1. Yes
2. Under consideration
3. No
4. Don't know

If your city/county has any existing or planned transit-oriented, high-density, or infill development projects, what is the approximate mix between residential and commercial uses?

1. All residential
2. Mostly residential
3. Evenly split
4. Mostly commercial
5. All commercial
6. Don't know
7. No projects

In your opinion, what is the potential of the following land use policies/tools, if they were implemented, to reduce or shorten car trips in your city/county over the next few decades?

a. Urban growth boundary/greenbelt

1. High
2. Low
3. None
4. Don't know

b. Priority sites or site-specific standards for transit-oriented development

1. High
2. Low
3. None
4. Don't know

c. Priority sites or site-specific standards for mixed-use, high-density, or infill development

1. High
2. Low

3. None
4. Don't know

d. Reduced parking requirements for qualifying developments

1. High
2. Low
3. None
4. Don't know

e. Other incentives for qualifying developments (e.g., preferential fees or permit streamlining)

1. High
2. Low
3. None
4. Don't know

Does your city/county assess developer fees to fund alternatives to single-occupancy cars (e.g., transit, bicycle, and pedestrian infrastructure)?

1. Yes
2. Under consideration
3. No
4. Don't know

Has your city/county developed any of the following?

a. Bicycle master plan

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

b. Pedestrian master plan

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to
4. No plans at this time
5. Don't know

c. "Complete Streets" or other alternative policy

1. Yes, already done
2. Yes, in progress
3. Not yet, but plan to

4. No plans at this time
5. Don't know

Which of the transportation options listed below are available in your city/county?

a. Commuter rail/subway

1. Yes
2. No, but planned
3. No
4. Don't know

b. Street cars/light rail

1. Yes
2. No, but planned
3. No
4. Don't know

c. Any rail

1. Yes
2. No, but planned
3. No
4. Don't know

d. Local bus service

1. Yes
2. No, but planned
3. No
4. Don't know

e. Express bus service

1. Yes
2. No, but planned
3. No
4. Don't know

f. Express bus to rail lines

1. Yes
2. No, but planned
3. No
4. Don't know

g. Continuous network of bicycle routes

1. Yes
2. No, but planned
3. No
4. Don't know

In your opinion, what is the potential of the following transit options to reduce or shorten car trips in your city/county over the next few decades?

a. Commuter rail or subway

    1. High
    2. Low
    3. None
    4. Don't know

b. Street cars/light rail

    1. High
    2. Low
    3. None
    4. Don't know

c. Local bus service

    1. High
    2. Low
    3. None
    4. Don't know

d. Express bus service

    1. High
    2. Low
    3. None
    4. Don't know

e. Express bus to rail lines

    1. High
    2. Low
    3. None
    4. Don't know

f. Continuous network of bicycle routes

    1. High
    2. Low
    3. None
    4. Don't know

Do businesses in your city/county provide free parking for employees?

1. All or almost all do
2. Most do
3. Some do
4. Few do
5. Don't know

Does your city/county require new commercial and office developments to provide employee parking?\

1. Yes
2. No
3. Don't know

Does your city/county charge fees for public parking in commercial neighborhoods?

1. Yes, in all or most places
2. Yes, in some places
3. No
4. Don't know

If yes, when thinking about your city/county's central business district or town center, what is the average price for the following parking options?

a. Price per hour

    1. Free
    2. $0.50 or less
    3. $0.51-1.00
    4. $1.01-1.50
    5. $1.51-2.00
    6. $2.01 or more

b. b. Price per day

    1. Free
    2. $5 or less
    3. $5.01-10.00
    4. $10.01-15.00
    5. $15.01-20.00
    6. $20.01 and over

If your city/county does charge for parking, what are the purposes of your city/county's parking fee policy? (% jurisdictions)

1. Managing congestion
2. Generating revenue
3. Promoting retail shopping
4. Turnover

In your opinion, if the following measures were implemented, what is their potential to reduce or shorten car trips in your city/county over the next few decades?

a. Higher parking fees

    1. High
    2. Low
    3. None
    4. Don't know

b. Higher gas price

    1. High
    2. Low
    3. None
    4. Don't know

c. Carpool lanes

    1. High
    2. Low
    3. None
    4. Don't know

d. Toll lanes

    1. High
    2. Low
    3. None
    4. Don't know

e. Variable road pricing based on congestion

    1. High
    2. Low
    3. None
    4. Don't know

f. Pay-as-you-drive car insurance

    1. High
    2. Low
    3. None
    4. Don't know

In your opinion, which of the following three areas has the most potential to reduce greenhouse gas emissions in your city/county over the next few decades?

1. Land use policies
2. Investment in transit and alternatives to driving
3. Policies that affect cost of driving

Which of the following statements best describes the potential to reduce greenhouse gas emissions through land use and transportation policies in your city/county compared to other communities in your region?

1. Greater potential
2. About the same
3. Lower potential

How serious a barrier are the following public sector funding constraints for development decisions in your city/county regarding programs that could reduce or shorten car trips?

a. Planning

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

b. Transit/bus capital projects

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

c. Transit/bus operations

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

d. Redevelopment projects

   1. Very serious
   2. Somewhat serious
   3. Not too serious
   4. Not at all serious
   5. Don't know

e. Infrastructure to support infill development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

Please choose the public sector funding constraint that is the most important.

1. Planning
2. Transit bus capital
3. Transit bus operations
4. Redevelopment projects
5. infrastructure for infill
6. Other

How serious a barrier is each of the following factors to the "on the ground" implementation of policies and programs that could reduce or shorten car trips in your city/county?

a. Lack of developer support for transit-oriented or infill development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

b. Lack of lender support for transit-oriented or infill development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

c. Insufficient transit availability

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

d. Existing land use patterns

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

e. Existing zoning codes

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

f. Jobs-housing imbalance

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

g. Public opposition to higher-density development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

h. Public opposition to higher charges for driving

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

i. Public resistance to using transit alternatives

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

j. Ranking of barriers

1. Lack of developer support for TOD/infill
2. Lack of lender support for TOD/infill

3. Insufficient transit availability
4. Existing land use patterns
5. Existing zoning codes
6. Jobs-housing imbalance
7. Public opposition to density
8. Public opposition to driving charges
9. Public resistance to transit

Does your city/county work with the following entities on a regular basis in the following areas?

a. Metropolitan planning organization (MPO) or Regional Transportation Planning Agency

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

b. Air district

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

c. County transportation agency (if different from MPO)

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

d. Local transit agency(ies)

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

e. Other cities and counties within your region

    1. Transportation
    2. Housing
    3. Jobs/ economic development
    4. None

f. Builders and developers

    1. Transportation
    2. Housing
    3. Jobs/ economic development

4. None

Was a blueprint or regional visioning exercise completed in your region?

1. Yes
2. No
3. Don't know

If yes, what has been your city/county's experience with the exercise?

1. Participated in the development
2. Adopted the final plan
3. Adopted policies consistent with the plan
4. None of the above
5. Participated but no action

OTHER

What is the “Process for Implementation”

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Develop public education strategies for explaining positive aspects of alternate transportation + high density development, ie public forums, print materials, local TV programing - to the general Public

use some education strategy to help educate elected officials on positives + future negative impacts if we don't implement some of these items.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

- Connection betw smart growth dev. strategies & climate action plng - GHG reduction goal.
- Importance of design in making higher densities acceptable in communities.

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1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

specifically focus on educating & unifying the environmental activist community about smart growth as a positive.

SNelson@ambag.org

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2) Evaluating smart growth development strategies
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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Identify forums for MST to participate in planning process. Also, water resource personnel.
Visualizations help.
Age of population is also important when analyzing public transit needs.

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
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1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Public Education (in agreement with green chart priorities on reverse side). Visualization of good mixed use/ higher density urban design would help dialogues and their tendency "go out on a limb" to do something "different."

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How do you deal with very rural areas/ counties; agricultural/ grazing areas that don't fit

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

CAP
Importance of design

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to Implementation of smart growth development strategies?

ideas for public outreach materials?
- presentation materials for council/public workshops?

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

- change perception of high density development
-

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

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AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

CHANGE PERCEPTION OF DENSITY. IF THE RAC CAN THINK OF THEMSELVES AS "AMBASSADORS" FOR GIVEN COMMUNITIES

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Provide both materials and a traveling roadshow to educate. Include a developer that can explain the economics and actual, viable locations.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

How do you get the focus on redevelopment areas that really need smart infill growth VS. greenfield development?

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

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2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Provide positive examples of smart growth from local jurisdictions GP's & Zoning.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

How do communities focus on redevelopment w/in nodes and corridors w/in a framework of (politically) Base redevelopment and greenfield development. competition for

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Public Education
Visualization materials
Need a developer to confirm that these higher densities actually can occur in some of the planned areas.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

Coordinate w/ County on the Economic Dev. Subcommittee.
Contact Jim Cook

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

- Making transit more of a choice than a necessity, particularly in rural areas and possibly for younger generation.
- changing attitudes/public ~~agency~~ education re: safety of using alternative modes of transportation (e.g. kids walking to school alone) not necessarily safety in terms of infrastructure but attitudes re: crime.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

RAC CAN HELP EDUCATE CITY COUNCILS AND PLANNING COMMISSIONS REGARDING SMART GROWTH PLANNING REQUIREMENTS, GRANTS FOR SAME, AND BENEFITS OF. EXAMPLES OF ARCHTL QUALITY AND DENSITY.

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Planning Directors' Forum - Discussion Questions for Regional Advisory Committee Topics
December 8th 2011

1 How can the Regional Advisory Committee help you/your city/county/agency overcome barriers to implementation of smart growth development strategies?

Developer / Development Community + lender support of higher density and mixed use development.

urban design guidelines

public education

2 There are three primary categories of questions posed to Regional Advisory Committee members. They are:

1) Placemaking questions (identifying & creating great places)
2) Evaluating smart growth development strategies
3) Educational questions

Please list any additional categories of questions that you think should be posed to Regional Advisory Committee members, keeping the scope of the project in mind.

AMBAG Regional Advisory Committee Meeting #3

Date: **Wednesday, April 18th, 2012**

Time: **9:30 am – 12:00 pm; lunch from Noon to 1pm**

Location: **UC MBest Center, 3180 Imjin Rd. Marina, CA**

Meeting Agenda

Talking points

- Victoria Beach – congrats
- Introduce Aaron
- In-Kind Forms

9.30 am	**Welcome & Overview**	
9.40am	**Smart Growth Development Strategies : Lessons Learned**	
	9.40 am	**Streamlined Development Review** *Tom Burns*
	10.00am	**Connect Carmel: Green Infrastructure** *Victoria Beach*
	10.15am	**Bike to Work/School Day & Ongoing Programs** *Piet Canin*
10.35am	**10 minute break**	
	10.45 am	**Campus Based Sustainable Transportation Strategies** *Larry Pageler*
	11.05 am	**Pajaro Valley Growth Management Strategy: Can Visions Be Implemented?** *Lisa Dobbins*
	11.25 am	**New CEQA Streamlining Options: SB226 +SB375** *Kristin McKee and Steph Nelson*
11.35am	**Preliminary Conclusions and Next Steps**	
12– 1pm	**Lunch & light discussion**	

Staff Contact:

Steph A. Nelson, Associate Analyst/Planner, AMBAG

Direct: 831.264.5092

Email: snelson@ambag.org

Regional Advisory Committee Meeting #3

Part One: Smart Growth Development Strategies: Lessons learned
Part Two: Preliminary Conclusions

Regional Implementation Plan for
Smart Growth Development Strategies

April 18th 2012
UC MBest Center Marina, CA

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Kristin McKee, Planning Intern, AMBAG

MEETING AGENDA

9.30AM **Welcome & Overview**

9.40AM **Smart Growth Development Strategies: Lessons Learned**

Streamlined Development Review *Tom Burns*
Connect Carmel: Green Infrastructure *Victoria Beach*
Bike to Work/School Day & Ongoing Programs *Piet Canin*

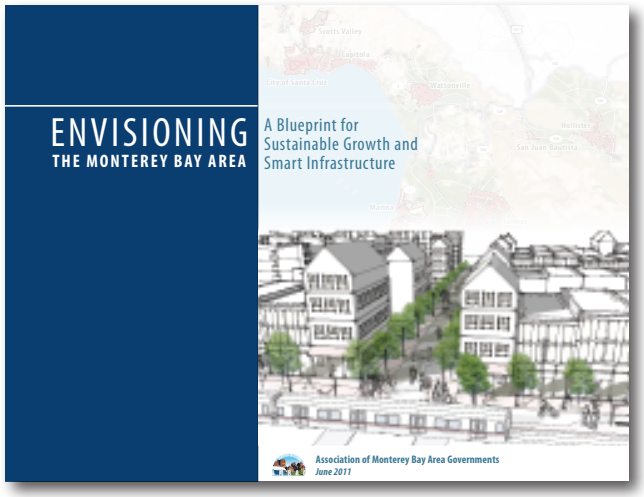
10.35AM **10 minute break**

Campus Based Sustainable Transportation Strategies *Larry Pageler*
Pajaro Valley Growth Management Strategy: Can Visions Be Implemented? *Lisa Dobbins*
New CEQA Streamlining Options: SB226 + SB375 *Steph Nelson and Kristin McKee*

11.35AM **Preliminary Conclusions and Next Steps**

12-1PM **Lunch & light discussion**

What is the Regional Implementation Plan for Smart Growth Development Strategies?

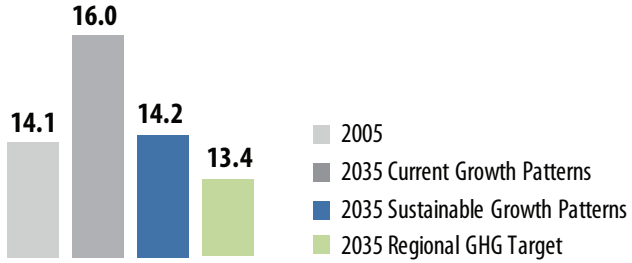


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)



Sustainable Communities & Climate Protection Act of 2008

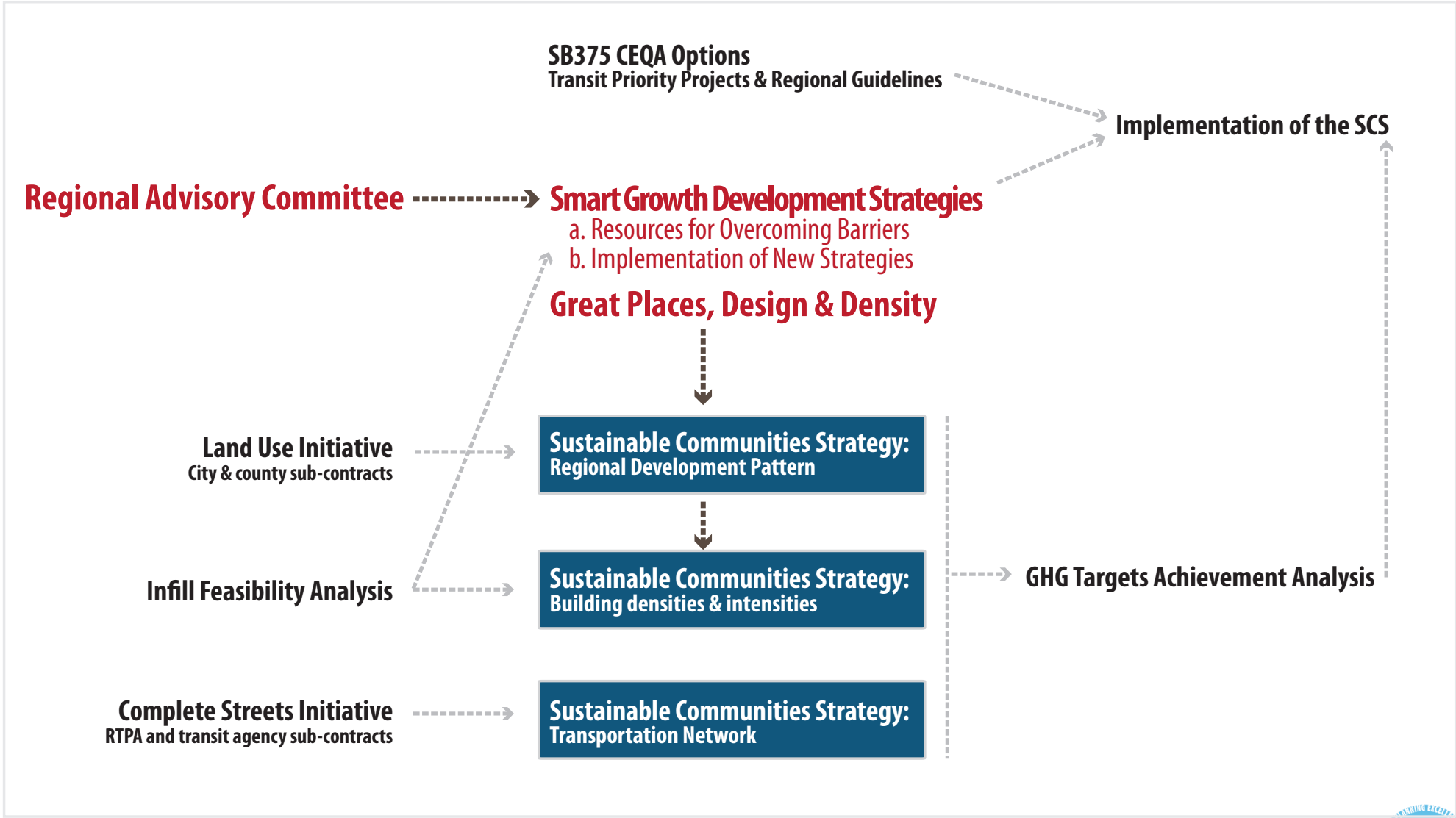
TARGET:
5% reduction transportation GHGs by 2035

-5% GHGs

SUSTAINABLE COMMUNITIES STRATEGY
Metropolitan Transportation Plan

DRAFT Diagram of the key components of SCS development in the Monterey Bay Area
January 2012

Role of the Regional Advisory Committee



Regional Advisory Committee Activities

To Date

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

Upcoming

- 3 quarterly meetings (July & October 2012, February 2013)
- Provide feedback for development of resources

Presentations:
Smart Growth Development Strategies

- What is the strategy
- Challenges/barriers encountered
- How did you overcome barriers?
- What resources would you like to have had available?

SB 375 CEQA Options

California Public Resources Code (PRC) Sections 21155.1, 21155.2 and 21159.28

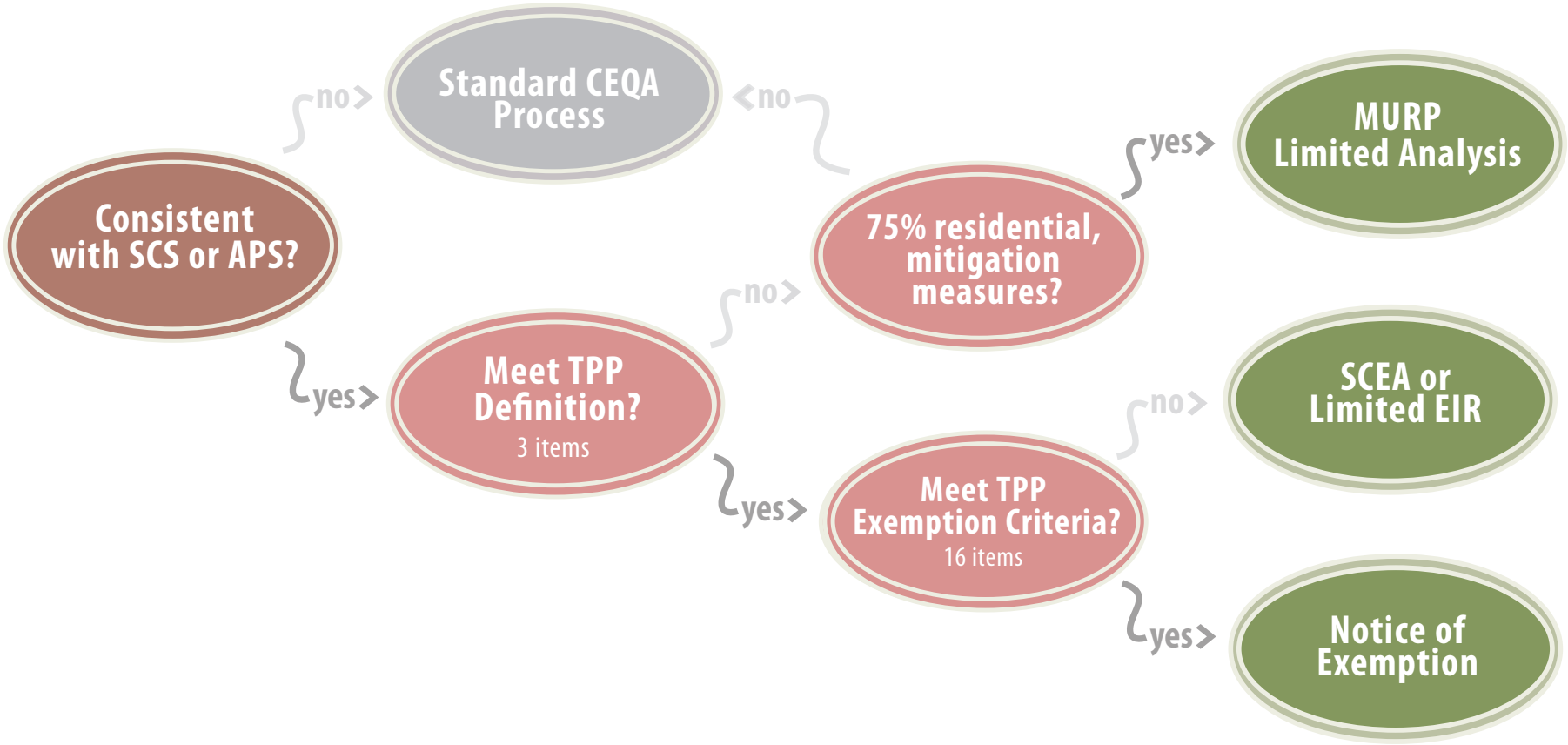
CEQA Chapter 4.2: Implementation of the Sustainable Communities Strategy

1. Full CEQA Exemption for Transit Priority Projects (TPPs)

2. Sustainable Communities Environmental Assessment (SCEA) and Limited Environmental Impact Report (EIR)

3. Limited Analysis for Mixed Use Residential Projects (MURP)

CEQA Chapter 4.2: Implementation of the Sustainable Communities Strategy



Transit Priority Projects

- **Definition**
- **Environmental Criteria (8)**
- **Land use Criteria (8)**

SB 226: CEQA Streamlining for Infill

Governor Jerry Brown signed the bill on October 4, 2011

OPR developing "Implementation Guidelines" with standards for infill projects

Public comment period ended February 24, 2012. Deadline for guidelines is July 1, 2012

Natural Resources Agency to adopt Guidelines and performance standards by January 1, 2013

Adding streamlined CEQA procedure for certain infill and walkable communities. (§21094.5 and 21094.5 and 21094.5.5).

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SENATOR
S. JOSEPH SIMITIAN
ELEVENTH SENATE DISTRICT

Fact Sheet
Senate Bill 226 (Simitian)
California Environmental Quality Act

Summary:

SB 226 revises the California Environmental Quality Act (CEQA) by:

Allowing public agencies to comment on planning and zoning matters, as required under Planning and Zoning Law, concurrently with project scoping meetings under CEQA. (Public Resources Code §21083.9).

Prohibiting a project's greenhouse gas emissions from causing a categorical exemption to be inapplicable if the project complies with regulations adopted to implement related statewide, regional, or local plans as provided in the CEQA guidelines. (§21084).

Exempting the installation of solar photovoltaic panels on the roof of a building or at an existing parking lot, if certain conditions are met. (§21080.35).

Adding streamlined CEQA procedure for certain infill and walkable communities. (§21094.5 and 21094.5 and 21094.5.5).

Authorizing the owner of a proposed solar thermal powerplant certified by the California Energy Commission to petition the Commission to review an amendment to the facility's certificate to convert the facility from solar thermal technology to photovoltaic technology without the need to file an entirely new application. Certain related time limits must be met, and the Commission must prepare a supplemental environmental review document. (§25500.1).

Need for the bill:

SB 226 responds to concerns relating to scoping meetings for certain projects, use of categorical exemptions for projects resulting in greenhouse gas emissions, and environmental review procedures for infill and solar projects.

exemptions for projects resulting in greenhouse gas emissions, and environmental review procedures for infill and solar projects.

Reasoning

Reduce automobile trips, reduce GHGs

Absorb a growing population while meeting emissions reduction goals in AB 32

Uncertainty in regulatory process is one of the top four roadblocks to sustainable development

Disconnect between SB 375 and the CEQA process, by not factoring in the regional benefits of the project

About SB 226

Four basic objectives:

- Increasing efficiencies in transportation, water use, and energy use
- Reducing GHG emissions
- Supporting transit
- Benefiting public health

Measurement: VMT

Streamlining for infill in two ways:

- Avoids repetitive analysis of effects
- Enhances development certainty and speeds up the process

Eligibility

Residential buildings, commercial and retail buildings, public office buildings, transit stations, schools

Located in an urban area, previously developed or surrounded by a minimum of 75% qualified-urban use or that would be adjacent if not separated by a public right-of-way

Consistent with SCS or approved "alternative planning strategy"

Satisfy statewide performance standards for approved types of infill project

Preliminary Conclusions & Next Steps

Interview & Survey Responses:

Barriers to Implementation

Stakeholder Concerns & Smart Growth Development Strategies

Infill Feasibility: interviews with developers & realtors

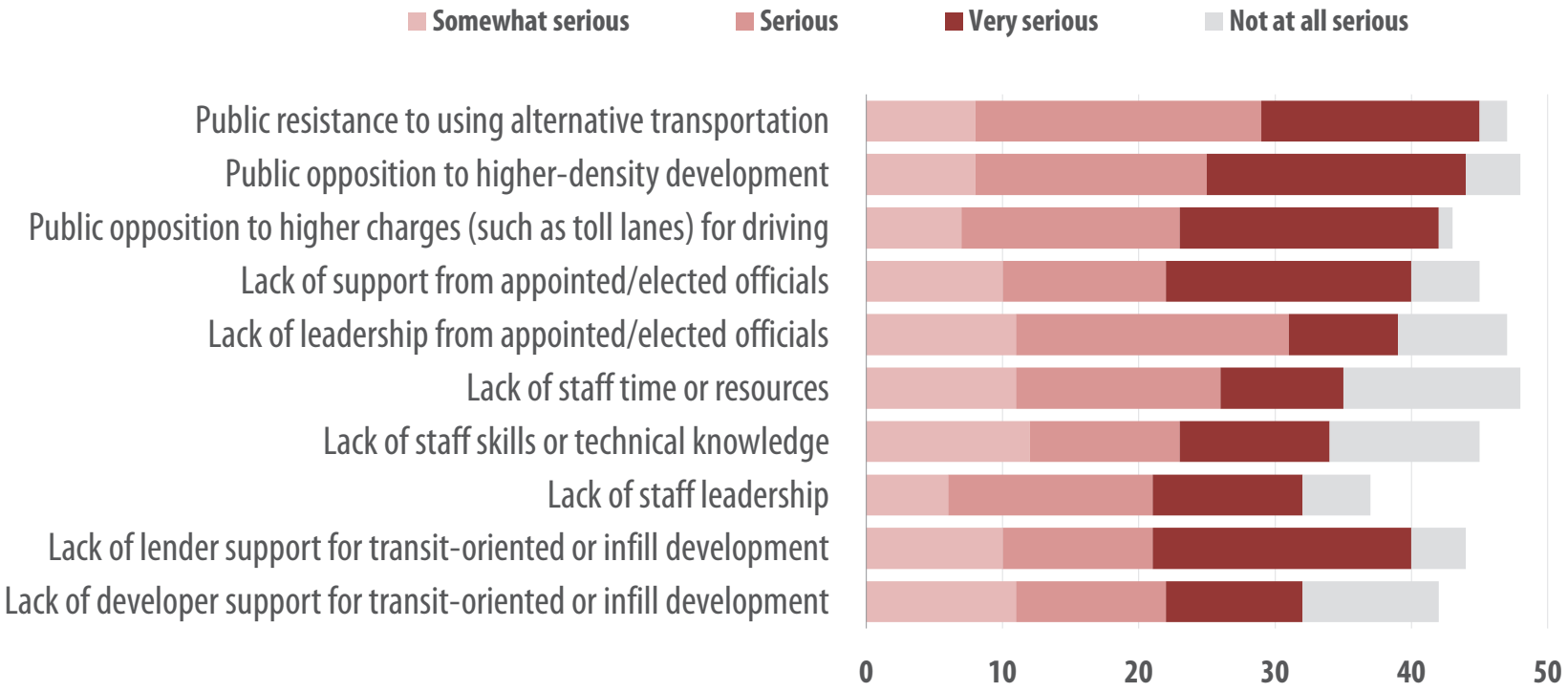
Resources to Overcome Barriers

Crowdsourcing Resources for Implementation: A Wiki Site

Barriers to Implementation

Planning Directors and RAC Members, Fall 2011 Survey Responses

Please indicate how SERIOUS A BARRIER each of the following factors would be to implemention of strategies:

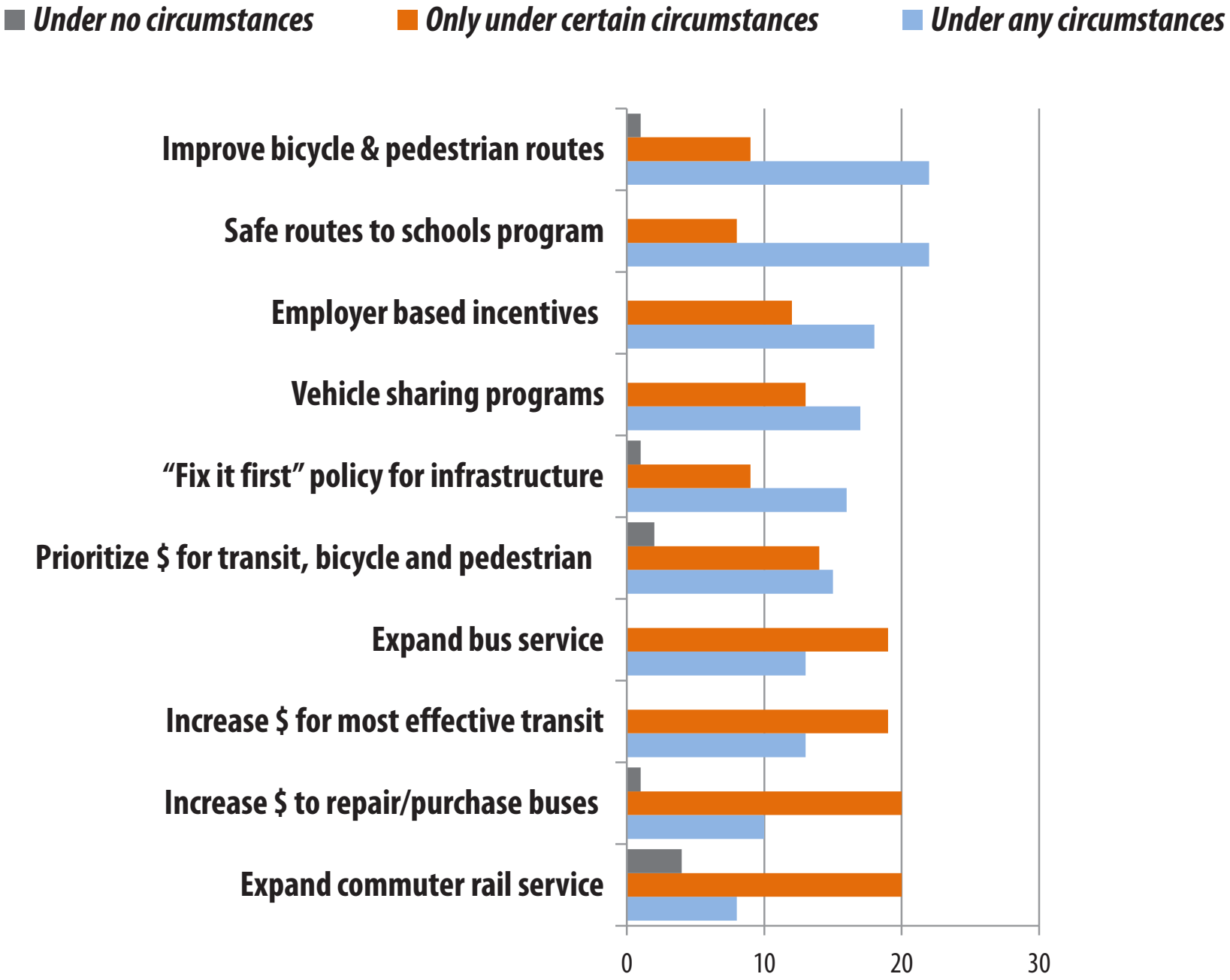


Stakeholder Concerns & Smart Growth Development Strategies

40 strategies & 30 stakeholder groups

Affordable Housing
Architecture
Monterey sailing, boating & water sports
Business, civic, govenment
Business, Environment, Agriculture, Housing, City council districts, social advocates
Carmel River Watershed Conservancy
Carmel Valley Association
LandWatch of Monterey County
Construction Companies
Labor Unions
County of Monterey
County of Santa Cruz, City Water Department
Cyclists & Pedestrians, Chambers of Commerce, Parks, Architects, Planners
Ecology Action
Grower Shippers Organization
Environmental Organizations
Hospitality groups.
UC Santa Cruz as an educational institution
Land Trust
LandWatch
LandWatch Monterey County
League of Women Voters of the Monterey Peninsula
Carmel Valley Land Use Advisory Committee
Local Government
Monterey County Hospitality Association
Monterey County Business Council
Nonprofit Alliance for Monterey County
Monterey County Aging & Disability Services Network; Monterey County Area Agency on Aging Advisory Council
Planners and City of San Juan Bautista
Planning, transportation and mining
Real estate.....single people
Residents dependent upon local economic activity for their well-being
Santa Cruz Chamber of Commerce and other regional business organizations
San Benito Chamber of Commerce
CMAP (Community Media Access Partnership)
Santa Cruz Neighbors
Senior Service organizations in Santa Cruz & San Benito Counties
The Aromas Community Grange
Transition Aromas (will be forming January 2012)
The Grower-Shipper Association of Central California
Working Families

Stakeholder Support: Alternatives to Driving



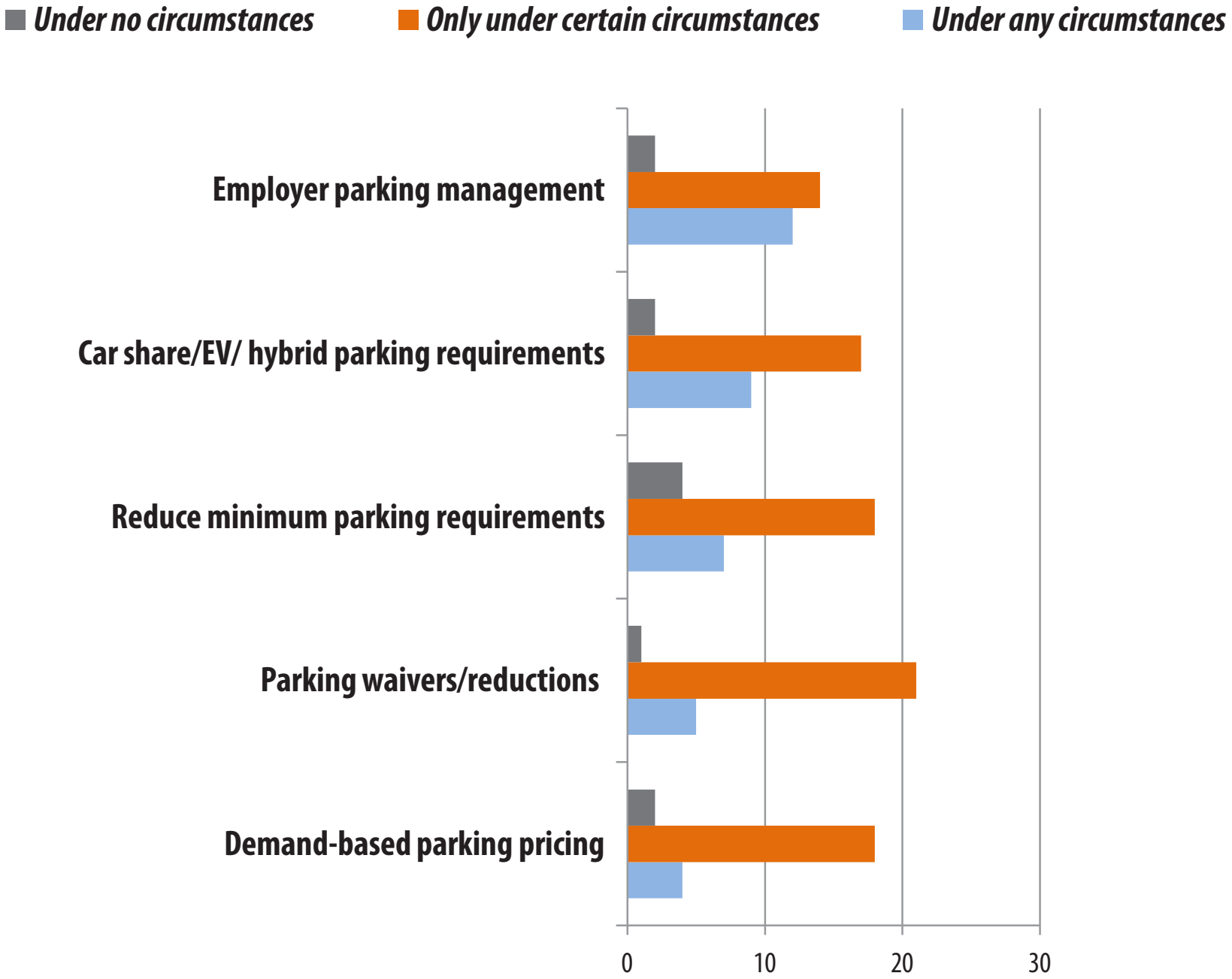
Stakeholder Concerns

- Existing transit service is underperforming or underutilized (empty buses, coverage)
- Imbalanced approach - can overly emphasize bicycle infrastructure
- Limited funding - will take away from existing
- Tourist economy is auto-dependent
- Region isn't compact enough to support transit
- Adjacent land uses - food safety issues
- Public is auto-oriented

Circumstances to Increase Support

- Demonstrate benefits of improved transit to public, tourism
- Balanced multi-modal approach
- Secure additional funding sources
- Consider adjacent land uses (buffers to ag land, compact areas)

Stakeholder Support: Parking Strategies



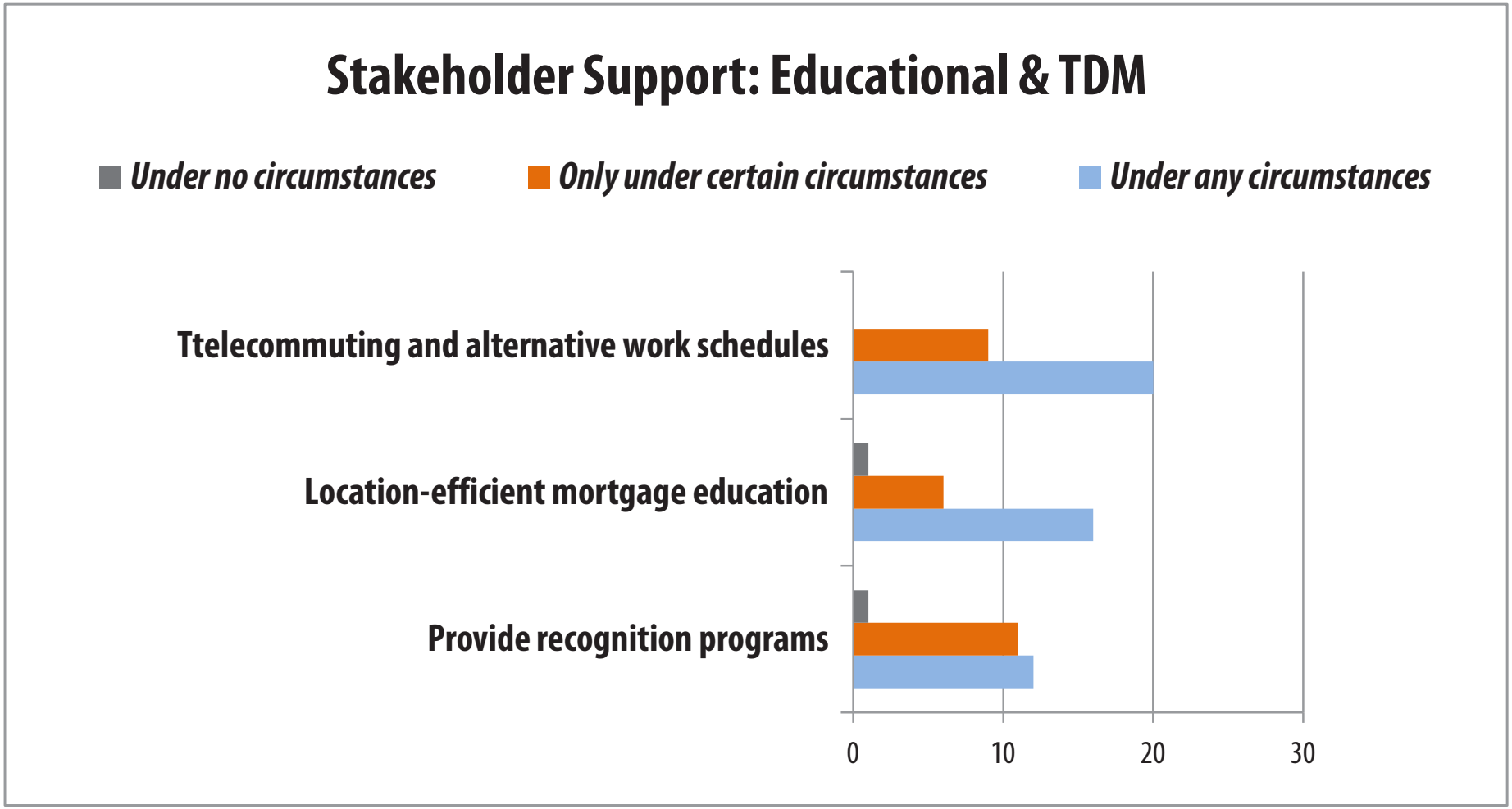
Stakeholder Concerns

- Lack of free parking drives people elsewhere
- Adverse impact on real estate development
- Adverse impact on business & tourism
- Overflow into nearby neighborhoods or retail corridors
- Can't just reduce parking, have to also provide alternatives to driving
- Equitable access to parking (re. pricing, EV and hybrid owners)
- General resistance to change
- There is too much parking already
- Lack of political support

Circumstances to Increase Support

- Provide real alternatives to driving
- Conduct an inventory of available parking & usage rates
- Has to be handled with political sensitivity; buy in of political leaders
- Use of technology (ie. SCruz smartphone meter app or SFPark app)
- Parking pricing ok if visibly benefits community and only in certain areas
- Parking requirements should be scaled to market demand

Stakeholder Support: Educational & TDM



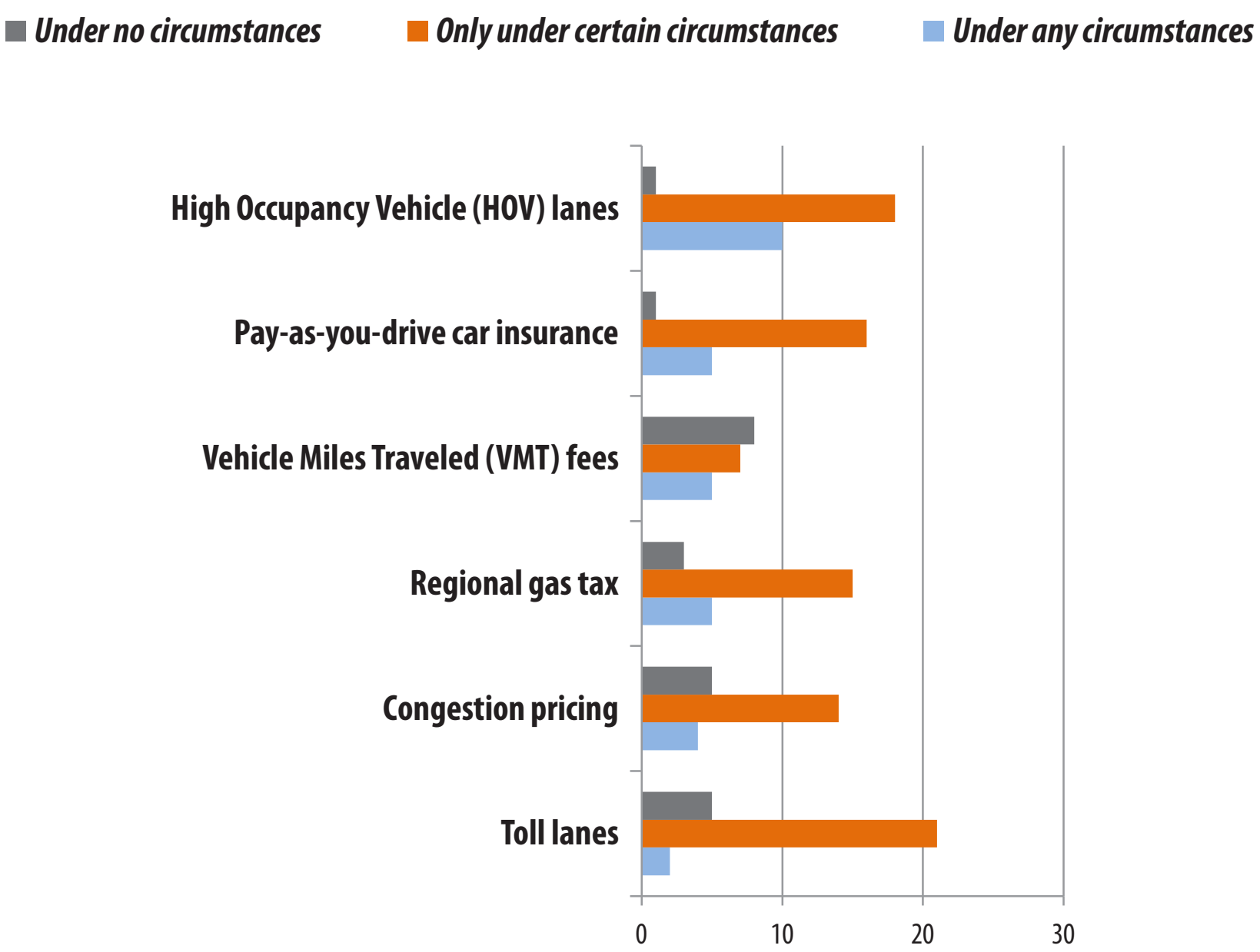
Stakeholder Concerns

- Some sectors cannot accomodate telecommuting and alt work schedules
  (ie. ag field workers)
- Require engagement and investment
- Costs associated with programs

Circumstances to Increase Support

- If benefits are demonstrated
- If costs are minimal

Stakeholder Support: Strategies that Impact the Price of Driving



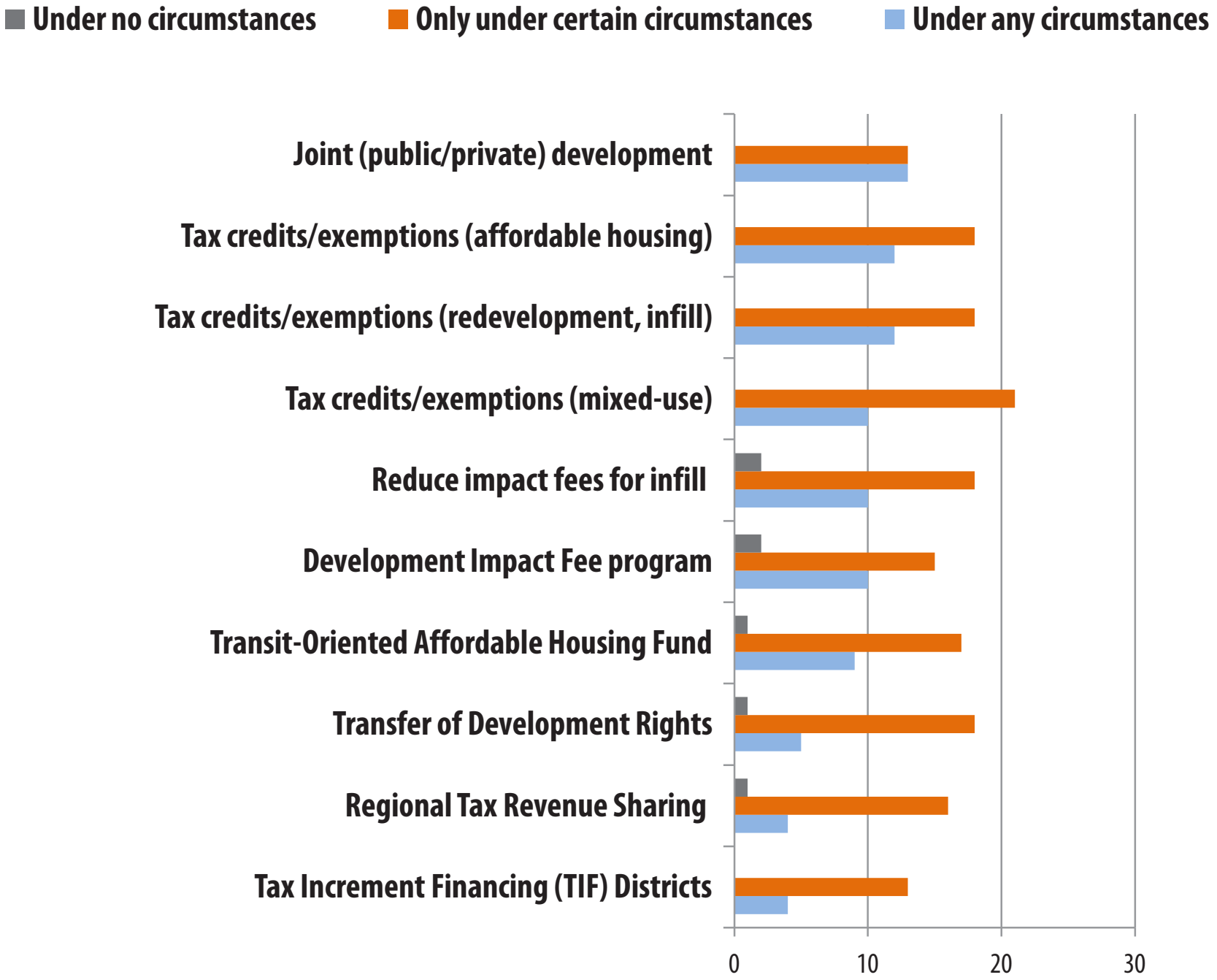
Stakeholder Concerns

- Diverting congestion to other routes
- Impact on freight movement
- Public resistance to any new fees or taxes (already pretty high)
- Impact on tourist traffic
- Equity
- Increasing stop & go traffic through toll booths (ghg's)
- Cannot be standalone strategy - lack of alternatives to driving
- How would new revenue be utilized?
- Might create need to widen roadways
- Supports the status quo (not radical enough to address climate change)

Circumstances to Increase Support

- Specific, clear and visible benefits to the user/community
- Demonstrate potential ghg reduction
- Equitable implementation
- Conduct public education; provide information
- Alternative investment in a HOT lane
- Ensure roadways will not be widened
- Add extra lane for HOV or HOT lane
- If HOV was for low carbon fuel vehicles (EVs, hybrids)
- Demonstrate positive impact for tourism and freight

Stakeholder Support: Economic Strategies



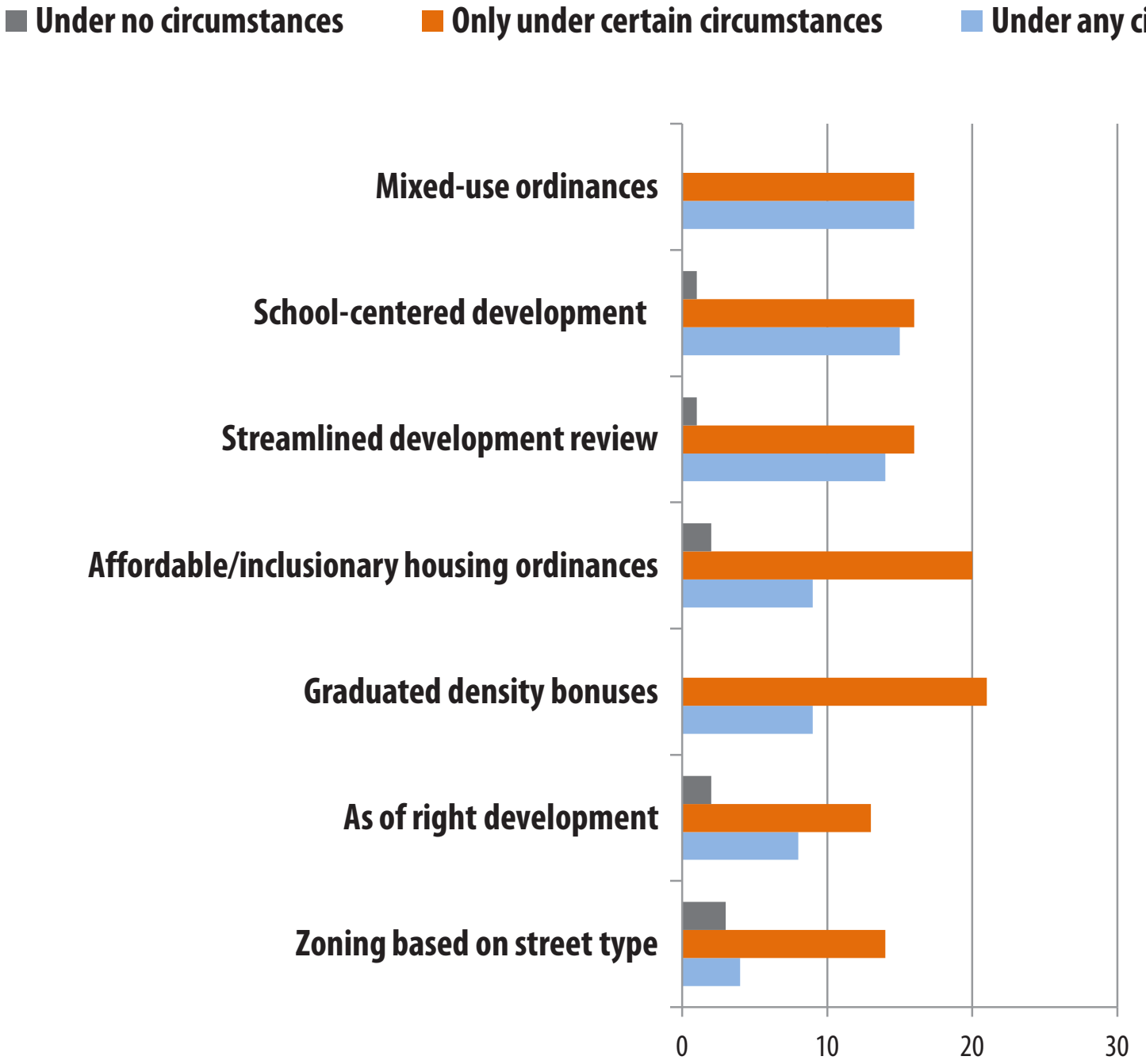
Stakeholder Concerns

- Development fees passed on by developer
- Almost any development in a city could be seen as "infill"
- Cities depend on fees to provide $ for infrastructure
- Need significant initial investment; buyers of property rights
- Carelessness with spending TIF revenues
- Creating new districts creates more bureacracy ($)
- General concerns about new development
- Uncertainty of how strategies would work
- Amount of $ involved and how agencies handle shortfalls
- Difficult to discuss at a regional level
- Regional equity & politics
- Willingness of private developers
- Supports the status quo (not radical enough to address climate change)
- Conflicts of interest

Circumstances to Increase Support

- Demonstrate benefits to community
- Demonstrate how it's tied to larger plan with conservation outcomes
- Ensure community has input and take holistic approach
- Ensure equitable implementation, address jobs/housing imbalance
- Political leadership/support
- Employ smart growth and good design principles

Stakeholder Support: Land Use Strategies



Stakeholder Concerns

- Available land area for schools in urban areas; resulting traffic
- Equity (with rural schools)
- Many variations in implementation
- Undermine integrity of environmental review process
- Undermine integrity of GP and zoning
- Fairness of dev. review (who gets to access streamlining opportunities?)
- Streamlining process could lead to bad development
- Front end costs of consolidating properties
- General concerns about new development
- Uncertainty of how strategies would work
- Increased density leading to increased crime/violence
- "Stick" vs. "Carrot" approach
- Stigma about affordable housing

Circumstances to Increase Support

- Have clear definition and guidelines established/feasibility analysis
- Demonstrate benefits of improved transit to public, tourism
- Demonstrate how it's tied to larger plan with conservation outcomes
- Ensure community has input and take holistic approach
- Ensure equitable implementation
- Political leadership/support
- Employ smart growth and good design principles
- Provision of community amenities (ie. comm gardens)
- Provision of affordable housing integrated into market rate housing
- Demonstrate how projects could pencil out

How financially feasible is infill development in the MBay area?

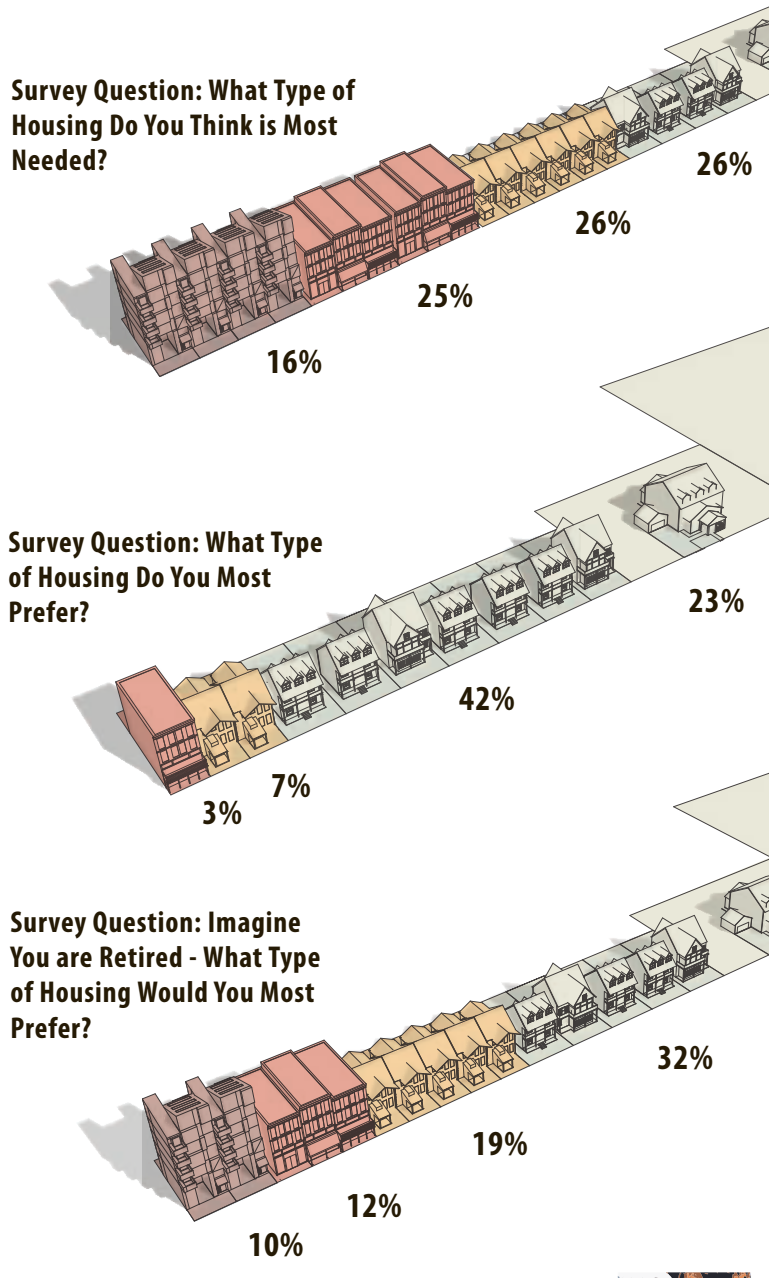
Interviewed 10 developers + realtors

Market Trends

- Most developers prefer to build SFD on small lots
- Oversupply of SFD, unmet demand for MF
- Difficulty in financing construction/purchase of condominiums
- Developers have shifted to MF rentals
- 3 bedrooms are most in-demand for sale housing
- Landowners holding out until market rebounds
- Ground floor retail of many mixed use project remain vacant

Blueprint Survey Responses for Housing Preferences

More detailed survey results can be found in Technical Appendix E



How financially feasible is infill development in the MBay area?

Barriers to development

- Entitlements process: time, cost uncertainty
- Costs of impact fees and CEQA studies
- Parking requirements are too high
- Having adequate off-street parking available
- Vertical mixed use requirements (vs. neighborhood level/horizontal)
- Land supply - parcels too shallow to accomodate parking AND bldng envelope
- Too few local developers with capacity to see projects through
- Land prices
- Price of labor
- Gap financing of affordable housing (loss of funding)

How financially feasible is infill development in the MBay area?

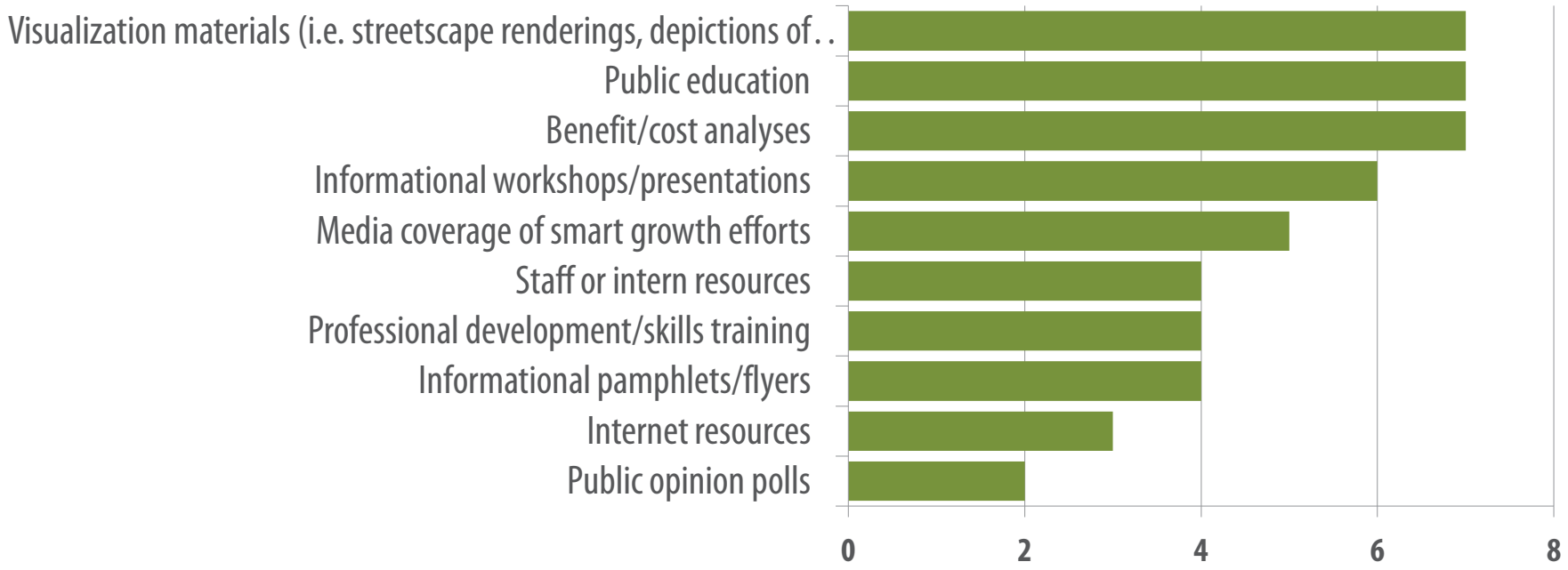
Outlook

- Developers are building for rental to sell later
- For-sale market for high density is years away
- There's a market for households within a half mile of downtown - might own a car but use infrequently
- Currently limited competition against existing homes in Salinas; old homes will take a hit when new (greener) supply comes online
- Provision of public parking structures necessary for higher density neighborhoods
- Allow developers to pay in-lieu fees to provide parking off-site
- Streamlining and reducing fees to generate development that cities want

Helpful Resources for Overcoming Barriers

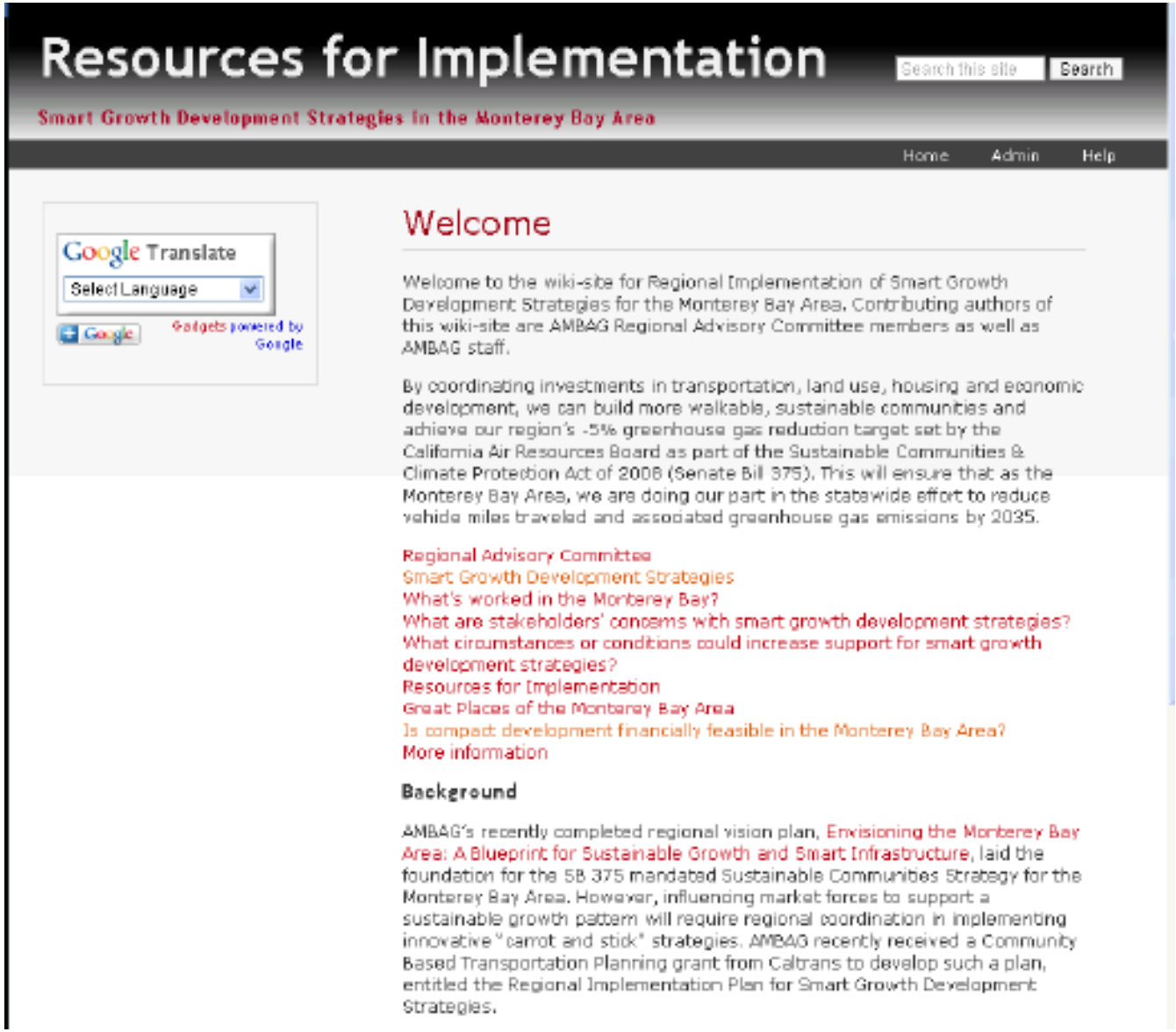
Planning Directors, Fall 2011 Survey Responses

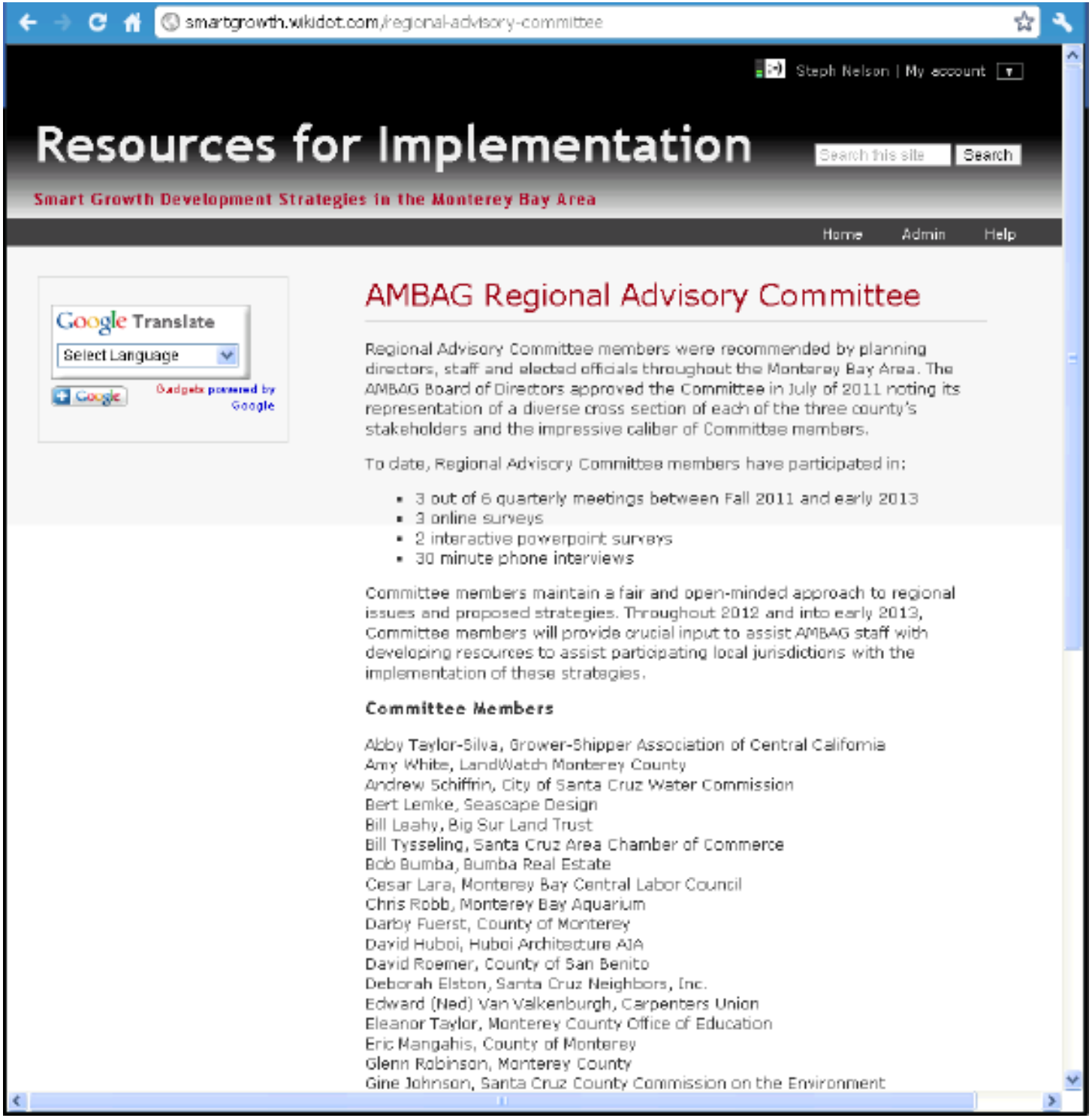
Helpful Resources for Overcoming Barriers:



Crowdsourcing Resources for Implementation: A Wiki-Site

smartgrowth.wikidot.com

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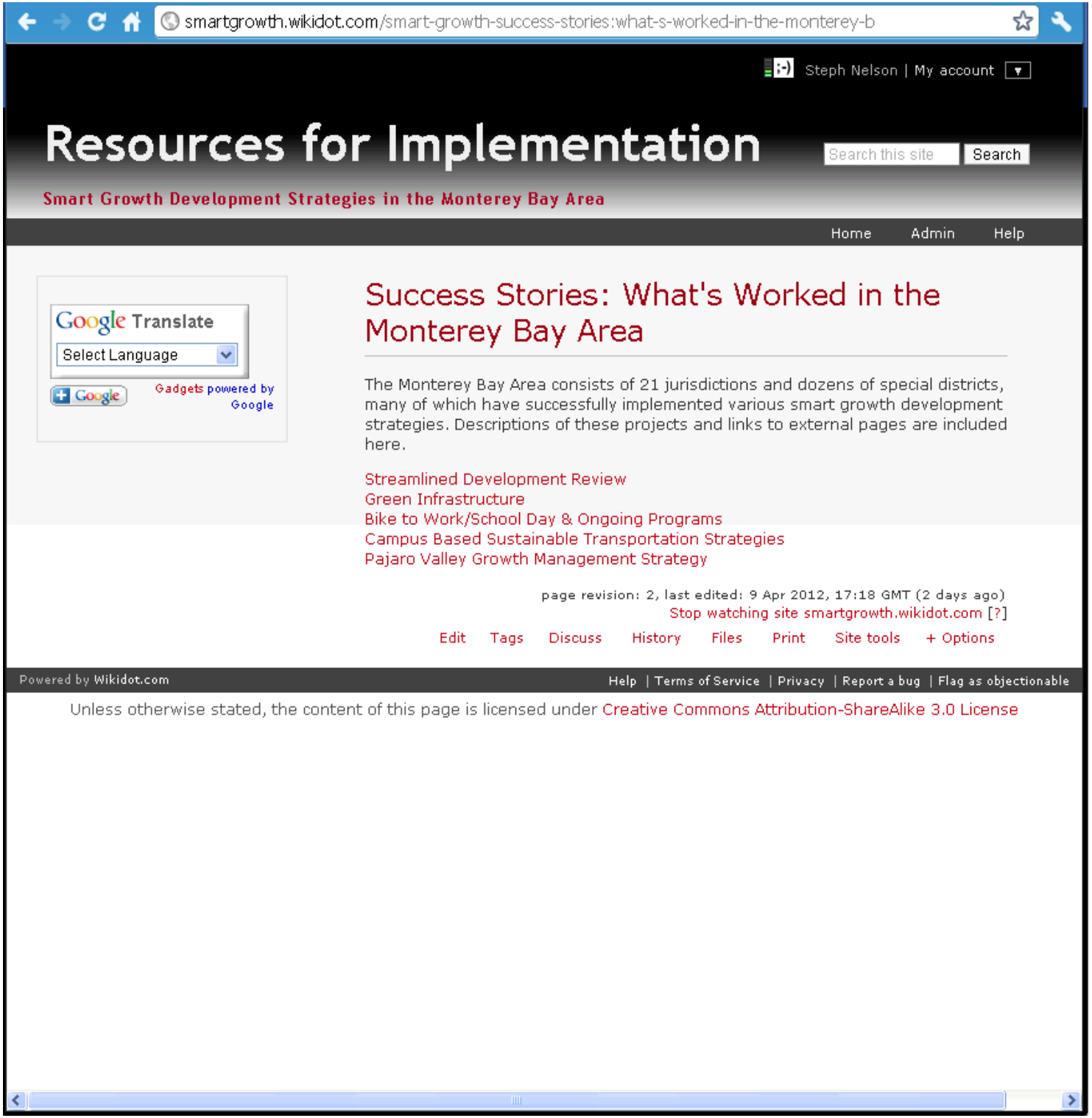
AMBAG Regional Advisory Committee
Regional Advisory Committee members were recommended by planning directors, staff and elected officials throughout the Monterey Bay Area. The AMBAG Board of Directors approved the Committee in July of 2011 noting its representation of a diverse cross section of each 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
Darby Fuerst, County of Monterey
David Huboi, Huboi Architecture AIA
David Roemer, County of San Benito
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


smartgrowth.wikidot.com/smart-growth-success-stories:what-s-worked-in-the-monterey-b
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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
page revision: 2, last edited: 9 Apr 2012, 17:18 GMT (2 days ago)
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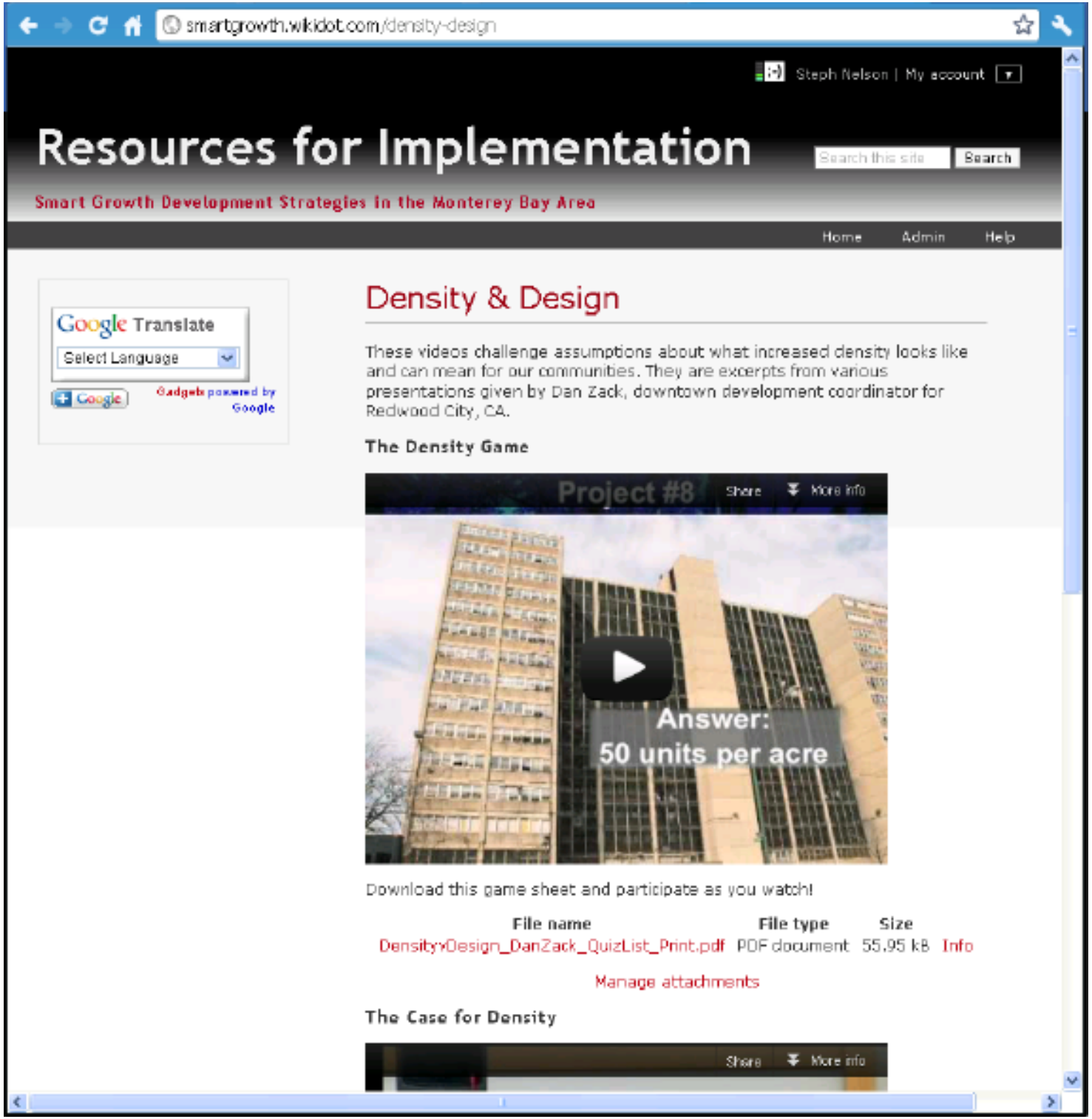
Pajaro Valley Growth Management Strategy
The mission of Action Pajaro Valley is to create a positive future for the residents of the Pajaro Valley by facilitating an ongoing collaborative process for planning, informing and serving as a resource for community decision-making.[1]
Action Pajaro Valley reached some significant milestones, such as:
Enacted a "Vision Process"
Facilitated discussion of water supply alternatives for the Pajaro Valley
Developed a Growth Management Strategy
Successfully educated the public about Measure U, the Orderly Growth & Agricultural Protection ballot Initiative that passed within the City of Watsonville
Established a Pajaro River Task Force and a Technical Stream Team with the goal of reaching consensus on the Pajaro River Levee Reconstruction Project.
Action Pajaro Valley's successes were due largely in part to community members coming together to declare the mission of the organization as the following:
Action Pajaro Valley: Together, Planning our Future
Share
More Info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Density & Design
These videos challenge assumptions about what increased density looks like and can mean for our communities. They are excerpts from various presentations given by Dan Zack, downtown development coordinator for Redwood City, CA.
The Density Game
Project #8
Share
More info
Answer:
50 units per acre
Download this game sheet and participate as you watch!
File name
File type
Size
DensityvDesign_DanZack_QuizList_Print.pdf
PDF document
55.95 kB
Info
Manage attachments
The Case for Density
Share
More info

Next Steps

April to July 2012

- Review and analyze all survey results
- Upload conclusions and analysis to wiki-site

July 2012 RAC Meeting

- Present findings
- Present draft resource toolkits
- Conduct training on using wiki-site
- Obtain feedback from RAC and Planning Directors

October 2012 & January 2013 RAC Meetings

- Revisions/feedback on findings and resource toolkits
- Other issues of interest/concern

Regional Advisory Committee

April 18, 2012

Community Vision

Overview

Creating the Vision

- Involved 2,000 community members.
- Identified Valley's assets, issues, and opportunities.
- Defined community vision.

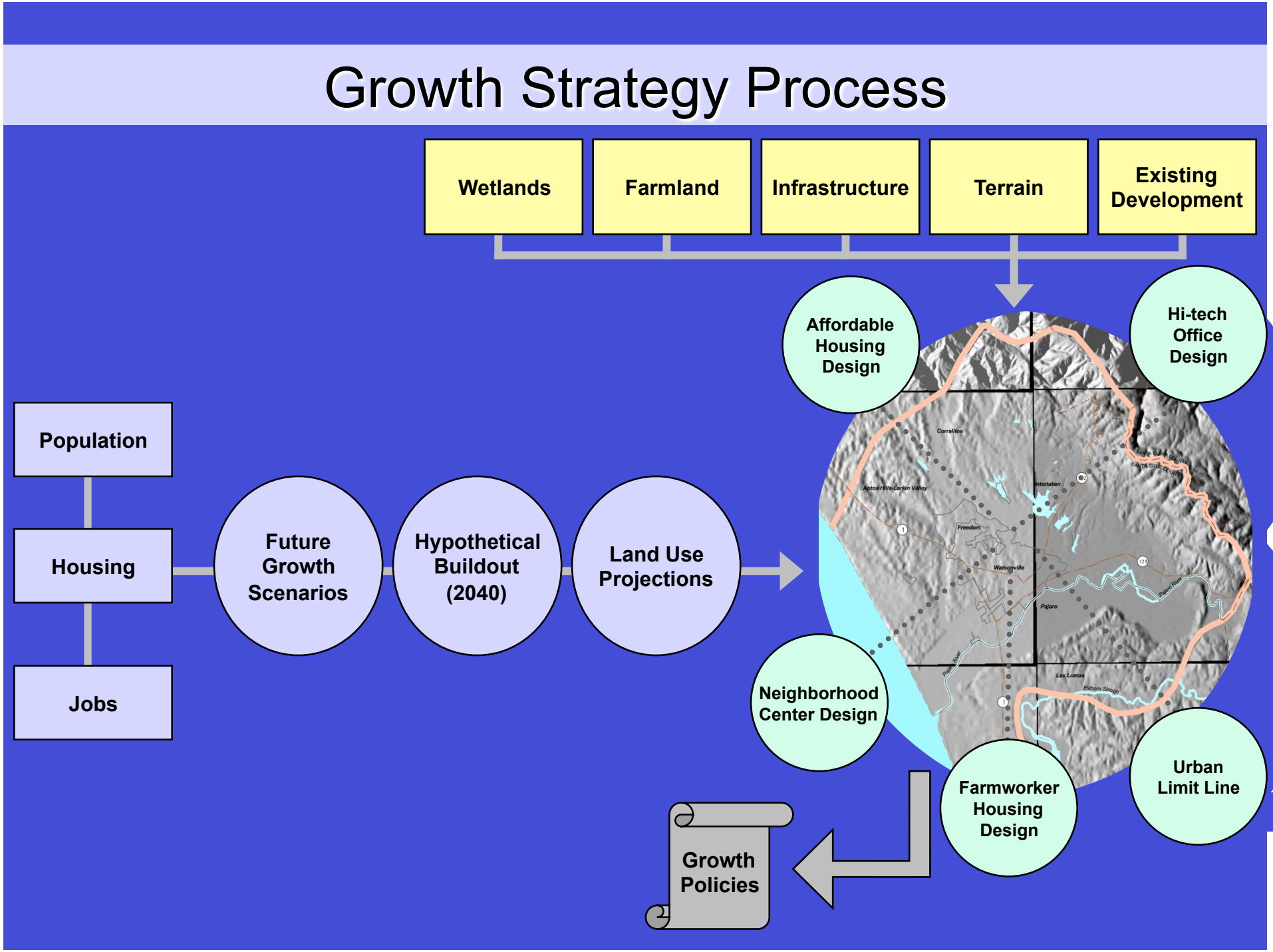
Developing Growth Management Strategy

- Based upon community vision.
- Developed by Action Pajaro Valley Advisory Board.
- Includes policies affecting physical growth in the Valley.

Implementing Growth Policies

- Supported by stakeholders from Santa Cruz and Monterey counties and the City of Watsonville.

Growth Strategy Process



Growth Strategies

- **Preserve Agricultural Lands**
- **Preserve Special Areas**
- **Ensure Adequate Public Infrastructure**
- **Reduce Costs of Public Infrastructure**
- **Reduce Resource Consumption**
- **Reduce Travel Times**

Growth Strategies

- **Encourage Denser Development**
- **Build Sense of Community**
- **Reduce Segmentation**
- **Preserve Downtown**
- **Address Jobs/housing Imbalance**

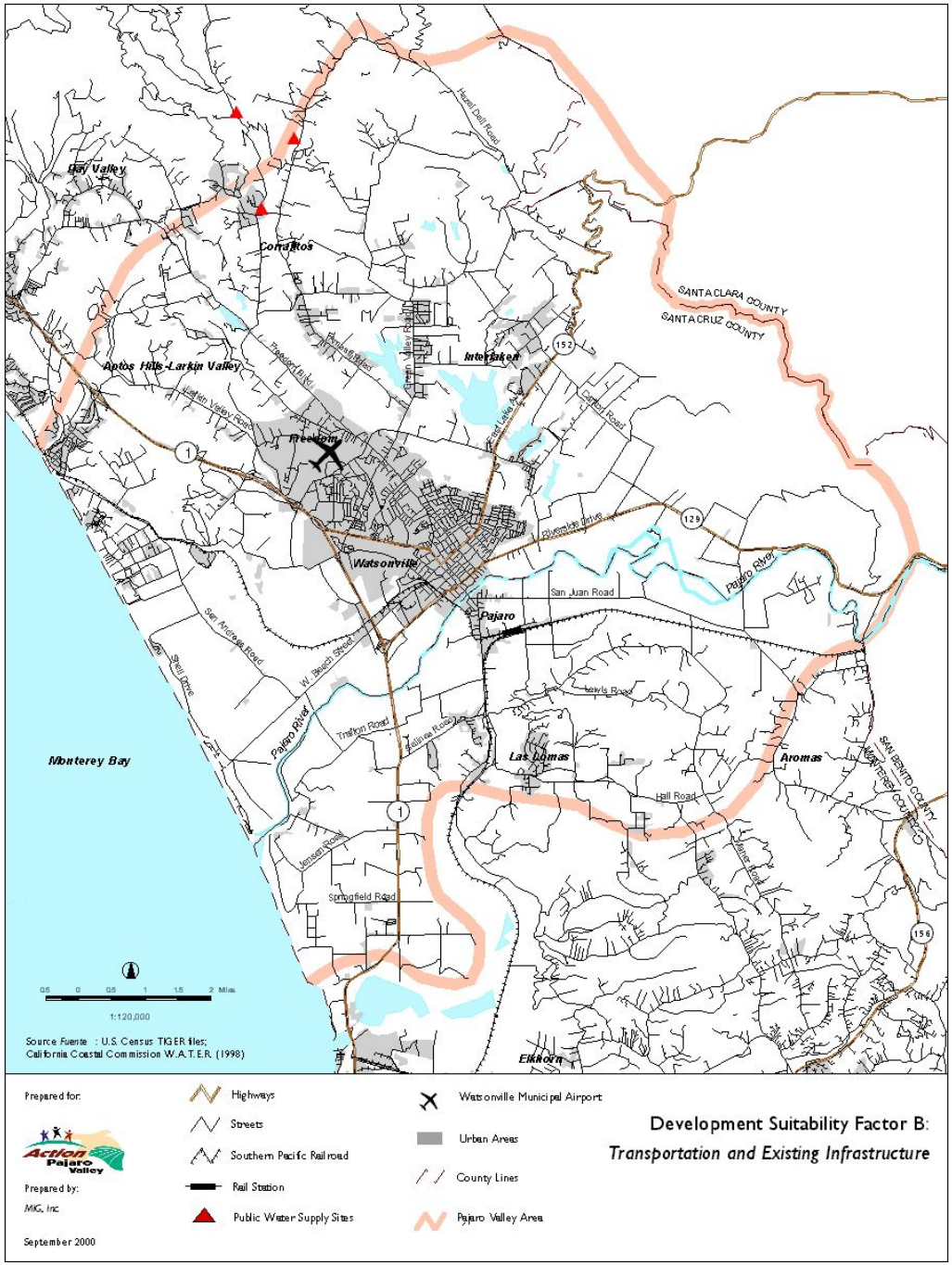
Development Suitability Mapping

- **Provides qualitative analysis of physical land constraints for development suitability.**
- **Assesses environmental, geologic, and infrastructure constraints.**

Development Suitability Mapping

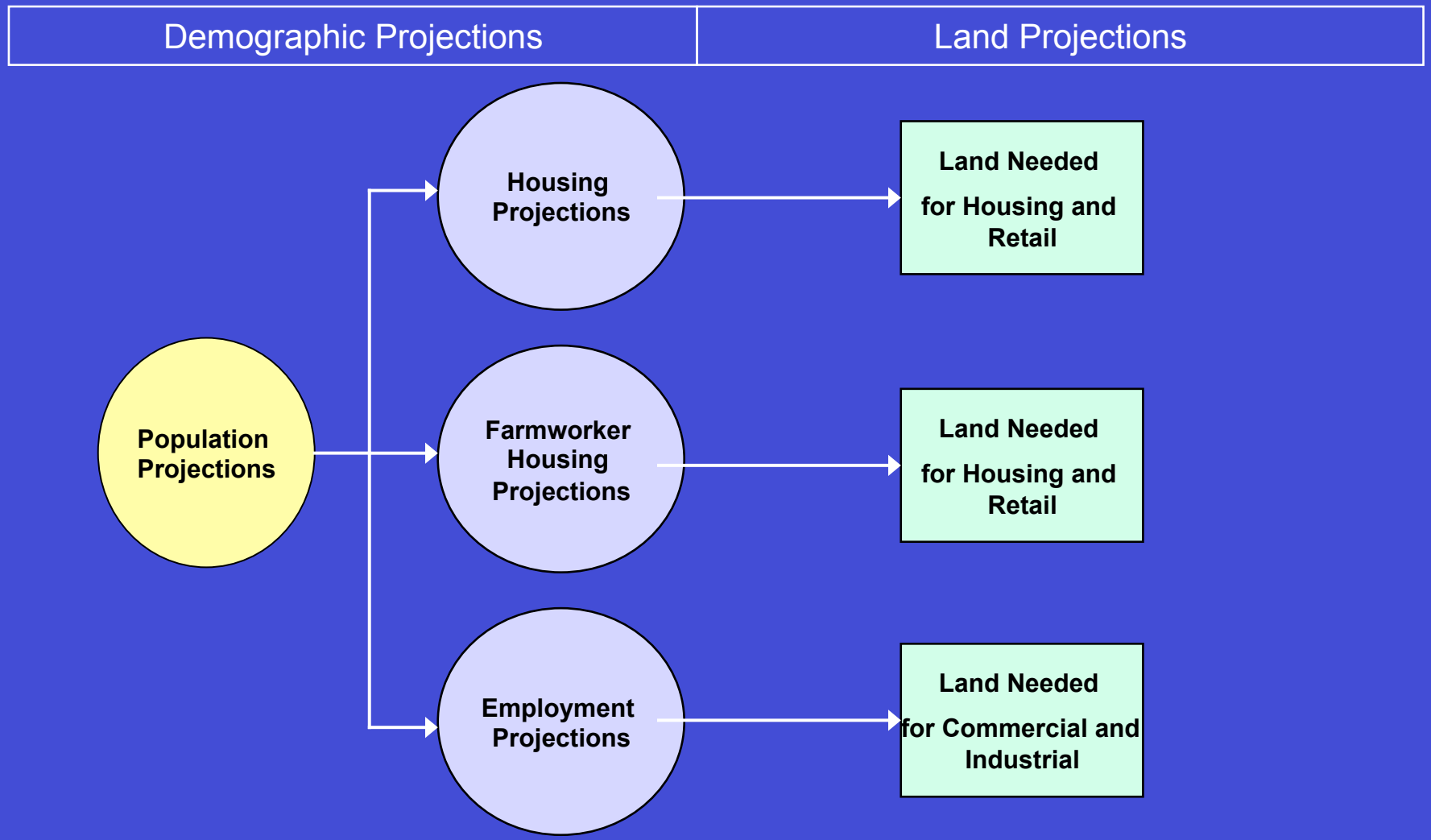
Suitability Factors

- **Topography**
- **Transportation and existing infrastructure**
- **Existing land use**
- **Surface water and wetlands**
- **Important farmlands**
- **Floods and faults**
- **Planning jurisdictions**


Bay Valley
Corralitos
Aptos Hills-Larkin Valley
Freedom
Watsonville
Pajaro
Interlaken
Las Lomas
Aromas
Elkhorn
Monterey Bay
SANTA CLARA COUNTY
SANTA CRUZ COUNTY
SAN BENITO COUNTY
MONTEREY COUNTY
Hazel Dell Road
Trafton Road
Pajaro River
San Juan Road
Hall Road
Springfield Road
Jensen Road
Lewis Road
Thurwachter Road
Silliman Road
Pajaro Blvd
W. Beach Street
San Andreas Road
Shell Beach
Riverside Drive
Freedom Blvd
Larkin Valley Road
Prescott Dr.
Green Valley Road
Corralitos Creek
Struve Road
Holohan Road
Harkins Slough
Watsonville Municipal Airport
Urban Areas
County Lines
Pajaro Valley Area
Highways
Streets
Southern Pacific Railroad
Rail Station
Public Water Supply Sites
1:120,000
Source Fuente : U.S. Census TIGER files;
California Coastal Commission W.A.T.E.R. (1998)
Prepared for:
Action Pajaro Valley
Prepared by:
MIG, Inc.
September 2000
Development Suitability Factor B:
Transportation and Existing Infrastructure

Day Valley
Corralitos
Aptos Hills-Larkin Valley
Interlaken
Freedom
Watsonville
Pajaro
Monterey Bay
Las Lomas
Aromas
Elkhorn
SANTA CLARA COUNTY
SANTA CRUZ COUNTY
SAN BENITO COUNTY
MONTEREY COUNTY
Pajaro River
Pajaro River
1
152
129
156
1:120,000
Source Fuente: Monterey County Water Resources Agency
1991 Land Cover Data
Prepared for:
Action Pajaro Valley
Prepared by:
MIG, Inc.
September 2000
Agriculture
Open Space
Urban
Unclassified
Highways
County Lines
Pajaro Valley Area
Development Suitability Factor C:
Existing Land Use
Monterey County and Parts of Santa Cruz County

Growth Projections and Scenarios



Growth Projections and Scenarios

	Population			Households				Jobs		
AREA	2000	2020	Change	2000	Size	2020	Change	2000	2020	Change
PV – Monterey County unincorporated	13,100	18,700	5,600	4,190	3.1	6,296	2,106	6,369	9,570	3,201
PV – Santa Cruz County unincorporated	24,800	35,400	10,600	10,660	2.3	16,017	5,357	16,203	24,346	8,143
Watsonville	38,100	54,400	16,300	11,368	3.4	17,086	5,718	17,279	25,970	8,691
TOTAL	76,000	108,500	32,500	26,218	2.9	39,399	13,181	39,851	59,886	20,035

Assumptions:

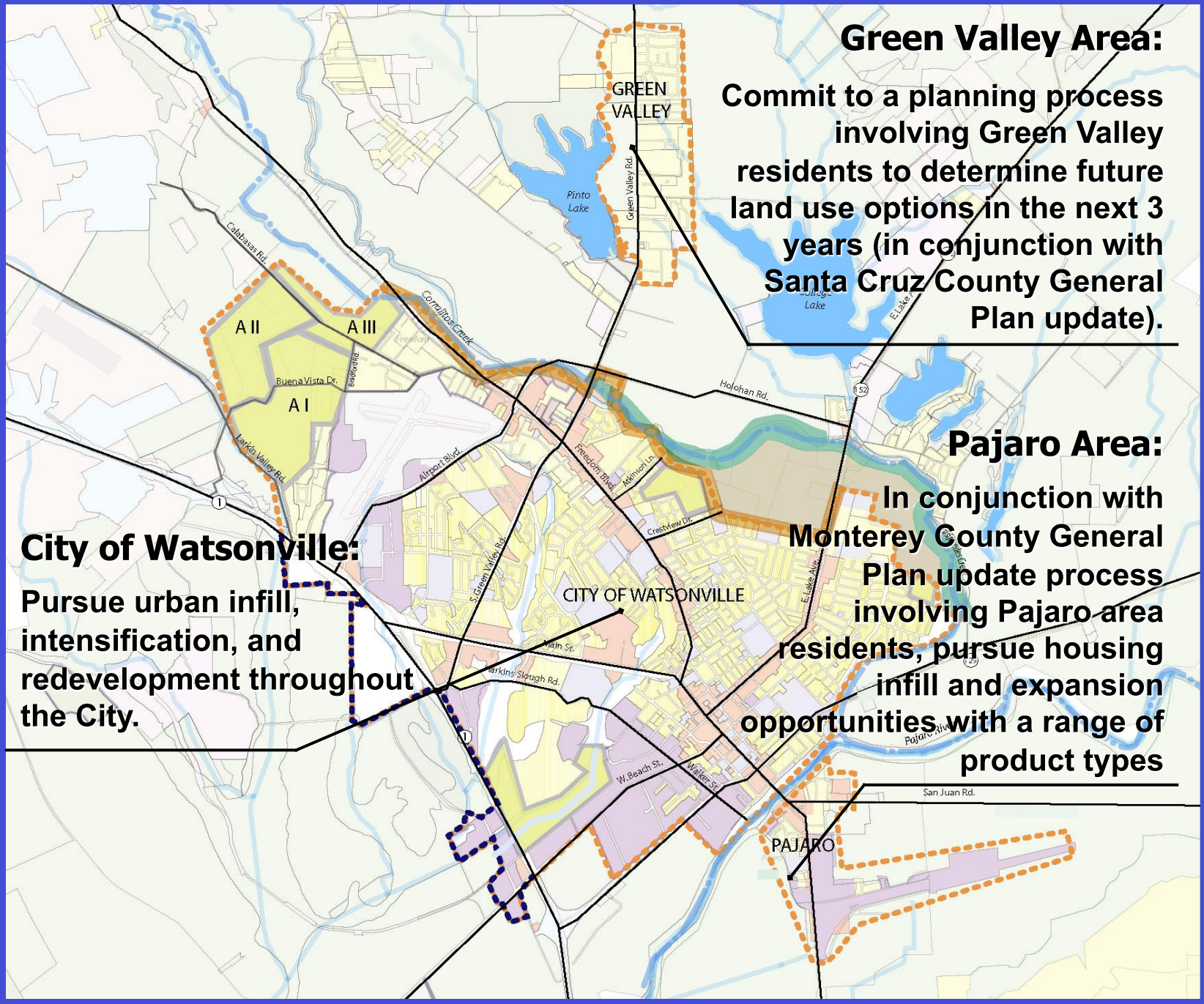
1. **Annual population growth rate = 1.8%**
2. **Residential vacancy rate = 5.0%**
3. **Does not include relief of overcrowding**
4. **Jobs per household = 1.6**
5. **Unemployment rate = 5.0%**

Growth Projections and Scenarios

- **Project growth within existing boundaries of Watsonville**
- **Allocate growth outside existing boundaries of Watsonville**
- **Determine growth boundaries**

Growth Policy Framework

- **Growth Boundary for City of Watsonville**
- **Phasing of Growth**
- **Planning areas for Monterey and Santa Cruz Counties**
- **Ten-Year Review – "Progress Report 2012"**



Green Valley Area:

Commit to a planning process involving Green Valley residents to determine future land use options in the next 3 years (in conjunction with Santa Cruz County General Plan update).

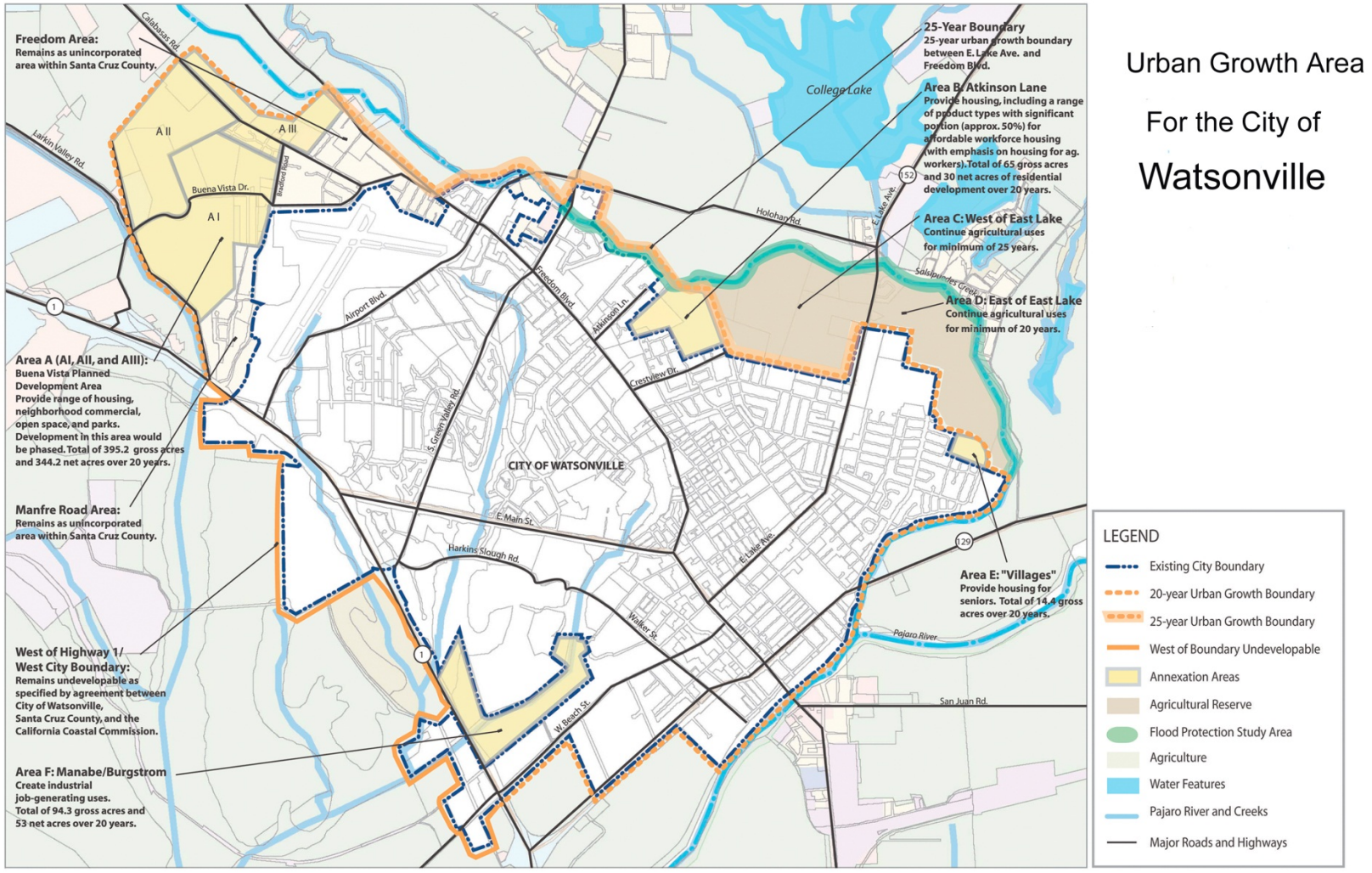
Pajaro Area:

In conjunction with Monterey County General Plan update process involving Pajaro area residents, pursue housing infill and expansion opportunities with a range of product types

City of Watsonville:

Pursue urban infill, intensification, and redevelopment throughout the City.

Growth Areas for Watsonville



Implementation

- Agreement of APV stakeholder organizations.
- Endorsement by the City of Watsonville and Santa Cruz County.
- Require a vote of the people of Watsonville via a grassroots ballot initiative.
- Update Santa Cruz County, Monterey County and City of Watsonville General Plans.
- Public process via Local Agency Formation Commission (LAFCO)
- Establish a system for monitoring and evaluating the strategy according to the policies.

Implementation - Success

- **Endorsed by stakeholder groups including City Council of Watsonville and Santa Cruz County Supervisors**
- **Orderly Growth and Agricultural Protection Voter Initiative passed in Watsonville 2002**
- **Villages Senior housing area annexed into City in 2002**
- **City of Watsonville annexed Manabe-Ow industrial job growth area in 2006 – with Big Box deed restrictions**
- **Monterey County General Plan adopted with Pajaro as a Community Area**

Implementation - Obstacles

- **Watsonville General Plan 2030 challenged in court – still under revision to meet court order**
- **Proposed future housing growth area planning partnership between Santa Cruz County and City of Watsonville partially thwarted by court action**
- **Redevelopment Agency demise causing major shift regarding tools for infill development – Pajaro impacted**
- **Enterprise Zone program in Watsonville ending – removing an economic development tool**
- **Overall economic and housing crisis impact**

Next Steps for Growth Management Strategy

- **Complete the "Progress Report" – Evaluation of the successes and obstacles of the strategy developed 10 years ago**
- **Determine what actions the community could take to address the current situation in the Pajaro Valley**
- **Continue to provide a forum for collaboration and communication about important land use issues**

Action Pajaro Valley

Juntos, Planeando Nuestro Futuro • Together, Planning Our Future

Questions and Comments

Thank you!

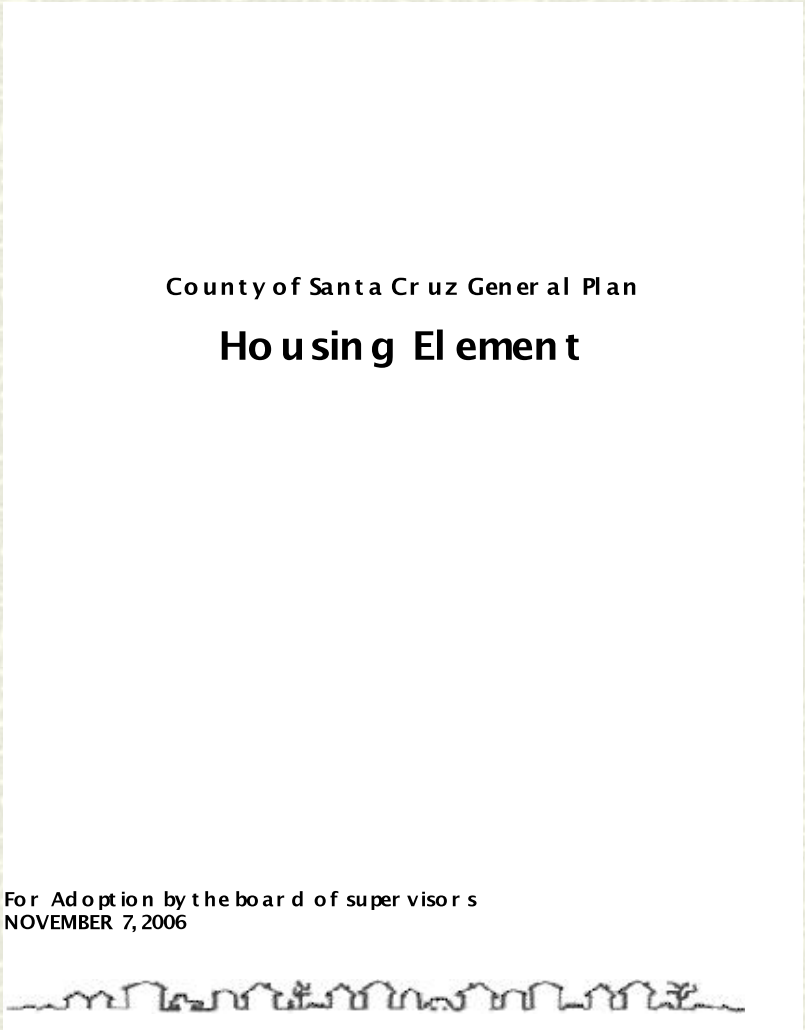
AFFORDABLE HOUSING SITES PROGRAM

April 2012

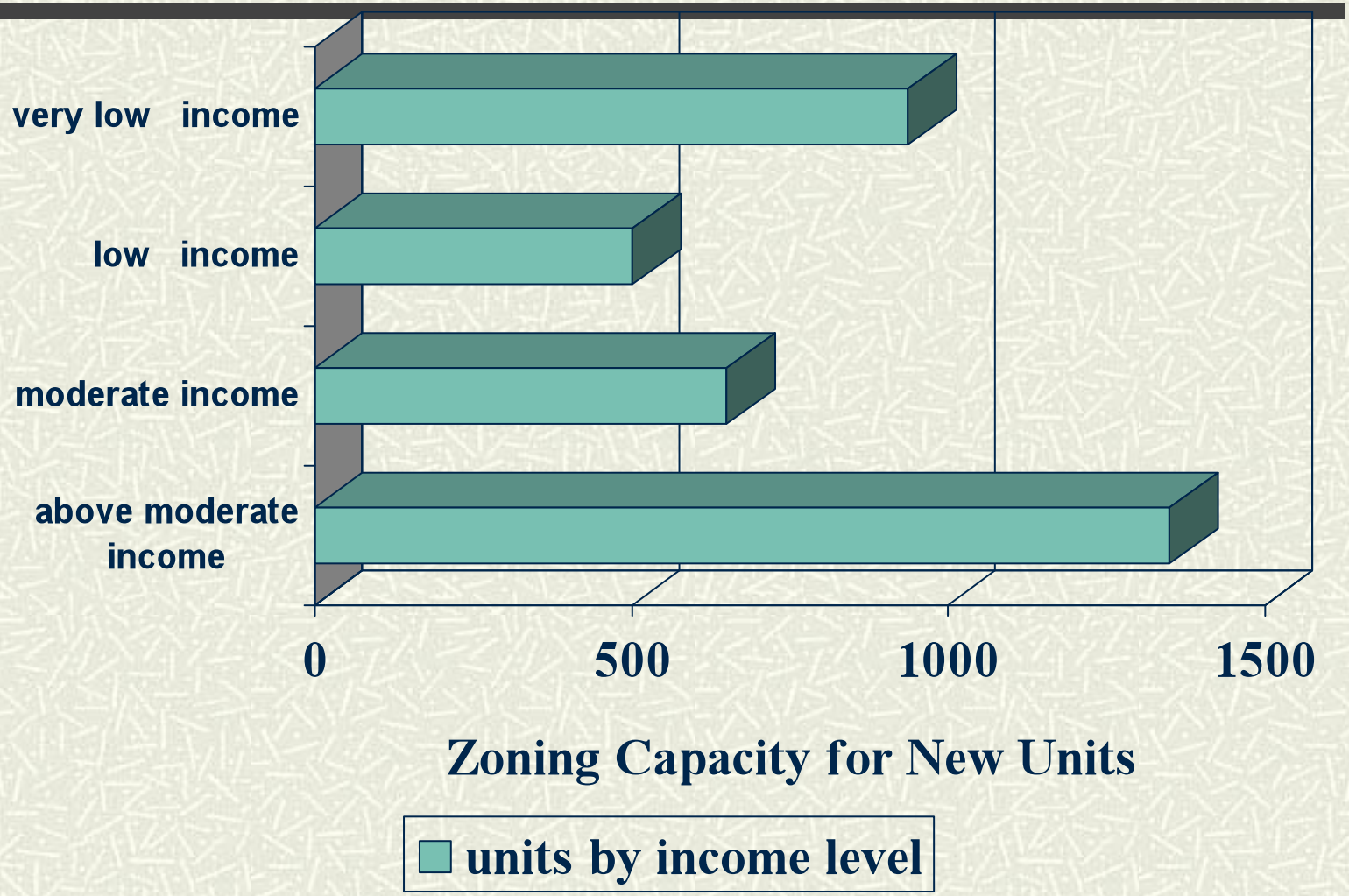
How does this relate to sustainable land use topic?

- Potential for land use changes to meet sustainability goals. Examples:
  - Denser housing/mixed use along transit corridors
  - Alternative development standards
- How can these goals be encouraged?
- Presentation gives one local example

Housing Element Policies

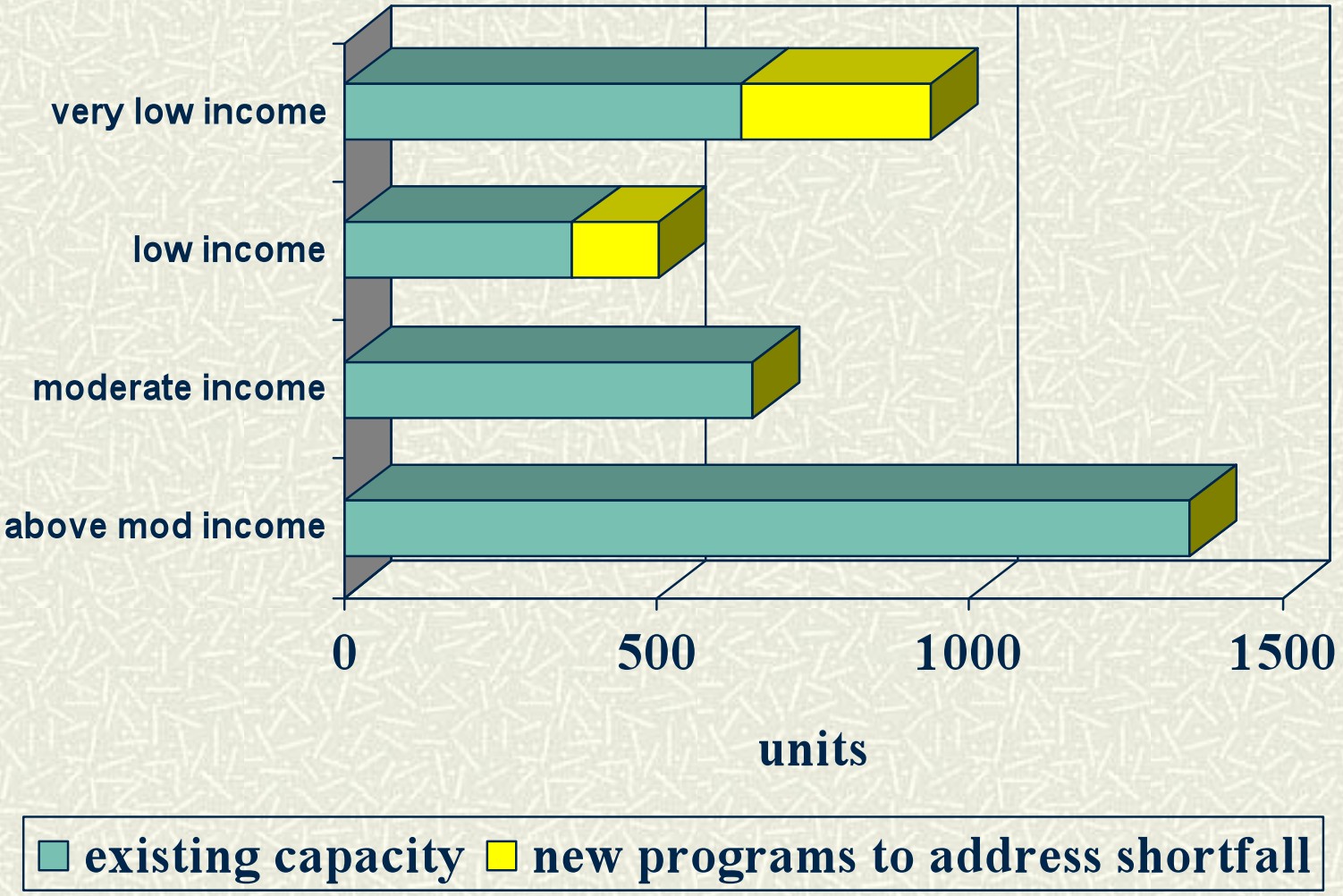


Regional Housing Needs Allocation



Regional Housing Needs

Shortfall



How to address the shortfall?

- State Requirements
  - Rezone 30-32 acres of sites
  - Density of a minimum of 20 units/acre
  - Simplified permit review process (by right)
- Local Added Requirements
  - A minimum of 40% must be affordable
  - Target RDA Housing funds to assist

The Challenges …

- Anticipated opposition in community to specific sites
- Needed funds to cover technical & design studies (and lawsuits)
- The timeline was very tight – initially <18 months
- Consequences of failure – Court finding of inadequate General Plan

How did it get done?

- Developed a “story” about affordable housing needs
- Identified candidate sites quickly
- Identified funds to cover costs
- Worked closely with advocacy groups
- Allowed State timeline to force action
- Reminded folks of the consequences of failure

The Story

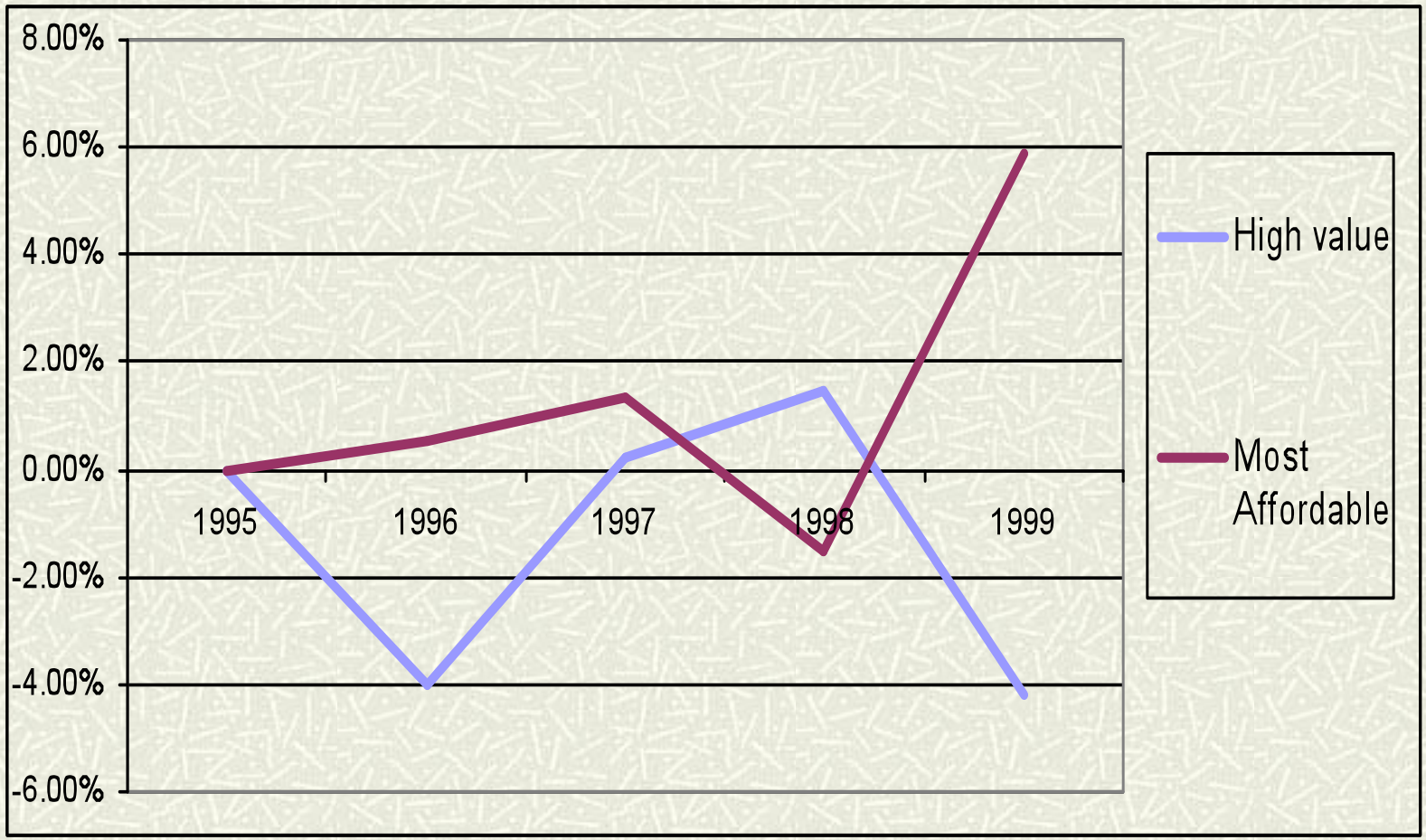
- Larger impacts caused by lack of affordable housing
- Understand the affordability gap
- Extend the past practice of protecting lands for special land uses
- Get a feeling for 20 unit/acre densities

Larger Impacts from Lack of Affordable Housing

- Employee Recruitment and Retention Problems
- Reduced School Enrollment
- Increased Traffic Congestion
- Loss of Community Diversity
- Our Children Leaving for More Affordable Areas

Employee Retention

Drop in Enrollment as Housing Prices Increase



Source: Santa Cruz City Schools District, Enrollment Projection Consultants, *Enrollment Projection Update, 1999-2009*, Table 4, p.11

Longer Commutes

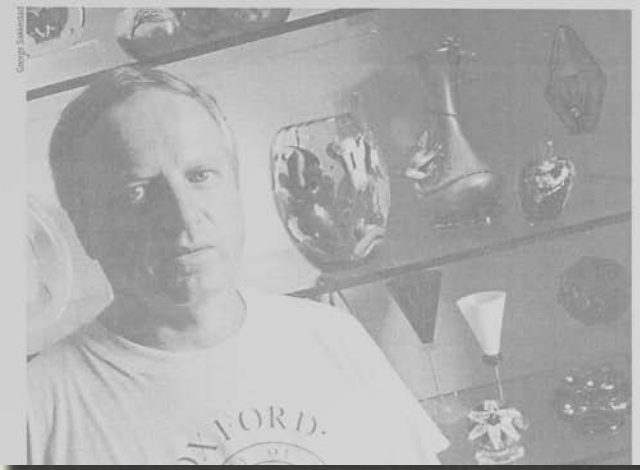
Loss of Community Diversity

Bay Window News&Views

→ **Tartan, King of the Legislator:** Bruce McPherson advises constituents to keep their kilts on. See page 11.

The Paradise Express

Rising rents and shrinking spaces are causing many artists to leave Santa Cruz. Does their departure signal the beginning of a cultural exodus? **By Julia Chiapella**



PARADISE IS ABOUT 20 MILES east of Chico. Nestled in the Sierra Nevada foothills, the town can get hot as Hades in the summer and downright freezing in the winter. Known as "the Ridge" to locals, this bedroom community to Chico's university town is rapidly gaining popularity as one of California's last affordable places.

Why is this blip of a burg the least bit significant? Because at a recent Paradise party for visual artist Victoria Sulski—formerly of Santa Cruz and now a Paradise resident—those in attendance made a startling discovery. "We got to talking," said artist Trudi Eldridge, herself a former Santa Cruz resident, "and realized there were eight of us there who used to live in Santa Cruz."

It would seem Paradise is calling.

Among those at the party was writer Claire Braz-Valentine, who recently sold her mobile home in Capitola. For half the price of the mobile home, Braz Valentine purchased a two-bedroom

a negligible effect on the housing market. And to top it all off, there's the traffic, a bumper to bumper miasma that has even the most gentle souls gnashing their teeth.

While these artists have fond feelings for Santa Cruz, they can all agree on one thing: Santa Cruz is in danger of becoming paradise lost.

Pay to Play

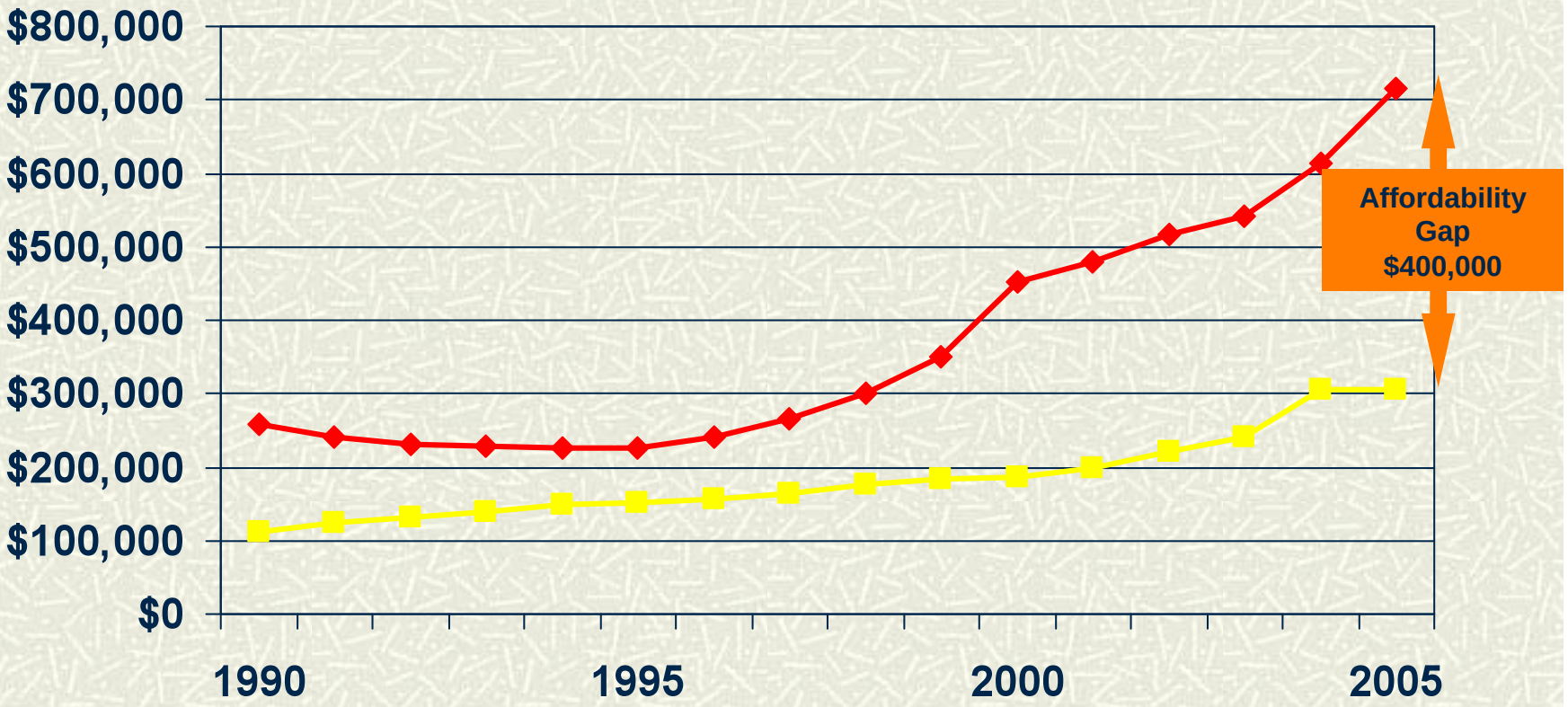
"IT'S NOT the small town it used to be," says Steve Lundberg, a successful glass artist whose work is featured in the Smithsonian as well as in galleries around the country. He's one of the nation's premier glass artists, having paved the way for other glass artists as well as guaranteeing his own success. He doesn't have a problem making ends meet in Santa Cruz.

But Lundberg is leaving the area next year for Ashland, Oregon. After three decades in Santa Cruz, he says he wants

Where Can the Next Generation Afford to Live?

Median Home Prices Over Time - 2005

Affordability Gap



Home Prices in New Subdivisions - 2006

Atherton Lane Subdivision

Typical Employees Priced Out of Santa Cruz Housing Market

- ✓ Teachers
- ✓ Firefighters
- ✓ Police Officers
- ✓ Nurses
- ✓ Paramedics
- ✓ Retail workers
- ✓ Computer programmers
- ✓ Librarians
- ✓ Construction managers
- ✓ Optometrists
- ✓ University professors
- ✓ Hospitality workers

Protecting Open Space Land

Need to Protect Housing Sites

Local Examples of 20 Units/Acre Projects

- Corralitos Creek Apartments - Freedom
- Mariner's Cove – Santa Cruz
- Arbor Cove – Santa Cruz

Corralitos Creek Apartments

Mariner’s Cove Project

Arbor Cove Project

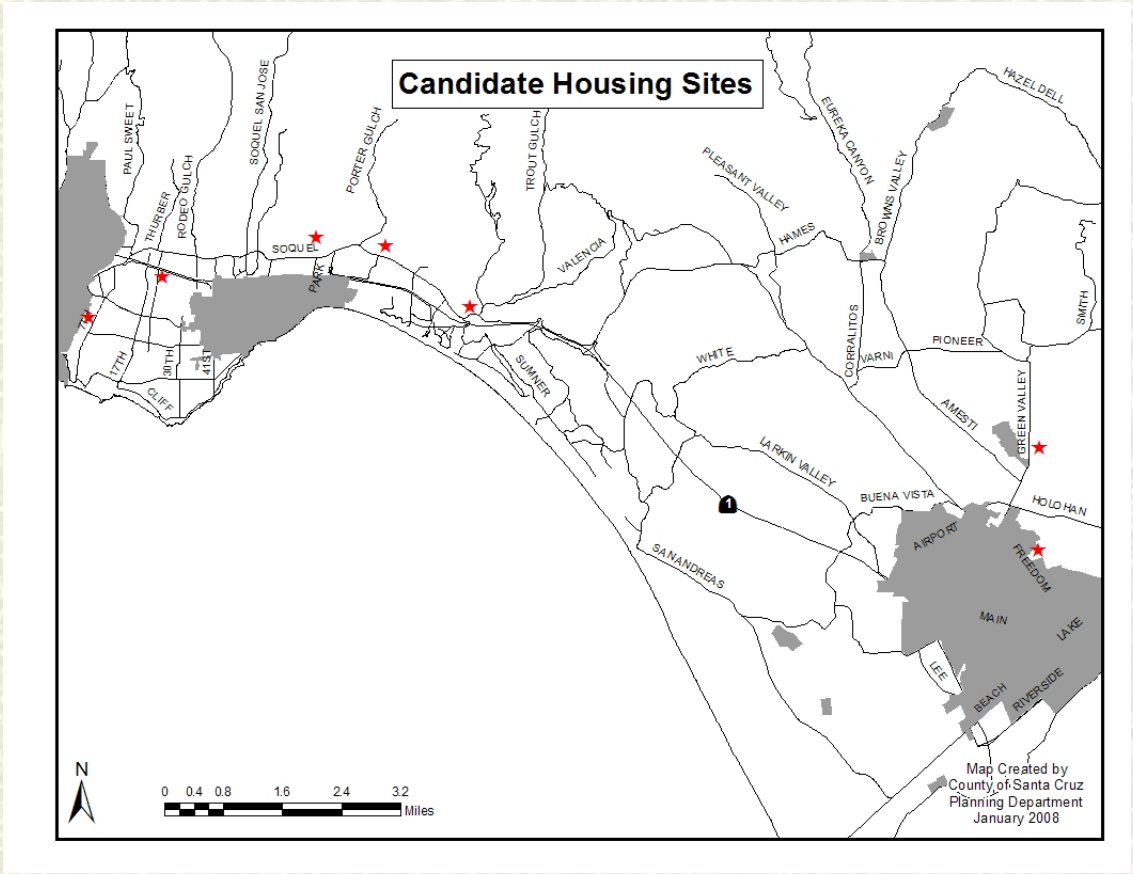
Initial Site Selection

- Site within Urban Service Area
- Site at least 2 acres in size
- Site has available urban services
  - Access
  - Water
  - Sewer
  - Other utilities

Refined Site Selection

- Traffic impacts
- Costly utility upgrades
- Proximity of commercial, transit and other services
- Other special factors

Selected Sites



Regulatory Actions Required

- Amend upper limit of Urban High General Plan density range
- Develop specific design standards for each site, addressing environmental, site, and service constraints
- Complete CEQA for hypothetical projects
- Adopt general plan, zoning and design standards (PUD) for each site

How to fund the work

- Needed to fund:
  - Technical studies
  - Legal defense
- Ultimately, cost over $300K
- Source: RDA Housing Funds

Community Partner/Advocates

- Rare to find folks willing to work to make something happen
- COPA group was instrumental
- Win-win
  - They packed the hearings
  - We provided them a good topic to organize around

The Timeline

- State imposed timeline (<18 months)
- Allowed limited public process
- Required quick action by decision-makers

Overall Rezoning Process

The Outcomes

- 6 sites initially rezoned (5 survived the 3 lawsuits) – opportunity for over 500 housing units
- Simplified process (by right) is working: 2 sites quickly permitted & 1 more in design
- Little public concern, once it was completed
- Got Housing Element Certified which resolved General Plan lawsuit

Applicability to Sustainability Planning

- Way to incentivize land use changes
  - Reduce the risk
    - CEQA
    - Discretionary permits
    - By-Right process
  - When ready to move, few unknowns and time for permits is short

Critical Needs

- Need outside pressure or strong internal will before beginning effort
- Need to ID funding for technical work (& possible lawsuits)
- Need strong public education program
- Need outside community advocates
- Ideally, need time pressure to act

AFFORDABLE HOUSING SITES PROGRAM

Background: Transportation's Triple Threat

- Greenhouse Gas Emissions
- Smog forming pollutants
- Sedentary lifestyle

The motor vehicle is a major culprit of all three of these threats to personal and environmental health.

Source: Public Policy Institute of CA.

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Innovation • Partnership • Community

Santa Cruz Bike to Work/School Day
What is the Strategy?

- Engage targeted audience in:
  - Positive behavior modification
  - Community based effort
  - Create an appeal which goes beyond transportation

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Innovation • Partnership • Community

Target Audience:

- Commuters who live less than 5 miles from work
- Grade, high school, & college students

Positive Results

- Helps clean the air
- Build healthy bodies
- Inexpensive
- Self-reliance

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Innovation • Partnership • Community

Bike to Work/School Results

Bike & Walk miles=GHG reduction

Spring & Fall Bike to Work/School Day 2011 – 55,425 active travel miles=**55,425 lbs GHG reduced.**

Based on survey data from participants.

Challenges and Barriers

- Safety concerns: Adult and school student.
- Too busy and other vehicle travel needs in a day.
- Car is too convenient.
- Work place acceptance
- Lack of good infrastructure: travel, parking, etc.

- How to effectively deliver the message
- What audience to target
- Increasing resources with increased participation

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Innovation • Partnership • Community

Overcoming Barriers and Challenges

- Anticipate and address safety concerns: Education, perceived danger vs real, training classes and resources
- Focus on the people who live close enough and whose lives can accommodate.
- Incremental adjustments and modifications
- Partner with Public Works & public agencies for infrastructure improvements.
- Build a bike culture which is more mainstream
- Tri-County partnership to deliver more effective message & pool resources.
- Leverage public funds with private donations

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What Resources Would We Like to have Available

- School policies to support bike and walk to school trips
- Locate new schools near neighborhoods
- local and state policies that support bike to work trips
- Law enforcement address safety concern

CONNECT CARMEL:
Linking
trails to transit &
people to places.

Fiscal Year 2012-13
TRANSPORTATION PLANNING GRANT APPLICATION

Check One Grant Program

- ☐ Environmental Justice
- ☒ Community-Based Transportation Planning
  - ☐ Catalyst Project for Sustainable Strategies Pilot Program
- ☐ Partnership Planning
- ☐ Statewide or Urban Transit Planning Studies
- ☐ Rural or Small Urban Transit Planning Studies
- ☐ Transit Planning Student Internships

PROJECT TITLE	CONNECT CARMEL: Linking Trails to Transit and People to Places
PROJECT LOCATION (city(ies) and county(ies))	Carmel-by-the-Sea, Monterey County

	APPLICANT		**SUB-APPLICANT(S)**
Organization	City of Carmel-by-the-Sea	Organization	Local Government Commission
Executive Director and title Mr.☒ Ms.☐ Mrs.☐	Jason Stilwell City Administrator	Executive Director and title Mr.☐ Ms.☒ Mrs.☐	Linda Cloud Managing Director
Contact Person and title Mr.☒ Ms.☐ Mrs.☐	Jason Stilwell City Administrator	Contact Person and title Mr.☒ Ms.☐ Mrs.☐	Paul Zykofsky Associate Director
Mailing Address	P.O. Box CC	Mailing Address	1303 J Street, Suite 250
City	Carmel-by-the-Sea	City	Sacramento
Zip Code	93921	Zip Code	95814
E-mail Address*	jstilwell@ci.carmel.ca.us	E-mail Address*	pzykofsky@lgc.org
Telephone Number	(831) 620-2000	Telephone Number	(916) 448-1198

FUNDING INFORMATION
Use the Match Calculator to complete this section.
Match Calculator

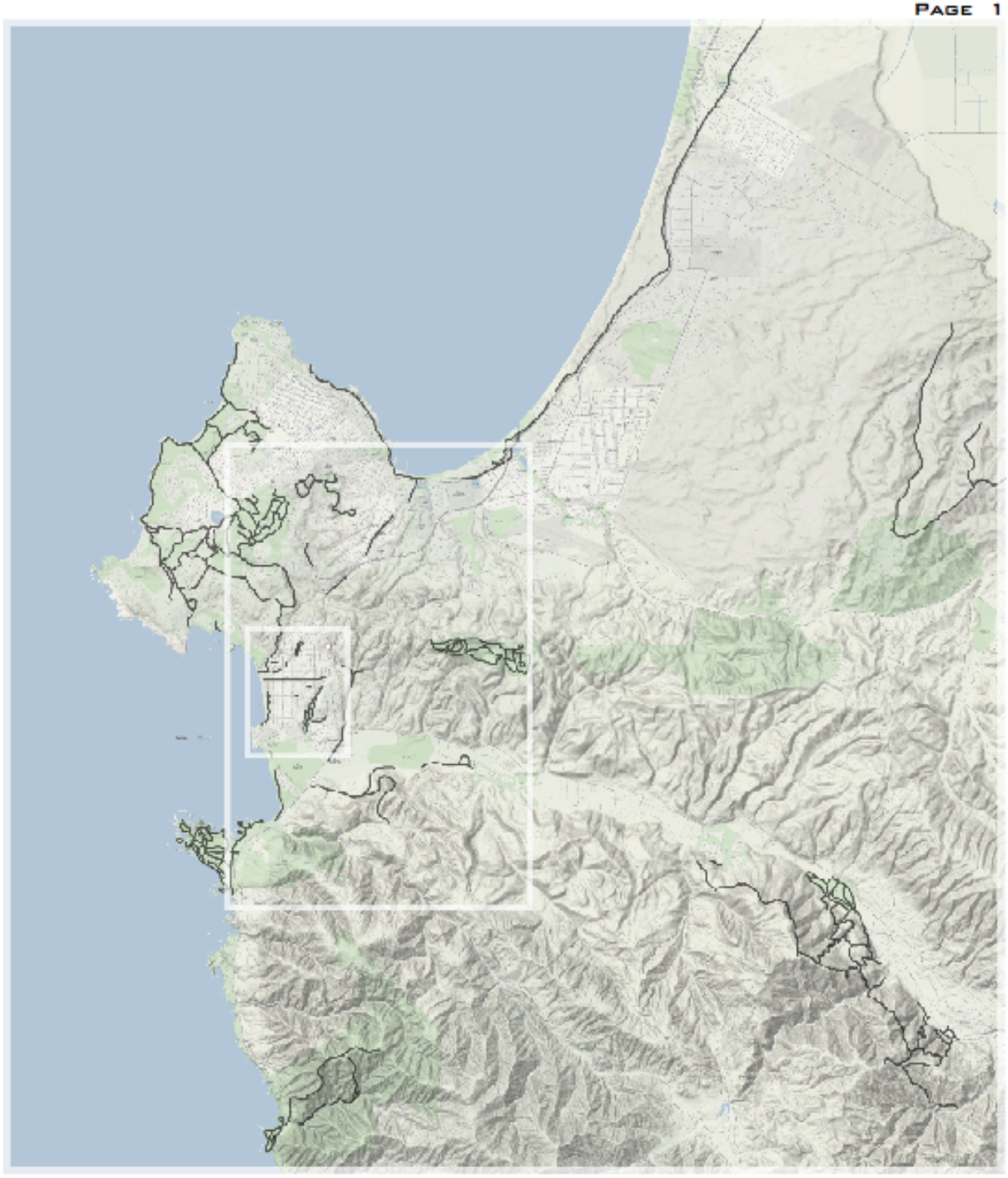
Grant Funds Requested	$	150,000.00	
Local Match - Cash	$	15,000.00	10.0%
Local Match - In-Kind	$	0.00	0.0%
Total Project Cost	$	165,000.00	
Source of funds	City of Carmel-by-the-Sea, General Fund		

* The e-mail address you provide will be used for notification of application status, so it must be accurate. Any change to the e-mail address must be reported to the appropriate grant program contact noted at http://www.dot.ca.gov/hq/tpp/grants.html.

Attachment B

Carmel-by-the-Sea
Letters of Support

Agency	Individual
Monterey County Board of Supervisors	Dave Potter, Supervisor, District 5
Monterey County Board of Supervisors	Jane Parker, Supervisor, District 4
Transportation Agency for Monterey County (TAMC)	Debra Hale, Executive Director
Association of Monterey Bay Area Governments (AMBAG)	John Doughty, Executive Director
Monterey-Salinas Transit	Hunter Harvath, Assistant General Manager
Big Sur Land Trust	Bill Leahy, Executive Director
Carmel Unified School District, Carmel River School	Jay Marden, Principal
Carmel Chamber of Commerce	Monta Potter, Chief Executive Officer
CAL FIRE	Richard Hutchinson, Jr., Unit Chief
Pebble Beach Company	Mark Stilwell, Executive Vice President
Carmel Area Wastewater District	Barbara Buikema, General Manager
Friends of Carmel Forest	Clayton Anderson, President
Rowntree Native Plant Garden	Gary Girard, Chair
Carmel Parkland Advocates	Joyce Stevens, Chair
Carmel Residents Association	Barbara Livingston, President
(Letter to the *Monterey County Herald*)	Angie Hart, Carmel River School Parent

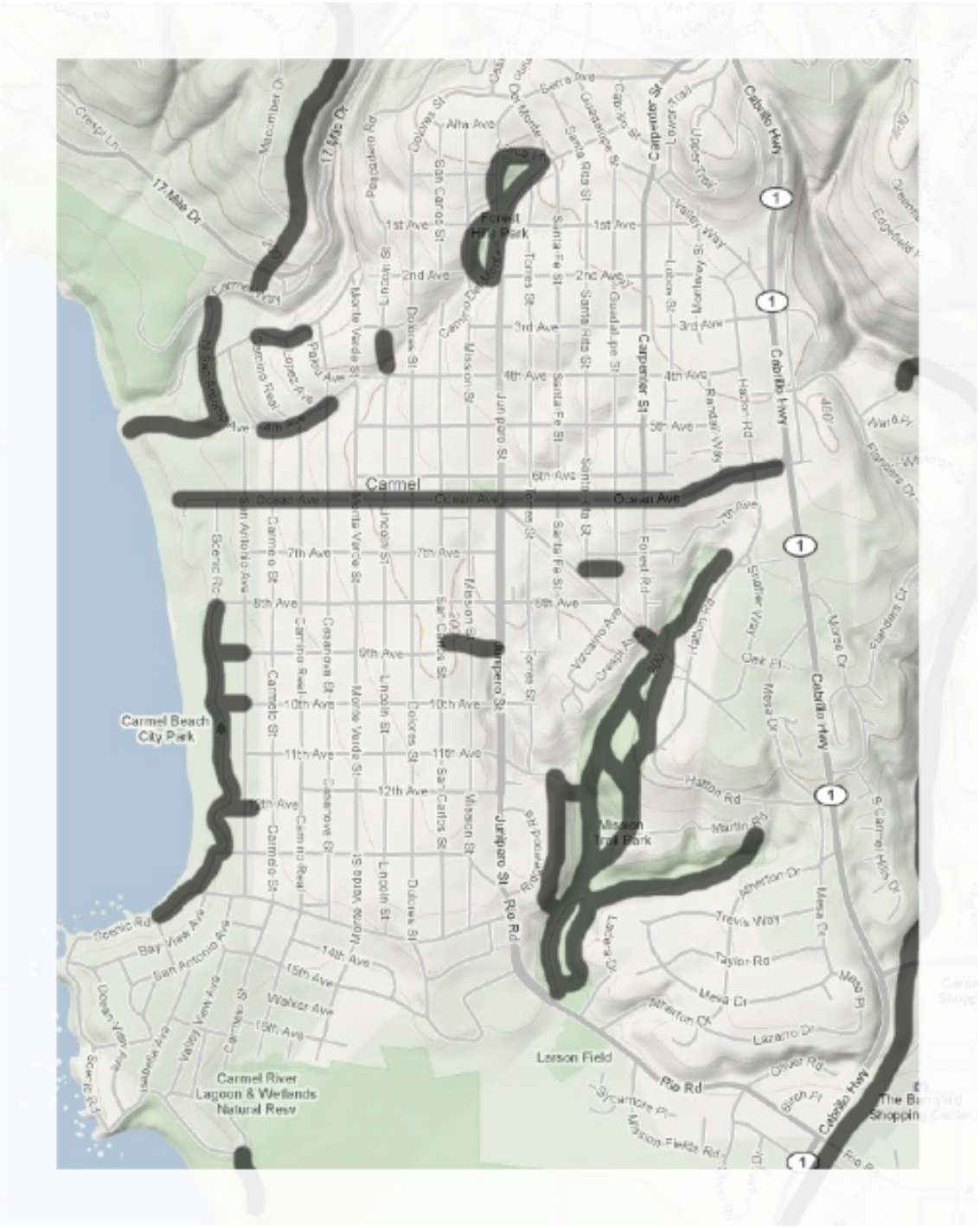


REGIONAL TRAILS CONTEXT

Light-rail links to high-speed rail are planned to run through Marina (northeast corner of map), down to the peninsula, with a termination in Monterey. Trails to this terminus through Carmel-by-the-Sea, which occupies a key gateway position in the region, would create non-motorized connections for Carmel Valley, Big Sur, as well as for the town itself to both commuter and statewide transit routes. [*dark lines = existing trails*]

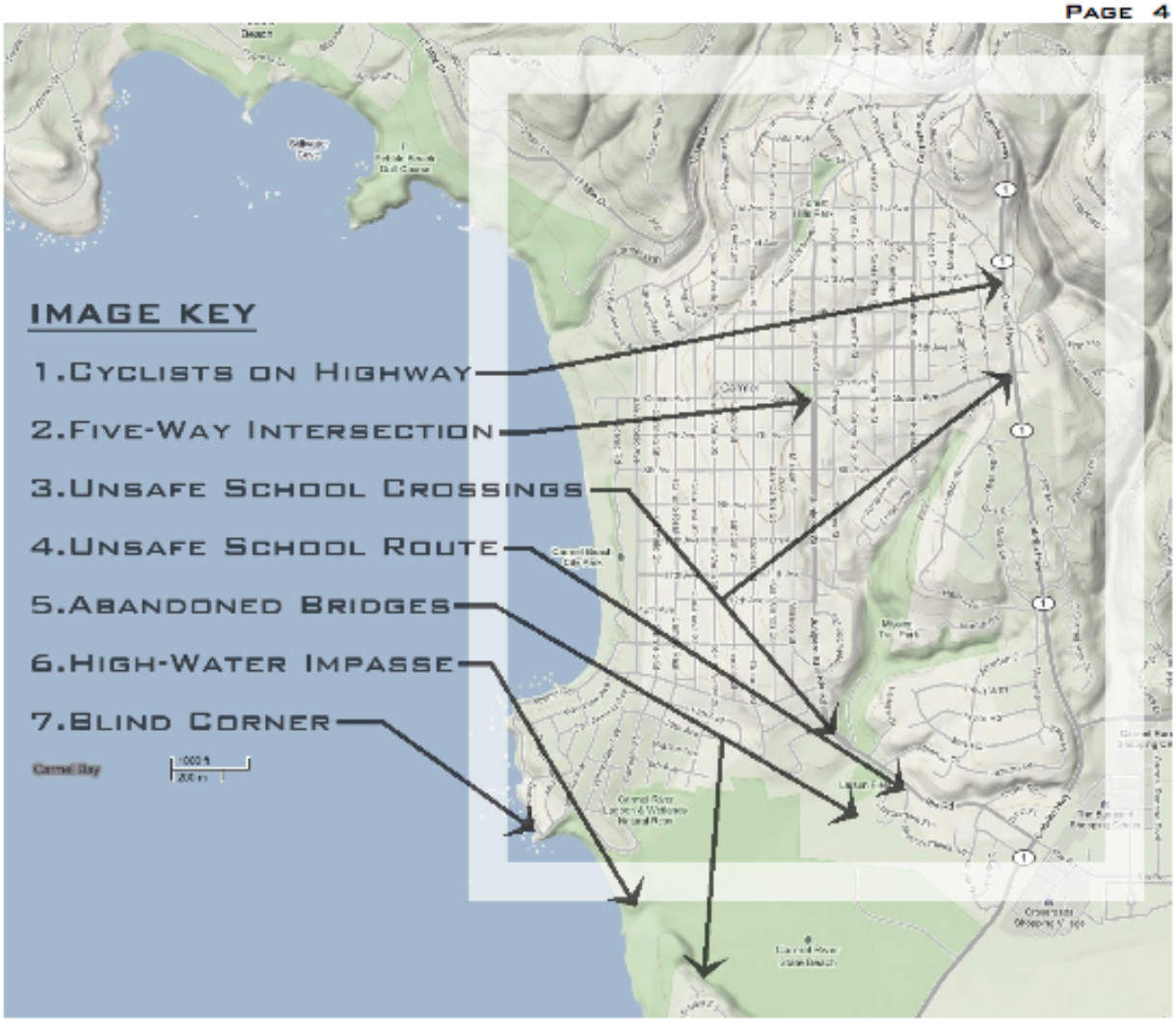
PENINSULA TRAILS CONTEXT

In addition to future transit links, within a 15-minute walk or bike ride from Carmel-by-the-Sea lie several school campuses and extensive trail systems in state, regional and county parks such as Point Lobos, Jack's Peak, Palo Corona, Morse Botanical Reserve, Asilomar Beach, and Garland Ranch. None of these resources can currently be accessed safely from Carmel-by-the-Sea without a motorized vehicle. [*dark lines = existing trails*]



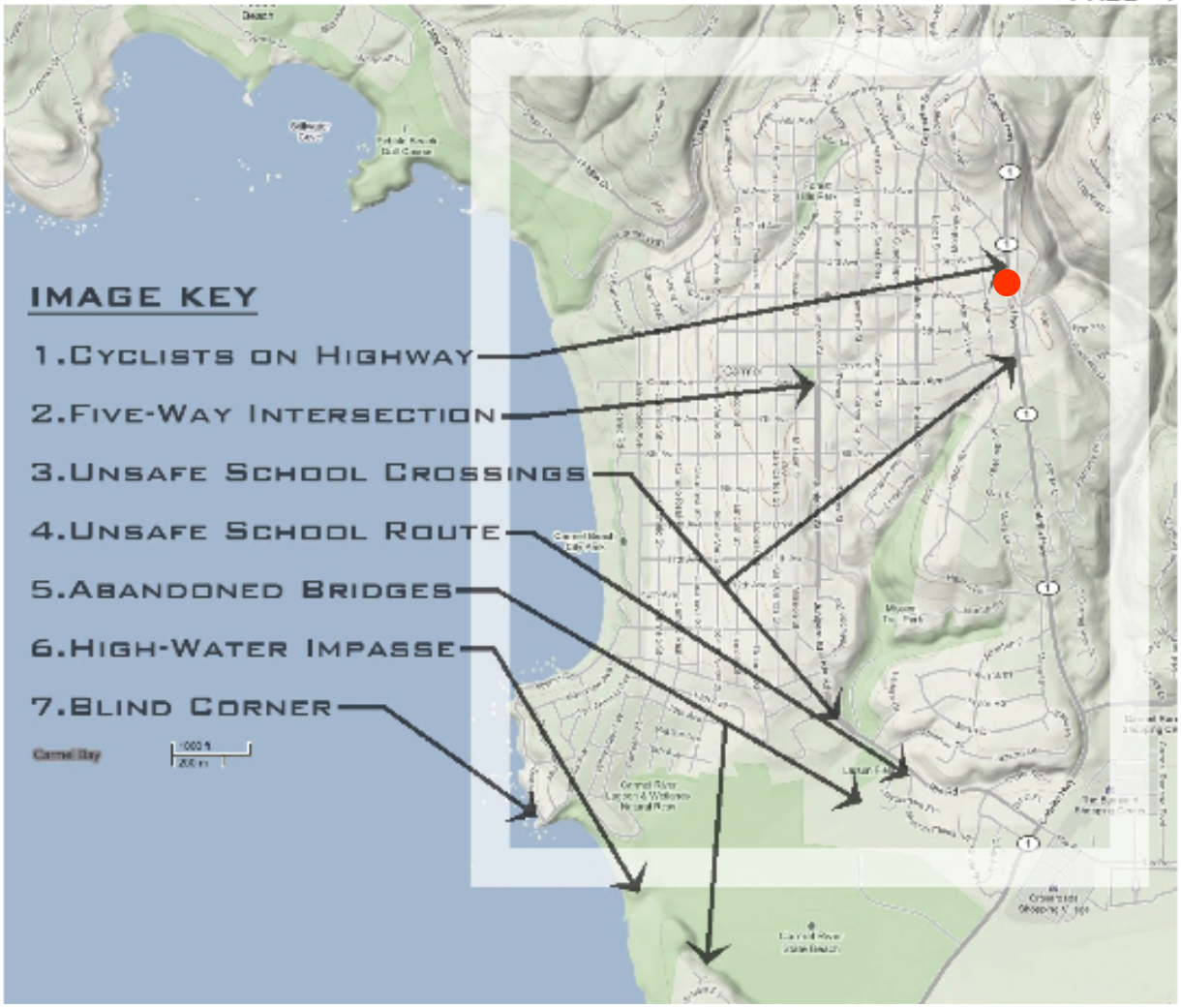
CITY TRAILS

Outside of city limits, many agencies, including Big Sur Land Trust, CalFire, and TAMC, are implementing plans for trail systems. In order to reach its potential as a green infrastructure hub for the area, Carmel-by-the-Sea must complete its internal trail system as well as the appropriate linkages to existing and planned external trail systems. [*dark lines = existing trails*]



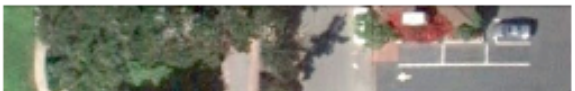
SOME HAZARDOUS MISSING LINKS

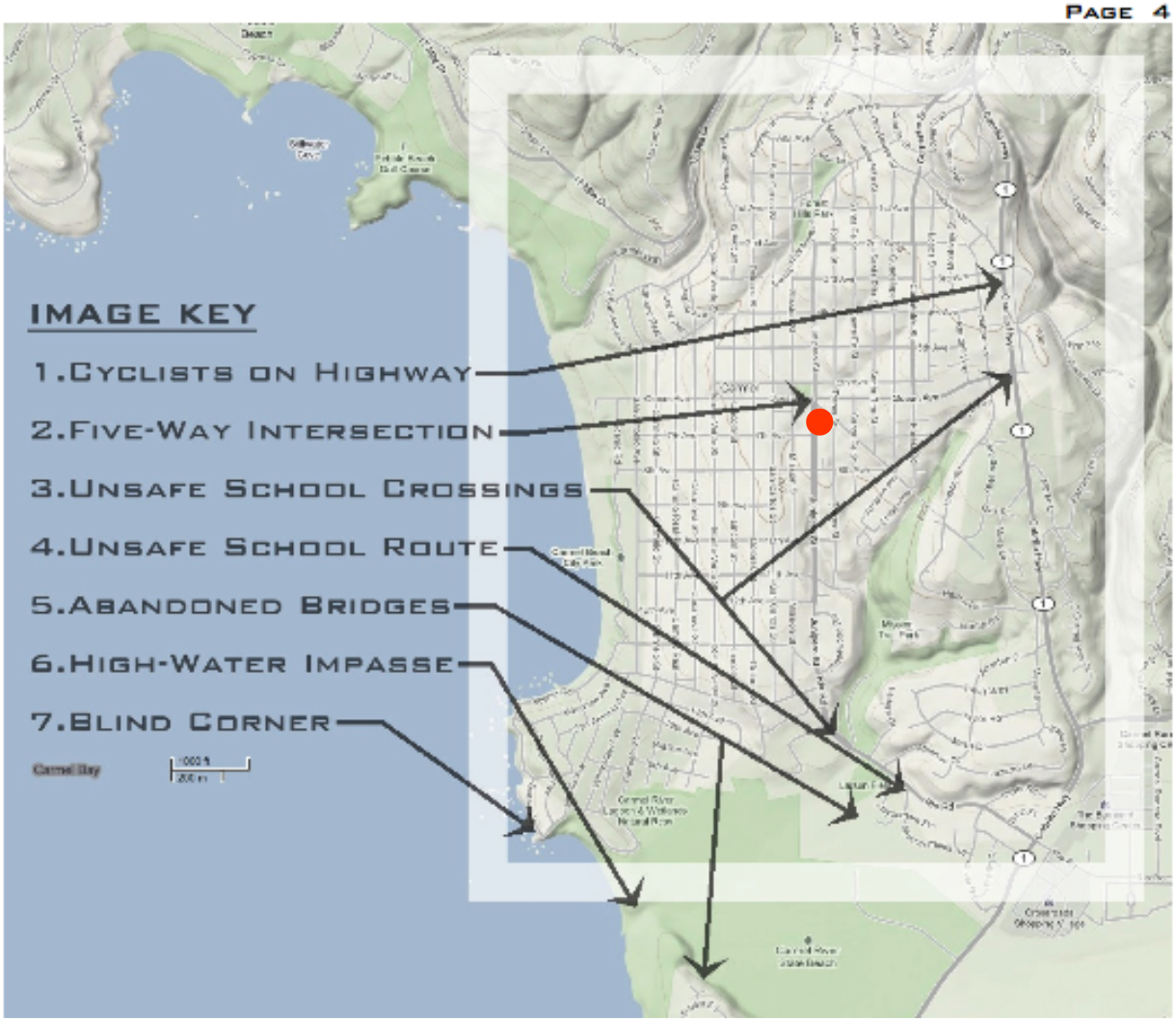
While many walking and cycling routes in and adjacent to Carmel-by-the-Sea require substantial work to provide useful and pleasant experiences, some essential links are downright dangerous. This image key illustrates just a few examples. Identifying and addressing the safety of city workers, citizens, and visitors would be a high priority of any trail and transit planning effort.



1. CYCLISTS ON HIGHWAY

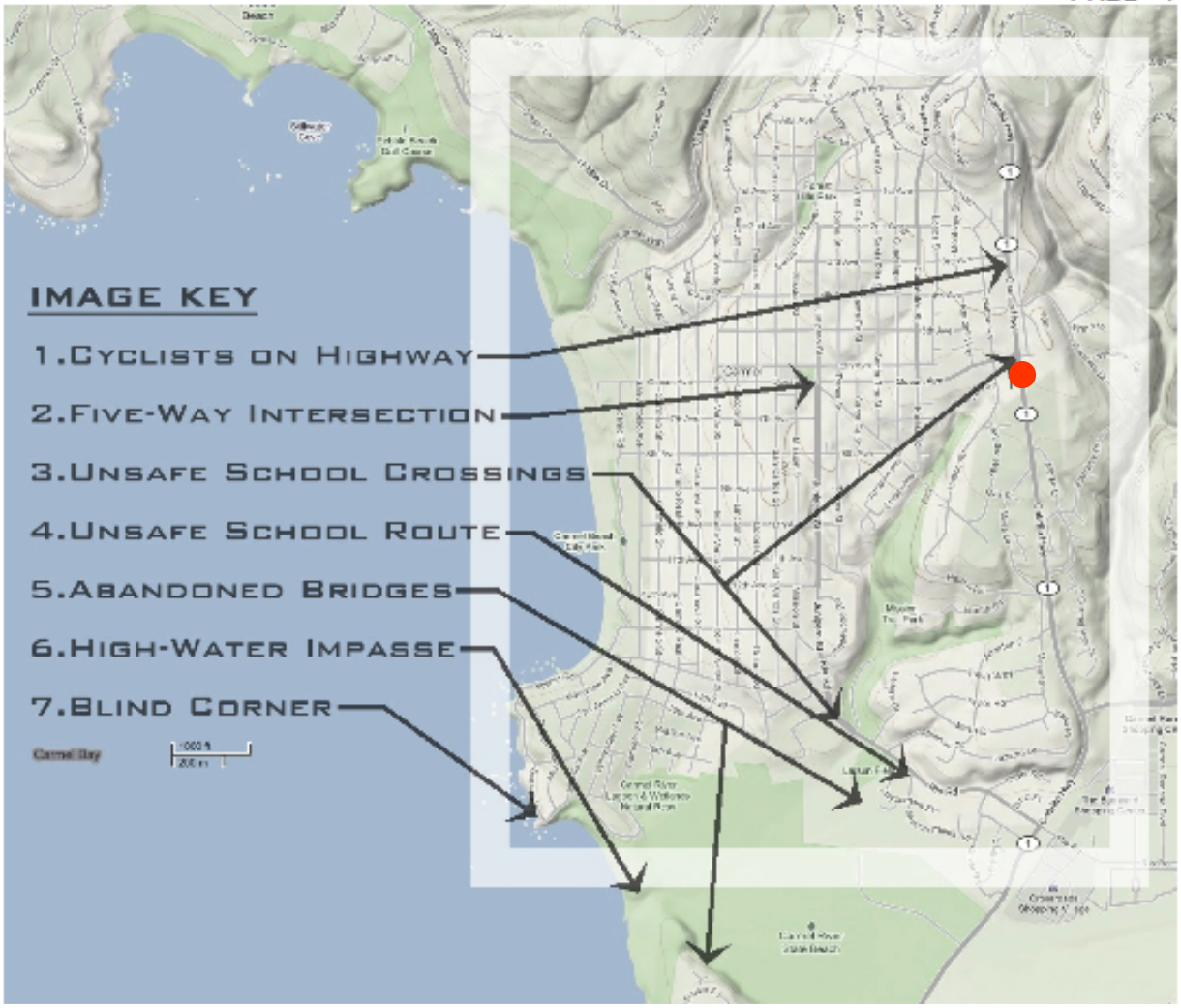
California State Highway One is currently the only direct hiking and biking route between Carmel-by-the-Sea and Monterey and Big Sur. Pedestrians and cyclists travel within inches of vehicles moving at top speed over hills and around highly vegetated curves.





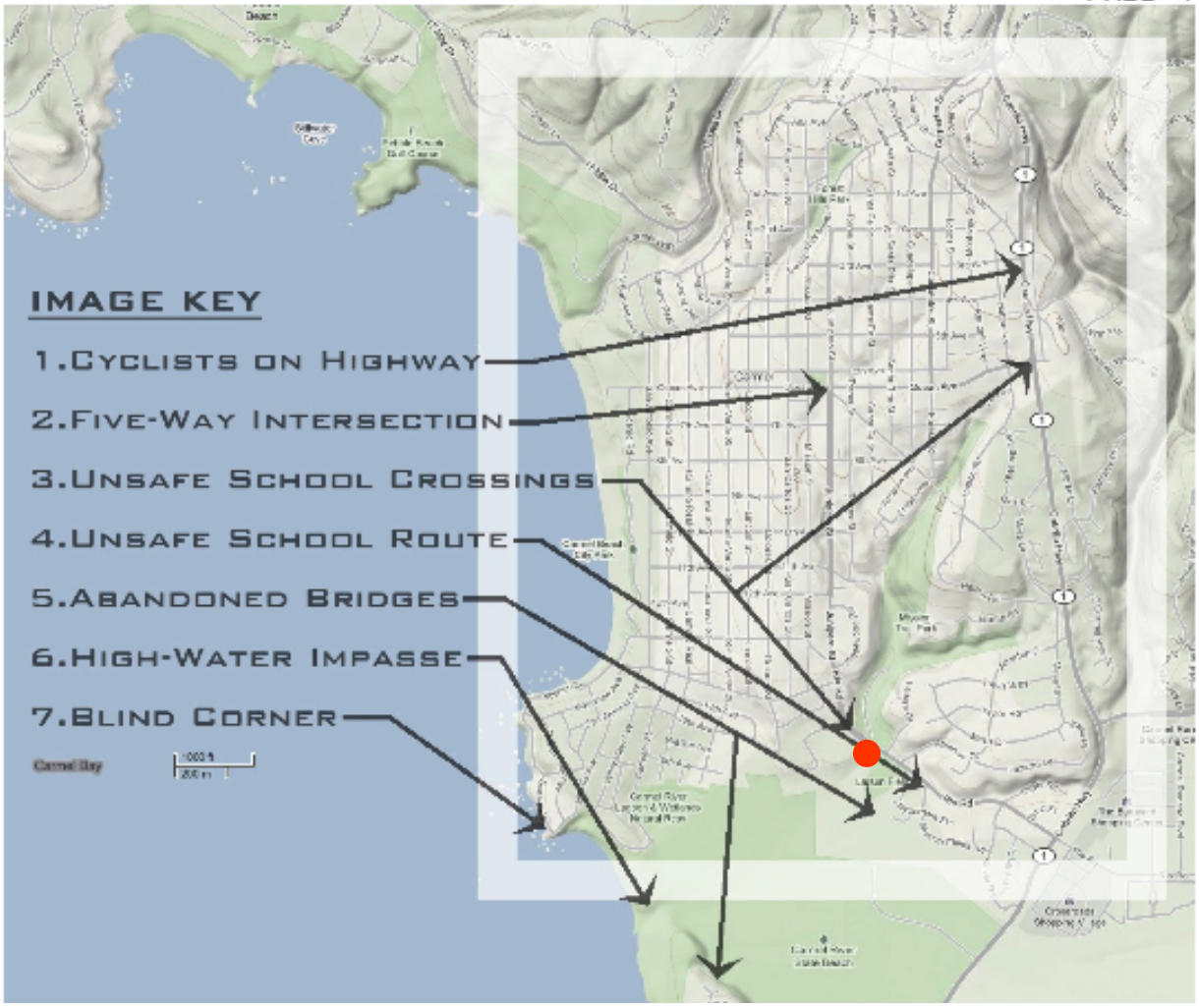
2. FIVE-WAY INTERSECTION

The first major intersection that travelers encounter in Carmel-by-the-Sea is at Ocean and Junipero. This main entrance to town comprises well over ten thousand square feet of asphalt shared by cars, trucks, tour buses, bikers, and pedestrians. With few visual cues to guide the motorized vehicles, pedestrians have been struck and even killed here.



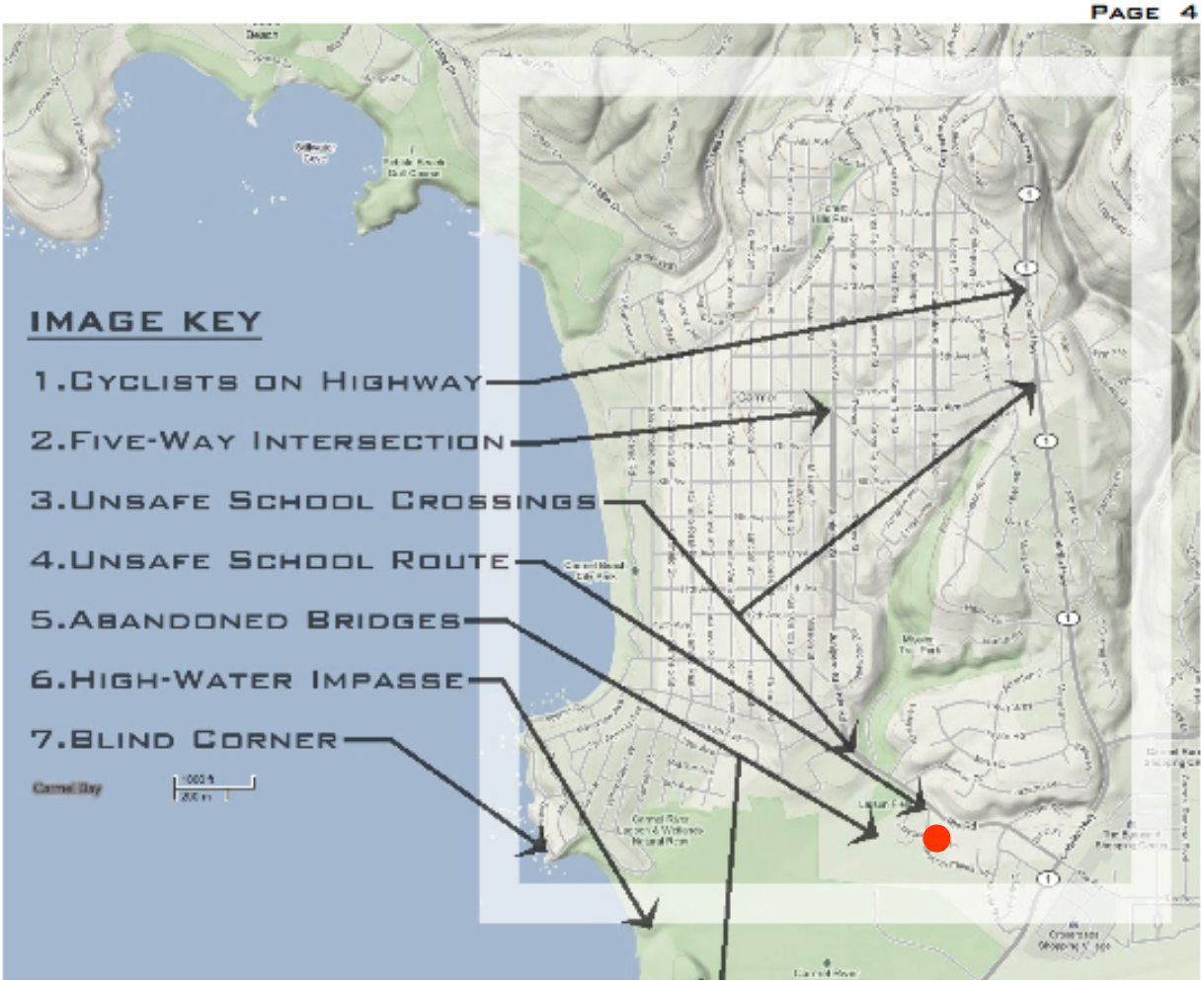
3A. UNSAFE SCHOOL CROSSING

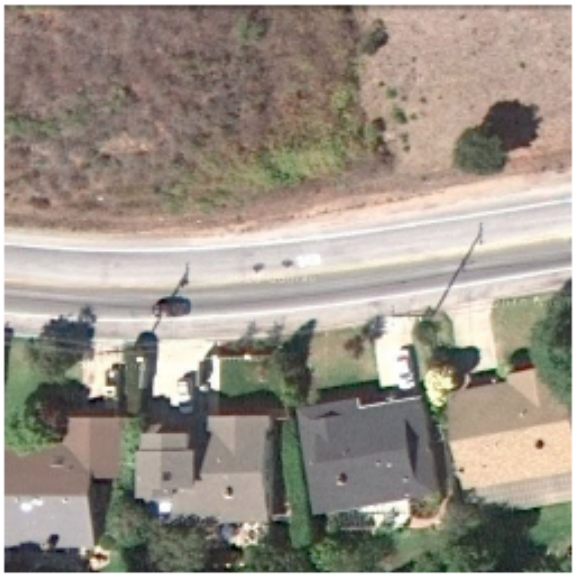
Though old enough to travel to and from school alone and close enough not to drive, students at Carmel High trying to get to and from Carmel must cross a four-row parking lot plus two intersections one of which comprises five lanes of high-speed traffic on California State Highway One. Only one narrow, painted crosswalk helps them across all these vehicular zones.



3B. UNSAFE SCHOOL CROSSING

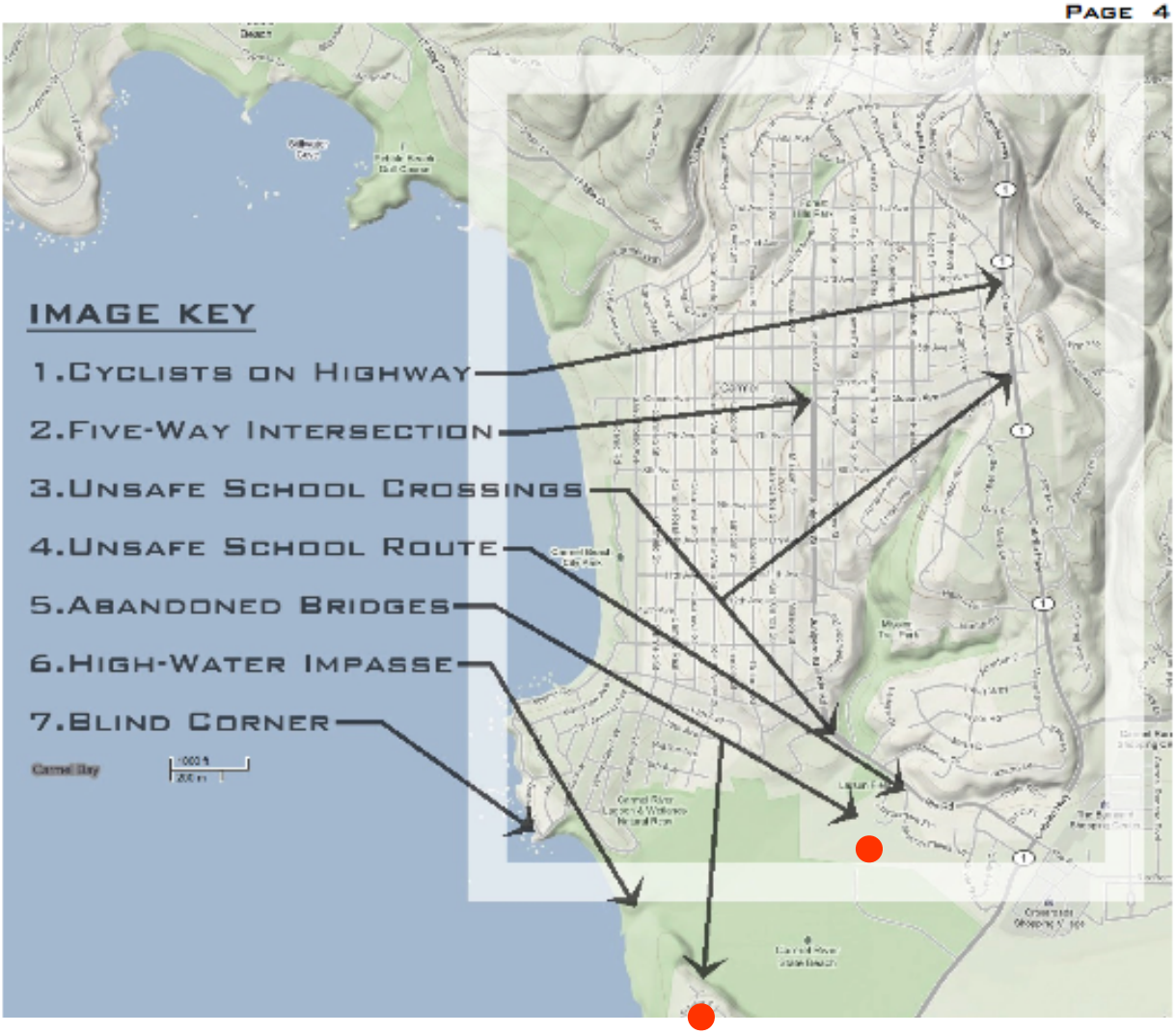
The only large green belt running through Carmel-by-the-Sea, Mission Trail Park provides safe passage across at least half the town and through many residential neighborhoods. However, the trail ends abruptly across the street from the Carmel Mission, a major local attraction as well as an elementary school. Another elementary school, Carmel River, lies about a block behind the mission. Neither is safely accessible from the trail system due to the four lanes of high-speed traffic along a blind curve on Rio Road as well as the cross-traffic emerging from both an adjacent driveway and a crowded parking lot.





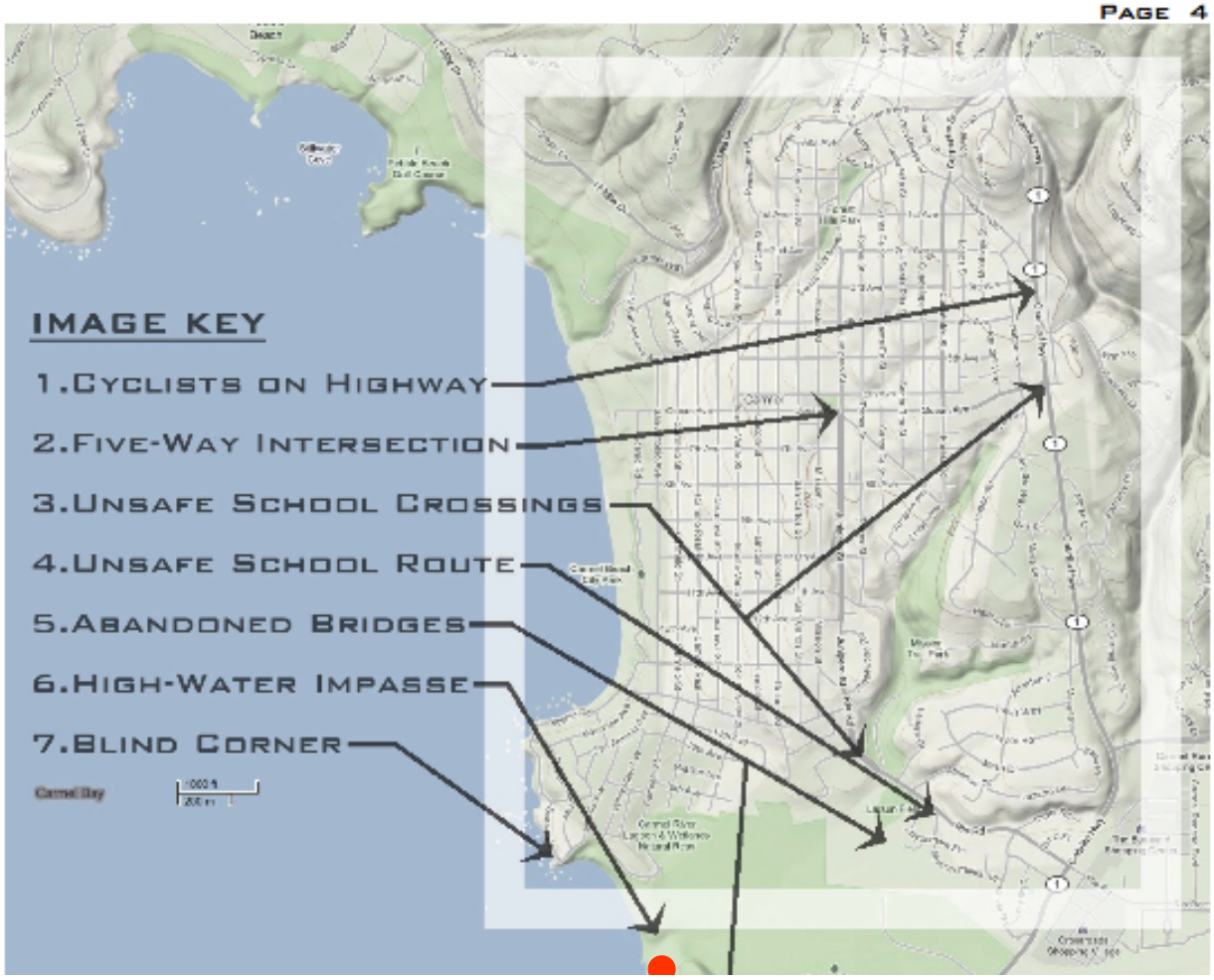
4. UNSAFE SCHOOL ROUTE

Rio Road is uncharacteristically wide, smooth, straight, and un-vegetated for Carmel. As such, it appears more akin to the highway it intersects than to the neighborhood street that it actually is and therefore drivers tend to maintain highway speeds. Unfortunately, this street offers the only route between a neighborhood filled with children and nearby elementary and middle schools. Children have been struck here and hospitalized trying to get to school. The street also provides the only direct link between town and local shopping centers.



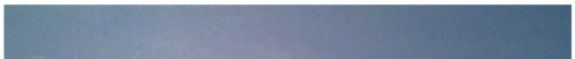
5. ABANDONED BRIDGES

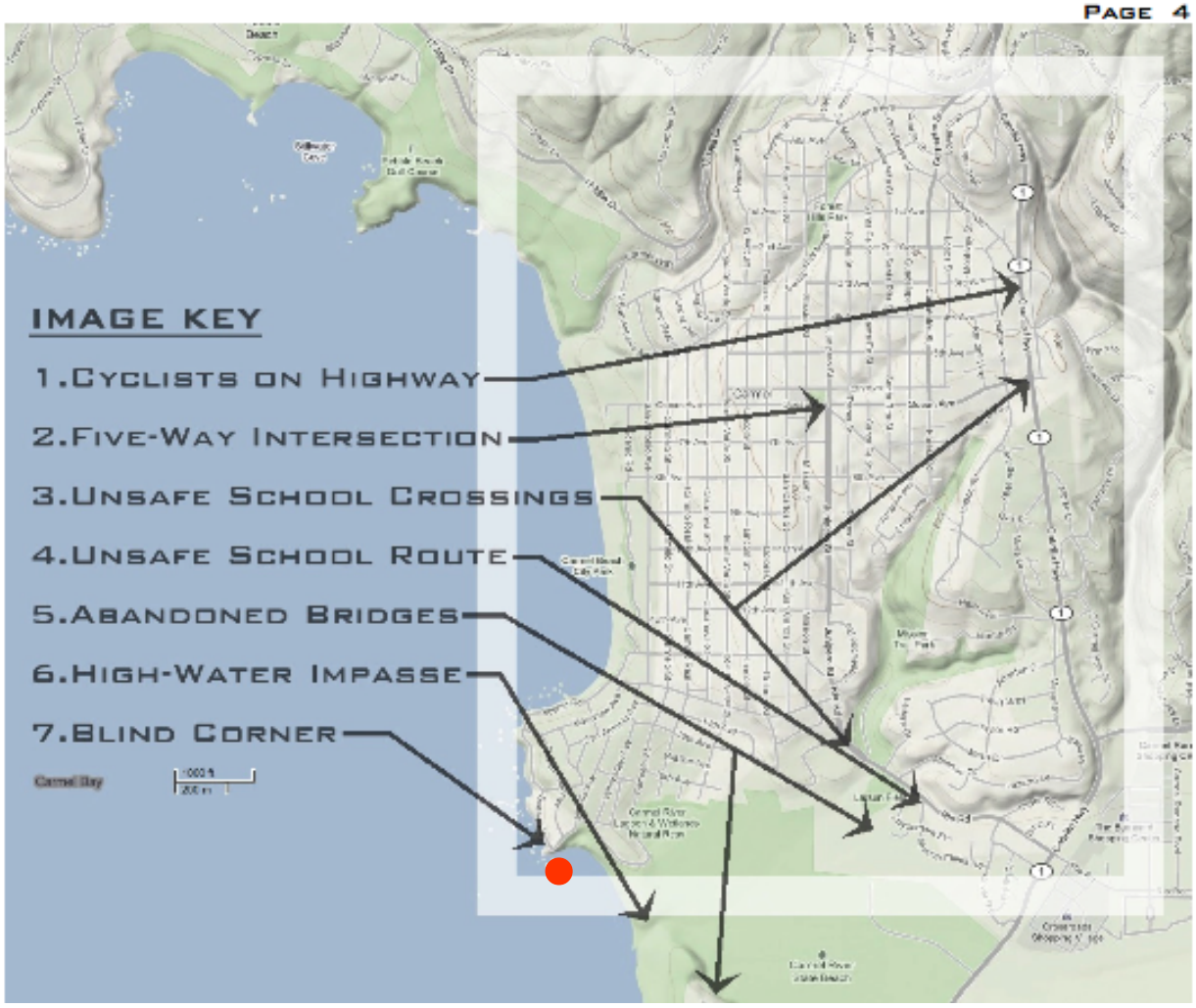
The Carmel Area Wastewater District maintains pipes crossing the Carmel River and its wetlands in two locations (shown in light green). If improved, these could provide viable future linkages between the parks and trails that end at the edge of town and those that begin across the wetlands and head down to Point Lobos and Big Sur.



6. HIGH-WATER IMPASSE

Natural and engineered breaches of the sandbar between Carmel River and Carmel Bay produce a very dangerous, impassable current. During those times, the residents of Carmel Meadows cannot reach schools, shopping, and other amenities except by using Highway One. If improved, the wastewater infrastructure mentioned above could re-connect this neighborhood and also provide people coming from town access to natural amenities such as the Meadows bluff trail, Palo Corona, Monastery Beach, Point Lobos, and beyond.





7. BLIND CORNER

Scenic Road is perhaps the most traveled route in town. Every day cars vie for parking and motorists, cyclists, and pedestrians navigate around them while staring at the scenery. Though a world-class tourist destination, residents use the road just as much -- as their personal gym. All these uses converge at one dangerous, sharp, narrow bend with a steep cliff on the outside of the curve and tall boulders blocking views on the inside of the curve. First-time visitors are especially vulnerable to these hidden conditions.

CALENDAR.

- Apply for planning grant.
- Administer planning grant.
- Prioritize construction phases.
- Apply for phase one construction grant.
- Construct phase one.
- Repeat prior two steps.
- Mapping with coherent symbology.

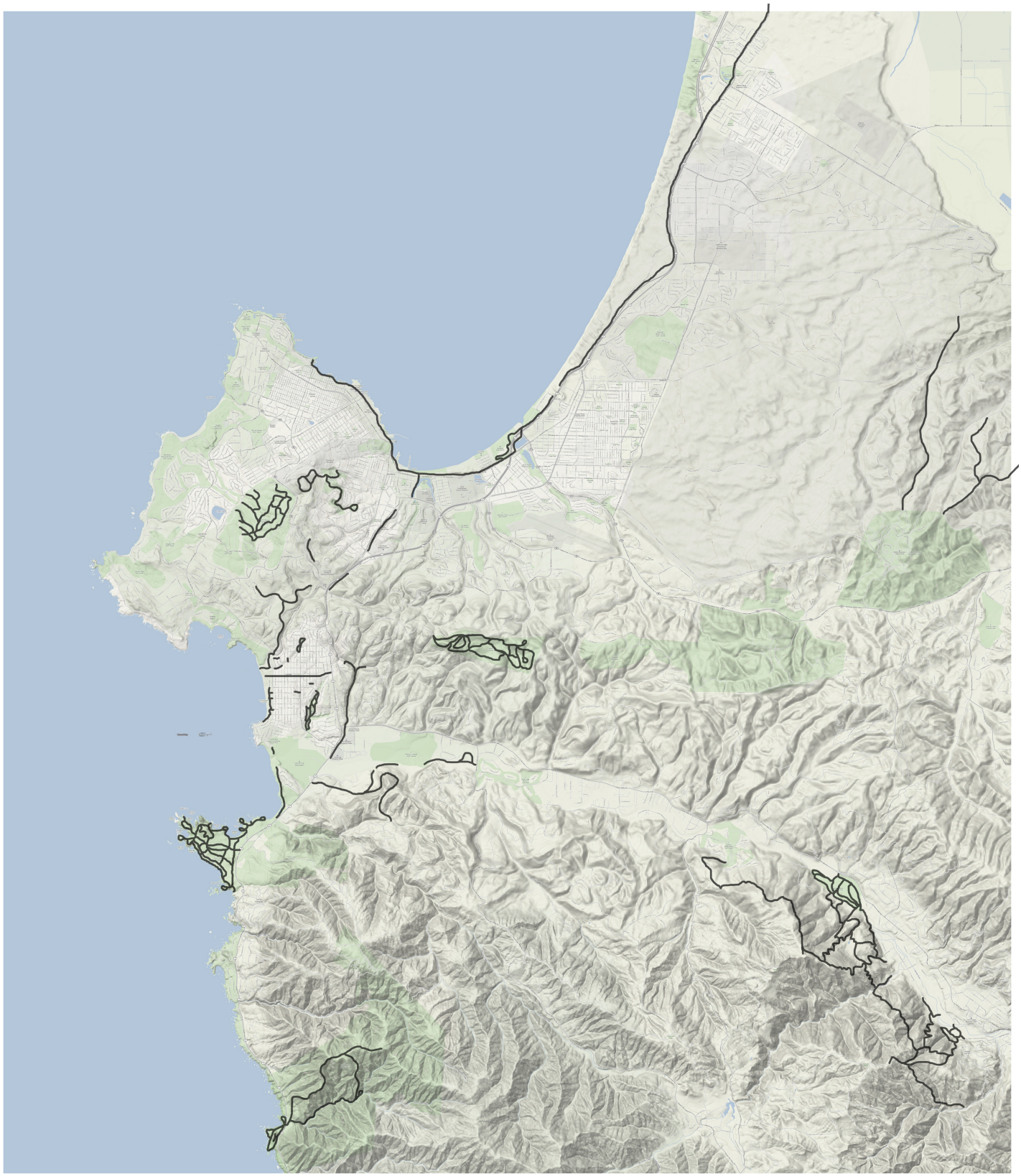
COORDINATION.

- City of Carmel
- Transportation Agency for Monterey County
- Carmel Area Wastewater District
- Big Sur Land Trust
- Pebble Beach Company
- Association of Monterey Bay Area Governments
- Local Government Commission
- California Department of Transportation
- County of Monterey Public Works
- California Department of Forestry and Fire Protection
- Carmel Chamber of Commerce
- County of Monterey
- Monterey-Salinas Transit
- Monterey Peninsula Regional Park District
- California State Parks

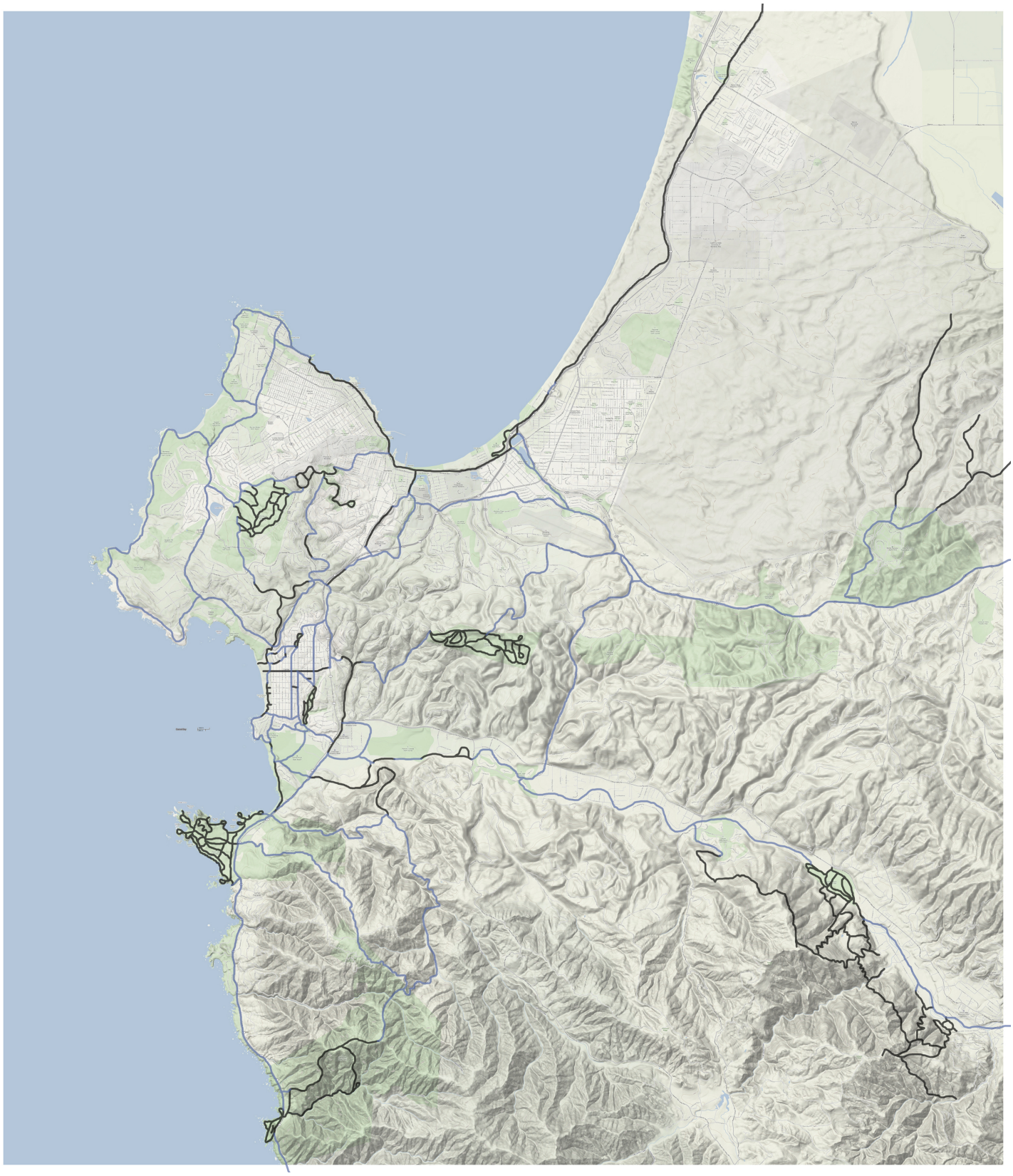
CATALYSTS?

- Caltrans Community-Based Transportation Planning Grant
- California Safe Routes to School Grant
- ?
- ?
- ?

CAR.



NO CAR.



UC Santa Cruz:
Sustainable Transportation Strategies

Larry Pageler, Director
Transportation and Parking Services (TAPS)
University of California, Santa Cruz

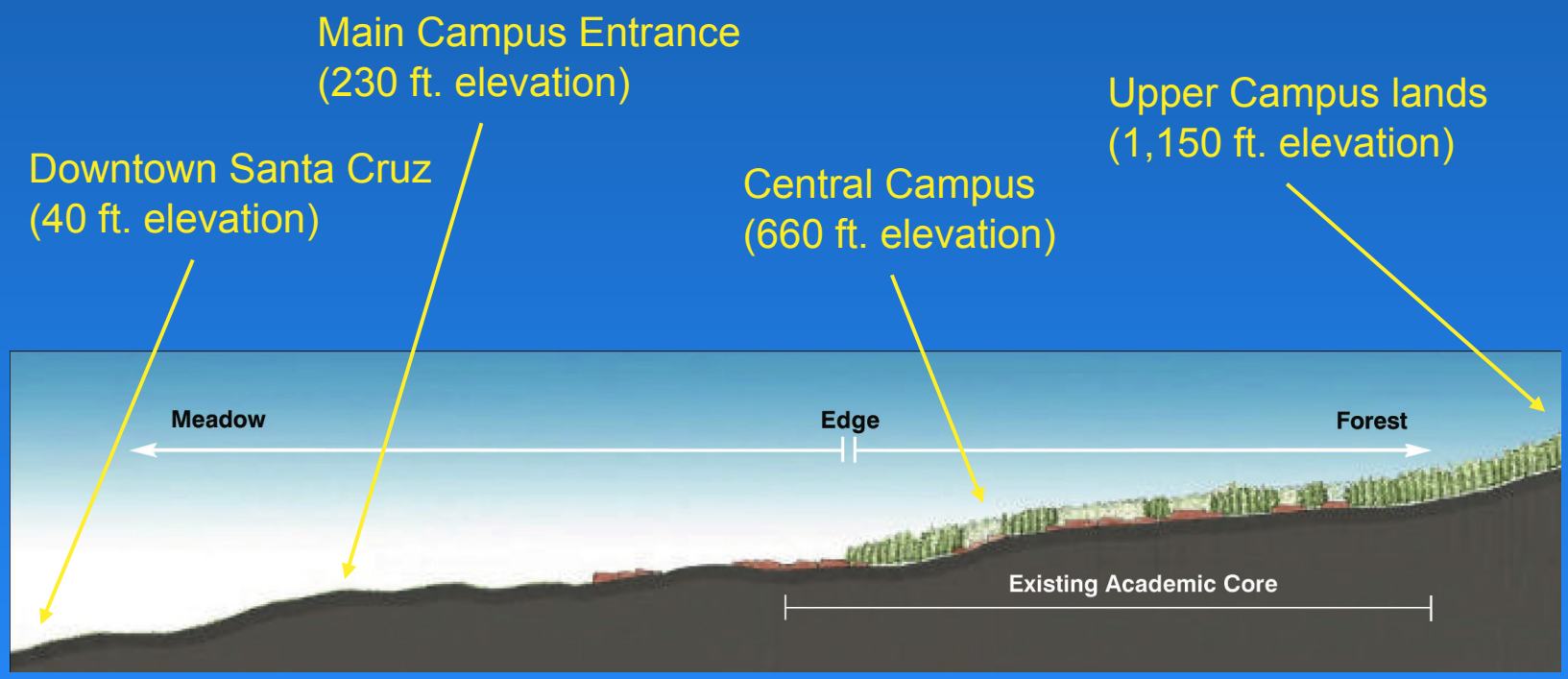
AMBAG Regional Advisory Group
Wednesday, April 18, 2012

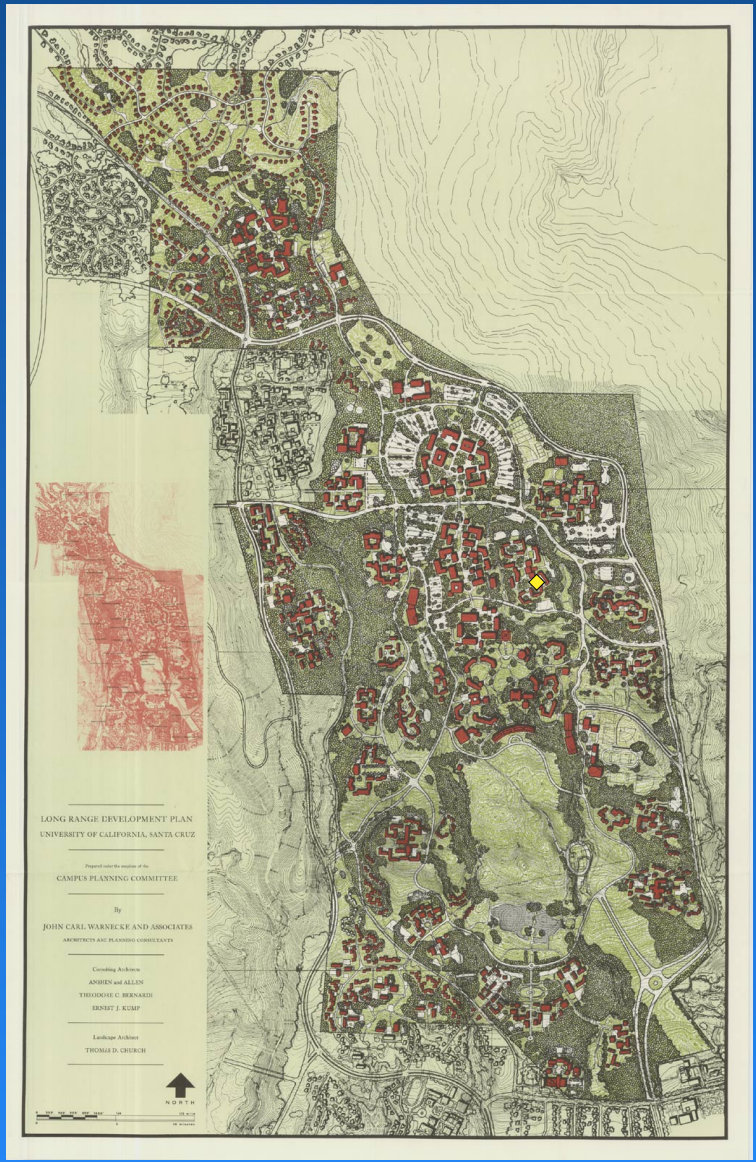
UC Santa Cruz

- Perched on the side of Ben Lomond Mountain, overlooking Santa Cruz and Monterey Bay
- Redwood and oak forests to the north, rolling grasslands to the south
- 2,020 acres, only 450 acres developed
- 1 mile from Main Entrance to Central Campus
- Bounded on three sides by State and City parks

Topography

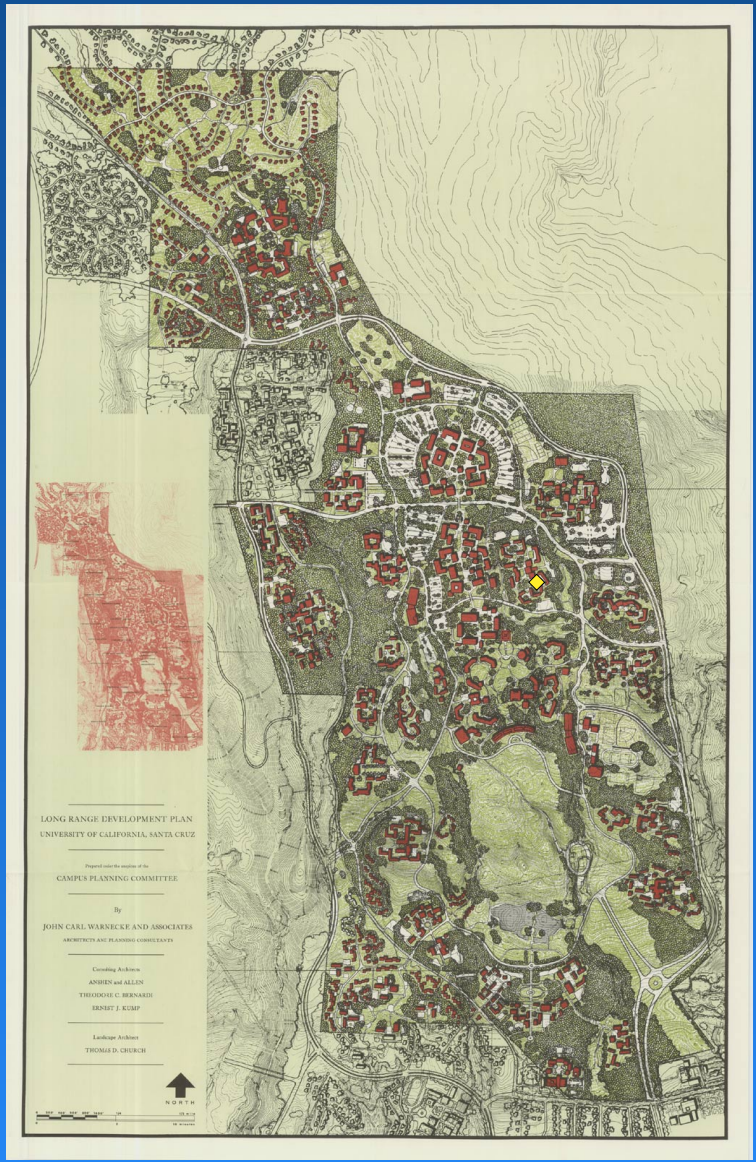
UCSC is located on a hillside above coastal Santa Cruz...





1963 Long Range Development Plan

- 15-20 residential colleges
- Ten professional schools
- 27,500 students
- 50% of total student enrollment housed on-campus



1963 Long Range Development Plan

- 13,750 parking spaces by 1990 — about one parking space for every two students
- "Parking will be placed where reasonable walks are possible to destination points, but so located that the center of the campus is primarily pedestrian"
- "A transit system is recommended for study"
- "It is difficult at this time to estimate the number of bicycles that might be used on campus. The experiences of other universities on hilly sites are inconclusive"

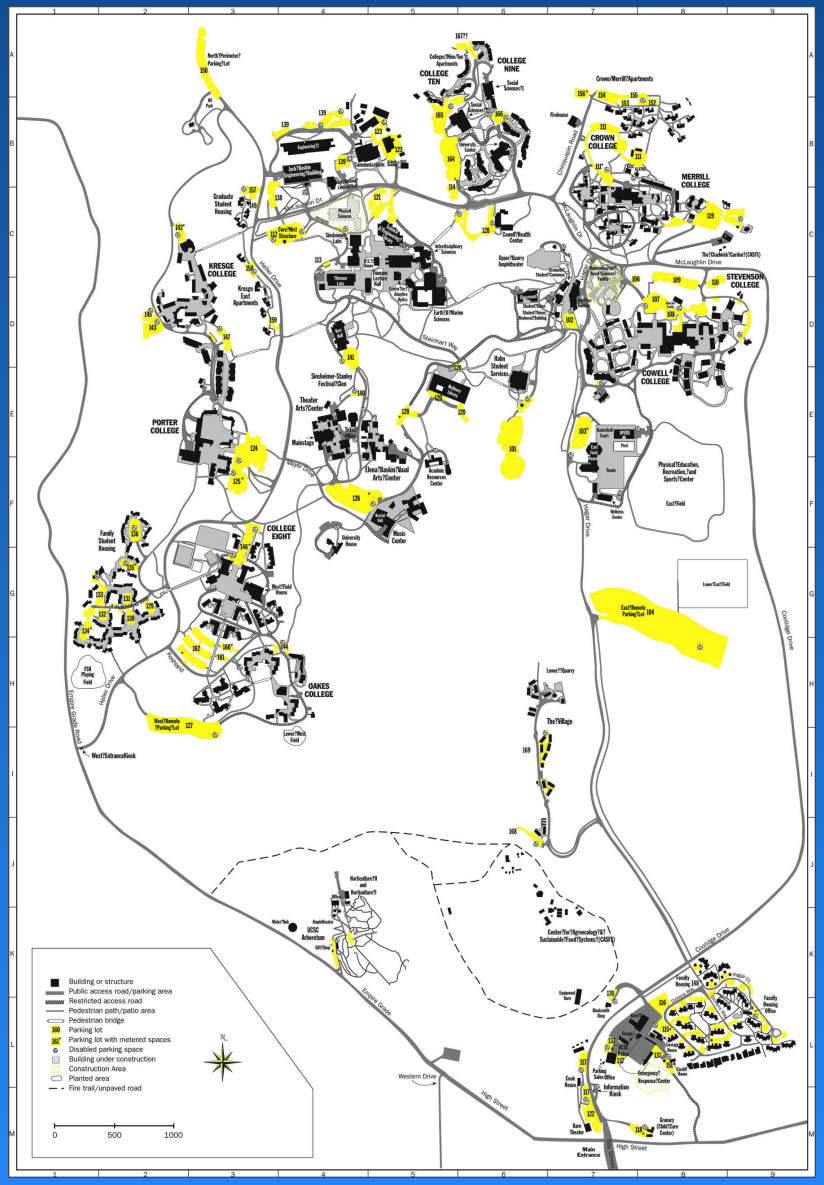
UC Santa Cruz (2010-11)

- **16,173** students:

  14,721 undergraduates

  1,452 graduate students

- **3,530** faculty and staff work at the main campus
- Ten residential colleges house 47% of the total student enrollment



UC Santa Cruz (2010-11)

- **16,173** students:

  14,721 undergraduates

  1,452 graduate students
- **3,530** faculty and staff work at the main campus
- Ten residential colleges house 47% of the total student enrollment
- **4,840 auto** and **330 motorcycle** parking spaces in over 65 on-campus parking lots
- Only two roads into/out of campus
- Average Daily Traffic (ADT) in/out of campus = **21,074 vehicle trips/ day**
- Per capita daily trip rate = **1.07**

Origins of UC Parking Policy

Master Plan for Higher Education in California (1960)

- Parking must be self-supporting, "Taxpayer's money should not be used…"
- Funding model and cost projections based on conditions in 1957-58

1965: **Parking Fees** - for parking management and infrastructure

1972: **Student Transit Fees** - for transit programs, including "fare free" rides on all SCMTD routes within Santa Cruz County

Regulations & Obligations

- **CEQA**: LRDP, CLRDP, MMP, CSA
- Storm Water Management Plan (SWMP)
- California Air Resource Board (CARB)
- Americans Disability Act (ADA)
- DOT Drug Testing
- PCI Compliance
- HIPPA Compliance
- GHG emissions (CAP, CAC, UC Sustainablity Guidelines)
- Fourteen separate UC employee bargaining units

TDM @ UC Santa Cruz

Initial goal

- Reduce parking demand

Evolving goals

- Reduce traffic impacts
- Reduce traditional air emissions
- Provide affordable commute options
- Reduce GHG emissions

TDM @ UC Santa Cruz

Parking Management

- Parking Fees
- Discounts for Carpooling
- Residential Frosh/Soph Parking Prohibitions

TDM Programs

- SCMTD Bus Pass
- Night Owl transit service
- Commuter Vanpools
- Bike Shuttle
- Bike Infrastructure improvements & Safety efforts
- Emergency Ride Home
- Zipcar car sharing
- Zimride ride matching

Parking Management

- Of the 4,840 spaces, only **3,400** are available to commuters. The remaining 1,400 are reserved for "critical-access," residential and special use parking.
- About **1,500** of all parking spaces are "remote," located on the periphery of the campus core
- Typical SOV close-in parking permit costs **$792** annually
- Remote parking permit costs **$474** annually

Carpool Parking

- About 600 staff and faculty and 440 students participate in “formal” carpools each year
- Carpool permits cost only **$570** annually divided among the carpool-mates
- These two each pay only **$285** annually—much less than **$792** to drive alone!
- Many more commuters share rides informally with partners and friends

Measuring TDM Diversity

Mode Split studies observe the actual traffic stream entering and exiting the campus during daylight hours. They are distinctly different from a **commuter survey**.

UCSC Spring 2011 Mode Split Study

Travel Mode	Passenger-Trips	Vehicle-Trips
Single Occupant Autos	**33.6%**	**68.2%**
Motorcycles	1.0%	2.0%
Service/Construction Vehicles	2.2%	4.5%
Non-TDM Modes	**36.8%**	**74.7%**
Multi-Occupant Vehicles	23.1%	20.0%
SCMTD Transit Buses	31.3%	1.9%
Other UCSC TDM (vanpools, Bike Shuttle, Campus Transit)	5.1%	3.4%
Bicycles	3.3%	0%
Pedestrians	0.4%	0%
Total TDM Modes	**63.2%**	**25.3%**

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Santa Cruz Metro Transit District

- UCSC and SCMTD have maintained a service contract since 1972
- Allows UCSC students to ride “fee free” on any regularly scheduled SCMTD route within Santa Cruz County

Santa Cruz Metro Transit District

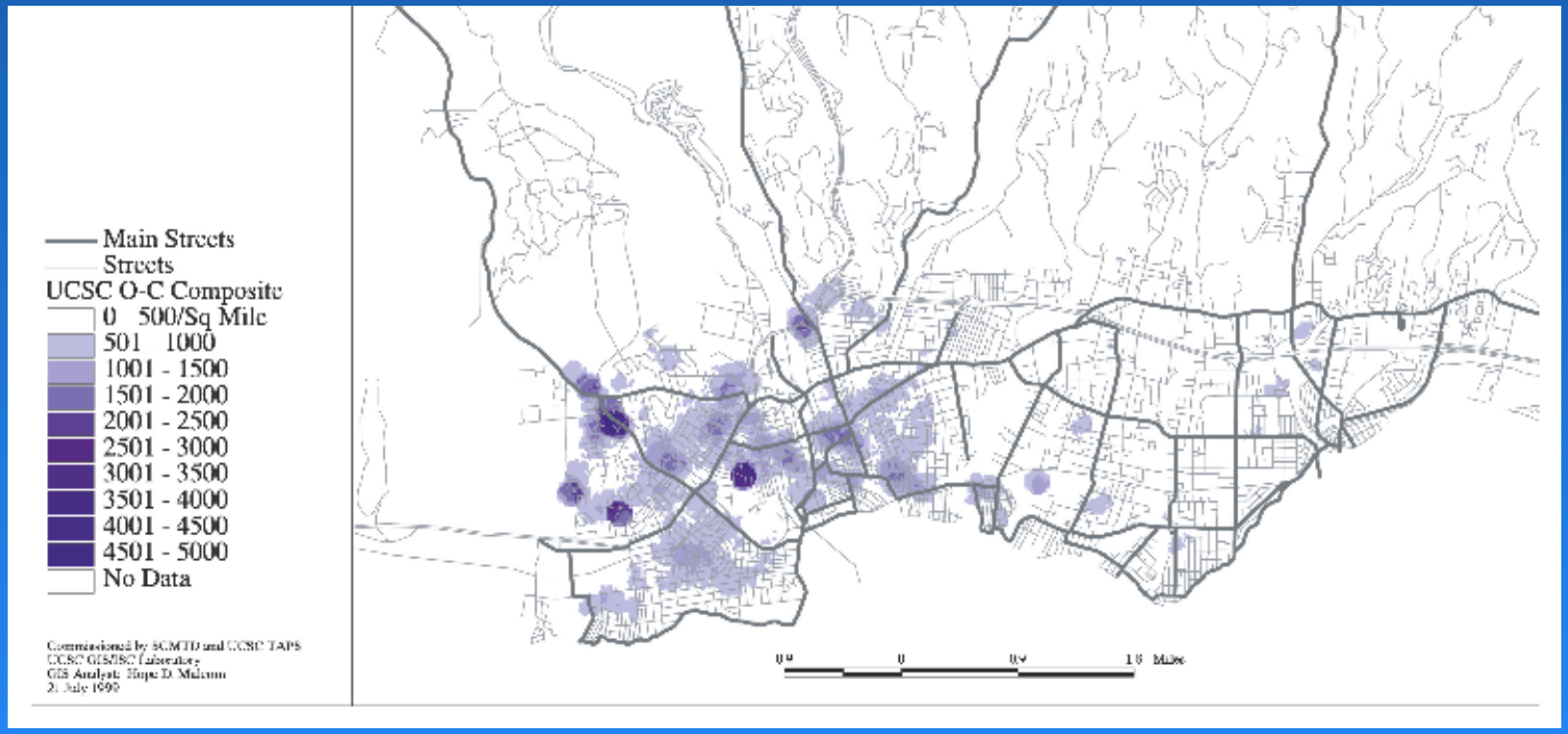
- UCSC and SCMTD have maintained a service contract since 1972
- Allows UCSC students to ride “fare free” on any regularly scheduled SCMTD route within Santa Cruz County
- Contract was extended to include UCSC staff and faculty in July 1989
- Students display valid UCSC ID, while staff and faculty display annual UCSC Bus Pass
- SCMTD bills UCSC monthly on a per-ride basis, providing the campus with complete ridership data extracts for analysis
- 2011-12 Faculty/Staff Bus Pass cost $8.75/ month, compared with $65/month for general public—an 86% savings!

Santa Cruz Metro Transit District

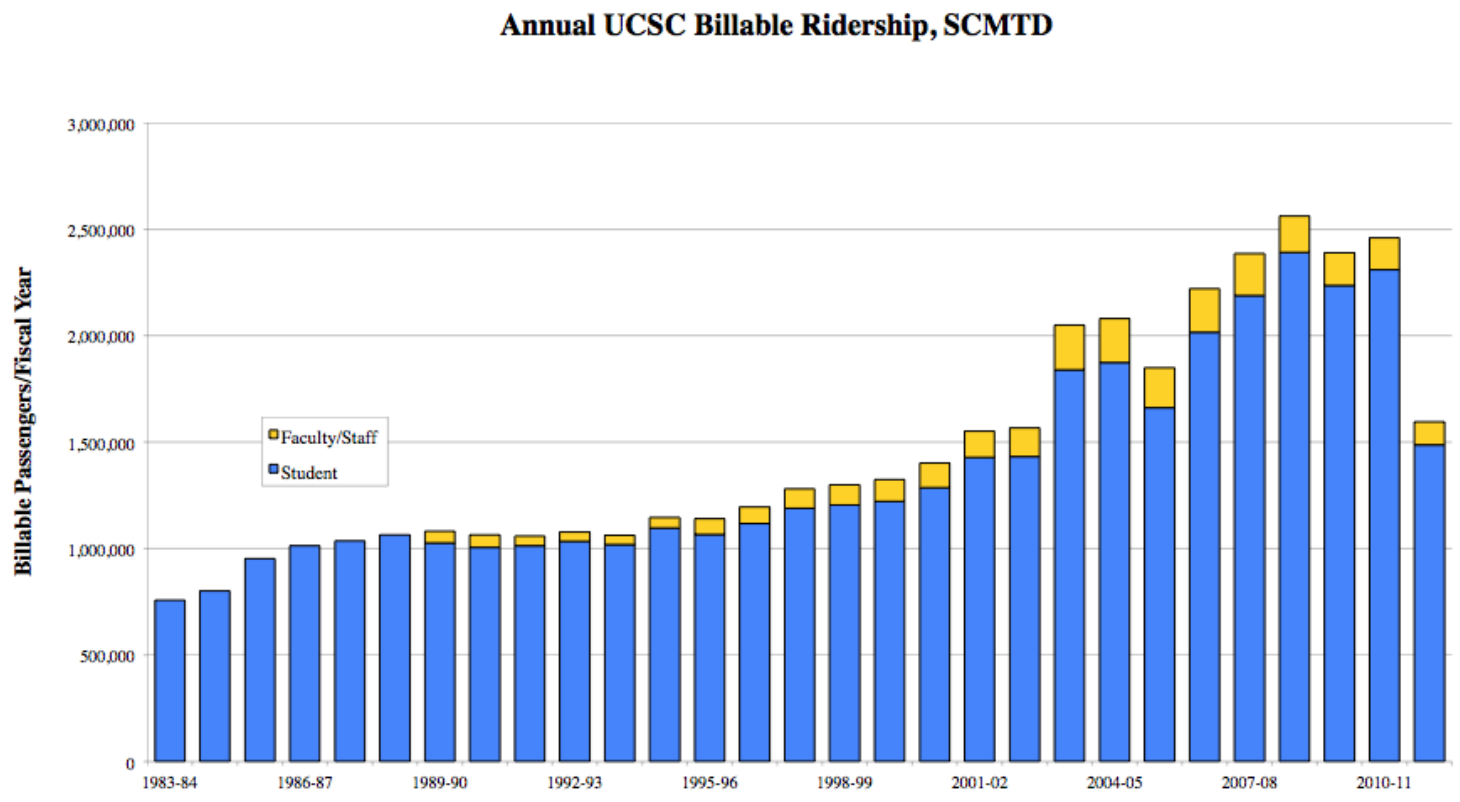
- UCSC's Average Daily Ridership during the 2010-11 school term exceeded **11,230** students and **570** staff/faculty
- Peak UCSC ridership exceeded **15,150** passengers on the first day of instruction during Fall 2010
- Total annual UCSC ridership now exceeds **2.45 million** passengers
- UCSC accounts for more than **44%** of SCMTD's total in-county ridership
- At the cost of $1.26 per ride, UCSC's 2010-11 payment to SCMTD totaled $3.14 million

SCMTD Service to UCSC

- UCSC Commuters are concentrated relatively near the campus



SCMTD Ridership Trends



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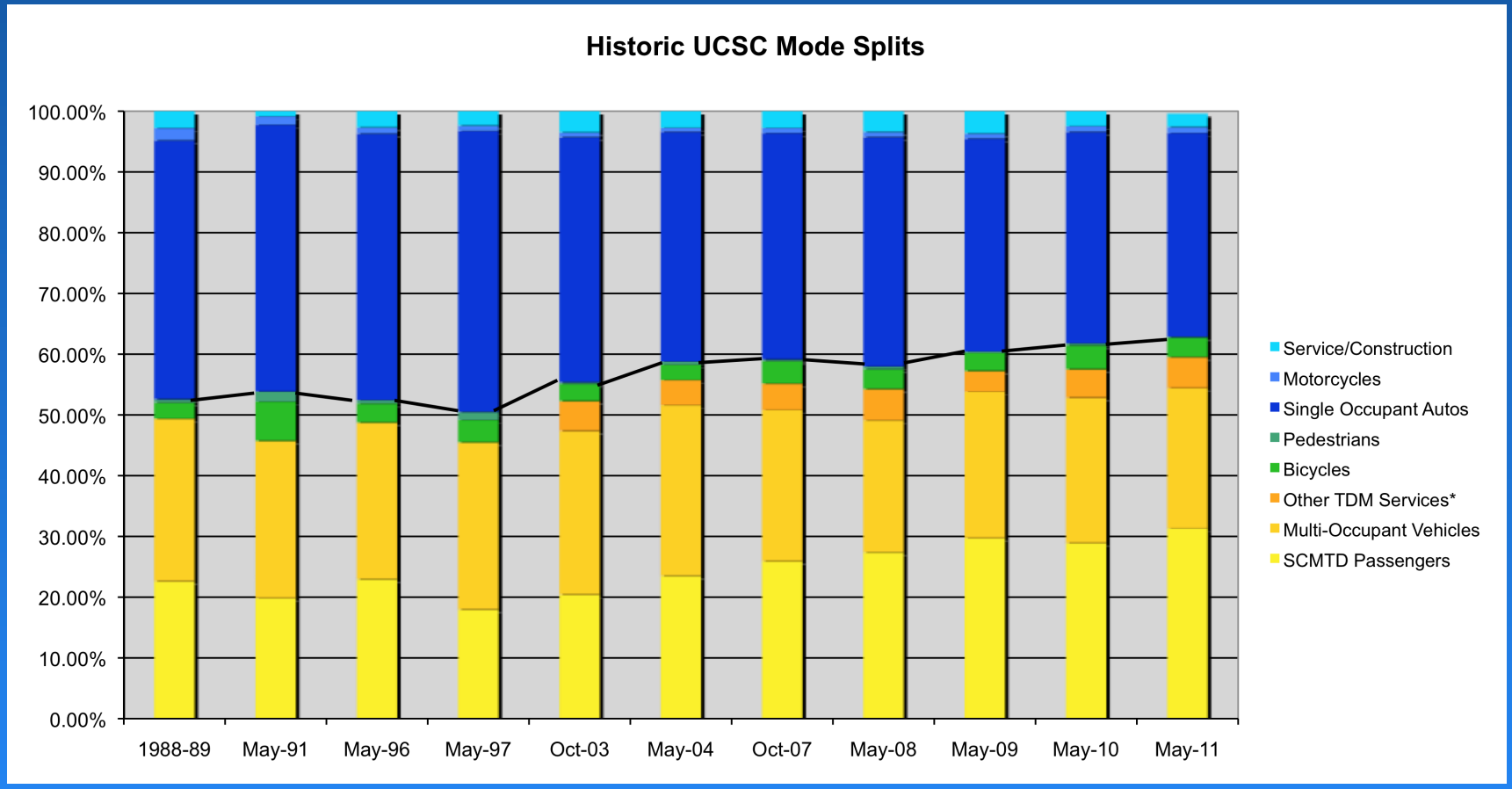
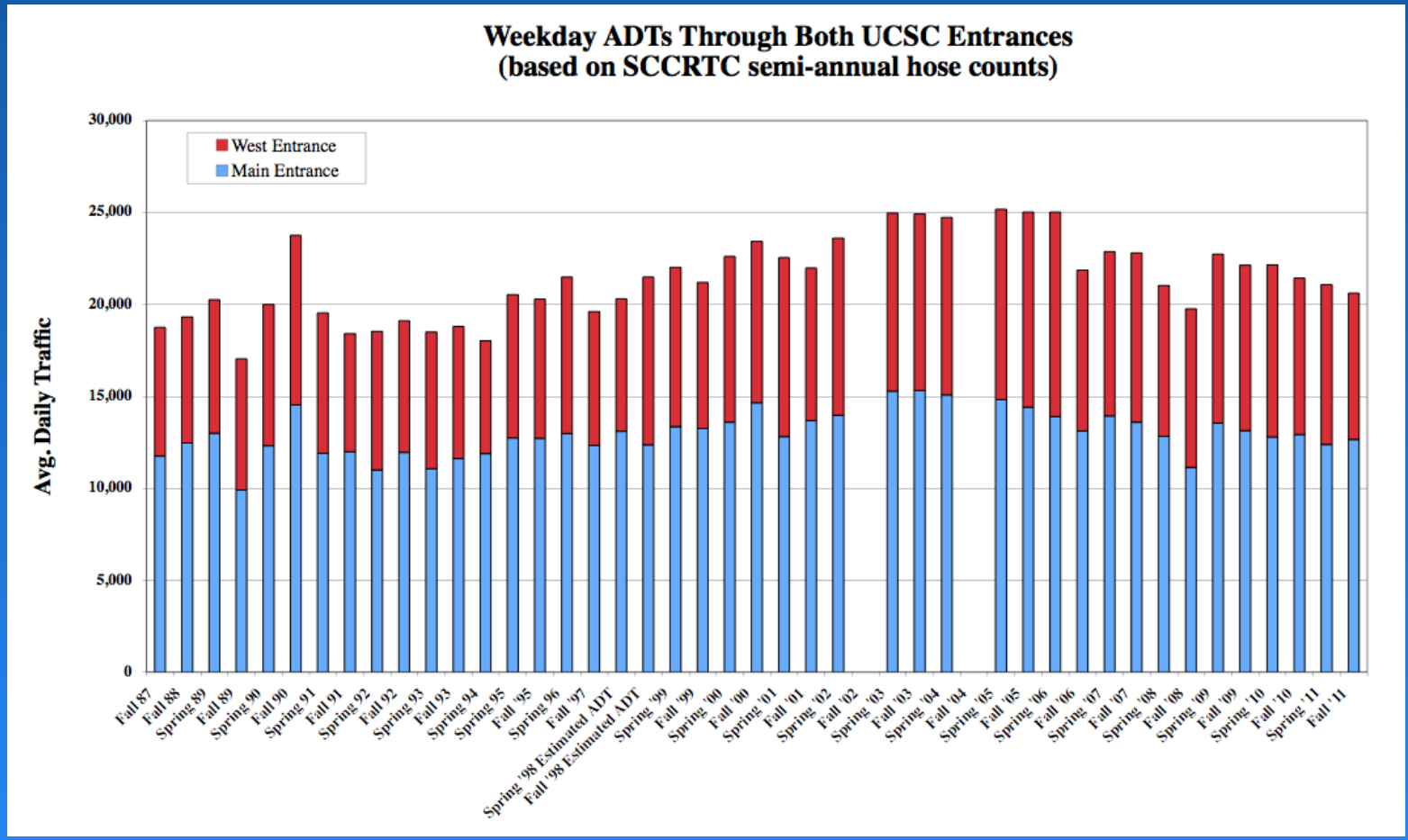


Campus Vehicle Traffic Trends



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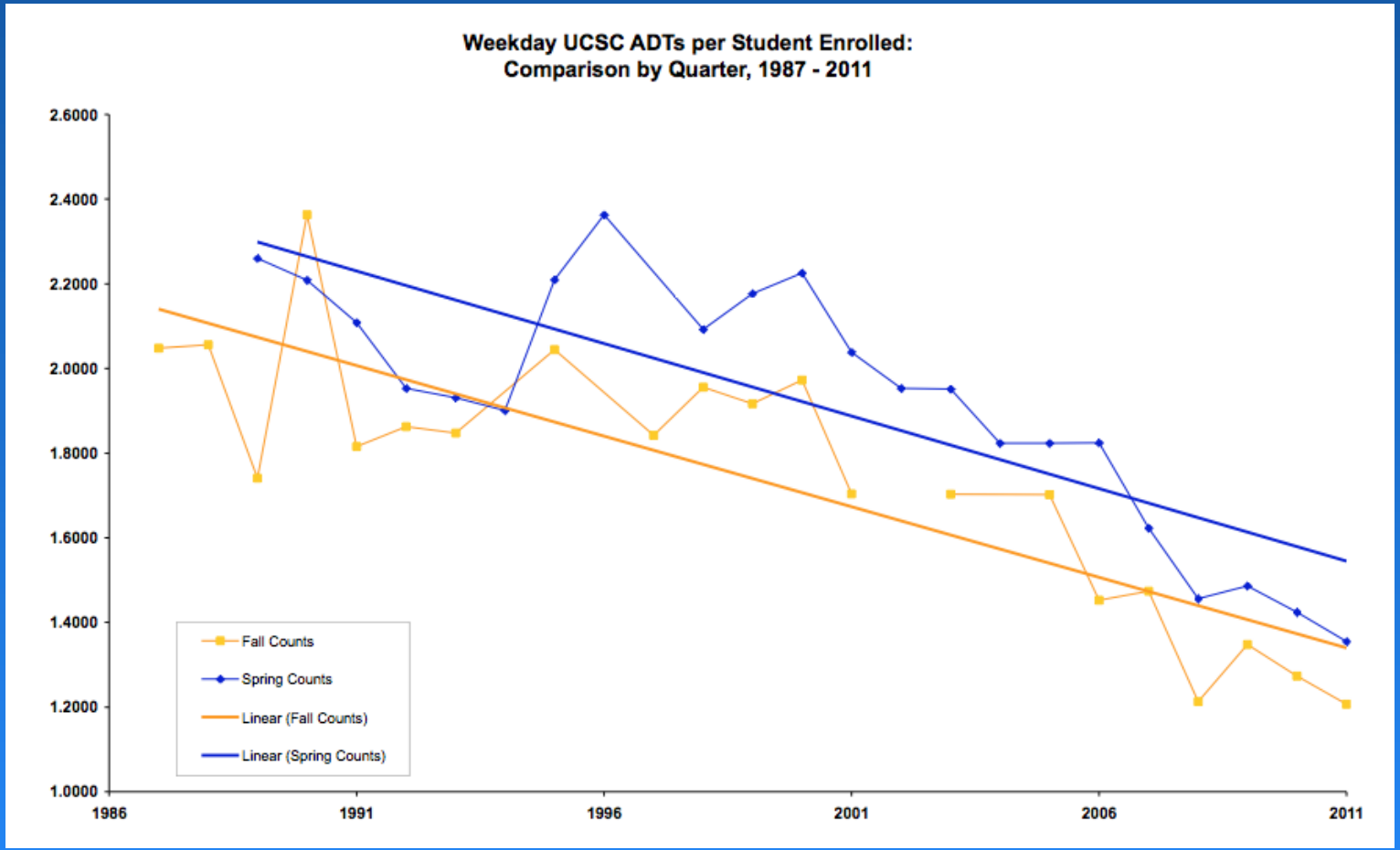
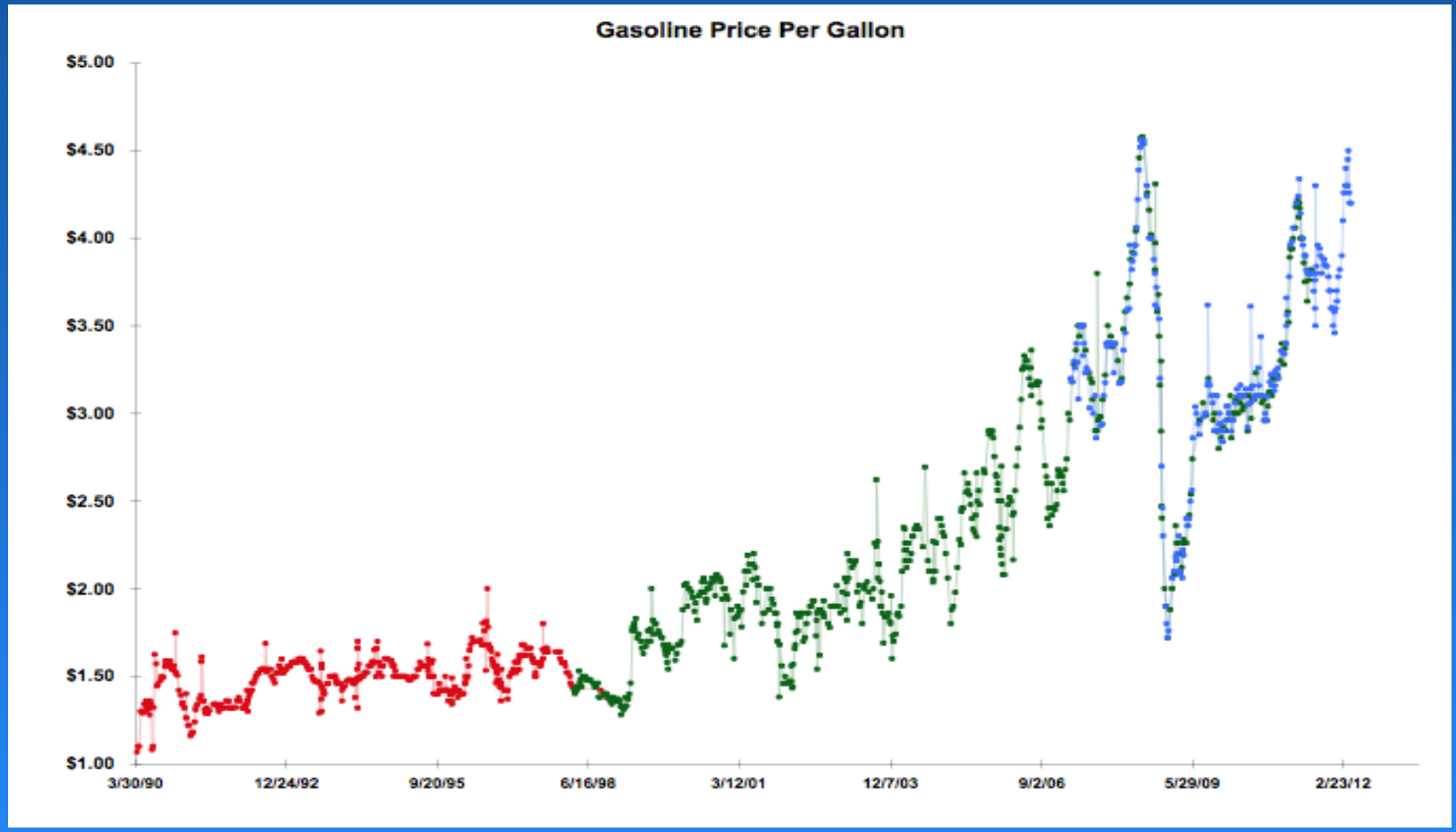


Gasoline Prices



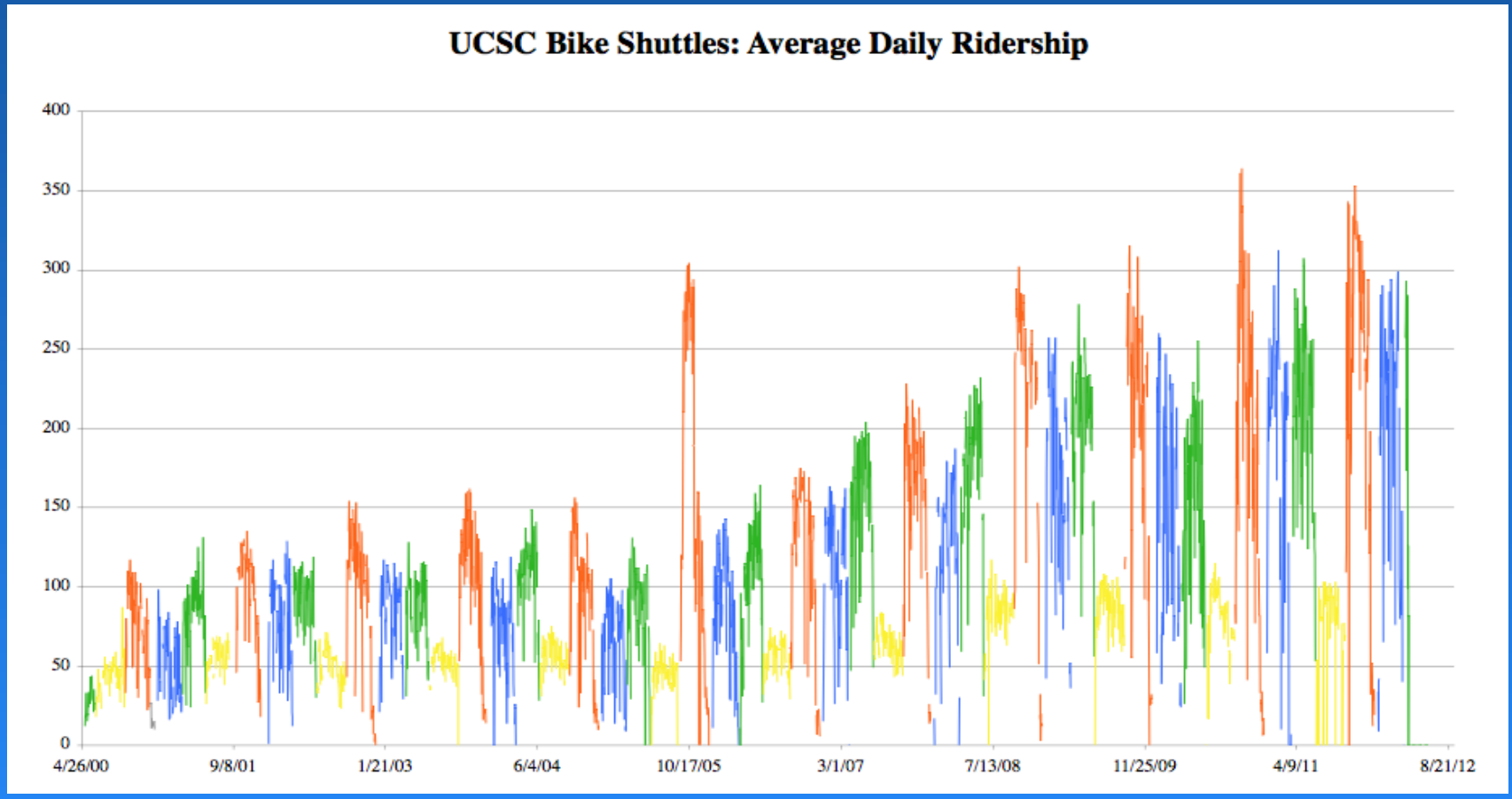
UCSC Campus Transit

- Currently operating four on-campus routes from 7:25am until 12:12am Monday - Friday and 6:30pm until 12:12am Saturday and Sunday
- Fall 2011: Late-night off-campus “Night Owl” service until 1:15am Sunday – Thursday nights and until 2:50am Friday and Saturday nights
- During the 2010-11 school term, daily ridership averaged **11,200** passengers on the Day and Night Shuttles
- Total 2010-11 ridership exceeded **2.2 million**
- Campus Transit costs about $1.23 per rider in 2010-11

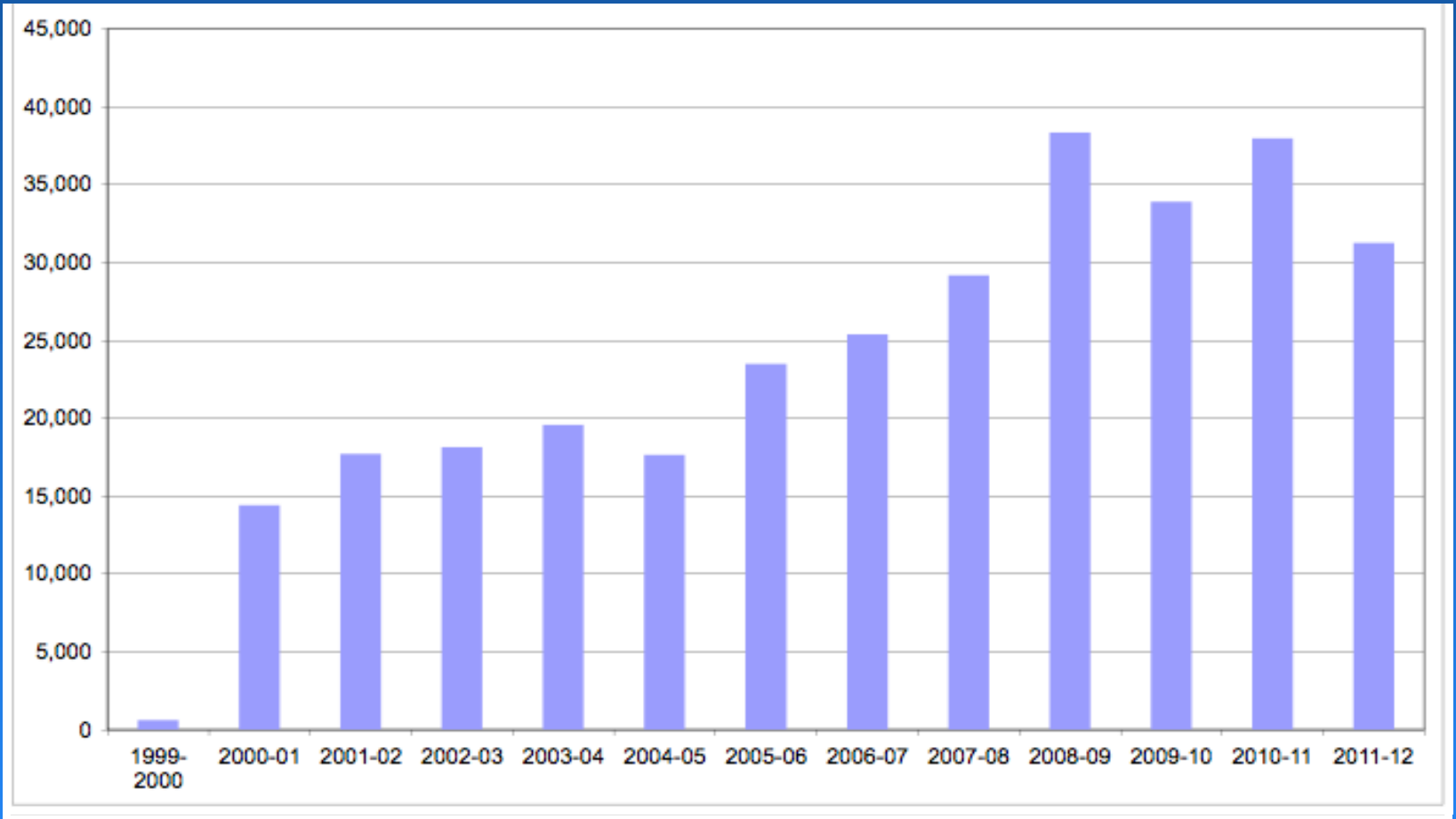
UCSC “Premium” Transit Services

- **The Bike Shuttle** operates weekdays throughout the year from 7am until 1pm
- Specially-designed trailers carry 16 bikes behind a cutaway shuttle plus 2 bikes on a front rack, traveling uphill to/through the campus
- Average daily ridership exceeded **160** passengers in 2010-11, and **263** passengers so far this year
- Surveys indicated half the riders are staff and faculty, most of whom previously commuted by SOV car

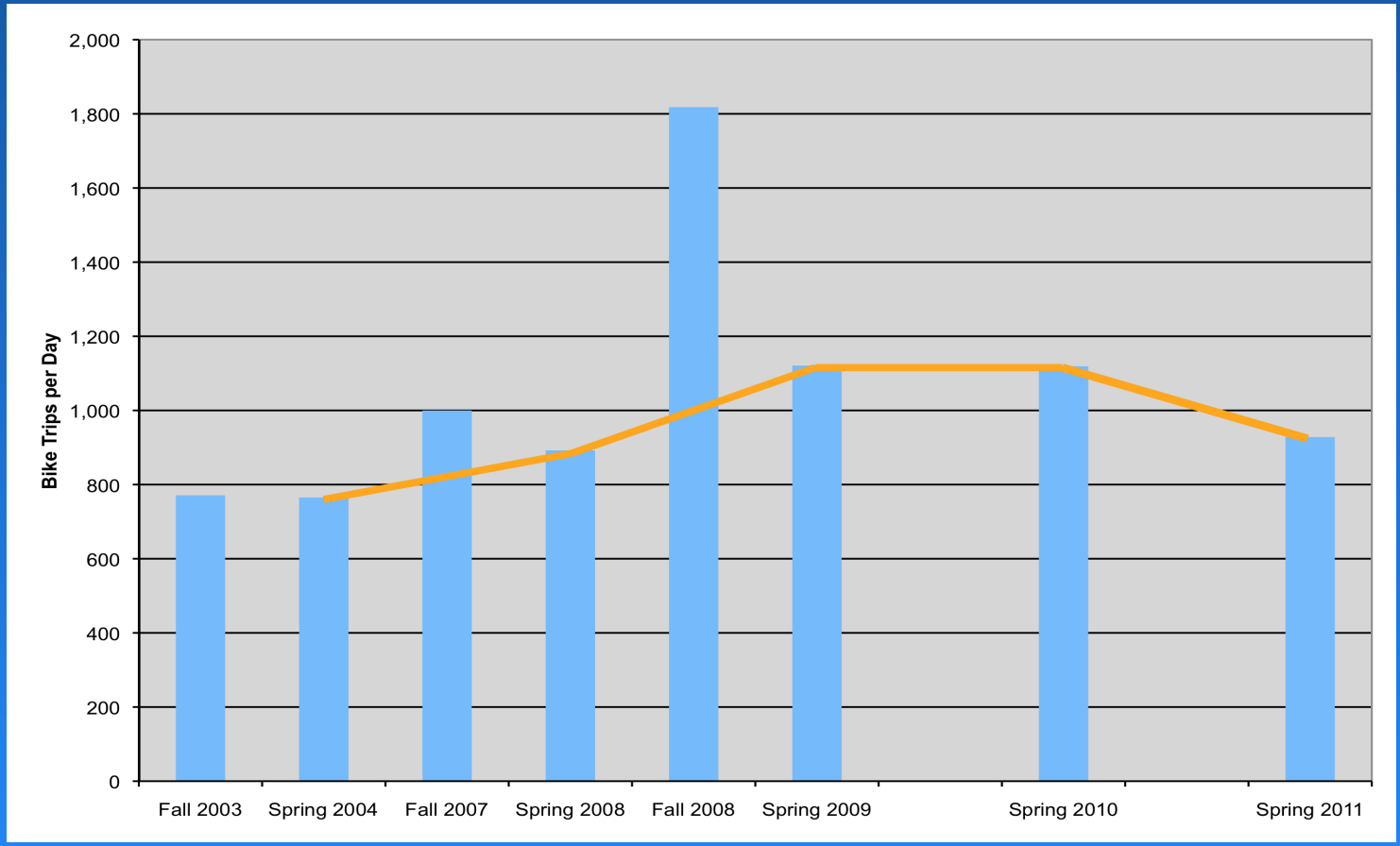
Daily Bike Shuttle Ridership



Bike Shuttle Ridership Trends



Campus Bike Ridership Trends



UCSC Commuter Vanpool Program

- **23 vanpools** currently in operation:
  - 18 from within Santa Cruz County, 1 from Monterey County
  - 4 from Los Gatos, San Jose and Palo Alto
- 240 campus participants
- Riders pay ~40% of the program costs, with the rest subsidized by Parking revenues
- Riders realize >90% savings compared to SOV commuters

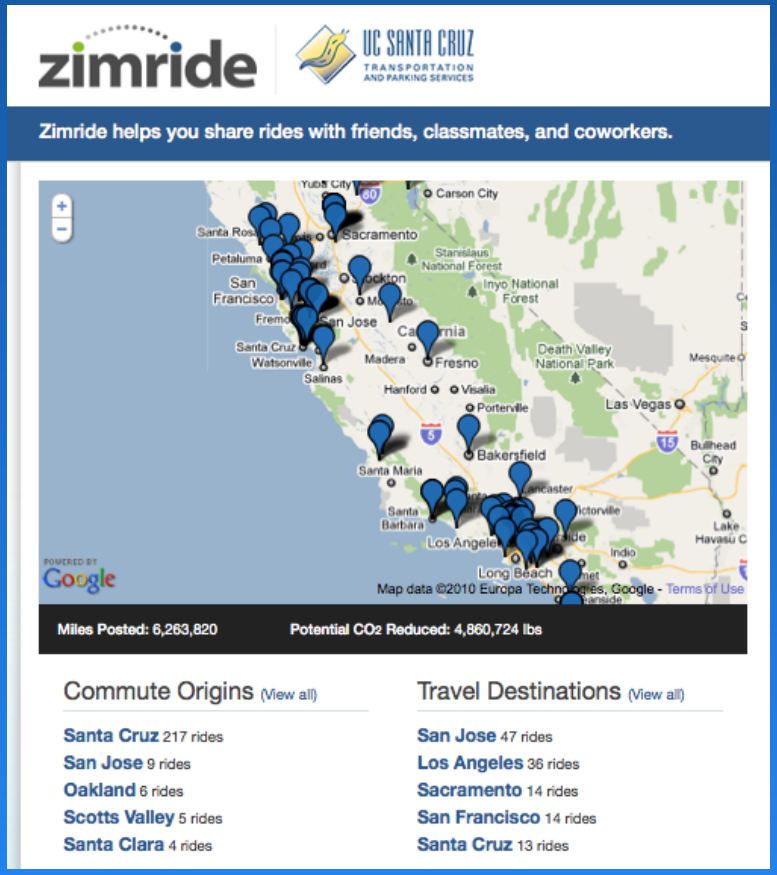
Car Sharing

- Popular in Europe and at several metropolitan areas in the US
- Offers hourly car rental with all costs folded into the fees: insurance, fuel, etc. — **Provides the convenience of automobile access without the costs of car ownership**
- Studies indicate residential student parking demand declines as **one car may serve thirty-four people**
- UCSC TAPS had pursued car sharing for more than three years — with intention of serving students **18 years of age and older**

Car Sharing

- Five years ago, UCSC TAPS launched a contract with **Zipcar** to introduce car sharing to the campus
- As of April 17th:
  - 8 cars in 4 on-campus locations; 9 cars in 5 off-campus locations
  - 1,235 active members, including 1,000 UCSC students, 167 staff/faculty, and 68 community members
  - Non-UCSC membership is growing with program expansion in the City of Santa Cruz
- Overall utilization last month was 45%

Ridesharing



- Ride-matching program saw “soft launch” in May 2009
- Intended for occasional trips (holidays, events, etc.), functions like a traditional “ride board”
- Also accommodating commuters
- Links to Zipcar
- Students are UCSC’s primary audience, but same application could work for any group
- Significant growth in membership and use last November in advance of Thanksgiving Holiday, with similar promotion being launched this week

Global Warming and California's Future

Lisa C. Sloan

Department of Earth & Planetary Sciences

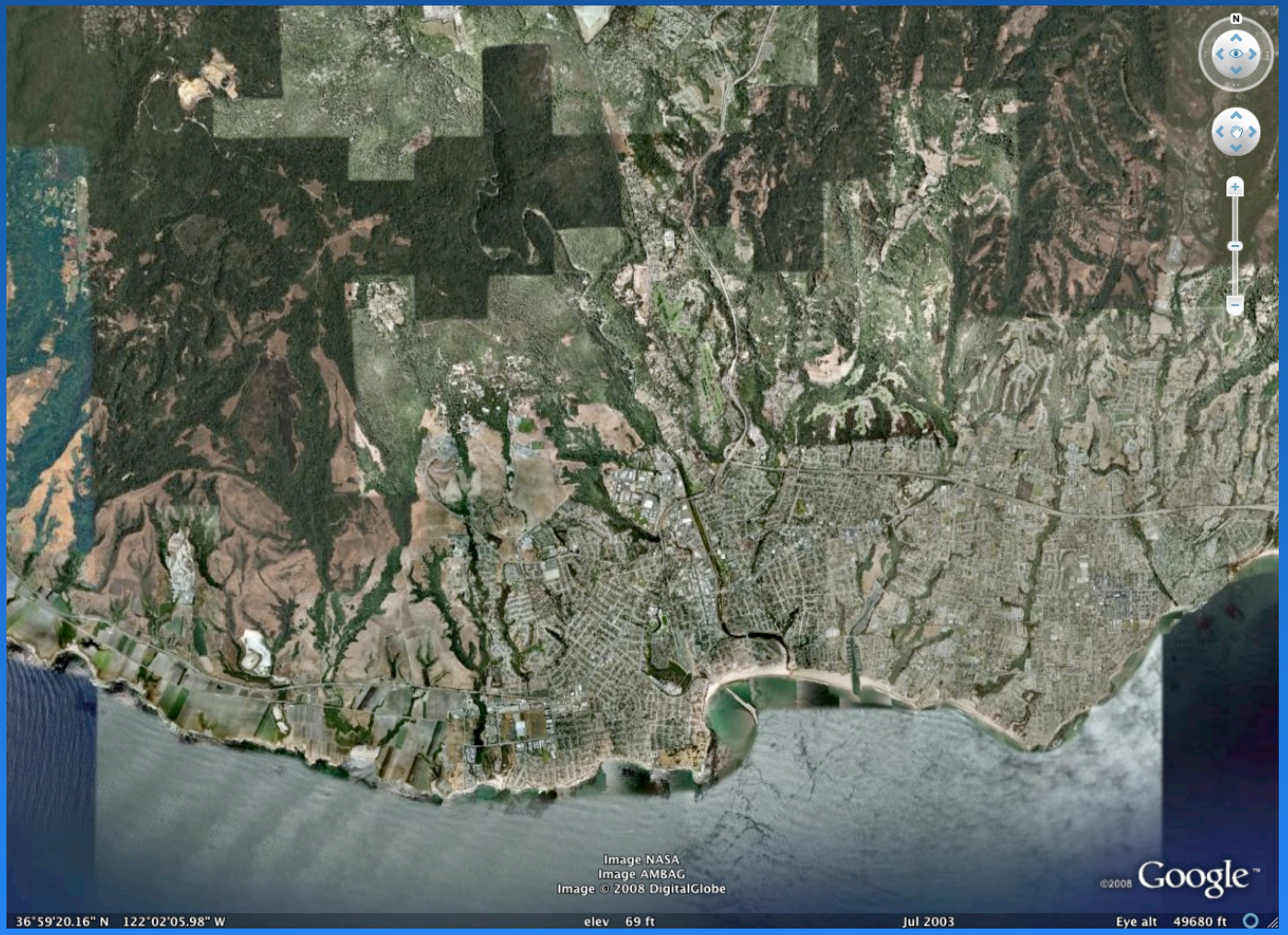
University of California Santa Cruz

Santa Cruz Climate Solutions Summit

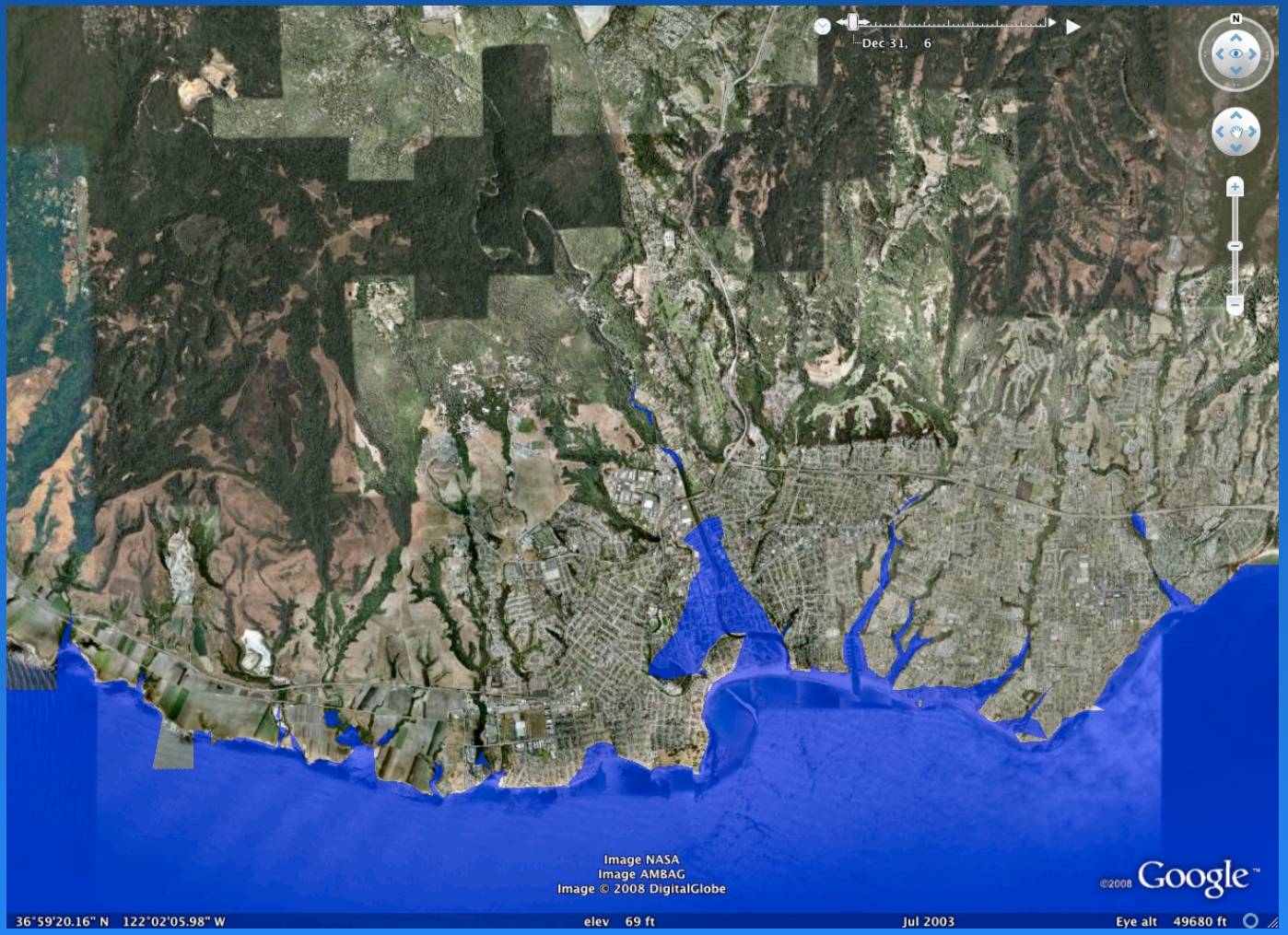
April 19, 2007

lsloan@ucsc.edu

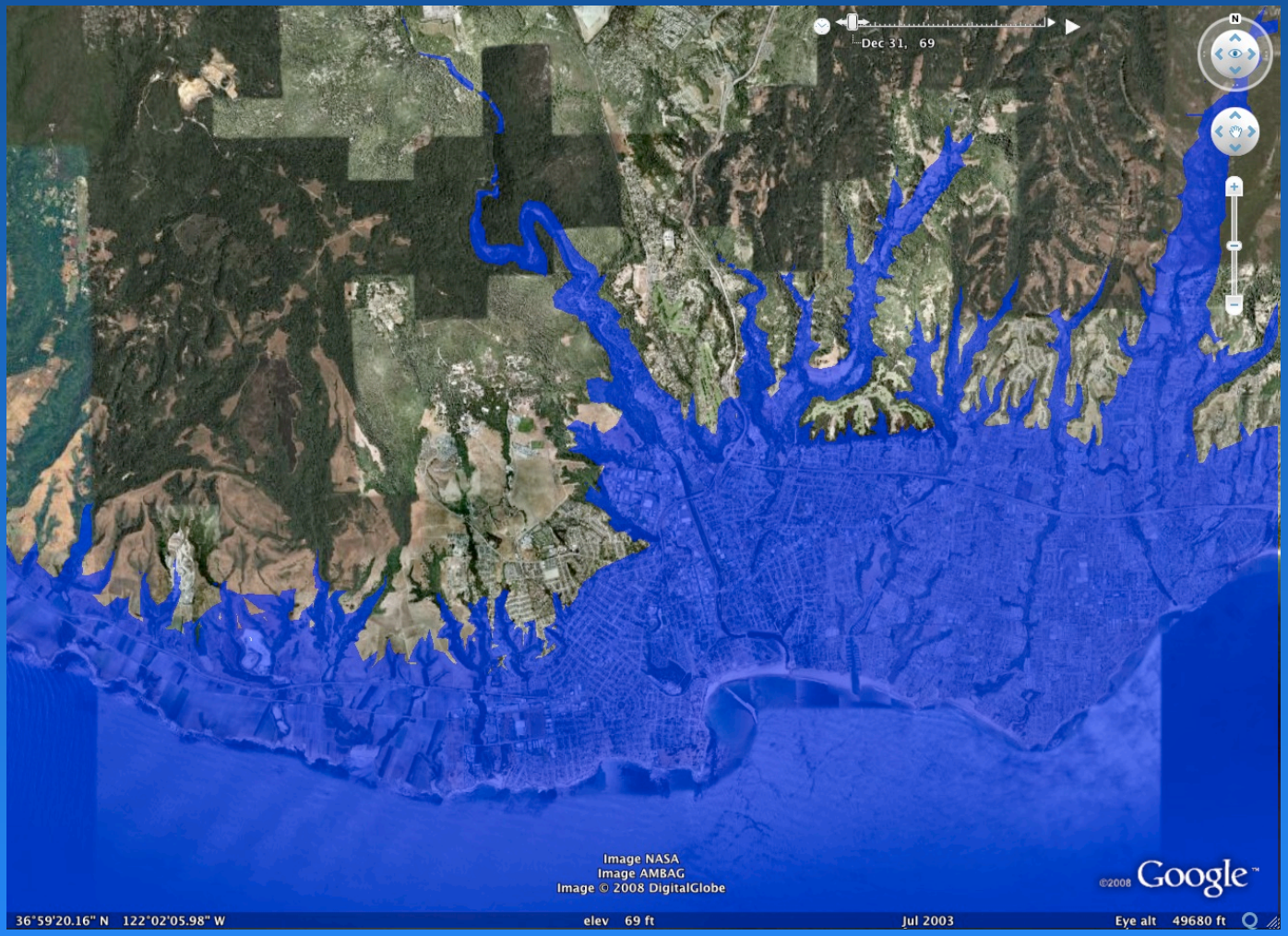
Santa Cruz: Current Sea Level



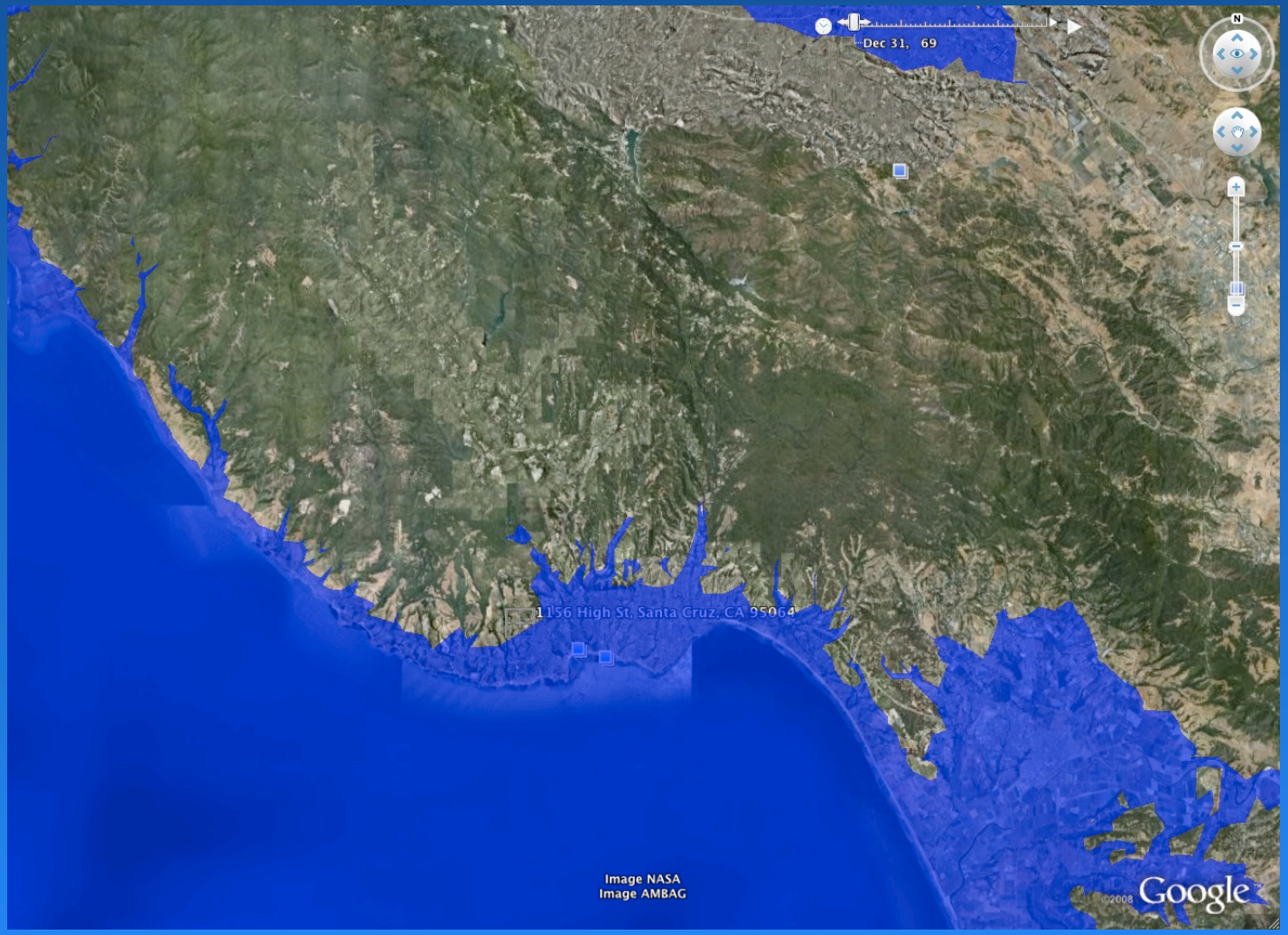
Santa Cruz: 7m Sea Level Rise



Santa Cruz: 70m Sea Level Rise



Santa Cruz County: 70m Sea Level Rise



DRAFT
Campus Sustainability Plan 1.0
A Pathway for Success
2010-2013

UC SANTA CRUZ

"As Chancellor, I am personally committed to sustainability. It is vital for the long-term future of the campus and for the long-term future of planet Earth… Sustainability is really a way of thinking about everything that we do."
~George Blumenthal, 2008 Annual Campus Earth Summit

Sustainable Transportation: 2020 Vision, Objectives & Metrics

"In 2020, human-powered modes are predominant for on-campus travel, 75% of commuter person-trips are by **non-SOV** (Single Occupant Vehicle) modes, the campus fleet is optimized, and fossil fuel use is reduced 50% from 2008 levels."

1. Reduce UCSC-related transportation and associated greenhouse gas (GHG) emissions.
2. Develop a new funding model and sources to support sustainable transportation efforts.
3. Reduce campus transportation's reliance on fossil fuels.
4. Continue to promote and increase reliance on human-powered and non-SOV transportation modes.

Sustainable Transportation: 2020 Vision, Objectives & Metrics

Human-powered modes support the 2005 LRDP:

- More pedestrian infrastructure (wider sidewalks, pedestrian bridges, benches, lights, improved way-finding and signage, traffic control “crossing guards”)
- More bike infrastructure (bike lanes and paths, racks and lockers)
- Institutional support of walking (smarter class scheduling, longer breaks between classes, walking-based orientation for new students)

Thank You

Larry Pageler
pageler@ucsc.edu

In your opinion, which of the following three areas has the most potential to reduce greenhouse gas emissions in your city/county over the next few decades?

1. Land use policies
2. Investment in transit and alternatives to driving
3. Policies that affect cost of driving

For the following questions, please indicate what your level of supportive would you be of each of these policies, assuming that they would greatly reduce or shorten car trips in your city/county.

1. Land Use Policies

   How supportive would you be of each of these policies, assuming that they would greatly reduce or shorten car trips in your city/county?

   A. Transfer of Development Rights

      Definition:
      Transfer of Development Rights is a way to take development rights from one area proposed for land conservation and apply these development rights to another area that is planned for more intensive building. TDRs offer landowners a financial incentive for the voluntary conservation of environmental or agricultural land, and developers wishing to build more the ability to do so in strategically planned areas.

      1. High
      2. Low
      3. None
      4. Don't know
      5. Supportive under certain conditions

   B. Tax Increment Financing (TIF) Districts

      Definition:
      This is where future gains in taxes are used to finance current improvements. These improvements, in turn, will stimulate those future gains (i.e. the “tax increment”). Tax Increment Financing dedicates the “tax increments” within the districts to finance the debt incurred to pay for the project. Generally, TIFs are used to direct funding to public projects and improvements in distressed or underdeveloped areas.

      1. High
      2. Low
      3. None
      4. Don't know
      5. Supportive under certain conditions

C. Graduated Density Bonus for Infill Projects

Definition:
Graduated density bonus allow for higher density to occur on larger sites, which can create land value that would be more than enough to finance new infrastructure. Incentives are provided for land assembly by allowing higher density for sites as the sites get larger. As such, holdouts who are left with sites that cannot be combined with enough contiguous properties to trigger higher density lose a valuable economic opportunity.

1. High
2. Low
3. None
4. Don't know
5. Supportive under certain conditions

D. Regional Tax Revenue Sharing

Definition:
The California local tax structure, heavily dependent on retail sales tax revenue, results in the 'fiscalization of land use.' Retail development is favored over industrial and residential uses because of the sales tax revenue. Regional tax base sharing allows a portion of collected revenues to be shared with jurisdictions within a region based on population or some other indicator.

1. High
2. Low
3. None
4. Don't know
5. Supportive under certain conditions

E. Streamlined Development Review Process

Definition:
A revision of the local development review process, such as removing or combining unnecessary approval steps, that makes it easier for applicants to obtain necessary approvals for projects that support smart growth principles.

1. High
2. Low

3. None
4. Don't know
5. Supportive under certain conditions

2. Investment in transit and alternatives to driving

    a. Commuter rail or subway

        1. High
        2. Low
        3. None
        4. Don't know

    b. Street cars/light rail

        1. High
        2. Low
        3. None
        4. Don't know

    c. Local bus service

        1. High
        2. Low
        3. None
        4. Don't know

    d. Express bus service

        1. High
        2. Low
        3. None
        4. Don't know

    e. Express bus to rail lines

        1. High
        2. Low
        3. None
        4. Don't know

    f. Continuous network of bicycle routes

1. High
2. Low
3. None
4. Don't know

3. Policies that affect cost of driving:

   a. Modified Parking Policies

      1. High
      2. Low
      3. None
      4. Don't know
      5. supportive only under certain conditions --→ what are those conditions? (for follow-up questions)

   b. Higher gas price

      1. High
      2. Low
      3. None
      4. Don't know

   c. Carpool lanes

      1. High
      2. Low
      3. None
      4. Don't know

   d. Toll lanes

      1. High
      2. Low
      3. None
      4. Don't know

   e. Variable road pricing based on congestion

      1. High
      2. Low
      3. None
      4. Don't know

   f. Pay-as-you-drive car insurance

      1. High

2. Low
3. None
4. Don't know

How serious a barrier is each of the following factors to the "on the ground" implementation of policies and programs that could reduce or shorten car trips in your city/county?

a. Lack of developer support for transit-oriented or infill development

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

b. Lack of lender support for transit-oriented or infill development

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

c. Insufficient transit availability

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

d. Existing land use patterns

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

e. Existing zoning codes

    1. Very serious
    2. Somewhat serious
    3. Not too serious
    4. Not at all serious
    5. Don't know

f. Jobs-housing imbalance

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

g. Public opposition to higher-density development

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

h. Public opposition to higher charges for driving

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

i. Public resistance to using transit alternatives

1. Very serious
2. Somewhat serious
3. Not too serious
4. Not at all serious
5. Don't know

j. Ranking of barriers

1. Lack of developer support for TOD/infill
2. Lack of lender support for TOD/infill
3. Insufficient transit availability
4. Existing land use patterns
5. Existing zoning codes
6. Jobs-housing imbalance
7. Public opposition to density
8. Public opposition to driving charges
9. Public resistance to transit

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Lisa Dobbins

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder group: Action Pajaro Valley- formed based on Watsonville fight about growth due to agriculture protection over annexation & ag land conversion for economic development. Measure J. Mini regional advisory committee of labor, business, ag protection, farming, land trusts, economic, chambers, realtors, etc.

Internal growth management strategy- endorsed by city council of Watsonville and Santa Cruz board of supervisors

- **City of Watsonville urban limit line- protected mostly ag land & environmental resources, but allowed for some small potential conversion- emphasis to protect ag land.**
- **Chapter on design and livability, higher density design recommendations, policies to improve livability/transit/proximity to transit…..AMBAG should look at the strategy**
- **Lisa is writing a status report**

Advice:

- **Wide stakeholder support & then hand those strategies to political jurisdictions who will do what they will with the recommendations**
- **Can recognize an issue, but it comes down to the jurisdictions**
- **Enforcement, political clout,**

Steph

- **AMBAG has the RHNA portion, which has to be consistent with the SCS**

- **Tool of infill- how can you help describe the difficulty of infill, to have mixed-use on existing large nodes of existing- to advice jurisdictions**
- **How to have jobs/housing balance- a land use decision**
    - **Manufacturing & retail – what's the mix of jobs in the region**
    - **Can't really regulate people's choices about where they live or work**

Look at the low-hanging fruit to see things that you can easily implement and regulate

- **Expand commuter rail- what about Silicon Valley or Gilroy?**
- **School-centered development- is there the land base available to do that though?**
- **Demand-based parking pricing….wants to know what this is**

Livability communities guidelines (with strategies, but how to get them on the ground is a different story)

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder groups – Action Pajaro Valley – formed over fight in Watsonville wanting to grow – since their boundary is surrounded by agriculture – Measure J has issues around it – if any city wants to grow, have to go to LAFCO and have to prove why conversion of ag land is justified. SC is a fairly constrained in this regard, since Measure J is a SGDS.

We formed people who wanted to protect Ag; also those who needed more housing; to get competing stakeholder to convene and figure out how to address these conflicting issues; had Mry County/SC County – diverse sectors – in this way – we are a sub-regional mini-RAC.

For Lisa to answer for "stakeholder groups" – is difficult because

We created a growth management strategy for Pajaro Valley – ID'd principles that they could agree around;

People who worked in Ag –

To grow onto Ag is a hardship; but we are overcrowded (18 people living in a garage)

One of strategies was to create an urban limit line in 2002 – passed (62%? Voted for) – allowed for a smaller amount of potential conversion land; emphasis on urban limit land was to protect ag land to the east of the city of Watsonville.

Growth Management Strategy has huge chapters on strategies – to take a look at strategies they've already developed – endorsed by Watsonville and Santa Cruz.

1. *Comes down to General Plans* – so I can speak from experience – you can have all the right mix and "love and hugs" – and potentially hand those strategies

2. 10 years later – how are we doing? *Progress report* – did *Watsonville* grow into the area they had set out –

3. Part of our plan was to increase compact housing – NIMBY's went crazy – splintered Advisory Committee – key to this could be infill areas – now with redevelopment's demise – what happens when jurisdictions look inward, not sprawl? How can you help describe infill improvement on large nodes; what are the tools available to understand how to do this?

4. Watsonville enterprise zone is now getting dismantled

- If they can help zoning ordinances – be more responsive to infill improvement
- RAC can advise jurisdictions on how to deal with some of the issues
- In some areas with dominant Hispanic communities; some people perceive that this isn't always
- Checking into AMBAG's stuff – the commuting in/out – as I write the progress report
- Our workforce – a lot of these are first generation ag workers –

5. What is the low-hanging fruit? Employer vehicle sharing programs?

Livable Communities Guidelines – for General Plans –

- Commuter rail (AMTRAK?) *– station in Pajaro – has been on radar for 10 years – to connect to Silicon Valley*
- School centered development – is there land base available to do that? Not as low hanging?

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Abby Taylor-Silva

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Stakeholder Group: Grower-Shippers (M, SB, SC, San Mateo Counties)- 80% leafy greens produced in the valley. Look at member's needs (water, labor highest priority….transportation, food safety, traceability) and represent those needs locally, statewide, and nationally.

2: Case-by-case basis because if it's a transit service that's going to assist farmworkers with getting to work or for a shipper company that has a more rural route, it might be of interest.

4,5: Depends on if it's going to be a benefit to their employees (farmworkers, sales/marketing, distribution, etc.).

9: When it gets into questions about taking ag land out of production or effect grower's ability to get tractors in then these issues will come into play. Having the ag community involved in the discussion as roads are changing is going to be very important.

10: Generally supported, but need to make sure the ag community maintains the ability to farm. Keep this as a main priority in the conversation.

15: Might find support for parking and then carpooling to work.

16: Generally supported. Doesn't think the ag industry has a strong feeling about this.

36: Membership across the board probably has different feelings about redevelopment/reuse infill. Focusing on the beneficial use- developer incentives for infill on

already developed area rather than ag land, unless there's a benefit to ag workers (such as providing housing). Depends on the purpose of the project.

Commuting workers: 101 corridor (San Juan Bautista to King City). Some sales/marketing teams using 68, Ryan Ranch, etc.

37, 38: Want to see affordable housing for ag workers, so this is generally supported.

41: Concern about crime and violence in the city (Salinas), so with increasing density, would want to make sure that density is not creating a more violent environment for their employees. More people living together can add more unhelpful activity. Affordable housing is important but needs to be done to create a safe environment.

43: Concern with putting absolute support.

I'm Unsure

3: On or near ag land can take land out of production and can create food safety issues (dogs, walking routes). 500ft buffer for animal intrusion. Could be concerns that creating bike/ped paths is a precursor to conversion of ag land.

14: Difficult for ag industry.

18: Might be something the ag community would be interested in doing, but not a huge priority.

20: Any tax is going to be of concern.

21: Some thought of congestion pricing along toll road coming in. With semi-trucks coming through with product, not sure what this will mean to that system. What does this mean for movement of freight?

23: Doesn't seem feasible locally because if you're not adding lanes, it may be harder on freight.

Regional Advisory Committee
One-on-One Interviews

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1. How would you describe your stakeholder group (s)?

2. What are your stakeholders' concerns with these strategies?

3. What circumstances might increase your stakeholders' support for these strategies?

NOTES

Growers and shippers, about 300 members – we produce 80% of leafy greens in spring and fall; mostly rep row crops in four counties; voluntary to be a part of the trade association; we look at members needs and look at that – biggest issues now are water and labor, food safety. Also transportation. Assisting as legislation is developed to rep our members.

1 through 7

2. Case by case basis – if it's a transit service that can assist farmworkers; or for a shipper company that has a more rural route, might be of interest to the ag community.

3. Looking at bike and ped routes near ag land – could take ag land out of production; there are food safety rules that prevent people and animals; animal intrusion buffer = 500 feet; could be looked to – is it a precursor to conversion of ag land

4. Same as above if benefiting their employees – sales, marketing, manufacturing and distribution center

5. Same as above

9 & 10

9. When it gets into questions – is that going to take agricultural land out of production? Will it affect ability to get tractors in/on the road, will it affect irrigation. *When schools come in – there are*

buffers and more traffic – having ag community in the discussion so they can get in the work around as routes are changing

10. Locating school in dense, yes; school centered development – is this priority raised over others? Ability to farm should be prioritized.

14. Difficult for the ag community; but some do this already – sales teams and field workers' schedules.

15. Question is just – if you are looking at field workers being able to park somewhere and drive to a location – this might be supported; just bringing them into the conversation.

16. Generally this is supported; if it's the ag industry, being able to *promote this to staff* will be widely acceptable; but in terms of liability of company might be. Don't know if the ag industry has a strong feeling on these in general.

18. Might be something they'd be interested in, but not a priority

20. Generally any tax will be of concern

21. There is some thought about putting together a toll road on 156; challenging when you have semis coming through to pick up products – what would this mean freight movement through these areas?

23. Generally good; doesn't seem that feasible to me, locally – only thing I could see is that it might make it harder on freight unless you're adding capacity.

36. Generally – our membership doesn't have a strong redevelopment – across the board might have different feelings for redevelopment in general. Generally, in terms of focusing on infill vs. rural, we'll always be looking at the beneficial use, want to see developers have incentive on infill vs. ag land conversion; unless we can provide housing to farmworkers and families close to where they work – might be considered a higher beneficial use – really depend on that land owner.

Commute patterns – down the 101 corridor; San Juan Bautista to King City. Salinas Valley through Watsonville; do have sales/marketing teams on HWY 68 (incl Ryan Ranch)

37. Generally supported; I don't know the intracacies – ag should have voice at the table

38. Same as above.

41. This would be of value – one thing that's concerning ag industry is crime & violence in Salinas; would want to see if you are increasing density, are there things in place to ensure public safety as the density increases; when you have a densely populated area it can allow for more 'activity that's not helpful.'

43. Generally supportive –but unsure of some details.

Venue – possibly the conference room – N/A in April or July

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Amy White

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Stakeholder Group: Land Watch- 500-1500 members. Mission is about development processes & procedures, impacts. Created conversation and the Board makes calls after long policy discussions.

1-7: support public transit and understand it's going to need to be heavily subsidized because it can't pay for itself. Would support trans strategies if it doesn't harm the environment. Can't support prioritizing infrastructure if the EIR shows extreme costs, etc.

8-12: 8 & 11- messing with zoning codes can be tricky, & would consider this on project basis.

9: Salinas has done safe routes.

20: the higher, the better because it promotes alternatives but not sure how the Board thinks.

26: has seen ineffective impact fee programs and current TAMC project will only work if more projects come on board, which increases overall impacts. Can be ineffective if elected officials don't make them effective. Ex. Corral. Generally, the concept is good but programs don't always work the way they should.

27-30: Good in concept, but would support project-by-project. Familiar with TDR in terms of conservation easements and agricultural land. #30 is one of the goals of Land Watch and they are very supportive of this strategy.

32: would turn into a Peninsula vs. Salinas Valley war so elected officials need to make it a palatable concept.

35: great concept, but project by project. If the project was a good one- e.g. projects on lighthouse (infill). Density bonus for infill of a single-family home is not good because it's a "lost opportunity." - misuse

37: Carmelo project- developer was going to pay in lieu fees to not have affordable housing on site, but planning commission had problem with already allowing a lot of units and putting even more additional units somewhere else. Missed opportunity to not put affordable housing onsite and BOS agreed. Glad the project was denied.

39- EIR process is a checkmark to some developers but process could be better used- move to "any under circumstances" since this process is uniform.

43- move to "under any circumstances."

Additional comments: Land Watch wants to live in a perfect world and see things they support in operation, and as intended. Need to get elected officials to be supportive and see good projects.

Wants info about 33 & 34.

Regional Advisory Committee
One-on-One Interviews

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NOTES

1. Land Watch – 500 to 1500 members; concerns are with environment/development/CEQA; 15 years ago before Land Watch, this community was not as well versed in development processes; we've created a conversation around these kind of "wonky" topics; we have 10 Board members; three are planners (Sundt and Brennan) – Board is active in making these policy calls.

<u>1 through 7</u>

Only under certain circumstances: generally supportive of these policies; but we are focused on the economics of these policies; supportive but not when it comes to a detriment to the environment;

- we'd support it if it makes sense – ie. #1 – unless the EIR says that there are impacts to be concerned about

<u>8 through 12</u>

- Adjusting zoning code can be tricky; we would take it on a case by case basis; not willing to offer blanket support

<u>20 & 26</u>

- Personally – higher the gas tax the better
- HOV lanes – generally support

- South Salinas – has done a great job -
- Difficult to answer because I've seen them not be effective; for example, TAMC's program says that a recent dev Corral will pay $5m for a $30m; but the other $25m will not be available; this program is very disappointing; as this doesn't really work
- FOR A program – reduced impact fees – now they are in a lurch with redev down
- Concept makes sense but sometimes the fee programs don't work the way they are intedn

<u>27 through 30</u>

27. In concept yes, but take it project by project

28. TDR – I'm more familiar with this as it relates to conservation easements – would be interested in learning more about this on the city development side –

30. Streamlined development review – one of LandWatch's goals is to do so; as long as this makes sense

<u>32 through 38</u>

32. Regional tax revenue sharing – yes – since we have intercity commuting – brilliant one but would turn into a peninsula vs. Salinas valley war; if elected officials could figure out a way to make this palatable then it could be fantastic

35. Yes great concept – project by project review – if the density bonus is worth it, if the infill is high quality; think of condo projects along lighthouse; giving bonuses to developments that are single story

37. Interesting discussion in planning commission on Carmel project – 48 unit development, 12 dus/ac - didn't want to put affordable housing onsite but wanted to pay an in lieu fee for affordable housing – commission was concerned about the in lieu option – supervisors turned it down; one of the projects

39. Yes definitely makes sense – we know that at land watch anyway, this can be a sham; wouldn't be willing to make a blanket statement in support – maybe switch this to under any circumstances.

41. Project by project, but general yes

43. Under any circumstances

<u>Final comments:</u>

LandWatch would prefer to have policies in place to prevent the project by project analysis but seems necessary.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Andy Schiffrin

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Stakeholder Group: Water group. Sits on City of SC Water Commission. Environmental community concerned about growth and water, given the limited water supply.

1-7: Getting people out of cars is of critical importance. City's has a CAP.

8: Concerns with parking strategies are that it's delusional. Previous attempts created neighborhood-parking chaos, so reducing parking requirements is not an effective way to stop people from using cars. Simply by not allowing it makes people angry. Permit parking spaces save parking for residents, essentially creating private parking. If it's documented that in high density or along corridors that people are actually having fewer cars, then it's fine, but there doesn't seem to be much evidence of this working. Needs to be in combination with other strategies.

19: Problem is equity issues because people without the money are stuck in traffic, based on their income level. If there was a case of an equitable toll lane project working, he might be supportive.

25: Might agree if there were circumstances that he might understand. Language in the survey is unclear.

27: How will the city or county pay for the infrastructure or parks without the impact fees? For a particular project that creates a public good, he might be able to see how the strategy would work.

28: This strategy sounds good, but it often doesn't make sense within the zoning scheme. Undermines the integrity of the GP and zoning process because public doesn't understand what's happening when a project is going through the City Council. If the community wants to allow density somewhere, then it should zone for higher density or vice versa. Some circumstances where you have a zoning scheme that can make it work but it's still a political process. Can be very effective in some circumstances, such as with agricultural uses.

29: Depends on the winners, losers, and details. Not very clear how TIF districts can be set up under CA law and not necessarily beneficial to the community as a whole.

30: Does it mean that we're not doing environmental review anymore? Encourage the process to move quickly once the accurate information is there?- then sure. Can't be used to undermine the integrity of the review process. May need to clarify the definition in the GP and zoning ordinance so that everyone understands the process.

31: One problem with the Redev Agency was the co-applicant so it's playing two roles and developer and decision-maker. Can create conflicts of interest that undermine the integrity of the process.

33: Too vague to make sense to him.

35: What is the bonus based on? Greater affordability and permitting affordability can justify increased density, but it depends on how great the affordability whether or not it makes sense. Upzoning can also allow greater density with requirements for % affordable housing.

*State law requires density bonuses under certain circumstances…look at housing section

36: How much money is involved and how does the local agency deal with the budget shortfalls? Need to craft the law so that it would work. #37 is specific to affordable housing, which provides the greater specificity that is needed.

38: Depends on the scale, what the tax credits are and how long they last.

39: If environmental impacts, those need to be dealt with.

41: Has seen ADU in the County that has been misused, so it needs to be looked at carefully.

43: Not sure if this type of ordinance is needed. Depends on how the ordinance is written and what the requirements are.

44: Could be problems if one of the parties (realtor, lender, buyer) doesn't agree with it.

Comments: The way the questions are asked pushes people into a box, oversimplifies very complicated programs, and many are unclear.

Regional Advisory Committee
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NOTES

I was appointed to represent water resources commission – concerns about water related issues and growth issues. Also feel that there is an environmental community concerned about growth and limited water supply – concerns about growth are very real.

1 through 7 – Trying to get people out of cars to reduce GHGs is critical; City's Climate Action Plan represents this as a major concern; all connects

8 through 12 Concern here is that these are delusional – the county tried at one point to get people to drive less by not providing enough parking spaces; just created chaos with people parking everywhere; this hasn't been shown to work. This could happen *after other strategies have worked; but this alone is only going to make people more angry at their living situation & lives because streets become their parking spaces; when you have permit parking – streets become private parking lots.*

If higher density along corridors are shown through projects that people are actually having less cars; but I don't think there is any evidence of that.

19. Equity issues – people without $ will be left in traffic. Would need to see efforts to address this to see it work; could be administrative nightmare to make this happen.

25. If I better understand what it means – the language here doesn't say to me what I just defined.

27. Depends – how is the city/county going to pay for infrastructure in these cases? It's not like the fees are just spent on going to the movies; the fees are crucial to provide government services. I could see how this could support the kinds of development that people want to see; but *just about everything in the city would be considered infill* – in this case, how could we have enough funding?

28. TDR – sounds good, but when you get down to it, often doesn't make sense – because it creates many exceptions from zoning program – in some cases this can be very very effective around certain types of agriculture. But can undermine GP and zoning process *as far as what the public understands*; it allows someone in parcel A can do more development in parcel B – irrespective of what zoning on parcel B may be; defined in particular ways – but generally the *community wants to have say over what happens*. The notion of TDR is based on the property owner having a right to the value of the property they have; upzoning can benefit owners, but downzoing can harm owners; has political and community potential problems.

29. Same here – depends on who the winners and who the losers are, and what the details are – not really clear how these work under CA law, and under what circumstances they get set up, etc; without the state helping out, you are sort of robbing Peter to pay Paul.

30. Sounds great but what does that mean – that we don't do environmental review? I wouldn't favor that. Do we take whatever the applicant hands in regardless of sloppyness? Comes down to the details. Can't be used to undermine integrity of review process. Streamlining can mean clarifying interpretation of GP and zoning ordinance; to the extent this occurs it is useful/helpful streamlining.

31. Depends on what the development is. One problem with redevelopment is – they were co-applicant with the project – playing two roles – developer & the regulator – conflicts of interest that undermine integrity of process.

33. Case by case.

35. I know what this one is – but what is the density bonus? What is it based on? It depends on the specifics? Can be a desirable approach. There is a CAP on how much of a bonus you get; the *State law requires density bonuses under certain situations*. Also – how affordable? Density levels and affordability levels would vary by city. The State law is very specific – re. Housing element law. A way to have increased affordability by trading off with increased density. The county did this as a result of settling a lawsuit on the housing element; traded density with affordability (40% affordable). Sometimes this is just a cover to increase density beyond zoning & GP.

36 & 38. Yes that sounds good but how much money is involved and how does the local agency deal with the budget shortfall? This is so general – just not clear – depends on what types of uses.

37. City of Santa Cruz has given essentially this for waiving parking fees in downtown area for a certain amount of time

39. I have lots of problems with as of right development – *if there are potential environment impacts, those need to be dealt with*.

41. Tendency would be to say "under any" – but I've seen ADU ordinances like the county that allows for 1,000 square feet which doubles density but I wouldn't be supportive of this.

43. Sort of the same as mixed use ordinances – sometimes not needed depending on what overall ordinance says. Concern is that first column is "under any" circumstance – there are only a few things I'd place here.

44. Not sure what this is – well this certainly sounds good – the process of determining mortgages is already so complex, especially now – what does it really mean? *If they aren't forced to do something they aren't going to do it*; they've already figured out the best way to do it; you've got all these parties that are part of the deal that have to go along with it. But otherwise could cause delays. Worth trying. But I'm not confident enough to say it's worth doing under any circumstances.

These choice options like priority options –

I've always been interested in social research methodology because so much of it is bad; these choices suggest priorities; these answers are pushing respondents into a box

I'm not sure how meaningful these results are – because they are very complicated.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bert Lemke

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Architect, previously a craftsman builder, so ideally everything would be in a good design, functions well and as intended. Builders would typically like fewer restrictions so they can build whatever.

Best strategies are the ones with a win-win solution, giving options and incentives for people to make choices and people can then chose the most favorable option.

1-7: Should generally review each proposal individually. Basic criteria for approval would be if there's an option to favor smart growth, without tying back to a specific law.

6: One of the main issues. Public transportation in this region doesn't really seem to meet the criteria for it to work. Only poor people without cars would take a 2-hour long bus ride because they have to.

*** alternative fuel sources**

8, 11: Experience is that parking standards are already at a bare minimum and has experiences with difficulty finding appropriate parking, but may be favorable depending on the specific project.

12: Probably ok.

13: Would need to see the specific requirements and details, but might be a possible strategy.

17: Worry about leaving this up to the employers because you wouldn't know what their intentions are.

18: Not too favorable.

19: Tax base should cover everything and toll lanes would probably be better in regions with higher concentrations of people.

24: Not sure if this would benefit most people.

25:

26: Concerned about increasing those fees.

27, 30: This is an example of a win-win situation that he would support.

28:

34: Unsure how this would be funded, which is an important detail for evaluation.

35: Possibility here.

44: In general, educating the public about smart planning is probably favorable. The more people understand the consequences of things, the better off the community is.

Regional Advisory Committee
One-on-One Interviews

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3. What circumstances might increase your stakeholders' support for these strategies?

NOTES

1. Stakeholder group: architect; was a craftsman builder/contractor; in general – architects are dreamers – ideally all things would be of a good design – ie functions well and as it was intended to as well as aesthetic; the typical contractor would just like the freedom to make a living building with fewer restrictions and requirements. General building contractor for 25 years – have a truck for traveling to work sites.

2. GENERALLY: best strategies that have a win-win solution; when we make rules that require people to do things they don't want to do, that's not a good strategy; but if we provide incentives and options, this is the best strategy. Example would be – if infill projects were given priority for permitting process – this would be an example of a win-win situation. Wouldn't be a restrictive law to limit – but would be an option.

1 through 7

Would really depend on the circumstance. If it were me, I would evaluate each proposal – criteria to evaluate would be – is there an option to do the favorable thing for smart growth but not as a restrictive.

-- a major issue: public transportation works in a very high density city such as SF; but I don't think anywhere in the Monterey Bay Area meets this criteria – land/site characteristics and density are such that mass transit doesn't really work here – travel time is too long. Every time I see a bus I look

at it and it's practically empty, at least in the Santa Cruz Area. As such – throwing money at mass transit is not a good idea because of this.

WHAT ABOUT alternative fuel sources & infrastructure ie increasing funding for hydrogen power – cars could be powered

8 & 11

Currently, the parking standards are already the bare minimum – truck parking as a general contractor has been limited – quite often parking is not enough ie. downtown Santa Cruz at night. But would depend on the detail – if a specific proposal could be made to make sense, I may favor it but as a general approach, I don't see it as a good approach.

12. Yeah, that sounds like a good strategy.

13. Would like to see specific requirement – but I think this is possibly a good strategy

17. Could be a possibility – but leaving this up to the employer, what the employer's goals really might be? Off hand a little leary.

18. What I imagine is a sort of superficial thing – not too favorable

19. Toll lanes – I kind of feel like our tax base should cover all of this – these are probably better for areas with higher concentrations of people

20. A possibility – but I wouldn't favor it – *hard economic times*, *taxes are already pretty high* – *raising taxes aren't always a good solution to a problem* – *odds of it passing are not very favorable*.

23. Certainly this would be acceptable.

24. I'm not sure if it would really work that way – I don't know that it would benefit most people.

25. Good idea, yeah.

26. Development impact fee program – just *already in place* – but would be concerned about increasing these fees more and more – cities need them, but you have your tax base too.

28. TDR – a little bit of exp up at Lake Tahoe – don't completely understand it, it does seem to be something where *wealthy people just buy* what they want and rest of the people it's not avail to them b/c they can't afford it; *depending on the details*, might support it.

34. Good idea but how would this be funded? One of the detail to evaluate.

35. There are possibilities here.

44. In general educating the public about smart planning is a favorable thing – the more we understand the consequences of things.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bill Leahy

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Land conservation organization to conserve significant lands and waters on California coast. Work spans 1) urban green infrastructure to restore health of landscape or water, provide public benefits (parks/rec, trails); 2) supporting and sustaining working lands (sustainable, economic of working lands); 3) wildlife habitat and conservation (broadly and in site-specific ways…shifting strategies from land acquisition to holistic comprehensive approach to conservation by building up durable/community-based stewardship movement to integrate human community needs into the land conservation arena). Looking for holistic solutions to community problems with land and water conservation as important drivers and opportunities.

4,6: Doesn't think anyone has worked to optimally plan for public transportation. Social justice aspect to make bus ridership attractive for all citizens while also serving the citizens that most need it. What is the overall strategy for public transportation and how does it fit into the overall planning effort?

26: Impact fees are fine if they're going to finance integrated regional approaches.

27: Depends on the situation- if it's tied to the regional strategy/plan that will move away from reliability on automobile.

28: Need proper design/structure that will function properly, cash to start, and actually implemented. City of Livermore has a well-structured program with political will and initial financing. In Monterey/Big Sur, the TDR program is set up for failure because there wasn't a

process in place to allow rights to be transferred efficiently and timely; no buyers of rights. Need for up-front investment to get a program started.

29: If boost to community around the project, need to look at how to take those increased taxes and put them to community needs.

30: Advantage to the developer and the community as long as it supports projects that support the whole community's needs (social, econ, envir) and not just one entity. If holistic, they are inclined to get behind it.

31: Project need to support long-term balance.

32: Fairness issue.

33: Unclear what you're trying to accomplish here.

34: Inclined to support this.

35: Needs to be tied to a comprehensive strategy with conservation outcomes

36-38

39: Would support if it doesn't lead to streamlining process that leads to bad development.

41,43: Tie to whole community's objectives.

44: Tie the environmental cost to the home buying process.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Organization – looks at urban green infrastructure (multi objective in scope) – restore health of landscape and water; provide other public benefits to communities/park and rec trails; 2) supporting and sustaining working lands – related to economics of ranching, future farmers, ranchers, pressure to build beyond urban fringe; 3) wildlife habitat and wildlife conservation. Our strategies previously focused on land acquisition as a primary tool – now we know there must be a holistic approach – citizen based stewardship movement – now we are focused on finding different ways to integrate human community needs and how this relates to conservation arena. We are looking for very holistic solutions to community problem sets; land & water conservation are important drivers.

1 through 7

Don't think anyone has ever sat down and looked at how we can optimally configure transit; there is also a kind of social justice side of this – how do we make sure it is serving citizens that most need it in the most optimal way. Our Salinas area project – constituents don't have any way of getting where they need to go.

What's the overall strategy for PT? how does it fit into a larger regional strategy to support goals we are trying to accomplish? How might it need to retro-fitted.

24. Anything that is incentivizing less driving, then that's good, but would this really get at what you are trying to accomplish, just not that familiar with this program.

26. This is a great idea if it will finance good integrated regional projects – otherwise I'm not going to really support this.

27. Depends on the situation; in general we would support this, but would want to know how it's tied to a larger regional strategy and plan? Will it lead us toward walkability/less reliability on the auto

28. TDRs – have seen these structured poorly – making sure it works; enough cash to start; if set up poorly then it's hard for us to get behind it; our organization doesn't get involved in public initiative unless there are very clear outcomes for our mission. City of Livermore TDR program has worked really well (knows the woman involved with creating this) – there was the political will to make sure this worked (having financial warchest up from to buy out the first set of properties and able to hold them). Monterey & Big Sur- state has set it up but nobody was willing to buy the property; there was a belief that it would self-implement; efficient transfer of rights in a timeline manner. If you were to pilot a program in this county – find a private foundation or source of funding that could set that warchest up. I don't see in this county this working. Wereable to incentivize land owners to make good decisions.

29. Not that familiar – project in Salinas – could help boost real estate value for the city – could work but how is it set up and who does it serve? To the community? To the people who need it the most?

34. Inclined to support this one – more like "under any"

30. As long as it's supporting projects to address whole community's needs – socio econ and enviro aspects of community.

31. again – if a good project then yes – if it's just because you are meeting emissions requirement but project won't support holistic balance.

32. same thing – fairness issue

33. Project by project

35. Yes but if tied to a larger strategy

36-38. See these all being in a mix – not standing alone – you would look at a combination of all of these things

39. Personally support anything that can assist dev and minimize governmental review but only if ties to holistic community goals

41. As long as this isn't leading to creating gettos –

44. Would support this – makes sense – assuming that's tiing in the environmental costs to the home buying decision.

Comments & Questions

- This area is way behind the times, if this project can move us forward, that's really great
- We are already engaged in a lot of the ideas discussed here and would be interested in working together where possible/useful

Presentation? Will be out of town in April.

d

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bill Tysseling

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Stakeholder Group: Chamber of Commerce- Economic Community (businesses- govt & employees; workforce, govt & education- water; property owners; investors). Housing, water, education, economic development

3 Drivers of responses: Economic competitiveness, quality of life, and confidence in the solutions (shared common thought).

1. **Notion that somehow we as an economic community can be making changes in the economic structure that our competitive environment isn't having to make- scares people. People are scared that we will do things that will affect our economic competitiveness in Santa Cruz (e.g. Hwy 1). Air Quality District gutted some industries (dry cleaners) and they were just moved outside SC. Quality of service and products, especially in terms of tourism (e.g. boardwalk) and they all come in cars. Significant constraints will drive them to go someplace else.**
2. **Quality of Life: Competitive earnings. Security/public safety. Funding for public services, especially education. Environmental quality (workforce, companies, shoppers, visitors).**
3. **Confidence in the solutions: Trying to solve individual problems without examining the larger framework. Need to have meaningful solutions and not considered in a vacuum. People need to understand and be persuaded that the solutions are the best possible.**

2: People generally believe that buses is not an attractive option.

3: Generally supported idea. Places that get pushback from people wanting to shutdown the highways for bicycles and the extreme bicycle advocates won't cooperate.

4: Well-received in SC. Local bus service has become so expensive because of unions and pension costs which don't have the return, so constituents won't take these issues seriously. See these things as careless (in their perception) because they think they can hire buses for a fraction of what they're currently getting paid and not have to pay into pensions. Would like to see bus service partially or completely privatized- competitive routes and rates.

5: Capital costs are so high that it makes it difficult.

7: Spend money on potholes and not Hwy 1. Hwy 17 & 1, and water. SC Measure H was a real solution.

8: Some of his constituents don't believe in zoning for parking and that businesses should do this at their own discretion. But, formulas show that parking gives retail a competitive advantage.

9: People love the idea & funding bus service for school, but reservations come from the school money. So the funding should come from a different source that education money.

14-15: Comes into play for employee productivity. Mandating this is problematic, but encouraging it is great so that expectations about how this will work will develop with time. In some cases, workers encounter disadvantages if they are not in the face of their superiors- a management problem.

18: Hard to get businesses to do this because it requires engagement and investment. Granite Rock, for example, has Malcom Baldridge-approval for supply chain management. Not to recognize people who are already doing it, need to go out and find the candidates, bringing them into the equation.

19: Supporter, but some people are concerned about its impact on tourist visits, affecting competitive advantage. Funds need to be used to improve the experience of the people.

20: Will be difficult to get, but needs clear conditions and demonstrate the improvement of the experience for the business and economic community (e.g. shorter commute times).

23: Bad investment if only used for buses or something. Could get support for HOV over toll lanes, when confined to congestion.

24: Very skeptical that this is economic.

26: Development community hates them. Conditions that they would be OK- fees shared with properties.

28: Less confidence that you'll be able to buy development rights. Project-by-project.

29: Brilliant. Need to be able to demonstrate that the funds are actually being used for improvements. Redevelopment Agencies really messed this up.

31: PPP good depending on the project.

32: Need to redo the whole tax structure. Good concept, but not sure how to sell it politically and demonstrate equity.

34: Could solve a lot of unemployment problems if trains/transit could move people better, which cannot be solved by a bus.

35: Can find a way to do these developments without density bonuses, but ok with it. More interested in remediation.

36-37: Has to demonstrate equity and be a generally available program.

41: Generally opposed to ordinances that mandate because there are other ways. Needs to demonstrate economic efficiency. Not building stuff that's outside the market.

43: Don't want to have no limitations.

44: Fine with this.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder group as the economic community – businesses; workforce; government and education; property owners and investors. Businesses and prop owners by industry group, number of employees and geo; gov & ed by jurisdictions and special districts – water & transportation particularly; 5 policy areas: transportation, housing, water, education and economic. All in Santa Cruz County.

2 through 7

Forces that are at work here: core issues for our constituency have to do with economic competitiveness, quality of life and the competence of the solutions. Under econ competitiveness – main issue is the shared commons issue; as an economic community – the idea that we would have to make concessions – that we would do things that would adversely affect our competitiveness that our competitors are not having to do; example: HWY 1 – it is relatively easier to get there in other communities, than it is here (SC) – 45 minute commute puts us at a disadvantage.

Also concerns re. imposed costs – example – dry cleaners in the past have gone out of business and relocated to Salinas.

3 million people come to the Boardwalk – all come by cars; if there are significant constraints, they will go somewhere else.

Public safety is key; funding for key public services and education; and environmental qualities; build an environment that people want to be in and come to.

Competence of the solutions: core problem in government is that we are trying to solve individual problems without addressing the issues as a whole; the notion that someone we are going to solve transportation in a vacuum is a great concern – people just don't believe that we will be able to solve these things in a vacuum. Solutions have to be demonstrated to be reasonable solutions/successful solutions. People need to be persuaded that these are the best economic impact.

1 to 3. People see that the amount of time it takes buses to go along HWY 1 – people don't see this as an effective option. Everyone supports the idea of bike and ped improvements. Where we get crossways about it – the bicycle advocates in SCruz have wanted to shut down highways and make people bike; now his stakeholders are just fighting against all bike lanes;

4. Express bus – yes the group loves this – but local bus service – the cost of this – expense without much of a return – what they see as egregiously careless with the unions – bus drivers could be paid 1/3 of what we pay; that we don't have to pay pensions; there are companies that could provide labor along these lines. Every time we discuss local bus service this is the issue that arises; see the bus companies as uncompetitive and wasteful – stakeholders would want to take a competitive approach and partially privatize bus service.

5. Capital costs are so great – Bill has worked on this since the mid-90's. If we had it in place, there is great opportunity in this – if we could get rail to the universities we could really benefit from this

6. *Same story as #4*

7. HWY 17 and HWY 1 problems define our economic environment right now – Scruz measure H – to fix potholes for 5 years; people have been very happy about this – but if spending STIP money then

<u>8 &11</u>

A lot of people think there shouldn't be any zoning about parking – that it should be totally driven by market and developer/business needs; to do to the other side, our retail folks just can't survive without having parking – everything we know for retailing tells us there is a formula for what we need; I have the documents.

9. Safe routes to schools – people love this notion; funding buses for school services is popular; the problem is $ for schools – people feel as though they aren't getting enough quality of education – where is the money coming from? Comes back to the need to resolve these things as a whole – ie "Practopia" – coordinated approach to solving things all at the same time.

<u>13 through 16</u>

All great but: mandatory – people don't want to be forced to do this. Concern: alternative work schedules = *work productivity concerns* – research suggests that women do well working from home but men are very bad at it; but this in general is a path of least resistance and inevitable. Workers feel they are disadvantaged inside the companies if they don't show up – they are worried about losing a job during layoffs or not getting promotions if they aren't in the face of superiors – this is a management issue.

18. It's great but you aren't going to get a lot of folks in business to do things as a result of this; but – head of Granite Rock – got an award for business practice – and has stated they would be the best employee in Santa Cruz County and people are then really proud of who they work for. If you can go to businesses and sell this, you can get them to play; if you are expecting recognition to get neighboring businesses to participate, it'll fail.

19. Toll lanes – big supporter – but what about impact on tourist visits? Needs to be implemented in a way to acknowledge this; revenues must be invested back into community visibly

20. I think this is a good idea but very difficult to get it; has to be clear about what would be spent on; demonstrate improvement of business community; shorten commute times and higher level safety.

23. HOV lanes – there is a general consensus – could get support of this over toll lanes – *as long as general access and timed to congestion.*

24. Very skeptical about this – how economic would this be? But, sure, interesting option. Would need to *demonstrate that this would not be a terrific cost* – that the measurement of *mileage wouldn't turn out to eat up all the new revenues* earned.

26. Development impact fees – are just an anathema to the development community – they just hate them; if a developer's new plant requires an exchange to be changed into a clover leaf – *if the developers shares the burden with other property owners*

28. TDR – ag loves these – and that's great; there's less confidence that you'll be able to buy up development rights to property that's meaningful – manufacturing or residential – would be *project by project* question.

29. TIF districts – this is brilliant; heartbroken about RDA – a blunder everywhere. Have to be able to demonstrate that revenues are applied to something that will have improvement; the reason that RDA broke down – people got careless about what this was spent on.

31. Joint development – yes, depending on project

32. We need to redo our whole tax structure – show the program – then you could get a shot at this one; *how to have an equitable sharing of sales tax proceeds with jobs/housing imbalance – how to solve this in a political way? How do we demonstrate equity in this?*

34. If we could do a commuter train in SCRuz – if we could do *high density developments* – could solve Watsonville's econ devel issues with a train to SCruz – just can't do this with a bus

35. Yeah – I'm a brownfields guy – we can figure out a way to do it without density bonus; more interested in the *front end costs of consolidating properties* & getting remediation done

37. Sure, but again, will be case specific – same thing with affordable housing – has to demonstrate equity, *no special favors*; got to be something that actually does deliver the *kind of housing that people actually want to have.* We tried to do low income affordable housing and people didn't want.

38. Is *this necessary? Maybe not.*

41. In general - not supportive of ordinances that mandate this – but there are ways to do it that stimulate that – needs to come in a bigger strategy. That we aren't building stuff that is outside of the market.

43. Only reservation – have to *demonstrate that you are still protecting area as a defined constraints* – don't want to have NO limitations (ie. industrial uses adjacent to residential uses).

44. This is good although I'm skeptical about the *effectiveness*.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Bob Bumba

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Stakeholder Group: Real estate buyers- rehearsal of ownership

2: What will it cost and how will it specifically benefit stakeholders? Put more emphasis on benefits, not the features.

5: People who live and come into Peninsula for shopping or work would benefit

6: People who need public transportation will care, but the general public doesn't see the benefit because they see empty buses.

7: If it means money or a property tax assessment, then people would not be supportive.

8: Most people want on and off street parking, so if their home is nearby a hospital, school, or junior college, they would be concerned about not having available parking for themselves or friends. Transfers the impact farther out from these institutions, so people that weren't impacted before suddenly become impacted, even though they weren't part of the decision-making process. Education about the benefits, not feature, may help gain support.

10: Higher social-economic level people want centrally located schools, but lower down people mostly worry about crime/safety.

14: Depends on what jobs people have because many jobs require you to be physically there (ag, hospitality)

15: If it's a benefit.

16: Doesn't think this would succeed but is unfamiliar with the program.

19: Depends on the benefits.

24: Doesn't understand penalizing for fuel-efficient vehicles through taxes because they aren't getting the gas taxes.

26: Would advise clients against buying a house that has hidden development fees.

32: Depends on the benefits.

35: Developers may like the density increase, but not the people nearby.

41: People in existing communities do not like large blocks of affordable housing, but it's ok if it's sprinkled in. Residents don't want to find out that they paid significantly more for housing than other.

Layering of information to help make decisions and create new strategies. Could add required information to the new buyer paperwork. Transfer of ownership fee (form filled out by the assessor's office) to split money at the county and then keep the fees…but cities have not taken advantage of this fee opportunity or extra information that could be gained through adding extra questions to the paperwork.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder groups: residents looking to buy homes; rehearsal of homeownership – look at all sorts of community factors; aren't aware of many of these strategies.

2. What are the costs & benefits? Who are the winners and losers? ie. field workers, retirees. My feeling is the survey or what the strategies are – people respond to benefits – maybe emphasize benefits rather than features of these strategies; people aren't familiar.

5. If people are Bay Area oriented that buy in Salinas; or have money to live on *MRY Peninsula but want access in Bay Area* – if you are a field worker your only concern is walking from your house to the grocery store.

6. Again – for people who need public transportation would like new busses; other people, most people I know are appalled at how few people use the busses; people feel like what's the story? People who I work with who are rehearsing ownership – the bus doesn't mean much to them.

7. If people think a roundabout is romantic, they'd like to have it; ie also a boulevard strip of grass, yes; but if it has a negative financial impact;

8 & 11. I tell everyone to drive by the house you are thinking about buying to see what driving & parking is like; most people like both on street and off street parking; if home is near hospital/college etc they will be concerned with parking. Or you can have special zoning like Salinas and transfer parking impact – which then adversely impacts people without say over the zoning

revision. If benefits were presented & they were educated – how does it *raise value of their investment & neighborhood.*

10. Higher social economic level – the more they want the schools in central areas; otherwise the worry is only about crime

14. Depends on what type of job they have; if you can do it, great, but if in hotel or motel or in fields

15. Again, if it's a benefit to them, it's an *education* thing – you see different things that you and I see is really *valuable*; lower socio-econ people are just surviving so don't see the benefit of green movement; in fact – people who buy older homes now are fearful of the new green homes because it'll make their homes obsolete – in 37 years for the first time people are asking about utility bills – people moving from Midwest or East ask about utilities – now locals are asking.

16. Vehicle sharing – this won't be successful; this is the first I've heard of it

19. Depends on whether stakeholders see benefits

23. Transportation costs figured in when you buy a home – based on commute costs – this is then the cost of transportation of that house; they'll talk about accessibility to freeway; if commuting is part of it; if they bought a Prius and make people pay for VMT fees instead of gas tax; but we are penalized.

26. If you are a developer you obviously want to transfer the fees to home buyers – I would tell them if a private developer fee was being passed through, don't buy the house

32. Depends, benefits

35. Depends, benefits

41. Depends, benefits – NIMBY – if it's done right and sprinkled, but if it's all one block, but otherwise they don't even know it

Comments & questions

Most of the people such as Janet Brennan – I'm not in their league; I talked to Jane Parker, why was I picked? Because I have a different/new perspective.

The county makes everyone fill out a form – a homeowner's exemption – you could add a page – a specific information that AMBAG would like to know – such as commute patterns – every purchase of every property – commercial, residential, etc.

The other thing is - when you talk about financing it – every city should have a transfer fee – first the county splits it with whatever city the purchase was done in; the county would get the whole fee if the city had their own transfer fee; there is a box there to check but no city is taking advantage of it; it's a one time fee – only when you sell your home; it's negotiable – you can have the buyer pay it,

or 50/50 – the people who are upset with you can't vote because they already left town; you could even have it where AMBAG gets the money –

Transfer of ownership, sent out by assessor's office -

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Darby Fuerst

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B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Professionals that look at constraints on development, particularly in regards to water. Retirees.

2: Unsure how "most effective" is defined, but would support this with clarification. May be a need for criteria for "most effective."

4: MOVE TO "UNDER ANY"

5: What is "commuter rail"?

7: MOVE TO "UNDER ANY"

8: Concerns about what the deviation would mean and what it would do. MOVE TO "UNDER ANY"

10: Supportive for the most part, depending on a clear understanding of the strategy. Don't want all schools to be come urban schools and short change schools in rural areas.

13: MOVE TO "UNDER ANY"

15:

16: MOVE TO "UNDER ANY"

20: Disadvantages that money could move away from local to regional jurisdiction. Would be supportive of this strategy depending on how the money would be allocated.

25: **MOVE TO "UNDER ANY"**

26: Needs a **basis for the fee collection and how to distribute it**. Supportive of a **fee to developer for the impacts of their project.**

27: **MOVE TO "UNDER ANY"**

32: General support for regional planning strategies. Concern is about **allocation, distribution,** etc.

35: **MOVE TO "UNDER ANY"**

36: **MOVE TO "UNDER ANY"**

38: **MOVE TO "UNDER ANY"**

39: **Concern that the mitigations in EIRs still be enforceable** and are **actually enforced**.

41: **MOVE TO "I'M UNSURE"**

43: **MOVE TO "UNDER ANY"**

Regional Advisory Committee
One-on-One Interviews

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2. What are your stakeholders' concerns with these strategies?

3. What circumstances might increase your stakeholders' support for these strategies?

NOTES

Had worked for Monterey Peninsula Water Mgmt District – stakeholder group – technical folks with an eye toward water constraints on dev and retired folks.

<u>1 through 7</u>

2. Wasn't sure how you would define 'most effective' – fair definition needed

4. Would move over to "Under Any"

5. What is commuter rail service? Not sure if this is the most cost effective way to move forward.

6. Move to "Under Any"

<u>8 through 12</u>

8. Would support this in the way I described it

10. For the most part, yes I support this – but I'd want to know more about what the impact of this would be as to how it might effect less dense areas; I don't want to have schools become all urban and short-change rural areas

13 through 17

13. Move to “under any”

15. Move to “under any”

16. Move to “under any”

19 through 24

20. If it’s a *regional tax for this metropolitan planning area*, I’d be in favor of this – but would be in fear that local money could be moved to a regional body and there could be some unfairness in that; in support of a gas tax but how the moneys would be allocated would be a concern.

25. Move to “under any”

26. In general I support this – but as a fee – what criteria is used and how is it distributed?

27. Move to “under any”

32. Regional tax revenue sharing – generally support it; I support regional planning but what about the allocation details?

35. Generally support infill, so move this to “under any”

36. Move to “under any”

37. Move to “under any”

39. As long as the mitigation measure in the plans and EIRs were adhered to

41. Move to “I’m unsure”

43. Move to “under any”

I appreciate what AMBAG is doing generally; I’ve done water planning so I hope my responses are helpful; in water related issues have done similar outreach so I appreciate what you are doing here.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Deborah Elston (Santa Cruz Neighbors Inc.)

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder group: helping neighborhoods get organized, but various issues & don't really take positions

Ear to the ground with all the neighbors & when a voice gets loud enough to make a change, then she takes a stand. Needs a big group behind it to get Deborah's support

1-6: bit of a struggle. A quiet debate about widening hwy 1 @ 9 & do a bridge widening. Some debate about widening roads when we want people to walk. If local bus service was efficient (coverage & frequency of service), she would say "under any circumstances" for 4. Right now, the service & routes are not adequate. Most neighbors she knows want Hwy 1 improved. Many people think that they have accommodated bikes for the detriment of cars, such as narrowing roads. Pushes the traffic to other roads, impacting those neighborhoods.

8-12: 9-some streets just aren't wide enough for sidewalks on both sides, dual traffic & parking on both sides & compromise the car traffic. Design needs to be good upfront. Safe Routes can be looked at in a diff way (carpool, walking buses, etc.). 10- already a town with neighborhood schools. 11- if people can't drive & park somewhere, they need to figure out alternative transportation, which has good and bad circumstances. 12- people may want to go somewhere else with free parking which is bad for the city. They have an app (Park Mobile) for parking, which has been very popular & gives people comfort about staying where they are.

19-24: could be very effective. Tolls that photo your license plate & send a bill could work. 24 could work since insurance already asks how much you drive & you pay accordingly.

25-30: Have 26 in SC. 25- really important to neighborhood believes that denser population & planning commercial corridor (2nd+ residences) is good because you get the biggest bang for buck from transportation bc transit is going down those main streets. If you put commercial into collector streets, it changes neighborhoods. 25- Responded both "Under Any" and "Need More Info"--- moved to "Under Any". 27- already doing this in SC in commercial areas (residences above) & there is less parking. Would move this to "only under certain." 30- some projects should take longer.

31- good idea because you can get multiple benefits with different groups involved.

32- depends on the circumstances, what taxes

33- more weary about this than a mixed-use zone. Would be more comfortable with a defined zone.

34-38: important, but concerns about inappropriate developments going into neighborhoods (poor placement). Makes more sense to mixed-use infill in commercial areas.

39- would change response to "under any circumstance" because SC is comfortable with that (architecture & where things fit in) & does that now.

Regional Advisory Committee
One-on-One Interviews

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A) What are your (many of your) stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholder group(s): For the past ten and a half years – I've been organizing and helping neighborhoods get organized (over 61 neighborhoods) – we come upon various issues all the time; we don't take positions; but I hear a lot because I have my ear to the ground with all the neighbors; I sit in the middle of the road and make no judgements, until a voice gets loud enough – then I'll take a stand – there has to be a big movement or majority of folks behind.

These questions are very relevant with many of the issues that these groups deal with; we have far right and far left folks and if they want to make something happen, they have to come to the middle to make a compromise.

Because of this- many of my answers.

<u>Strategies 1 through 6:</u>

This is a bit of a struggle – a current issue is whether to widen HWY 1 at HWY 9 – many people oppose this bc we should be focusing on non-auto investments; same as the HWY 1 auxiliary lane project; the silent majority is that we need to have the roads done…

I would say if our best local bus service was one of the most efficient from point a to point b, timely – then we would say yes under any circumstance; but the way it stands now, only under certain circumstances; ie. currently the service is sub-par because of coverage and timeliness.

Most neighbors I know want HWY improved upon and the bridges widened; most people might say yes that's throw it at the bus services; but we haven't seen that more funding for Metro has

improved with more $; for ped and bikes – Santa Cruz is already really great at this – possibly to the detriment to moving auto traffic efficiently. We've made revisions on roads that have narrowed the ROW for vehicles, in order to increase space for bicyclists; in some cases, the bicyclists want to close down the neighborhood streets, which then puts a burden on traffic diverted to other areas; that's why I look at things from the middle of the road and see compromises; King St. for example – bike advocates want a bike boulevard, but the neighbors wouldn't benefit from it – some people just aren't able to get out in their bike and have that luxury of time.

9. Safe Routes to School – usually entails putting sidewalks in – I live in an area without sidewalks – which puts kids back onto the streets which we all get that; some places are suited for sidewalks – enough room for sidewalks on both sides of the street – and in other places it's not, it will compromise car traffic. Might look at it in another way – the walking busses or carpool more. We have a lot of parents who drive their kids to school – parent education shift program??

10. School centered development – already being done here in Santa Cruz

11. Reduce min parking requirements – if people can't park somewhere, they're gonna have to figure something else out

12. Demand based parking pricing – recently SC has placed metered parking – it's reasonable but others say well I'll just go elsewhere where the parking is free – and that's then not a good thing. We have an app for parking – reminder for when your meter is up – you can then pay to increase your time right then and there – mostly all over downtown. "Park Mobile" app. Most neighbors would want to have free parking and not have to worry about it – or just have time limits.

13 -18: Yes under any circumstances .

<u>19 through 24 Section:</u>

19. Toll lanes could be very effective and work really well.

20. Regional gas tax: would wanna know more info

21. Congestion pricing – what is this? Something I saw in New Zealand that I really liked – we were on a road, got a huge sign that said you could take the toll road or the non toll road (the nice one or the old one) – 800 number to say you have to pay this toll; and then there are cameras taking picture; if you don't pay it and get caught – you have to pay within 30 days; wasn't like you go through a toll booth; this could work well here.

23. Def supportive of HOV lanes

24. Would be a split on this – but kind of already underway - that's a good thing – move over under

25 – 31 Section

25. This is really really important to neighbors – bc it's really easy to say that commercial streets are zoned for commercial; but I also believe that denser populations and planning commercial corridor with 2 to 4th floor residences because there you get your biggest bang for your buck, because transit is going down those streets; if you start putting commercial areas in a collector street then your affecting neighborhoods. **Responded both "Under Any" and "Need More Info"--- moved to "Under Any"**

26. We already have this in Santa Cruz – good

27. Reduce impact fees for infill development – again in a commercial area and putting residences above, they have less parking, because it's now being kind of a given – **only under certain circumstances.**

28. not sure

29. Depend on circumstances

30. Some cases yes, others more

31. My interpretation – you throw everyone into the pot and they make something happen; I had the pleasure of talking with a developer outside of Charleston – who transformed an old industrial site into a destination area and there is now a train station that connects it to downtown

32. Be determined on what circumstances – under certain circumstances.

33. more leary of this than of mixed use – b/c it woudn't be as defined – too open ended – could get back to.

34 through 38

34. Really depends on where – this is very important. There are concerns – for example SROs next to the university; went door to door and 95% of households said this is not appropriate; we knew this would end up being dorms; inappropriate place to be next to a neighborhood with single family homes;

39. I don't think you want a compromise in these cases – design guidelines – **under any circumstances** – because we are pretty sensitive to that in Santa Cruz – everybody has a thing about Architecture and how it should fit in. We do that now.

41. Santa Cruz doesn't have much more property to do infill on but it does make sense to do this, absolutely; people may balk at density because they don't want to drive down corridors but the density benefits far outweigh the aesthetics; I've been involved where the developer doesn't engage the communities enough; but they can and things can be more effective.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Eric Mangahis

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Stakeholder group: BOS- county residents.

1-7: funding is the main reason behind responses- depends on if it's at the expense of something else, special funding, or some other source. Federal grants or other grants for trans, etc. everybody would be for it. If taking $ from somewhere and redirecting it to transit projects, it would be less attractive. Main concern is where the funding comes from and if it's being redirected (i.e. safety) from somewhere else.

9 & 10: anything related to schools probably won't be a major hurtle and generally accepted by the community.

11: concerns about not wanting parking to shift to nearby neighborhoods.

12, 19-22: concerns about adding fees- perception of another tax, financial problems, elected officials find it hard to sway voters when advocating additional taxes. Do we really need to add fees (i.e. tolls, taxes) or use public education (i.e. walking, transit)? Fundamental problems when a strategy is monetary-based.

13: same as #11. Concerns about how much parking there is and how much requirements will impact parking. Ex. 10% means different things in different circumstances. Confusing until it's put into regulations and policies because then there's not wiggle-room for dealing with how this plays out.

14, 15: County has policies on these and would be supportive.

15-18: Cost-associated with these programs (i.e. management, organizing). No incentives right now at the county to use alternatives because parking is free.

24: don't know the ramifications so hard to say "any circumstances." How does this factor into the state's current insurance policy, otherwise he's in support.

25: Monterey County is very diverse in its zoning requirements, so hard to have a one size fits all policy.

26-31: how much will it cost to develop or implement them? Implies that the region needs to pretty much start new programs since it's not a matter of improving on existing, established programs. 28

29, 30- more special districts creates more beauracracy and you lose out on the cost efficiency. Streamlining policy makes everything easier for everyone and increases efficiency and reduces overhead costs. County currently streamlines development permit process to remove red tape so there's less steps to go through to get permits.

31: more people you get together, the cheaper things get per unit. 1 building with six stories, rather than 6 building with 1 story, you accomplish more for cheaper.

32: depends on how the regional tax would be determined and how it would be collected (payroll, income). How does the tax look?- regional or county? Concerns about the public perception of the fee so the County doesn't get blamed.

33: depends on the "undetermined uses" and the scale of the project.

34: How would those funds be raised? Additional or using current transit funding?

35: Depends on the details.

Criteria for projects: environmental impacts, economic impacts (for the greater good or private good?)- this is a very big area right now, level of public access/impact

36-38: Issue of public perceptions of taxes. Giving special preferences or exemptions to some cases can create issues- extends the reach of government when maybe we could find ways to leverage existing policies/programs.

Regional Advisory Committee
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NOTES

1. Residents in the county (since I was appointed by Supervisors); county health department; sign off on waste hazardous mats sewer aspects of dev review

1 through 7

- Main concerns are budgetary – is this going to be funded at the expense of something else; or funded through special funding or some other source
- If through fed grants that we were able to get to expand
- If either or type situation, then it would depend on what the "or" is – ie. decreasing road maintenance costs would be more difficult to get support
- If the "or" is increasing road capacity – depends – if increase in capacity to respond to congestion in a particular area; ie HWY 101 corridor
- If redirecting funds from any program – education or public safety

8 through 12

- Anything will school related stuff – won't be a major hurdle; when you talk about property prices; general economic welfare of the county – prioritizing schools is something we'd like to improve upon

11. Reduce parking requirements – every time permits come up to us; parking is always an issue – do we really need this many spots? Some easy ways to minimize this; but if a major theater than no, we shouldn't reduce minimums – people come and ask us about it

13 through 18

13. Only concern – requirements – goes with the same situation with parking requirements generally speaking – requirements would need to be justified and appropriate/to scale

14 and 15. County encourages and has programs to support this and have these already underway

16 to 18. Are there costs associated with these types of programs? County is cash strapped so wouldn't be able to necessarily augment carpooling; or *provide discount on parking pass if you bike/walk/transit to work*.

12, 19 through 23

- Difficult to get constituents to support increase in fees and taxes generally speaking
- Educational programming to maximize existing support; have people voluntarily respond to challenges rather than have a monetary punitive approach

24 and 25

24. The insurance laws are so complicated – don't really know what the ramifications are if you just switch – even from state to state – ie. no fault state to CA, insurance policy changes – how would this factor into the state's current policy.

25. Monterey County is so diverse that one set of zoning practices or requirements is difficult to do; if we are talking about San Ardo in south county – nobody cares; but Castroville, where it's more urbanized, then the zoning makes more sense there – should be on a community basis rather than a one size fits all policy

26 through 31

26 & 27. Main concerns deal with funding type issues – in talking about doing programs and projects – these things come with $ signs attached to them. These are not fully in place at the moment; you are talking about starting new programs and projects; you have to establish it – more money.

28. TDR – situational basis – depends on what rights we are talking about – if it's l*and that's already meant for development, that's okay* – but if it's land that's geared

29. Same – funding associated with doing this – if we add another layer of bureaucracy, are we going to have a bunch of people doing the same things and overlapping? More special districts we have the most bureaucracy we have.

30. If you can streamline the process – get everything into one agency or department, makes everything a lot easier and increases efficiency; save $; we are doing this right now – streamlining process to review building proposals – so it will only go through a handful of reviews; if there are better ways of streamlining the process this can limit overhead costs

31. Joint development – multiple jurisdictions or public/private coming together to do the project then you can lessen total impacts and costs; esp of management; vs. discrete little project

32. What would the portion be? Would every one be taxed the same? How would this be determined? Main concern. Also – would it be collected as a property tax, in which case, that tax would be included on a county tax – then it looks like the county is taxing everyone – residents don't see it as a regional tax. Wouldn't be opposed to a program like this, but how it's collected and what the outreach would be.

33. Hard to say wholly for – would need project by project evaluation?

34. Would be all for, but how would these funds be raised? From current funding from transit or additional charge down the line?

35. Project by project – generally support – devils in the details – can't do an outright policy – concerns: *economic incentives,* environmental impacts; *can increase profit margins? How would this benefit the community here in addition to profit*

<u>36 through 44</u>

Tax credits can be seen as special treatment

Mixed use ordinances – again is this *adding layers of bureaucracy*

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Harold Wolgamott

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- **If it's a balanced approach, then things will be better understood in South County.**
    - **South county- growth for housing & business….need to have same options in their area (i.e. transit) or it won't be seen as fair**
- **Incentivize with what is existing or….?**
- **#2: increased coverage in existing areas will receive greater support & not just look at the peninsula (look at the region as a whole)**
- **if it's an optional thing (like #8) vs. you "shall," then politicians will push back simply because they are being told to do so…if it's not forced, it will receive greater support**
- **#12: too much area with meters is not seen well in South County because they cover too large of an area**
- **Electric vehicles: needs the political support (the soft sell- gathering political support first…people are not going to be the ones sold because they don't have the $, but seeing EVs as the way of the future, need to sell to the leaders/political level so they can plan for it)**
- **#15, 16, 17, 18: if mandatory, it probably won't be acceptable.**
- **#20: tough to sell taxes because improvements happen elsewhere. Monterey County has experienced growth without providing for transit…so the local level doesn't want to pay**

for the county screw up. **Need a set of concrete steps towards changing things so that people will believe what is being said. Need to make it "believable."**

- **Congestion Pricing (#21):**
- **VMT Fee (#22), Pay-as-you-drive (#24): a reasonable way to go but people need to understand that your overall fee is reduced and you are just going to be charged based on miles you drive. Sell it by explaining the overall concept of reducing fees to gain buy-in.**
- **#25:**

Regional Advisory Committee
One-on-One Interviews - Script

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NOTES – by numbered strategy (See Q6 from #2 RAC SurveyMonkey Survey)

1. Would need to be *balanced approach – geographically* – south county and north county; if marina is incentivized for transit and south county is not; *we aren't getting transit down here*; because we try to make our communities walkable – multiple strategies relavent

2. Would incentivize transit in a particular area or frequency / quality of service; if the region sees that marina/fort ord has the land, so that's where the jobs/housing should go – that will be hard to bite; if focus is on existing coverage- as long as overall system is looked at and include south county

8. If this is a voluntary thing – optional thing for jurisdiction to apply the measure – if not forced by regional body – if shown as one way.

12. Demand based parking pricing – *downtown parking meters*, that's not bad – but don't go overboard with parking meters

13. Electric cars – way of the future, how Gonzales sees it – rest of south county – hasn't seen it so much; need a soft sell – people don't have money for the hybrids/vehicles at this point; our political folks need to be the leaders to move in this direction; Gonzales is already moving in this direction.

15. If recommendation is to *encourage these things*; great, but if the idea is to make mandatory then that won't work out

20. Regional gas tax – if it was fairly done – hard to sell any tax thing – why should south county folks support something to help prunedale? We drive through it all the time; but the county has allowed the growth without transportation measures; every time we do something here we have to

take transportation mitigation measures. With the cities, why should we pay for what the county has messed up? What would fair mean in this context -- ?

When dole went in between Soledad and the prison – they didn't have to do mitigation, but they get the benefits from new developments – when a new tax is sold as leading to improve libraries

We are going to make everyone mitigate their transportation – so that all new development will pay 90% of their mitigation stuff; then if the people also believe this, then it's not going to work.

21. Congestion pricing – something along this line needs to happen – but *how it's sold is the bid on this; if the people believe* that it applies to Chualar where *there is no traffic congestion (but there is)*; people of dtown Monterey, Salinas know congestion, but would they support this

22. VMT fees – this is a good way; if the DMV fee is charged based on the number of miles you drive, this is a reasonable way to go. But people should know that general fee is reduced.

24. Pay as you drive car insurance – same as #22. If State of CA does what it normally does – raised on top of – won't get more support

25. Zoning based on street types – *planners will have many differences in perspective*; have seen it so that large collector roads were designed smaller so that people had to go through the neighborhoods; their answer was we can improve traffic by slowing it down by making it smaller roads

26. Development impact fee program – *we do this in Gonzales*; we've gotten heat for these but we stick with it; when it comes to regional program, other issues come up – *regional one not so great*

28. TDR – is a good thing, most voters in CA support this but it's how you apply this; if it's applied in Gonzales, we have a SOI – so development rights we have around that we transfer within; if you work it out within the cities, this is doable. But when you have MRY County that says you can *develop a large processing plant and calling it agriculture*.

30. Streamlined development review – can be done well – but *many people oppose it*; but if it's *sold as through same rules and regs are applied evenly and equitably*; general public and planning staff concern is that *developers are getting around rules*; how to show that developers are not getting around the rules? *Politicians are telling staff to do it and making sure they do*;

33. Floating zones – again it's how it's applied – I've seen it done well and not so well; you'll *get incompatible uses*; and who's going to decide; planning commission wants to see everything; *takes more time to deal with it*; *AMBAG could maybe do this; can manually implement mix of uses*.

35. How this is done – I've gotten quite educated on this – it's *how you sell this;* what are the density bonuses? Do I let them not pay a certain impact fee?

39. Have seen this done very very well – *county* has let entitlements through outside of jurisdiction; has worked in upper scale communities but in south county, not so much

41. Is it *mandatory*/*voluntary*? If you put this one with the last – if you put *too many incentives*, then you get a bad process; if you have *a balanced approached* then

General Comment:

I'm glad that someone is looking at these issues on the transportation piece.

And that it's being looked at as a separate piece; someone needs to look at each piece and then put it together.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Hunter Harvath

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Stakeholder Group: 1) Hospitality industry (mostly a politically conservative group) and 2) transit riders. Looked into strategies from hospitality business owners point-of-view.

1: Hospitality industry views market as a primarily car-oriented market, so they would not support favoring for transit. Would support transit for use by employees or visitors using transit for secondary purposes like the trolly or Grapevine Express. Don't see current facilities and proposed facilities as working together.

5: Would be considered a waste of money because it wouldn't be a help.

8: This strategy might be OK as long as it wouldn't result in parking spaces that are used primarily by tourists then being occupied by residents. If there are positive impacts from an economic development standpoint, then it would be supported.

11: If you continue to require parking for new developments in downtown Monterey, then there will be an imbalance, so reductions in minimum parking requirements may be appropriate in this case. Current parking study underway. Eco Pass program in Santa Clara idea may be a circumstance that may make this strategy more appropriate. Perceived parking problem in Monterey, but this is not actually the case.

9: No position on this issue.

10: Wouldn't want schools next to hotels, so it depends on the location.

14: Hospitality industry doesn't work well for this, except for some office staff.

15-16: Fine if it's voluntary, but would not support this if it were forced (incl. no costs associated).

18: Would be supportive if it doesn't cost anything or is minimal.

19: Hwy 56. Depends on where the toll lanes are.

20: Would be receptive to this strategy if the cumulative tax would not be higher than neighboring counties.

21: Greater community does not understand this strategy and needs more information. Not fair to implement this as a stand-alone strategy. Would support HOT lanes.

22: If added to the gas tax or something, they wouldn't be supportive but if it's on your vehicle registration fee there would be more supportive.

23: Most people visiting are in groups, so it would have less impact on customers. Would only want this extra lane on an existing congested road.

25: Would want to know the results of this and how it will impact them.

26: If linked to a specific benefit, they would be supportive. Otherwise, no, because they will see it just as another tax that will hinder development.

27: Depends on where and what type (i.e. affordable housing) the infill development will be.

28:

29: Need to show benefits to hospitality.

32: Hospitality views itself as the second revenue generating business in the county and wouldn't want to share with the rest of the county. Would want to see money reinvested in tourism-generating services.

34: Would not support if they have to pay into the fund.

41: Nimby situation if located in a main area.

Regional Advisory Committee
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NOTES

Stakeholder groups – asked by Burnett to represent hospitality; but also transit professional by day; my responses were intended to reflect how hospitality business owners would feel about these components; have been on Hosp Business Board for 7 years and chair of Gov Board for 5 years; so I'm aware.

1 through 7

1. Transit: Typically hospitality industry views MRY market as auto-oriented market; top priority is to widen 156 to improve access; scoff at idea of people riding buses for tourism purposes; this is not to say they aren't supportive; they see transit as a way to get workers to work and free up spaces for paying guests. Secondarily the trolleys and grapevine express- appreciate.

3. Bike & ped – people just scoff at/roll their eyes at these investments. But if you were to pose it to them as *taking away existing trail* they would lose it.

8. They would say it would be okay as long as it wouldn't result in parking spaces that are currently used primarily by tourists would be occupied by residents; when I lived in MRY, the parking was

metered; location based – if downtown Salinas – if it makes it cheaper for econ development, then yes, support; make it easier to develop things and create jobs and get the economy moving.

11. Depends on what neighborhood, if it's in Pebble Beach, they will provide the parking they need for their clientele; but if you look at Cannery Row where you've got infill development or small businesses down their; it's the city to provide parking in parking garages. One of the things I've been involved in is the City of Monterey's redevelopment efforts – what they've found is that they have *too much parking available*; so if you continue to require new developments to provide more parking, will push this further out of whack. So – if parking supply is already adequate; Santa Cruz may be similar? But the EcoPass – could make it appropriate. We don't really have parking problems – even though people say we do.

9. Often times people say "it's really not a hospitality issue" – really not something they would take a position on one way

10. Wouldn't want schools right next to hotels – not ideal.

14. Nature of the hospitality industry doesn't allow for alternative work schedules – *maybe some of the office type staff* – ie. accounting staff.

15 & 16. Would look at it as fine if voluntary; but if there is a requirement they will resist because of top down; if it's something to offer, doesn't cost business anything then, yes.

17. Yes? More info this? *Del Monte* – *during certain seasons*, employer will offer shuttle services to have.

18. As long as cost is minimal to implement, yes.

19. Toll lanes is being analyzed/talked about. MCJ – hospitality is interested but hasn't taken a position on whether they support it; depends on where this is implemented; would be a pretty big step for us; there needs to be more data to determine whether it's appropriate for this county.

20. Would be receptive if cumulative taxes was not higher than adjacent counties – because this would give an *unfair advantage* – if tri-county, then how do we compare to Napa? To Silicon valley? To other wine country areas? If it makes us less competitive – esp in terms of group sales/ conventions – this could be deterrent.

21. I know what this is, but the community doesn't understand what this is here – would need more information on this. But – if you implement this without having additional lanes then this isn't fair; you'd have to have *an alternative investment; or if you had a HOT lane* – would be more supportive; their customers would be penalized, could choose to go to Napa, etc instead.

22. If tacked onto local DMV fee, it's not *penalizing their customers*. Other than in general being against more fees & taxes – mostly would identify as conservative.

23. Would be great – you've got most of the people visiting here are in fact 2+ people. If the HOV *lanes were on parts of the roadway that don't cater to their customers*, probably not supportive of it.

25. Would need to better understand what this means and how it would affect them? Will there be some weird *consequence?* How will it affect my ability to expand my business, am I grandfathered in?

26. If linked to a certain benefit, might be receptive to that; if doesn't benefit them.

27. Depends on where the infill development is and what it is – if low-income housing could be built near cannery row would be against it.

28. Would need to know what it would mean for empty lot next to hotel – *viewshed concerns*.

29. TID in downtown Monterey – something like $2/night – would need to show how to benefit hospitality.

32. Hosp views itself as 2nd biggest revenue generating industry – wouldn't want to share it – have an issue with transient occupancy tax to neighborhood beautification; would see as cyphoning off money.

34. If they are being asked to pay into this? If so, then not supportive.

41. NIMBY

Comments & Questions

Nope.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Jan Saxton

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Stakeholder Group: Voice of reason when talking about future strategies for the region. Transit perspective of new economic and social reality post peak-oil over the next 100 years, so current strategies are business-as-usual based on past 100 years. Species changes to ensure our survival. San Benito County residents- support strategies in theory but then balk when pressed to give up development rights.

3-4: MOVE TO "UNDER ANY." Would rather see bus lanes (Salinas-Monterey corridor).

7: If it's broken, maybe we need to replace it with something better.

10: Many transition people are home-schoolers so it's a matter of how this strategy is being implemented and how it would benefit students.

11: Would support this with the caveat that it's focused on building more walkable neighborhoods and not just to allow more development…placing development near transit lines and accommodate alternative transportation.

Transitions workshop- envision life post-transition.

12, 17: Can't price ourselves into these solutions because it will take a paradigm-shift. Pricing creates equity issues because rich people still get to park. Price out the poor, working poor, and middle class.

13: MOVE TO "UNDER ANY."

18: MOVE TO "UNDER ANY."

19: Creates equity issues.

20,22: Everybody hates taxes and fees. Would have to be something that stakeholder group sees as helping to move away from petroleum dependency.

23: Support with the caveat that it's doing the status quo better. Pressure of increased petroleum pricing. More effective if the HOV lane was for EVs and hybrids.

26: Depends on where things go. Would not support if it's going to support status quo.

27: Not a big priority to her group.

31: Would support it if the focus is a radical restructuring of how we live and use energy.

35: If it benefits infill, it's more supported over Greenfield development. Include community gardens, access, and services to sustain life.

Infill: Next 10-20 years, food becomes life-threatening bc agro-business has ground to a halt, may need to transition to home-grown food. How to get to people in cities? Economic system is based on endless growth that is an impossible equation to solve.

36-38, 43: Would support if they were forward-thinking about building that's geared towards locally-viable communities that can provide as many resources as possible within that area. Make best use of the space, rather than just cram as many people as possible into a space.

Comment: Transitions workshop videos.

Regional Advisory Committee
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NOTES

Stakeholder group – transition movement – that we are at or past peak oil – we will see a very different social/econ reality in the next 100 years – so they don't serve us.

I'm not sure how I got on this Committee – most residents see me as out in lala

Trying to answer for a stakeholder group – I get a little schizophrenic between the transition movement and also having been involved with SBenito County General Plan process – general opinions of SBenito county residents; where residents support things in theory but balk at them when it comes down to impact on own resources

Many themes focused on preserving rural character; but if you try to pass anything that limits growth or TDR, nobody is willing to give up their right to develop their parcel – that's where the choke point is. People understand in a general way – commons issues. This came up over and over again in SBenito.

SPEAKING FROM TRANSITION GROUP:

1 through 7

3&4. Would move to "under any"

4. Express/BRT bus service – provide bus lanes so that riding the bus is a huge advantage

7. Our idea is a bit more radical – if it's broken maybe we need to replace it with something better

10. A lot of transition people are home-schoolers – this may not be high on the list of priorities but education is very important – so emphasis on how this could benefit students.

11. Would be all for this – with the caveat that it's focusing on building more walkable neighborhoods – so that building in alternatives – placing developments near transit – using development fees to provide alternative transportation – adding a requirement to provide adequate transportation – or putting in solar charging station for electric cars.

--- I went to a training for transition workshop in Santa Rosa – we did a guided visualization, we were asked to think of our lives as post-peak oil – what is your life like? Jan describes what this looks like…

12. We don't think we can price ourselves into these solutions – equity concerns – pricing issues always have inequitable impacts – only allows rich people access

13. Move under "under any"

17. Equity – could be a perk only for wealthier population

18. Always useful – should move to "under any" – reward good approaches/practices

20. Would have to be something that they saw as really helping move us away from petroleum dependency

22. Same thing – but tough for people but it encourages walking – will it be effective in reducing petroleum dependence?

23. Support with the caveat – mild improvement on status quo – we've got to look at how to get away from gasoline powered cars, period – we are losing oil as a natural resource, impact on food prices – fine tuning the same approach. Would support an EV or Hybrid only HOV lanes. But alternative energy sources – are not as much bang for buck – will take a very innovative approach for using alternative energy

26. If used for alternative transportation, then yes

27. Infill is better than suburban sprawl, we get that but this is not as high of a priority. If in the next 20 years, food becomes a huge issue, then we need to be able to self-sustain with urban ag, backyard food supply. We have a triple threat at this moment – peak oil, global warming, economic system has reached boundaries of what planet can support (based on endless growth but we have finite resources). Would have to be really well designed – would have to include community gardens, community access to everything you need to sustain locally in order to sustain life.

31. We would support if the focus is a radical restructuring of how we live and use energy

35. Yes – same thing – better than sprawl – people start screaming bloody murder about the increased traffic

36-38. Would support all of these issues if they were forward thinking and geared toward building self-sustaining resources.

43. Same as above – designed to make best use of the space, not just about cramming people into a small space

Comments & Questions

- Have materials from the transition movement – produced by a guy who wrote the end of growth

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Janet Brennan

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3, 5, 7, 13, 14, 17, 18, 41, 31 under "Under Any." Move 19, 20, 30 to "only under certain"

Sympathetic to land use policy and what AMBAG is trying to do.

Stakeholder Group: Land Watch Alternative, Board Member

19: Depends on impact studies of low-income drivers and whether or not it would address the issue. Can see people becoming creative and finding other loops that could be totally undone by the toll roads, so it depends on the studies.

20: Depends on what program is put together. Last time, TAMC tried to sell it based on safety, but put funds to other things (widening Hwy 56). If greater focus in on alternative transportation or BRT to relieve day-to-day commuting, this might have a better chance.

23: Not appropriate for this region. Not going to put an HOV lane on a 4-lane road because people would be in an uproar.

30: If it entails limited CEQA review or substantially circumventing the process for public participation, then it would not be viable. Depends on how "streamlined review" is defined.

32: Seaside and Sand City currently share revenue. Depends on the definition- what it is.

39: This is already available in some capacities, but needs clearer definition of this strategy. Circumstances need to be defined.

Other comments: **Doesn't think the general public has a clue what's going on related to this planning effort, which is obscure and obtuse. Doesn't think the public appreciates how this relates to climate change or emission reductions, due to overall lack of communication with the public. The need is so urgent to get GHG reductions and this process does not speak to the urgency, but does not see a compelling message being given for the general public.**

Compelling message would contain: clear understanding of the State law, challenges that are ahead of us to meet the goals- specifically VMT reduction, greater sense of urgency

Regional Advisory Committee
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NOTES:

Stakeholder group – those concerned with good land use policies

19. Toll lanes – depends on studies and potential impact on low-income drivers; and whether or not it would address the issue; I could see people becoming creative and finding other routes which could *create congestion on other routes* anyhow.

20. Depends on what kind of program – TAMC sold it on safety but put 30% of funds on an item that was #8 on the safety list;

23. HOV – *if done appropriately for a region* – not that appropriate for Monterey Bay Area – wouldn't put on a four lane road.

30. Streamlined development review – depends on what this entails – limited CEQA review? If it entails circumventing process for public participation, I don't think it's something that's viable – depends on how this is defined.

31. Joint development – under any circumstances – isn't *TAMC doing this*

32. Regional revenue sharing – depend on *how it's defined and who is participating* – regional impact fee could fall under this category -

33. Floating zones – too amorphous – a lot of these things need more definition

39. Isn't this already available - ? As much, what more could be done or how could these be more defined?

OTHER COMMENTS OR QUESTIONS REGARDING THESE STRATEGIES?

- I don't think the general public has any understanding of what is going on in this planning process; mostly they don't understand how all of this relates to climate change, or what kind of emissions reductions we are talking about or what this means.
- It really relates to the overall lack of communication about this to the broader public
- I would find it really hard pressed to write a message about this process for the land watch members that has any kind of compelling message; what we are going through is not terribly compelling; yet the need is so urgent to get reductions in GHG emissions
- I just don't think this process that we've gone through so far speaks to the urgency;
- While I appreciate that smart growth is good for smart growth's sake, I just don't see a very compelling message for the general public
- I understand it on an intellectual basis, but on a gut level basis it's kind of
- *HOW TO MAKE IT COMPELLING?*
    - Clear articulation of state law
    - What challenges are ahead of us in order to meet the goal?
        - Reducing VMT
    - A greater sense of urgency to what we are doing

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Larry Pageler

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Stakeholder Group: UC-Santa Cruz community (students-8,000 bed spaces, staff, faculty). A lot of smart growth strategies that UCSC has been doing for decades.

5: Issue here is that there are probably "unknowns" about the meaning of rail service. Group would be supportive if it takes them where they need to go. Technology needs to be reliant on other transit infrastructure to get them to the rail station and from the station to where they need to go.

8: Would probably be supportive if in combination with car sharing. Needs to be a trade-off with other transportation.

10: Other factors except for siting of the school- proximity to playgrounds.

11: Supportive if other alternatives are available.

12: Good in high-demand parking areas, where worries that it scares customers away are less.

13: EV car-share vehicle problems when cars are charging in-between driving.

19: Way to get funding and discouraging types of use. Assumes that widening Hwy to offer a toll lane, but there might be other strategies that would work better, besides having to widen roadway. Equity issues.

20: Need caveats for how the money will be used, to ensure that the money goes to transportation programs and not some other project.

23: Are you **having to widen the roadway** to provide them?- if yes, then this would not be supported.

27: Supported generally, but has seen **situations where demand for on-street parking has increased**.

30: Concerned about **what might be lost in the process through a less thorough review**. Would need to see **examples of how the streamlining process is different** and on **what level is this implemented** (city, county, etc.). Wants **clear winners and losers** defined.

31: How it's applied to different projects and locations will influence its level of effectiveness. Depends on the details.

38: Wants to see how it's applied.

41, 43, 44: ?

Comments: Additional information on topics where he needed more information would be very helpful. At UCSC, people appreciate living close to work, increasingly car sharing and carpooling, and using alternative transportation. Lifestyle and work choices are changing based on the cost of commuting and the cost of housing….increase in biking, riding transit, etc. UCSC may be biased because of the type of population. New types of mixed-use development and housing are always helpful in supporting living close to campus.

Regional Advisory Committee
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NOTES

Stakeholder group: UCSC larger community – not just as a planner of UCSC – students, staff and faculty of UCSC; 8000 bed spaces on campus; 17k total enrollment.

5. Expand commuter rail service: there are probably unknowns about what we are referring to here. For my stakeholder group, they would be very supportive if rail takes them where they need to go; in the UCSC commute shed, it's relatively compact; there are a small number of people commuting from south county; but they probably wouldn't be users of this. Secondly – acknowledging that commuter rail service is reliant on other transportation links.

8. Parking waivers/reductions. Would be support if they came with something like carsharing; has to be some other trade off to transit dependent development.

10. School centered development. There are many other factors – ie. prox to playgrounds

11. See #8 – as long as other alternatives are available.

12. Demand based parking pricing – in general yes – UCSC has parking fees required of every vehicle that comes on campus – always tension as to whether we are scaring customers.

13. EV carshare vehicles – charge time needs; *hybrid parking*

19. Toll lanes. A way for funding – also a way for discouraging certain types of use; in many situations; reading into it an assumption that widening to add a toll lane? Equity & capacity impact.

20. Would need to have iron clad caveats about how the money is used? How do I know it will be spent on transportation programs?

23. HOV lanes – in general they are fine – but not if widening is needed;

25. Zoning based on street type – could have so *many variations in location and setting* that would make this a complicated thing; seems like an interesting thing but would *need to learn more*

27. Infill development in SC has led to increased on-street parking demand – so *parking should be considered with impact fees*

30. Generally yes – but what might be lost in the process? Fairness of the review? Could be clear winners and clear losers? Are their shorter periods or fewer steps? Is this city wide or county wide?

31. Great idea – but how it's applied to different projects and locations and settings – devil is in the details.

36-38. Great idea but how is this applied exactly? Could be perfect in some settings but not appropriate in others possibly?

41. Yes – little to add to these.

43. Yes – but circumstances where *conversion of a residential neighborhood that may create problems* that wouldn't allow

44. Yes – little to add to these.

OTHER COMMENTS QUESTIONS

- Generally a useful exercise
- Some of these questions I didn't know enough about
- I think providing additional information about where I need more information, esp to talk with constituents
- People appreciate living near where they go to school/work; they don't want to do the long commute; car sharing and ride sharing – Zip car is supporting 30 users per car.
- In our population, when gas prices increase, we see transit, biking to campus increase; our numbers are biased in that our pop have some flexibility (no kids) – average trip length is 6 miles.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Luis Osorio

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Stakeholder Group: City of Monterey, so citizens of Monterey

2: Transportation Agency is thinking about bringing the branch line into Monterey, which is going to tie things together what the SCS is going to be. Number of unresolved issues in Monterey about this new line, so until the community knows how to define it, there's going to be questions about additional funding.

4: Working on Downtown, Waterfront, Lighthouse Corridor, North Fremont specific plans which have included conversations about increased mass transit. A lot of people in the city still look at the car as the main transportation means and not making the connection about transit and the resulting improved quality of life.

5: Is it really going to be a commuter rail? Additional funding is not going to be there until this question is answered. Still a lot of ignorance and auto-love in the community. Need for education and cultural paradigm change.

6: Same as #5. Historic land use patterns dictate how people commute (i.e. why take the bus for 40 minutes when you can drive 20?)

8: Community has to go through the exercise of learning about new parking practices (from minimum to maximum requirements) to make the connection. People still want lots of on-street parking.

11: same as #8

10: Strategy is related to neighborhood traffic. Need to know the whole neighborhood design pattern and details to see how it will be done.

27: Depends on the development type and it's up to the community to decide what infill development projects would get reduced impact fees.

34: Stigma in Monterey about affordable housing and confusion about TOD. GP already has certain corridors for new housing but people are still questioning them because they still consider areas like Lighthouse has "highways" and can't envision redevelopment potential (quality of life, reduced traffic, etc.).

35: Clarification about density bonuses. May be a good way to make a project pencil out.

37: Issues around location of affordable housing (people tie this to immigrants and poor people) and what types. Would need the specific details.

38: Always difficult to justify breaks for developments.

Comment:

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NOTES

Stakeholder group – citizens of City of Monterey

2. Answer reflects that fact that the transportation agency is thinking about bringing the Monterey Branch Line into Monterey – to me this is what will tie everything together in terms of the SCS – there are a number of unresolved issues at the community level as to whether there is general acceptance to bringing the Monterey Branch Line into the city; until the community knows how they are going to define this, there are going to be questions about additional funding for this project;

4. Expand express bus & local bus service – with the city we are right now working on a specific plan for the downtown including waterfront master plan – north Fremont and Lighthouse corridor.

5. Expand commuter rail service – will it really be commuter rail or more towards – what? Additional funding is not going to be there until a lot of these questions are answered. People are in love with their cars; the circumstances would have to change – cultural education & paradigm needs to be created.

6. Increase funding to repair or purchase new buses/rail etc. – same answer as #5 – people are still not on the ball with *improved transit system as a way to improve overall QOL* – auto-oriented & land use patterns in the last 50 years.

8 & 11. Parking waivers and reductions – community has to learn about new practices in parking where e are going from min required to max required as a way to do better site planning; the connection is not there yet to having parking waivers; staff and public works do not understand how it all is going to work; people want to have all this on street parking

10. School centered development – this is related to traffic – people aren't aware of *the benefits* and may only think about the traffic congestion impacts – what are we talking about? Commercial and residential right next to the street – it's a matter of seeing how it may be done and what the details.

27. Reduce impact fees for infill development projects – issue is what kind of development we are going to give the break on? Inclusionary housing development, or for all the infill projects? What other criteria? Economic development catalyst sites? A given community has to make their own decisions as to what projects they are going to reduce impact fees on.

34. Transit Oriented Affordable Housing Fund – in the City of Monterey – there is still a stigma about affordable housing – there is a notion that people don't understand what TOD is really – big tasks of our Committee to see how we are going to break the ice to the public with all these new concepts; City of Monterey already has these corridors adopted; but people see these corridors as highways rather than as areas that can be *redesigned to make better streetscape and placemaking*; one incident – a resident said north Fremont is too high volume so we shouldn't build housing there. People aren't aware of the benefits of TOD and QOL.

37. The location of affordable housing – ie NIMBYism is an issue – the devil is in the details – would need to be *more integrated with market rate housing*

-resources that might help agencies implement strategies that they are already doing & overcome barriers

-opportunities to implement (low-hanging fruit) that we are not doing

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Matthew Sundt

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Stakeholder group: general public. Professional background is planning, associated with AEP, Board Member of Monterey County LandWatch, Ventana Wilderness Alliance….swing from environmental-minded to urbanist to social-minded (Chamber of Commerce)

10: Ideally, schools should be located as close to population as possible to cut down trips but sometimes it's impossible to do that. Ex: Watsonville school on west side of Hwy 1- didn't have much choice because no land area within proximity to the population. Big portion of schools is devoted to parking, so you need large land areas (50acres), so selection of school site foregoes selection of smaller sites in closer proximity to population- why so many schools are located far away.

11: Doesn't reflect the "real world" because it's a good idea and do it as much as you can. He would only do it for residential development (Lighthouse Ave.), but not at a train station is Salinas. Less parking in urban areas frees up space for greater density. In Salinas, want to encourage people to come there and then take transit. Has seen hard-ass parking requirements that don't reflect how people use their cars, property remains underutilized which hampers tax revenue.

12: San Juan Bautista, core areas of Monterey, Carmel, and Salinas would be helpful in pushing some of the parking further out from the core and encourage other types of parking in the core. Want cars to turn over, but without people driving around looking for parking. City of Monterey is currently doing a parking survey (on 4pm Planning Commission agenda) and will likely take their structure and price street parking to encourage people to use the garage during certain parts of the day…cheaper to park in the garage and walk a block instead of circle around for parking and paying a premium. Can't apply blanket-like over the landscape, but used to address urban areas with parking and circulation problems.

19: For toll lanes, but not the kind that stop traffic because it increases vehicle emissions and load capacity.

21: Similar to #12. Works in high vehicle movement areas.

25: Large capacity. Makes sense to have more density and activity along those corridors. Would not put low-density adjacent to 4 or 6 lanes, only certain types of commercial retail and higher density. Common to see neighborhoods disassociated from each other by big lane collectors or arterials- not a fan because it can eliminate a grid system and creates concentrated traffic and emissions and noise, rather than distributing them more evenly.

27: There's a purpose for impact fees (similar to #12) and it works well under certain conditions. E.g. when a piece of property remains undeveloped for a long time because of impact fees. Is it better for the City to allow for the dense development to go up? City needs to understand the bigger picture and what they have to gain by putting land into production (i.e. new residents spending $ in the city, rather than keeping the land vacant).

28: Few cases of TDR in California. TDR assumes two sets of owners and often the properties have multiple owners. It's hard to get cooperation between a sender and receiver.

29: Works in many cases when you have a long-term goal of creating wealth for the jurisdiction and the property owner, and creating opportunities for the property owner and community.

30: If a City Planner in charge of redeveloping a city area, he would use impact fees, reduced parking requirements, etc. in order to get project moving and create wealth for the community through bigger and wider distributed tax base.

34: With proper evaluation and analysis (feasibility), would make a decision on whether not to use this strategy.

37: Another tool for getting higher density for developing vacant parcels. Better than tax credits, maybe the property owner would be happy to get reduced/eliminated parking requirements.

38:

"Under any" means wild, rash but "under certain" assumes greater diligence.

RE: Question #39 re Tax Increment Finance Districts.

I indicated that TIF is acceptable under certain conditions. This to mean that I would never personally give blanket approval to a TIF district. There is a fine line between real and perceived benefits with TIFs as the language below from the Lincoln Institute of Land Policy explains.

If, as municipalities are often required to assert when they adopt TIF, all of the [tax] increment is attributable to the activities of the TIF development authority, then TIF is fair, in that the school district is not giving up any would-be revenues. If, as critics of TIF sometimes assert or assume, none of the increment is attributable to the TIF and all of the new property value growth would have occurred anyway, then the result is just a reallocation of tax revenues by which municipalities win and school districts lose.

The impact of TIF on growth in property values requires a careful reading of the evidence. It is wrong, as those who look only at growth within the TIF district in effect do, to assume to know the answer. Part of the solution is to use appropriate tools to statistically control for other determinants of growth.

It is also necessary to take into account the potential for reverse causality. We want to know the extent to which TIF adoption causes growth. But the causation could go the other way; anticipated growth in property values could lead to TIF adoption if municipalities attempt to capture revenues from overlapping governments. Or there could be reverse causation bias if TIF is adopted in desperation by municipal decision makers in areas where low growth is anticipated. Either way we should ask: Are the municipalities that adopt TIF systematically different from those that do not? If the municipalities are systematically different, we must statistically disentangle the effect of that difference from the effect of the TIF using a technique that corrects for what economists call “sample selection bias.”

When TIF districts are proposed to decision makers it must be a accompanied by a thorough analysis of the TIF prepared by an impartial and objective analyst would can clearly state the advantages and disadvantages of the TIF. Case examples must be included. Stakeholders must be informed and involved and there must be a consensus on its use.

Regional Advisory Committee
One-on-One Interviews

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NOTES

I did the survey twice – was more liberal in November and less liberal in the January version – not sure why but got into more thinking mode and more critical about things.

Stakeholder group: not associated with any specific type; generalists – and how the general public might respond; although professional background is city planning & environmental planning; if you look at civic engagement & involvement; ie. AEP – current member; TAMC Bike and Ped committee member; Land Watch Board Member; Monterey Peninsula Chamber of Commerce; Boys & Girls Committee; Trails committee Board members.

- mixed bag, swing from enviro to urbanist to social minded

10. School centered development: ideally, yes; sometimes it's impossible to produce that; ie. Watsonville constructed a HS on the west side of HWY 1, 10 to 15 years ago – didn't have much choice bc they didn't have the land area within proximity to population; when they select a HS site, they are in the 50 acre category; how much is set aside for parking? The mind set for the public agency for locating schools assume there are x number of people who drive to school, might double demand for size of parcel; as such selection of smaller sites are foregone.

11. Reduce min parking requirements: good idea, do it as much as you can – would do it for residential development in Lighthouse Avenue; but I wouldn't do it at a train station in Salinas; because you want to encourage people to park and ride. If you want to encourage property owners to develop their property – it's a fine line. If you have stringent requirements, the owner will leave it as an open lot for event parking; best use of the property will be post-poned and delayed for a long time; if the city can back off, it'll start to pencil out, and they can build a 2-3 story building; maybe agree to a modest off site payment to the city to build a new parking structure or city parking lots to deflect; I see all these parking requirements that don't reflect best interest of jurisdiction or of how people use their vehicles; properties remain underutilized.

12. Demand based parking pricing. There are *some places where it doesn't make sense*; ie. San Juan Bautista; but core area of Monterey, Salinas, Carmel – where demand pricing would be very helpful in pushing some of the parking further out from the core area and encourage other types of parking in the core area; jurisdiction needs to have a low-price alternative; Monterey is doing a parking study, considering demand based parking tonight related to circulation; they are going to take behemoth parking structures and price street parking so that it encourages people not to park on the street but instead to park in the garage (ie half the price in the garage).

19. Toll lanes: yes but not the kind that stop traffic – then you increase vehicle emissions, how then can you get your GHG target? Also this wastes road capacity by backing up all the traffic.

21. Congestion pricing: similar to #12 – concept is it works in high vehicle movement areas but *doesn't make any sense in lower volume areas*; ie. Manhattan vs. uptown.

25. Zoning based on street type; if it's 4 lanes or bigger you'd place higher density residential adjacent to these roads; but then you'd place certain types of retail; but it's very common to see neighborhoods disconnected from each other by these 4-6 lane arterials; I'm not a fan of these at all, because when you do this an eliminate a grid system, you then segregate and create these big conduits of traffic, noise, emissions; as opposed to having it.

27. Reduce impact fees – there's a purpose for impact fees – similar to #12 – if you have a piece of property that has remained undeveloped for decades; if you know it's in part because of impact fees; is the city better off biting the bullet and allowing this 6 story, 80 unit structure? City needs to understand the big picture – what do they gain from vacant lots near downtown? Missing out on new tenants who can spend money in the city.

28. Transfer of Development Rights – of all the land use activities that go on in the State of California – I think it's a great idea; but it's so difficult; means two sets of owners in most cases; if you're lucky it's one person on both sides; but it can be a consortia on both sides – tough to get cooperation by a sender and receiver.

29. TIF districts – generally yes; in many cases it will work; if you have a long term goal of creating wealth for that district.

30. Streamlined Development Review – I'm going to use all of the above if I am a planner and need to redevelop a corridor. Most often - to create bigger picture – to create wealth for the community.

34. Transit Oriented Affordable Housing Fund – when I have the option of putting "under any circumstance" as kind of being careless/wild/out of control/no adequate analysis. 'Only under" means someone has been diligent about evaluating program. SO – I am all about this one; but with proper feasibility analysis.

37 & 38. Tax Credits. Yes as much as possible, in the right places – most of these decisions related to "only under circumstances" need a well thought out plan, based on feasibility analysis and geographic. Another tool in the toolbox as far as getting higher density and developing vacant parcels. It may be that the property owner might be happy enough with just getting rid of the parking requirements; possibly don't want to deal with the paperwork of accessing these for that period of time? Most would want to deal with it, for the right price.

INTERESTED IN PRESENTING AT THE APRIL RAC MEETING

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Nancy Martin

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Economic Development Corporation (business community, investors, develop opportunities throughout the County). Part of the development of workforce. Can't increase or sustain quality of life without economic development.

3- Under Any

1,2,4-7: Only under certain

Concerns about how things will be funded & for what purpose. Concerns about movement of goods and people. Funding & priorities- area is not normally on the radar screen for funding of transit and non-auto/truck modes (i.e. rail, limited bus, trying to figure out bike & ped infrastructure). SB not as prioritized as the coast. Limitations in taxation for what people are willing to pay in taxes beyond what they are already paying.

8,9,10: "Under any." 10-working on master plan that would speak to this.

11-13: Only under certain

Domino effect when we start reducing parking requirements, then the ability to develop commercial and industrial space (that relies on certain requirements). For electric, hybrid parking and sharing. Issues need better definition.

18: "Under Any". Anything we can do to put positive recognition is good.

15-17: Only under certain. Fr employee vehicle sharing, it's difficult to do unless you want to mandate that the employer buys vehicle to facilitate the program. May not be

practical to put this system in place, beyond "Encouraging." Instituting the program may not be the best way.

19: Already looking at this strategy. Toll lanes can work in certain circumstances but have to consider trucks and commercial vehicles in areas where there's only one-way in or out, so there is no alternative route. Pacheco- where would the toll be? Could create overflow for people trying to go around those routes, impacting other areas. How will they pay for that toll construction?

20: Anything to do with revenue, that will increase taxes on any portion of transportation, will need to have a very specific reason and purpose since we already pay a lot in taxes.

23: Would be better received. "Under any"

22,24: "Under no circumstance"

25: "Only under certain." Other things in place that may be in conflict with this strategy.

26: "Under no circumstance." Just initiated this for city & county, but put other things in place that councils & boards have the right to rescind or wave those fees. Not practical for constituents.

26, 36-38: "Under any"

28: "Under certain." Did initiate this already. Relates to agricultural- Ag landowners can sell their credits so in certain zoned areas, they can develop. Program has not been used yet, but think they have everything in place so it will be a smooth transition. Just go the program through last year.

29: "Only under certain." Previous experience with it not working- got 49% of district to do it. Last year, Redev agency was going away so had to institute a program that would pay for improvements to Downtown Hollister, but only got 49% and it died. Not something that can be applied universally.

31: "Under any." Those partnerships are fine

32: "Only under certain." Needs to be well defined. How they will be expected to contribute and how much they will be getting back.

33: "Only under certain." Some transit developments that you don't want to be flexible on.

34: "Under no." Doesn't believe SB County would support a TOAH fund because it's very political.

35: "Under any." Loves density bonuses, especially for infill.

39: **"Under any."**

41: **"Under no." Just removed any requirements/ordinances that mandated affordable housing in SB County. Very political issue for the community and this hasn't served the community in the past.**

43: **"Under any." Need to have some ordinances that directly speak to how mixed-use is done and what defines mixed-use.**

44: **"Under any." All education is good.**

Comments: **So many issues to address on a regional basis (how we get people to/from, account for larger projects that wish to come into the area and benefit the region). Proposed Convention Center in Seaside- how to make this work for the whole region and make this an integral part of the economic development for the region. Connect the dots in the community that serve the greater good for the whole region, including how to make transportation work that does not impact the environment or people, while providing efficient and effective transportation.**

Regional Advisory Committee
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NOTES

Stakeholder – business community; workforce; potential investors in development of the community; diverse cross section.

1,2,4,5,6,7

- How are these funded, for what purpose and how are priorities established? To get freight moving as well as people; will only support it in certain ways, as this area is not usually on the radar for funding of transit/alt modes; we don't have a lot of areas that would be considered part of light rail; we have a limited bus; trying to work on ped and bike facilities; we aren't going to be as high on the pedestal as say the coastal area for funding; are these evaluated according to density? Need? Infrastructure? Equity? Have a divided community in terms of taxation or willingness to pay above and beyond what they are already paying

10. Working on a big master plan that would speak

11, 12, 13

Raises a red flag – when we start reducing parking, limits commercial development potential

15. Can be difficult to do, unless you want to mandate employer participation – you can encourage but when you start instituting it's not the best

16. Same

17. Same

19. Pacheco pass and 152 – we are already looking at this – and 168 – toll lanes, have to consider impact on freight movement; in the Pacheco study, it's hard to determine where the best place is to put it – due to diverted routes impact – can *reduce revenue to pay for toll*. We have to look at this but we are experiencing

20-21. Would need to be very specific reason & purpose – *tough sell*

25. Case by case?

26. Not practical for constituents

28. All relates to agriculture for us – ag land donors can sell credits so certain zoning areas – has been up and running – well it hasn't been used yet so who knows – we think it's all in place, just got it through last year.

29. We tried to put this in – we got 49% to want to do it – for a very compelling reason: redevelopment agency was going away, we needed a new revenue source. Just this past year – district in downtown Hollister.

32. Have to be very well defined – cost/benefit for each stakeholder group – how much are we getting back from what we put in

33. Under certain circumstances – we don't always want to be flexible

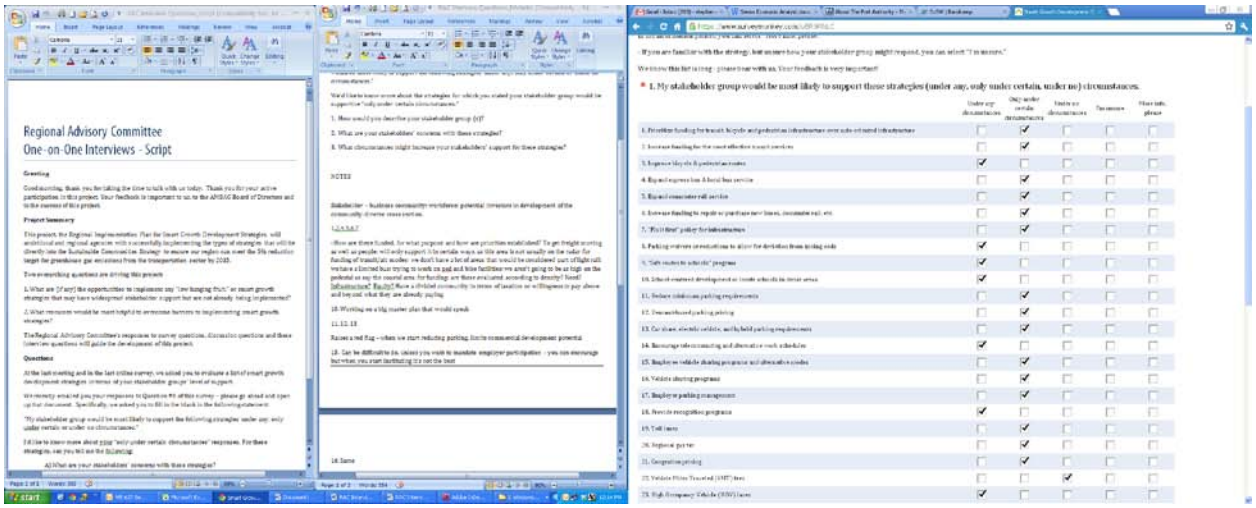
34. Don't think our community would support this – political reasons

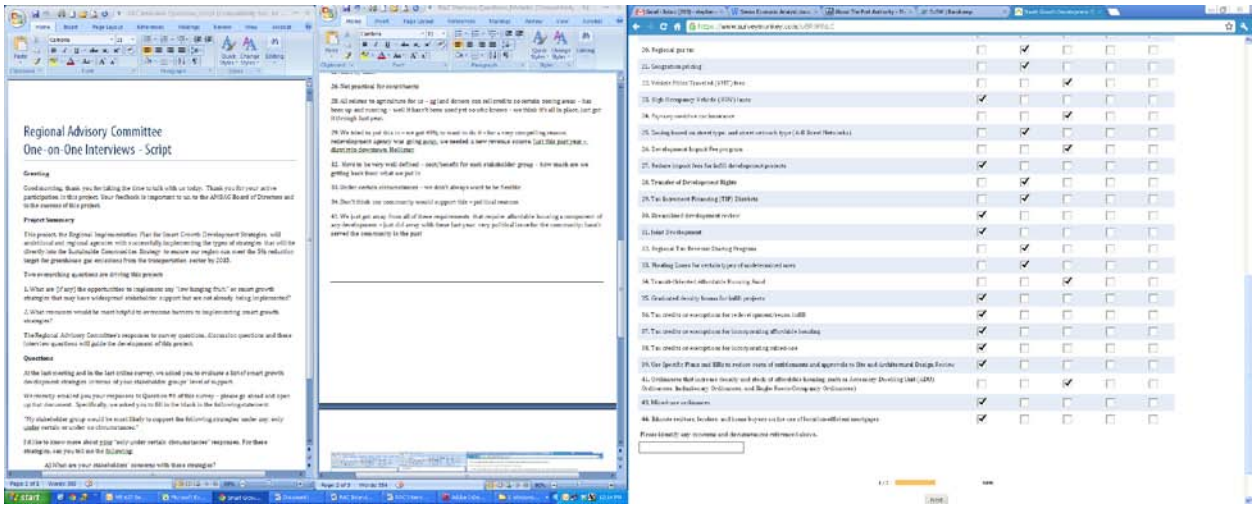
41. We just got away from all of these requirements that require affordable housing a component of any development – just did away with these last year; very political issue for the community; hasn't served the community in the past.

COMMENTS

How to think about regional benefits of individual projects? How do we connect the dots from everything we have in our communities that serve the greater good of the region? In an orderly fashion that doesn't impact our environment, or our people and still move people?

Presentation? Yes maybe, if I have the time.


Regional Advisory Committee
One-on-One Interviews - Script
Greeting
Project Summary
Questions
1. My stakeholder group would be most likely to support these strategies (under any, only under certain, under no) circumstances.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REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Ned Van Valkenburg

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- **Don't often have large numbers of workers going to a single site, so carpooling types of strategies have a reverse impact on people who don't carpool**
- **Often not on a commute line, so expanding buses and commuter rail is difficult for his stakeholders because these types of infrastructure often aren't developed along highways which is the typical routes that people take to work**
- **Toll lanes:**
- **30-38: would mostly be in support of these strategies, but some confusion about what they are and how they would work. Members generally support these smart growth strategies**
- **Main concerns: job creation & ability to get to the job**
    - **But job site moves around**
    - **Workers typically have equipment to carry**
    - **Carpool can be difficult because it increases the time getting to work**
- **Less support for strategies that constrain transportation**
- **Workings coming from areas that don't have existing transit connections**
- **19-24: anything that improves transportation options would be generally supported**

Regional Advisory Committee
One-on-One Interviews - Notes

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NOTES

These strategies have huge impacts on jobs; I represent workers … some of these strategies help create jobs; others might make it more difficult.

Union rep for carpenter's union

16. Vehicle sharing / carpooling – we *don't have a lot of folks going to the same site*; this could possibly adversely affect us because we can't really make use of this

Investing $ into transit could create jobs by building new transportation projects; but --

- One of the problems with trades people is that our *sites change* from one place to another; and often times are not located along transit routes
- Unfortunately our workers rely on highways to get to work

19. Toll lanes – generally I support this but…

23. HOV lanes – is great but *if there isn't someone for me to commute with then I'm stuck in the other lanes*

- Almost any topic I bring up; I would have some members support and others opposing –

30, 31. Are things that would be generally supported.

32. Regional revenue sharing *– not sure how that would work* but I think people would be in support of this

33. to 38. Most members would support these – the numbers generally support growth; smart growth is fine, they aren't opposed to smart growth

43. Mixed use

Main concerns are job creation & way to get to the jobs –

For certain parts of the business, construction is a big one – job site moves around; workers are probably carrying tools and materials; and coming from various places.

Strategies that contribute to development – more support; strategies that might constrain driving options, less support.

Are there any concentrations of sites where workers go to work? A lot of this is in Santa Clara Valley; folks commuting from Monterey or Santa Cruz don't have a lot of commute options, whatever kind of work they are doing.

Folks I represent; are concerned with improving GHG and improving transportation options; even though this may not hugely benefit them; for some, toll lanes would be an improvement; and transportation improvements generated from gas tax.

Other comments – not sure how useful my participation in this will be? Not sure how much knowledge we have on this; might be more likely to be on the resistance side of some of these strategies.

Regional Advisory Committee
One-on-One Interviews - Piet Canin

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NOTES

Stakeholder group – users and advocates; program providers for active transportation – as a focus within sustainable transportation. Beyond active transportation, being a providing of car sharing, car pooling and telecommuting (TDM) and transit.

1 through 7

2. Given the money going into transit currently (Metro, dedicated local sales tax) – commensurate with other forms of transportation then yes; in SC County, mode share for transit is less than biking and walking, but gets largest piece of sustainable transportation piece of the pie.

5. Look at larger picture of transportation in a regional context; also commuter rail is more of a long term perspective rather than a near term or mid term perspective on what this would look like

7. Wouldn't want to first have to fix all pot holes before sust transportation could be funded

19. Would have to look at how this would impact low income folks – equity concerns

23. I'd want to support them if sust transportation were being supported at that level; what is context/ is this capacity increasing? Or are they converted SOV to HOV lanes? Funding priorities.

27. Need more info. $ useful for cities – maybe not use this type of financial incentive – infill still has ped improvements needed – could use impact fees for sust transport.

34. Would move to '"under any"

35. Yes I'd support that

36-38. Generally, yes. Would want more info on financial ramifications of these?

43. "Under any"

Comments & Questions

- Have a question in general, related to electric vehicles. In the Blueprint – goal is to reduce VMT right? With electric vehicles, you don't get VMT reductions from EV conversion. But it seems like the EV would fit into the strategy.

SC list = 4,000 – monthly e-newsletter; SB and MRY once a quarter – wait until we got survey responses from May 10 – facebook page – and website.

March 15th – next newsletter

Presentations – yes

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Sam Trevino

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Stakeholder group: people with disabilities and older adults (60+)

Responses based on lifestyle needs and circumstances of them and projecting into the future with a great percentage of the region's population being over 60. What kind of impacts will have on aging community. Efforts in addressing their particular mobility needs to support reducing emissions and becoming a more "green" region. Supporting a more livability community with alternative transportation, walkable, more social, functional, and performing more activities for his stakeholder group. Current community design creates barriers and obstacles.

1-8, 14-17: His stakeholder group would see these as priority areas and would be in support of advancing these strategies. The "under certain" circumstances, acknowledges that stakeholder group would likely be supportive but those elements might result in deeper public conversation because of the fiscal impacts. ONLY UNDER CERTAIN= recognition of deeper conversations and questions needing to be answered before agreement.

What questions/answers: financing sustainability

- **What does household have to come up with to support that?**
- **19-21: have costs associated, so how would we pay for it and is there support for financing these changes? Is there capacity to sustain them?**

Very specialized information and ideas.

9-10: with more information, stakeholder group would be supportive of things involving children.

11-12: stakeholders aren't high users of cars and depend on alternative transportation and walkability, so they would be supportive- **move these up to "only under certain".** 12- probably wouldn't support demand based parking, but if there's a **cost-benefit that goes back into enhancing the community,** they might be more supportive. **Need a visual, tangible outcome**

13: makes sense, especially car share, but **many hybrids and electric vehicles are out of people's price range**

30-35: 30- stakeholder group is very mindful of not **altering regulations that might cause harm or unintended consequences** (generally speaking). 32- stakeholder group might want officials working together because they support new ideas and ways of doing things. 33- **move up to "under any"** because group doesn't want to get isolated in the future because they want to be in the heart of places. 34-35: general support, but depends on the details

39: would see this more positively than negatively. Details important.

41: **move to "under any"**

Reasoning behind "only under certain"

- Concept is good, but what will it take financially? What impacts (intended or unintended) will it have on the community? Need for more information before gaining full support.

Regional Advisory Committee
One-on-One Interviews

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NOTES

1. Stakeholder group: people with disabilities and older adults – 65 and older; responses to the survey are based on the lifestyle circumstances of this group; with the increasing retiree population – how this might impact our community planning & efforts to address their mobility needs. There are opportunities to achieve two things: ghg reductions but also supporting a more livable community for a greater percentage of people dependent upon alternative forms of transportation – more walkable and social and make functioning and performing various activities/errands in a more supportive fashion for this stakeholder group. Right now, the way communities are designed there are more barriers and obstacles for this stakeholder group.

This is the context I used in answering these questions.

All the 'under certain circumstances' – means additional questions would need to be answered before giving anything a green light.

Financing, sustainability; impact on me/my household

1 through 4

- Yes support

6 to 8

- Stakeholder group would be supportive, but these elements might result in deeper public conversations because of *fiscal impacts*

9&10

- Generally very supportive of anything to do with children & education – maybe move this to only under certain circumstances – as it would need to be discussed

11 & 12

11. My user group is not a auto-dependent – **move to only under certain circumstance**

12. *If paired with parking benefit district* – visible tangible outcome – improvement of physical environment – then possibly more support

13. Electric vehicles are really out of people's income level in our group; but I can see where this could be moved into **only under certain circumstances**.

14 through 18

Difficult because of *fiscal impact*

19-21

- Would elicit costs – how would we pay for this? Is there support for this – would there be capacity to sustain.

30. Generally yes anytime we can reduce barriers and streamline – also mindful that we do not alter regulations to the extent that it could have any negative impacts

31. Yes 100% behind that

32. Under spirit of corroboration, could see the stakeholder group wanting to support this as a concept; challenge is *implementing and being consistent and following through*

33. Floating zone – would **move up to under any circumstances**

34. Yes – definitely want to pursue – concerns recognizing the need to sort out the details and potential impacts

35. Yes – same reasons above – generally support but details are imp.

36 to 38

39. Yes generally support but details

41. **Under any circumstances**

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Sherwood Darington

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Stakeholder Group: lafco

4: Need increased ridership from econ sense. Smaller buses because there aren't a lot of people on the bigger ones currently.

6: Ridership

13: NEED MORE INFORMATION

20: Needs voter approval and this might not happen since different parts of the region have different assets and patterns.

21: Some people at LAFCO might have concerns about economic downtown on tourism

31: Could be funded through something besides private- non-profit, land conservancy. Needs of the community and willingness

32: Need to determine what's wrong with the current system so you can demonstrate how to change it.

Comment: Disappointed at opinions at last meeting because everyone seemed like planners and architects, so less representation than the first meeting.

Regional Advisory Committee
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3. What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholder: LAFCO – two county supervisors; two mayors; two special district reps; one public member. The cities and counties are not always in agreement. They have a tendency to look after their own interests first, and common interests second.

1 through 7

4. Would need increased ridership first; otherwise doesn't make sense to invest more in busses; there are really two groups that ride the bus – one is a handicap type on a small bus – usually only one person – not many of these; this is of course a requirement of federal government; but when you look at big busses you see just a few people; the ridership of the larger busses is not very heavy.

6. Ties back to #4. Only *if it's needed* and *it's economical*. Ridership.

13. **Move under need more info.**

20. Regional gas tax – if voter approved, would be appropriate – there are big differences in our region; King City would drive more than people on the Peninsula in a month. When you come into taxes would really need *voter approval*.

21. Really not sure how members of LAFCO would feel about this – might negatively impact econ of tourism; might lose people to Napa.

31. I don't see anything wrong with doing development like this – can also have joint development through mitigation effort as well – such as a land trust or someone like that. Or provide something that the city would need to support. Depends upon needs of the community and willingness of *private developer.*

32. Question – what's wrong with current system? Which isn't necessarily regional. What is the *need for a regional that supersedes the local system.*

Comments & Questions

Project in general - attendance at the last meeting – was low and people who showed up were planners and architects; not the groups that showed up at the first meeting.

Regional Advisory Committee
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NOTES

Stakeholders – construction companies unions and workers of these companies; also people who live in my city as a regular citizen.

<u>2,3 and 5</u>

As long as it *creates jobs locally*

<u>11,12,13</u>

Utilization issues? *Feasibility study* – what exists and what is needed?

19. *Utilization – will money be placed in other projects that could get more $ worth*?

23. *Restrictions – unclear sometimes*; ie. if you've got a Prius, when do you require 2 vs. 3 people; more general rules – *being consistent in rules of user groups*

24. Concern: *how would you regulate this*? Would it *cost too much to regulate*?

28. Responsibly yes – these are all good but have to be *done well and with the right intentions*;

**Property can be capped without an adequate clean up; some people want to just cover up contaminated ground – ie. water table contaminants; for example in Humboldt county – RR yard – pile of asbestos brake shoes; left in a pile got rained on and drained into a property; they were going to just CAP and cover it; digging up these.

29. Yes - encourage responsible growth

34. **Move to under any**, can't imagine many circumstances needed

37. Yes, that's great – but make sure it's *quality affordable housing*

38. Agreeable to that just as long as the *mixes are compatible*

43. Depends on what you are going *to mix, need to be compatible*

Comments & Questions

- I myself wasn't prepared enough for this, next time will be better prepared.
- I've been able to talk to a few of the local politicians and community leaders about the RAC, and encouraged them to give him more ideas; supervisors and city council people; and have got them thinking now about what they need in their communities.

Locations for the meeting:

1. San Juan Bautista – how about the Mission?

- Presentation – I would present on San Juan Bautista's Mission as a "great place"

27. All for lifting ridiculous regulations, but some are necessary; ie. dumping asbestos – it's about responsibility; there might be other ways to make people responsible other than unrealistic regulations; we need to look at regulations to see if they are realistic; California, we set the bar pretty high.

30. Responsibility – we don't need to reinvent the wheel every time we do a project or develop things.

31. Worry about qualifications of certain people – nepotism/cronyism in play? How do you qualify people for this? Lease/lease back – develop and sell back for cheap – problems with controlling quality of the product.

32. Responsibility – does it cost more to regulate than to do the tax sharing itself? Take more taxes to regulate the taxes?

35. Responsibly, yes – protect certain resources; consider context & characteristics of the land itself.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Terry Corwin

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Property owners, including those engaged in farming, timber, and ranching practices; supporters of the natural environment (scientists, naturalists, natural resources, recreation/trails….biodiversity) who earn, live, and enjoy the natural environment.

"Under any" is too universal.

1-7: Anything that serves to reinforce the livability of the communities and protects the urban boundary is going to be a good thing for protecting the natural environment, so they would be in favor of these strategies (assuming they were done well) because they would improve the quality of life.

8-12: Principles of enhancing the quality of life and reducing sprawl pressures. Use these tools to create good policy and alternatives to that people have a better quality of life, reduce GHGs, and reduce pressures on the urban boundary.

26: Having the costs to the ecosystem be part of the development would be good to have for support.

27: Under most means.

28: Uses TDR as an important tool to protect working lands. Takes on the responsibility in perpetuity to extent those contracts so the lands will never be developed. *may be something to talk more about down the road

30: Would be nice to have an efficient government to streamline good projects.

31+ Good, if the policy improves quality of life.

Regional Advisory Committee
One-on-One Interviews

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NOTES

Stakeholder group:

When you were doing your blueprint, we were doing our blueprint (conservation) – very happy that staff reported they were complementary;

Stakeholder group would be – landowners – farming, timber ranching practices; supporters of natural environment – scientists and naturalists in biodiversity; folks focused on recreation in trails.

1 through 7

Anything that serves to reinforce the livability of communities and protects urban boundary will be a good thing for protecting the natural environment; would be in favor of all of these things because they were add to QOL and reduce pressure to bust out of urban boundaries;

Concerns – 'devil is in the details' – under any is too general and universal.

9 & 10

Same principle would apply as above – reduce pressure to sprawl

12. Because this is so not directly what we work with – feeling the same reasoning – let's use these tools to create good policy and alternatives so that people have a better QOL for reducing GHG and protecting land outside the boundaries.

26. Development impact fees – strongly supportive of

27. Reduce for infill – under most circumstances

28. TDR – right up our alley – *we use it to protect working lands* – we buy or can accept donations of development rights of land owners – take on the responsibility in perpetuity to defend the contract. We might be able to partner with AMBAG to make this work for the urban areas as well – it's not that we would never work on anything within the urban, just a matter of priority.

29. TIF districts –

30. As the wife of a former general contractor – sure would be nice to have more efficient government – to reward projects that.

LOCATION for Santa Cruz County – Community Foundation of SC County – has a conference room that is mid-county.

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Tom Burns

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder group: represent the non-groups- people you don't hear much about and aren't really represented in any group. He telecommutes & bikes, so is someone that does that practically.

1-6: Need a balanced approach- not extremes for bikes or cars

- **If get people out of cars, need some other way for them to get around**
- **Buses use the roads too, so need to maintain roads**
- **Hwy 1 may be a good investment for mass transit**

7-12:

- **7- unrealistic**
- **8- great idea if it's accompanied by alternative, functional (need to look at transit at the same time as parking standards) transportation forms**
- **9- widely supported**
- **10- idea sounds good, but may not a good stand-alone strategy. Might be good in certain places**
- **12- sounds good but the challenge is to not make it a disadvantage for shopping centers**

13-18: low-hanging fruit

19-24:

- **businesses always worried about taxes but regional tax structure will generate new income**
- **22- if going to take away gas tax, need other fees to pay for the roads**

25-31:

- **25- sounds good**
- **26- fees getting used other things & not accomplishing what they're supposed to.**
- **27- everything is infill in SC**
- **28- doesn't see this applying much in this area**
- **29- has been used more generally in SC**
- **30- used to have "priority processing" and then everyone was doing it. Concept needs to be narrow enough.**
- **31- great.**
- **32- great idea, but political challenges**

33- ?

34- would hope people would be supportive of this.

-

Regional Advisory Committee
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A) What are your (many of your) stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

NOTES

Stakeholder group (s) – I work out of my house and I bike a lot but am more practical about it than more people – not sure where that puts me in terms of a stakeholder view – the ones who tend.

1 through 6

As a whole – trying to find balance. Some here in SC would advocate bike improvements over everything else; but we *need to improve everything* – including roads for buses; the big fight that goes on over HWY 1 is interesting when people start talking about it as a potential bus route – this could be the best investment.

7 through 12

7. **Under no circumstance** – unrealistic strategy

8. A great idea as long as it's accompanied with alt transportation modes that are functional; everyone wants to do this but if we aren't anywhere near a transit corridor; what do we think is happening? Maybe it makes sense along certain corridors along others; now for example Soquel Corridor.

9. Fine program – **under any circumstance**

10. The idea sounds good – in our communities – might have some appeal in certain places

11. Same as above

12. Sounds like a good idea – challenge is how to not make that a incentive to drive customers to suburban shops

13 through 18 – TDM

These all seem pretty good – low hanging fruit let's do them

19 through 24

These are all good – we've got to do something to get funding available; if you could really do a regionwide taxing structure, we've gotta generate some new income.

VMT fees – we have to do something about this – if we are going to drive everyone into not using gas, who's going to maintain the road.

Which would gain most support from folks in Santa Cruz – not clear; development impact fees are being cyphoned off for different things – what I've seen happen is that they are being use more and more for operations as budgets are getting squeezed to make ends meet; these programs are not even accomplishing what

25 through 31

25. Sounds good, yes let's do it

26. End up getting spent on what you are in arears for

27. In Santa Cruz everything is infill – if you do this then you won't have fees

28. Personally don't see that applying in this area – we have already said this *in Santa Cruz – seems like going through it is too difficult to implement*

29. TIF – going through a bit of a beating right now – *could apply it to transit improvements* – yes a transit hub – or if you went to example they are talking about along HWY 1 with stops.

30. Streamlined development review – great idea as long as we aren't streamlining everyone – apply in a narrow enough way – County hadn't had a certified housing element for over 10 years; bi-right development – only had a design review hearing – all the entitlements were in place; CEQA was done – there was *no economic risk for developers*.

31. Joint development – public/private partnerships – yes that would be great

32. Great idea – to encourage commercial development in places

33. Floating zones- good concepts

34. Great concept – devils in the details – in Santa Cruz? Not really – affordable housing program and also TOD *but not blended together*

35. Yes, sounds like a great idea

36 through 38

So *hard to discuss at regional level*

39 – *see #30 above* – set your policy goal and find source of money to support.

41 through 43. This is a good one –

44. Sounds like a great idea.

John Swift from Hamilton Swift

REGIONAL ADVISORY COMMITTEE ONE-ON-ONE INTERVIEW QUESTIONS

Victoria Beach

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A) What are your stakeholders' concerns with these strategies?

B) What circumstances might increase your stakeholders' support for these strategies?

Stakeholder Group: Carmel Planning Commission and running for Council. Constituency. Carmel designed to be a self-sustaining community (business district that's sized well for the residential size, walkable, zoned well, a place that you don't have to leave). Opportunity to be a sustainably-scaled community but have recently lost this ability due to lack of mix of uses in the business district. Tourist-serving businesses that does nothing for the residents, so if it were more resident-serving this would serve the residents and make it a more authentic town. A programming problem. Possible to get back to the old way.

*** grant application to hopefully resolve this problem. Gaps in the green infrastructure to making Carmel a truly walkable community. → 3**

2,4,6: not taking good advantage of buses because they are not as appealing. trains are exciting so connecting to bay area. Easier way to get to/from the bigger cities and be able to do other things while commuting that are harder to do via bus.

8-17: Parking has been studied extensively in Carmel. Improper handling of the issue in the past. Need to get to the bottom of why people are resistant to change or experimentation. Businesses in this town are worried that any change we make would make things worse. Town is not as vibrant as it was in the past so residents fear change will make it worse. Need to find out the particulars of *why*. 17- experimented with this but without any success. 1/3 of spots are taken by the people that need those spaces for customers (i.e. employers/employees using the parking that should be used for shoppers, etc.). #12 could seek to resolve this. Community could be open to these strategies if they were framed properly.

19, 21-24: Don't apply as much to her constituency. Not sure what side Carmel residents would be on these issues because they are not especially impacted. General commuter mentality and wouldn't really affect people in Carmel- (e.g. majority of population are retired and not in the labor force anymore, so commuting isn't really an issue). HOV could be good for tourism.

25: Mostly a grid pattern in Carmel. Cars are automatically subordinate to pedestrians because the streets are laid out like pathways.

Infill strategies

26-27, 28, 36: Potential to make downtown more dense with more housing options (above street level- encouraged in the GP) so it could work to reduce impact fees for these types of projects. Could also be used by non-car owners. Residents have concerns about development in general and infill. Issue of education and triangulation and reassuring people that development won't impact their serenity and that the project is good for everyone. Everything depends on the design of the project and how it's implemented. Too much emphasis on past failures. Need to get buy-in that infill is a good thing and move people away from a "it's just more stuff" mentality.

34: Interest in affordable housing (Carmel Foundation) in Carmel if it became a transit hub, but this is a ways off. People would probably be open to the idea.

Comments: More education for RAC members about trends, studies, land use and transportation patterns & then let the members advise from there as a think-tank. Interviews are still hypothetical but members can't really dig into real conversations. Then, members can inform their communities based on this knowledge.

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As potential City Council Rep for Carmel – citizens – Carmel was designed to be a self-sustaining community in many ways; could support itself in many ways; business district appropriate size for residents; it's walkable; it has the potential to be the sort of place where you don't have to leave; global economic trends mean we shop differently now – in our cars more; a lot of us live a 5 minute walk to downtown; Carmel can be seen as a model for a sustainably scaled community. The mix of uses in the business district – that is something that I'm hoping we can work on as a council member; we are largely visitor serving retail – doesn't do much for the residents – this is something that should be fixed – you should have resident serving businesses in the town – does not adversely affect visitors – the reverse is not true. This is a tough one because governments are usually involved in market/retail forces – not really addressed so much in the questions here – but it's a programming problem – is not currently designed to benefit residents. It's not a problem to fix with physical changes – they are programmatic changes – people that want to have this kind of experience, want to come here because it's a charming place to live – they are coming because it's an attractive lifestyle they are getting to peek in on – make it a more authentic visitor experience.

Perfectly scaled for pedestrian walkability – people are out walking around the town all the time – most of these people are residents – part of the exercise and is also recreational. Carmel is close to the top in terms of walkability – but the little problems we have prevent us from being perfectly walkable and bikeable – gaps – accessibility issues. Grant proposal seeks to fill these gaps / connect the dots. Possibly residents willing to be non-auto owners.

1 through 7

2,4, and 6: Thinking about the City of Carmel – I don't think that we are taking much advantage of busses; but commuter rail becomes more attractive – accessing larger metro areas – the commute could be time spent reading/doing work (hard to do this on the bus). Also trains are more attractive than buses; in Carmel we do have people in business in Palo Alto; busses don't have the same appeal. Don't see a lot of bus use – wouldn't

8, 11 and 12

We are getting a lot of feedback during this campaign - we have a big parking report that had all these nuanced beautiful ways to do various things; the citizens bifurcated – willing to dig in and people who didn't want any less parking at all. Parking has become this very emotional issue with little proper handling of the facts. My feeling is that there is a lot of will for looking at it again – has to be handled politically correctly – get to the bottom of why people are resistant to change; businesses are very worried that any change will make things worse – don't know why they don't think change could make things better. The town is not as vibrant as it has been in the past. It has been a very tough.

13. Move into "under certain circumstances"

17. Have tried different approaches – 3 weeks try this, try that – maybe 1/3 of our spots are taken by the people who need the spots available for customers – how to solve this has been a discussion for at least ten years.

Other cities have done experimentation for us – if we do a better job of showcasing other approaches from other cities.

19, 21, 22, 23, 24

Whatever commuters in general feel. Most of these don't affect many of us – we have a lot of retirees, 60% second homes, average age in town is mid-60's – people aren't really in the labor force any more. Anything involving commuting, isn't so much of an issue. There are some people who commute up to the Bay Area; but I don't know if otherwise these are salient issues for Carmel – it's not like we are especially impacted by these strategies. HOV lanes would be good for tourism or for getting down from Bay Area.

25.

I'm not sure what this means – our zoning here is based on – we have 1 or 2 streets that are different from each other. Zoning is designed to keep this at the core; our street network is homogeneous – just a grid. All of our streets are pedestrian oriented, are not really not vehicle friendly and that's how we like it. Pedestrians are first class on the street, treated as pathway. Really unusual. Is a real strength of the place – little we need to do in terms of changing the type of street we have.

27, 28, 30, 31,35,36. We have potential to make the downtown a little more dense in Carmel (don't quote me on this). We have an opportunity downtown to have more housing options – not anything at street level (don't jeopardize commercial) – but 2nd floor, yes. Could enhance this category of housing. Most of the housing is Single Family Detached. Carmel is a very anti-development place; there is a perceived tension – half the town panics when they see someone wanting to develop anything; the other half is mad that the half is panicking. Message: this is not going to affect your serenity; the downtown better not be too healthy b/c then I'll hear it at night. People are overly concerned about this. For awhile we have a no live music policy – we have now inched back in, and don't have any complaints – have to push it to see where the line is and then walk it back? Fears are triggered as soon as you bring up infill – devil is in the details – all about the implementation process – to do it right, requires expertise to these jurisdictions; there are a lot of mediocre implementation examples; this is a quality issue that is hard to deal with; if you can get people to relax and see that it was done right, then maybe you can get it going.

We need to get buy in that infill is a good thing for our town – once you've got that, then things will open up. We are more likely to be resistant – 'let's stay small' – very change averse and wanting to do less.

34. This town has an interest in affordable housing; this could work but we are so far from the transit piece, that this is so far off; people would be open to it otherwise.

Comments & Questions

- My feeling about the group is that it's a nice diverse group of expertise
- What we are doing now is picking brains on general things
- Would be great if you guys could educate us a little bit more – on land use, patterns of travel; and then let us advise you in this direction
- A lot of this so far is interesting and useful but is still hypothetical
- Think of fun ways to get us engaged in those conversations
- That can only help what we are working on – then when people ask us what option makes sense, we can have information to convey and be able to be an informed participant in the discussion
- Other people have said similar things

Presentation: Connect Carmel planning grant discussion

THE PLANNING CENTER DC&E

SCS Base Case Scenario

Association of Monterey Bay Area Governments (AMBAG)

Base Case Scenario

- Shows how region will develop with existing development regulations
- Two main components:
  - Typology framework
  - Typology maps
- Alternative scenarios for the SCS will be evaluated relative to the base case scenario

Typology Framework

- Consistent with existing or soon-to-be-adopted general plans
- Translates general plan land use designations into “place types”
- Place types are characterized by:
  - Development characteristics (land use and intensity)
  - Transportation characteristics
  - Setting and function within the region

Residential Place Types

- Agriculture and Rural Residential
- Rural-Town Residential
- Exurban Residential
- Suburban Single-Family
- Suburban Multi-Family
- Town Single-Family
- Town Multi-Family
- Urban Single-Family
- Urban Multi-Family

Mixed Use Place Types

- Town Mixed-Use
- Neighborhood Mixed-Use
- Urban Mixed-Use

Commercial Place Types

- Rural-Town Commercial
- Neighborhood Commercial
- Town Center Commercial
- Regional Commercial
- Urban Commercial
- Urban Offices

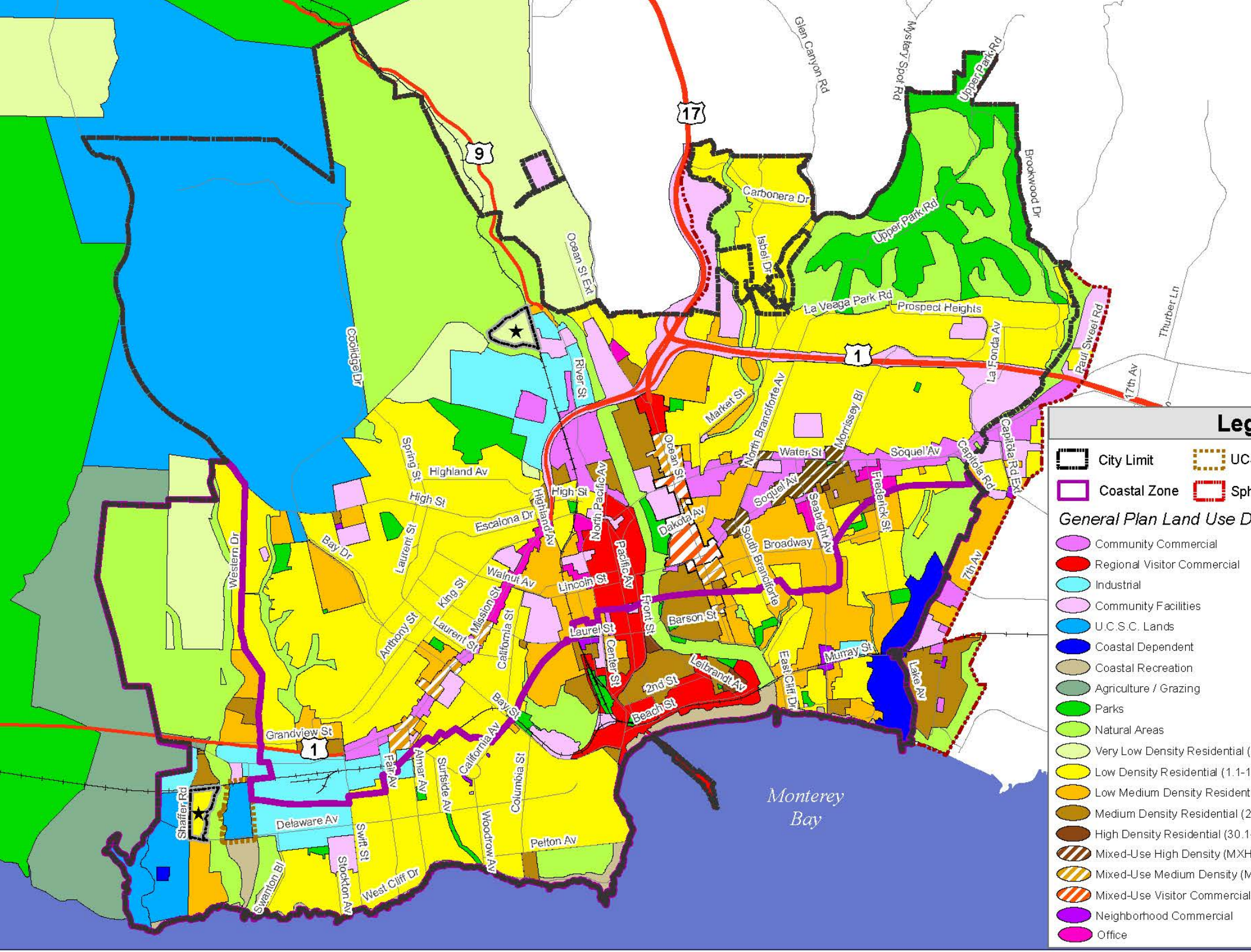
Other Place Types

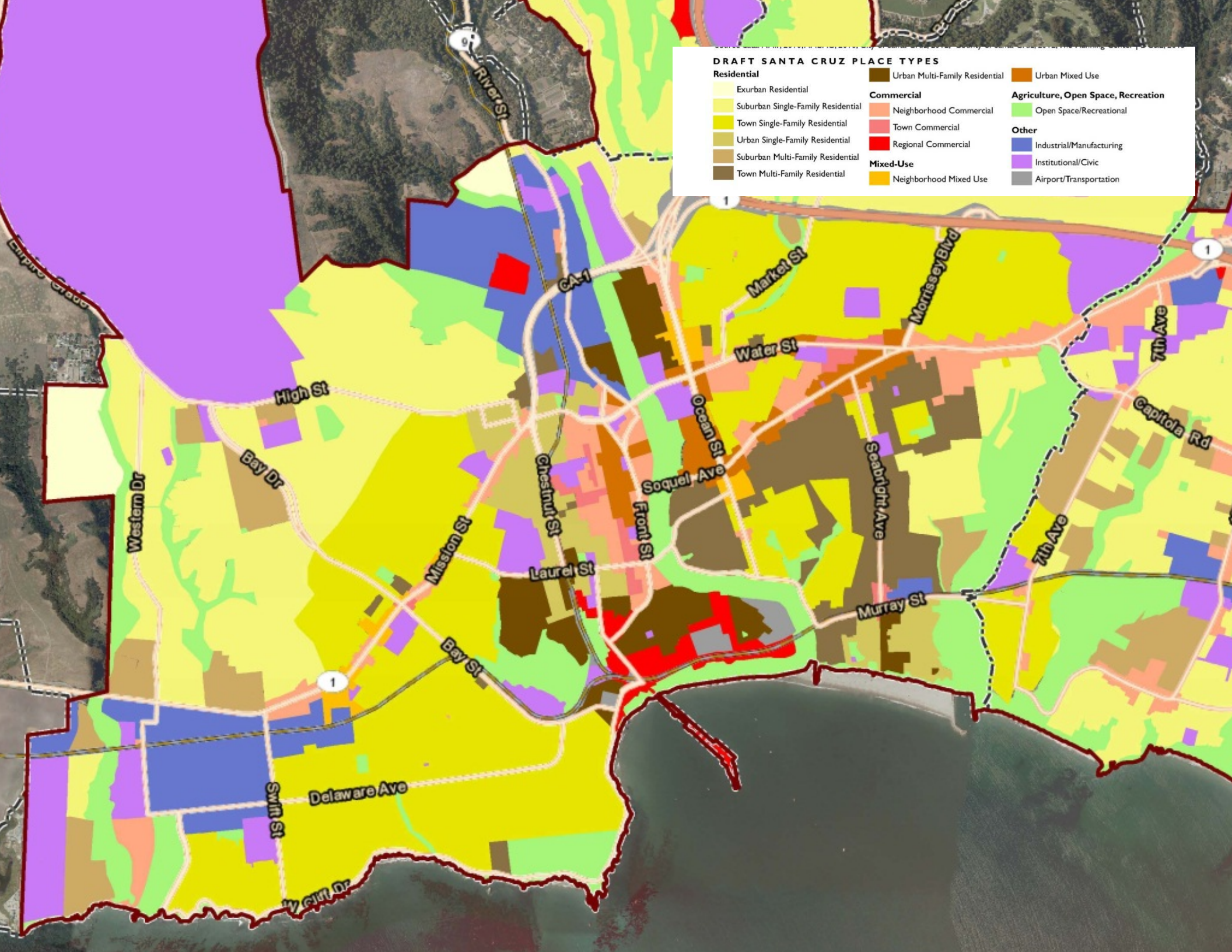
- Airport/Transportation
- Industrial and Manufacturing
- Institutional Uses
- Open Space/Recreational

Typology Maps

- Applies place types to “urban areas” in the region
- Urban areas are defined slightly different in each county
- In Santa Cruz County, urban areas include:
  - Areas within cities’ spheres of influence (SOI)
  - Areas within the Urban Service Lines
- Place types are not assigned to unincorporated rural areas

Figure 1-2
Page 1-5


Glen Canyon Rd
Mystery Spot Rd
Upper Park Rd
17
9
Brookwood Dr
Carbonera Dr
Isbel Dr
Upper Park Rd
Ocean St Ext
La Veaga Park Rd
Prospect Heights
Thurber Ln
Coolidge Dr
River St
1
La Fonda Av
Paul Sweet Rd
17th Av
Market St
North Branciforte Av
Morrissey Bl
Capitola Rd Ext
Capitola Rd
Water St
Soquel Av
Ocean St
Spring St
Highland Av
High St
Escalona Dr
Highland Av
North Pacific Av
Dakota Av
Soquel Av
Seabright Av
Frederick St
Broadway
Western Dr
Bay Dr
Laurent St
Walnut Av
Lincoln St
Pacific Av
King St
Mission St
Laurent St
California St
Anthony St
Front St
Barson St
Laurel St
Center St
South Branciforte
7th Av
Murray St
Leibrandt Av
East Cliff Dr
Lake Av
2nd St
Beach St
Bay St
Grandview St
1
Fair Av
Almar Av
Surfside Av
California Av
Columbia St
Shaffer Rd
Delaware Av
Swift St
Woodrow Av
Pelton Av
Stockton Av
West Cliff Dr
Swanton Bl
Monterey Bay
Leg
City Limit
UC
Coastal Zone
Sph
General Plan Land Use D
Community Commercial
Regional Visitor Commercial
Industrial
Community Facilities
U.C.S.C. Lands
Coastal Dependent
Coastal Recreation
Agriculture / Grazing
Parks
Natural Areas
Very Low Density Residential (
Low Density Residential (1.1-1
Low Medium Density Resident
Medium Density Residential (2
High Density Residential (30.1
Mixed-Use High Density (MXH
Mixed-Use Medium Density (M
Mixed-Use Visitor Commercial
Neighborhood Commercial
Office


DRAFT SANTA CRUZ PLACE TYPES
Residential
Exurban Residential
Suburban Single-Family Residential
Town Single-Family Residential
Urban Single-Family Residential
Suburban Multi-Family Residential
Town Multi-Family Residential
Urban Multi-Family Residential
Commercial
Neighborhood Commercial
Town Commercial
Regional Commercial
Mixed-Use
Neighborhood Mixed Use
Urban Mixed Use
Agriculture, Open Space, Recreation
Open Space/Recreational
Other
Industrial/Manufacturing
Institutional/Civic
Airport/Transportation
River St
CA-1
Market St
Morrissey Blvd
Water St
7th Ave
High St
Ocean St
Capitola Rd
Bay Dr
Chestnut St
Soquel Ave
Seabright Ave
Western Dr
Mission St
Front St
Laurel St
Murray St
Bay St
Delaware Ave
Swift St
1
9

Requested Feedback

- Are place types consistent with general plan land use designations?
- Have we applied place types to the correct “urban areas” in Monterey County?
- Are place types applied in a manner consistent with general plan land use maps?

Next Steps

- Refinement of place type menu and maps based on TAC feedback
- Presentation of revised place type menu and maps at Planning Directors Forum on January 31, 2012
- Additional discussions with TACs if needed in February, 2013
- Finalized base case scenario in late February, 2013

THE PLANNING CENTER DC&E

SCS Base Case Scenario

Association of Monterey Bay Area Governments (AMBAG)

Planning Director’s Forum Input

Maps

- Areas where Place Types are applied
- Map colors and symbology
- Place types for Fort Ord

Menu

- Match colors with map
- Neighborhood and regional commercial descriptions
- Agriculture and rural residential
- Schools

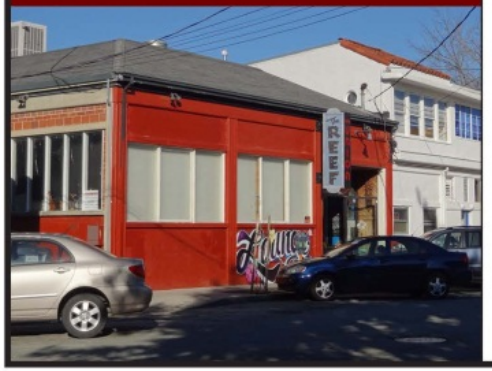
Revisions Since Planning Director's Forum

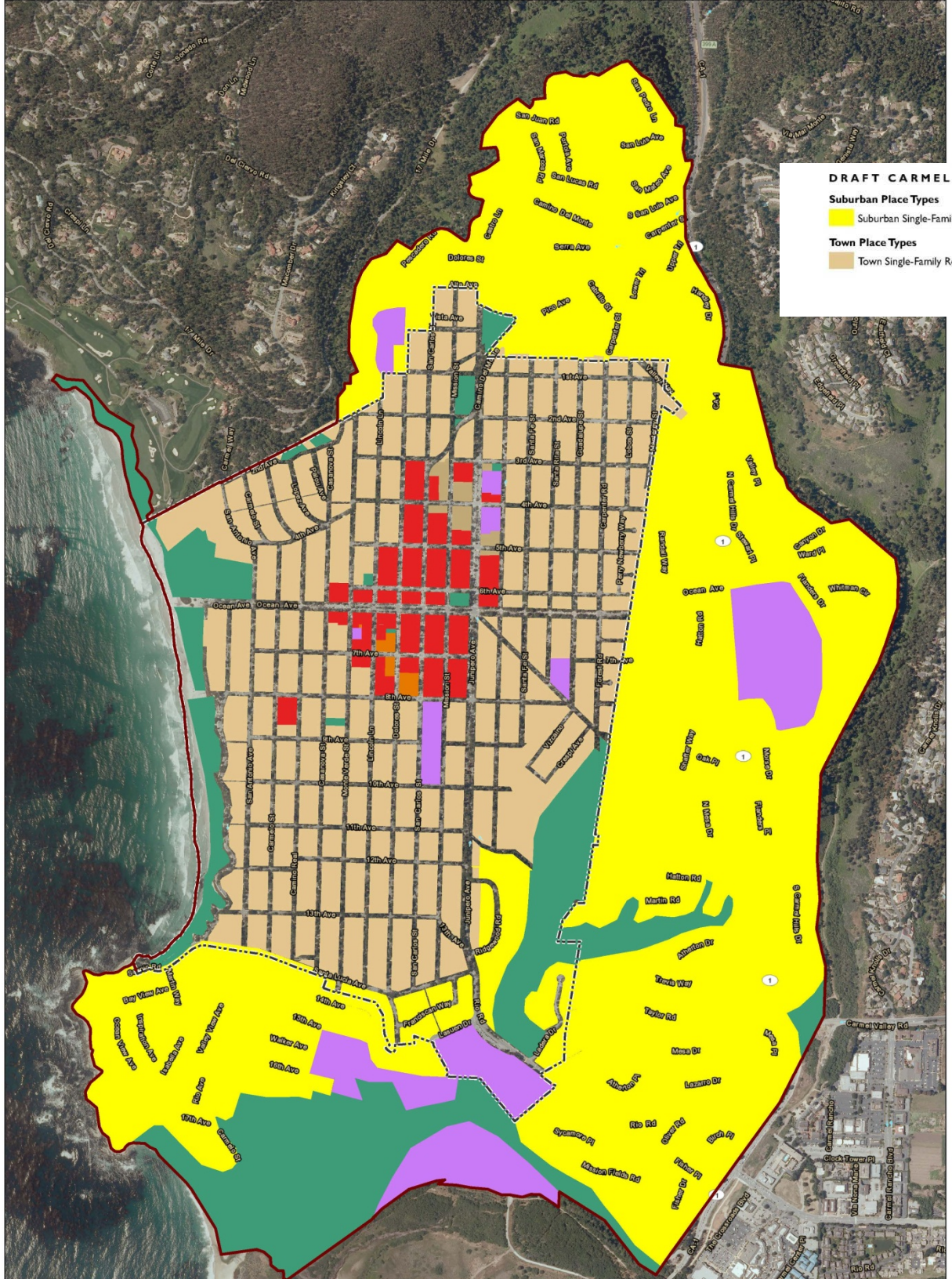
- Moved Rural Residential from Agriculture place type to Exurban Residential place type.
- Changed Regional Commercial place type to include all regional-draw big-box rather than just national chains
- Revised mapping colors to improve distinguishability.
- Changed place type color indicators in place type matrix to reflect place type colors on maps
- Revised place types based on changes sent by Pacific Grove, Hollister, and San Juan Bautista

Revisions Since Planning Director's Forum

- Established local jurisdiction land uses as overriding land uses in Fort Ord Reuse Area
- Filled in gaps in place type designations resulting from incomplete GIS data
- Indicate place types outside of Spheres of Influence with distinctive symbology
- Revised Salinas place types to reflect more intense future development patterns

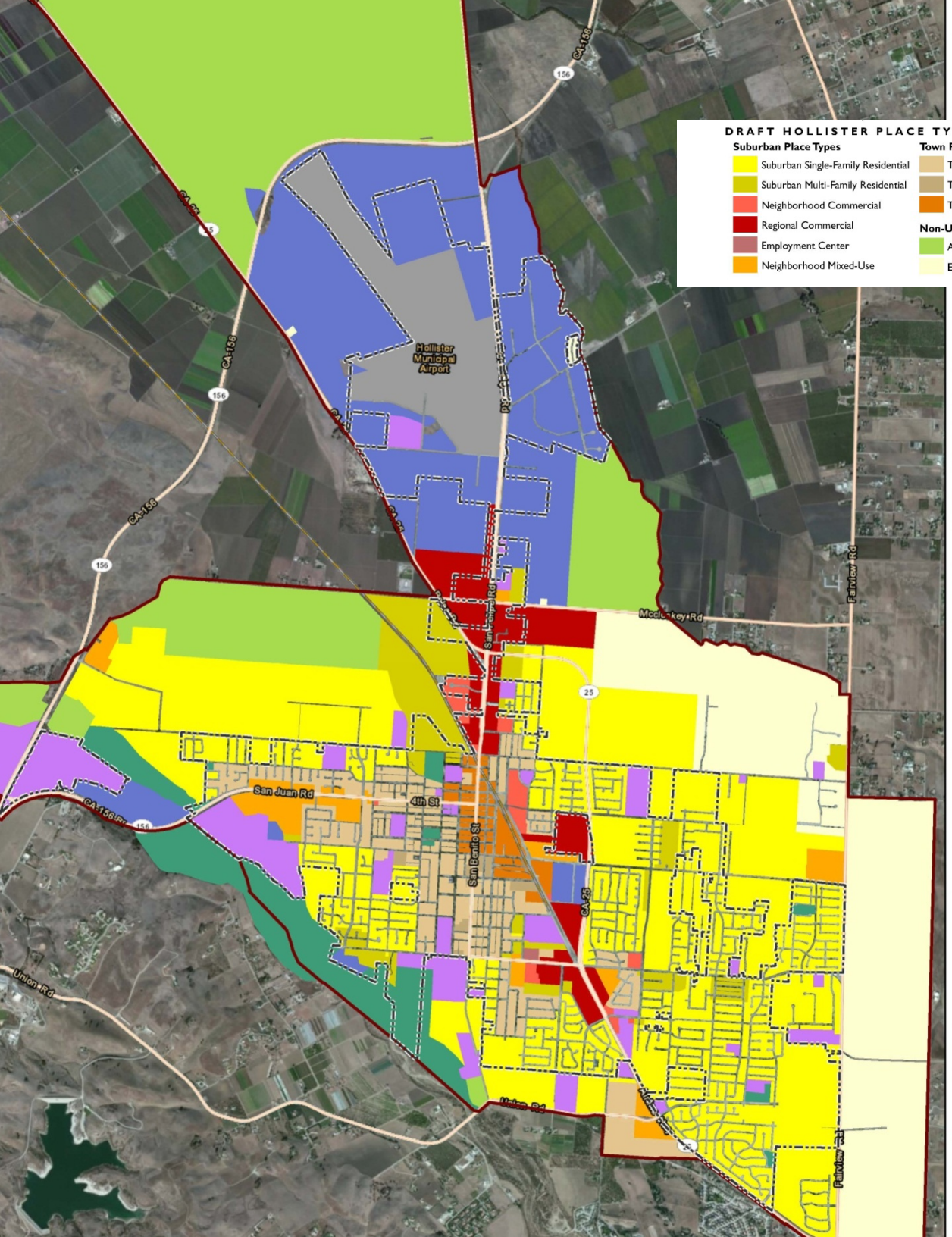
Urban Place Types

	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


DRAFT CARMEL PLACE TYPES
Suburban Place Types
Suburban Single-Family Residential
Town Place Types
Town Single-Family Residential
Town Multi-Family Residential
Town Commercial
Town Mixed-Use
Other
Institutional/Civic
Open Space/Recreational
City Limits
Sphere of Influence

Next Steps

- Maps and menu will be revised based on continued input
- Please provide final input no later than Wednesday, February 13, 2013
- Maps and menu will be finalized end of February


DRAFT HOLLISTER PLACE TYPES
Suburban Place Types
Suburban Single-Family Residential
Suburban Multi-Family Residential
Neighborhood Commercial
Regional Commercial
Employment Center
Neighborhood Mixed-Use
Town Place Types
Town Single-Family Residential
Town Multi-Family Residential
Town Mixed-Use
Non-Urban Place Types
Agriculture/Rural Residential; AG
Exurban and Rural Residential
Other
Industrial/Manufacturing
Airport
Institutional/Civic
Open Space/Recreational
City Limits
Sphere of Influence
DRA
Hollister Municipal Airport
CA-156
156
San Juan Rd
4th St
San Benito St
CA-25
Fairview Rd
Union Rd
25

THE PLANNING CENTER DC&E

SCS Base Case Scenario

Association of Monterey Bay Area Governments (AMBAG)

Planning Directors' Forum Input

Maps

- Areas where Place Types are applied
- Map colors and symbology
- Highlight location of railroads

Menu

- Match colors with map
- Neighborhood and regional commercial descriptions
- Agriculture and rural residential
- Institutional place type

Revisions Since Planning Directors' Forum

- Moved Rural Residential from Agriculture place type to Exurban Residential place type
- Changed Regional Commercial place type to include all regional-draw big-box rather than just national chains
- Revised mapping colors to improve distinguishability
- Changed place type color indicators in Place Type Menu to reflect place type colors on maps
- Place type "codes" from Place Type Menu added to legends

Revisions Since Planning Directors' Forum

- Resolved issues concerning accuracy of Urban Service Boundaries and Spheres of Influence
- Filled in gaps in place type designations resulting from incomplete or outdated GIS data
- Revised place types based on changes sent by County and jurisdictions within Santa Cruz County
- Identified place types in communities along Highway 9 corridor

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
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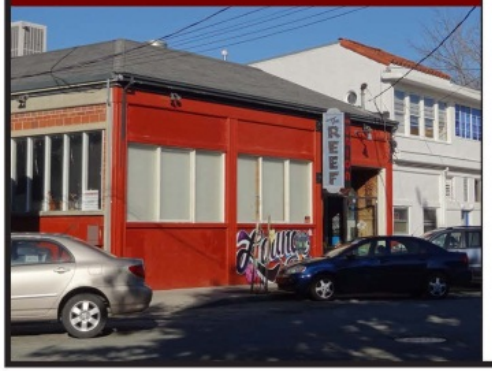
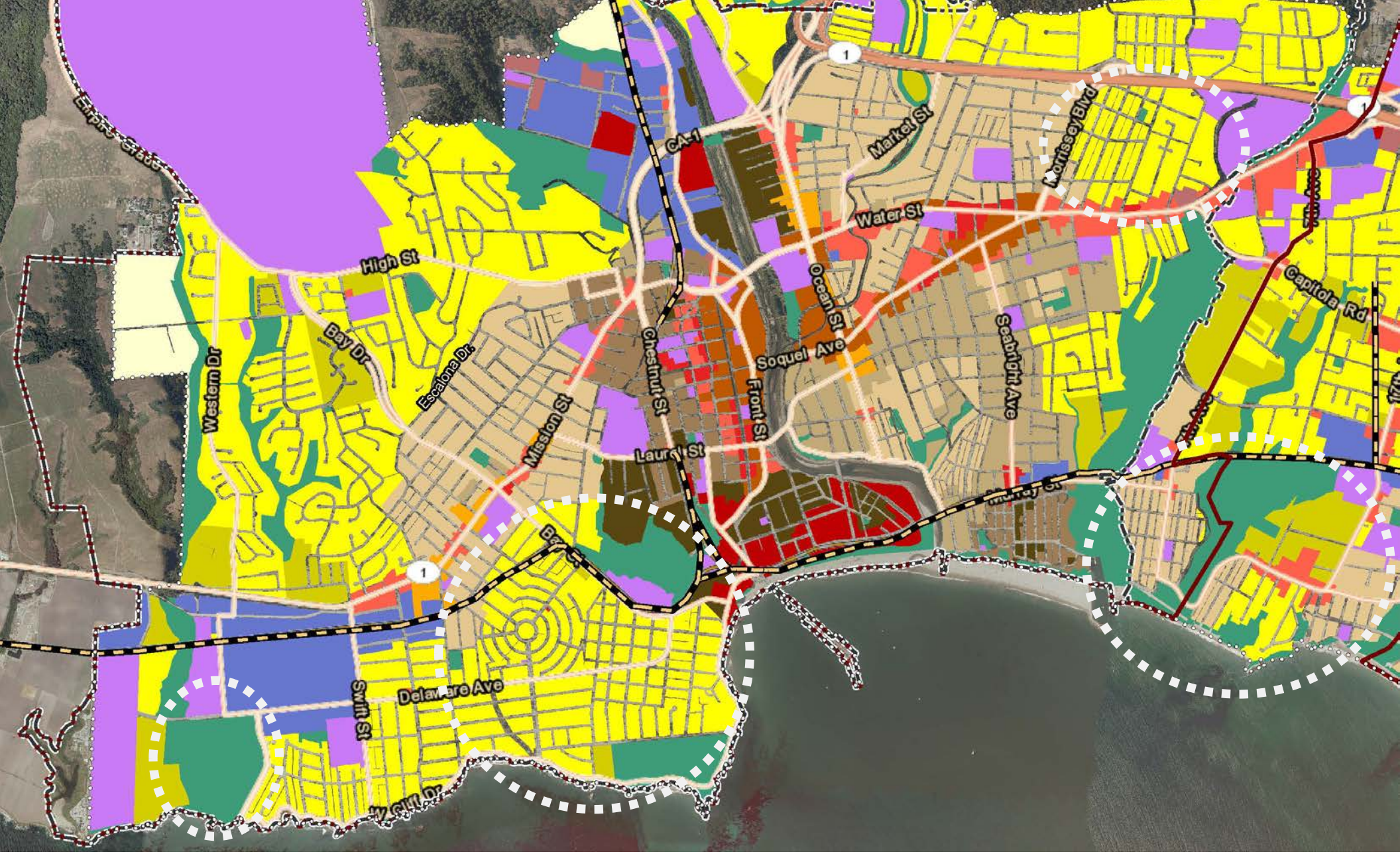
U-3 Urban Commercial 	Low Intensity (FAR 1.0 or less)	A high concentration of retail, service, and office uses organized in a grid block pattern. A pedestrian-friendly environment supported by active ground floor building frontages, entrances oriented to the street, parking located to the rear of lots, 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



DRAFT 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

DRAFT BASE CASE SCENARIO
INCLUDES SURROUNDING UNINCORPORATED URBAN AREAS

Next Steps

- Resolve any outstanding issues
- Minor changes accepted until COB Monday 2/25
- Final maps completed by February 28th

AMBAG Regional Advisory Committee Meeting #1

Date: **Wednesday October 19th, 2011**

Time: **9:30 am – 12:00 pm; lunch from Noon to 1pm**

Location: **UC MBest Center, Marina, CA**

Meeting Agenda

9.30 am	**Sign in; light refreshments**
9.40 am	**Welcome from AMBAG Board President Stephany Aguilar**
9.45 am	**Introductory Presentation**
10.00 am	**Introductions: Regional Advisory Committee Members**
10.45am	***Coffee Break***
11.00 am	**Creating Great Places in the Monterey Bay Area - Presentation**
11.15 am	**Creating Great Places in the Monterey Bay Area – Small Group Discussion & Interactive Survey**
12.00pm	**LUNCH**

Staff Contact:

Steph A. Nelson, Associate Analyst/Planner, AMBAG

Direct: 831.264.5092

Email: snelson@ambag.org

DIRECTIONS

UC MBEST Center -
Headquarters Building and Conference Room located at:
3239 Imjin Road, Marina, CA 93933
Phone: 831.582.1020

From Highway 1: Take Reservation Road east through the city of Marina to the Imjin Road stop light (~ 3 miles from Highway 1). Turn left on Imjin Road. The Headquarters Bilding is the first set of buildings on the right, approximately 300 yards from Reservation Road. The MBEST Center office is 500 feet farther up the road, on the left side.

From Blanco or Davis Roads: Turn right onto Reservation Road and proceed west toward the city of Marina to the Imjin Road stoplight. Turn right on Imjin Road. The Headquarters Bilding is the first set of buildings on the right, approximately 300 yards from Reservation Road. The MBEST Center office is 500 feet farther up the road, on the left side.

P.O.Box 809 Marina, CA 93933-0809 [ph] 831.883.3750 [fax] 831.883.3755 http://www.ambag.org info@ambag.org

Regional Advisory Committee

Meeting #1

Regional Advisory Committee for the Regional Implementation Plan for Smart Growth Development Strategies

October 19th 2011
UC MBest Center, Marina, CA

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Randy Deshazo, Principal Planner, AMBAG

Regional Advisory Committee Meeting #1

Welcome
Stephany Aguilar, President, AMBAG Board of Directors

Introductory Presentation
Steph A. Nelson, Associate Analyst/Planner, AMBAG

Introductions: Regional Advisory Committee

Coffee Break

Great Places: Presentation, Survey & Discussion
Part One: Identifying Great Places
Part Two: Creating Great Places

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Randy Deshazo, Principal Planner, AMBAG

LUNCH

Introductory Presentation

What is the Regional Advisory Committee?

- Basic overview of expectations
- Values & expertise of the Regional Advisory Committee

What is the Regional Implementation Plan for Smart Growth Development Strategies?

- Envisioning the Monterey Bay Area: Getting There from Here
- Sustainable Communities and Climate Protection Act of 2008

What is the Regional Advisory Committee?

Composed of 50 members from 3 counties

Participate in surveys, focus group discussions, interviews

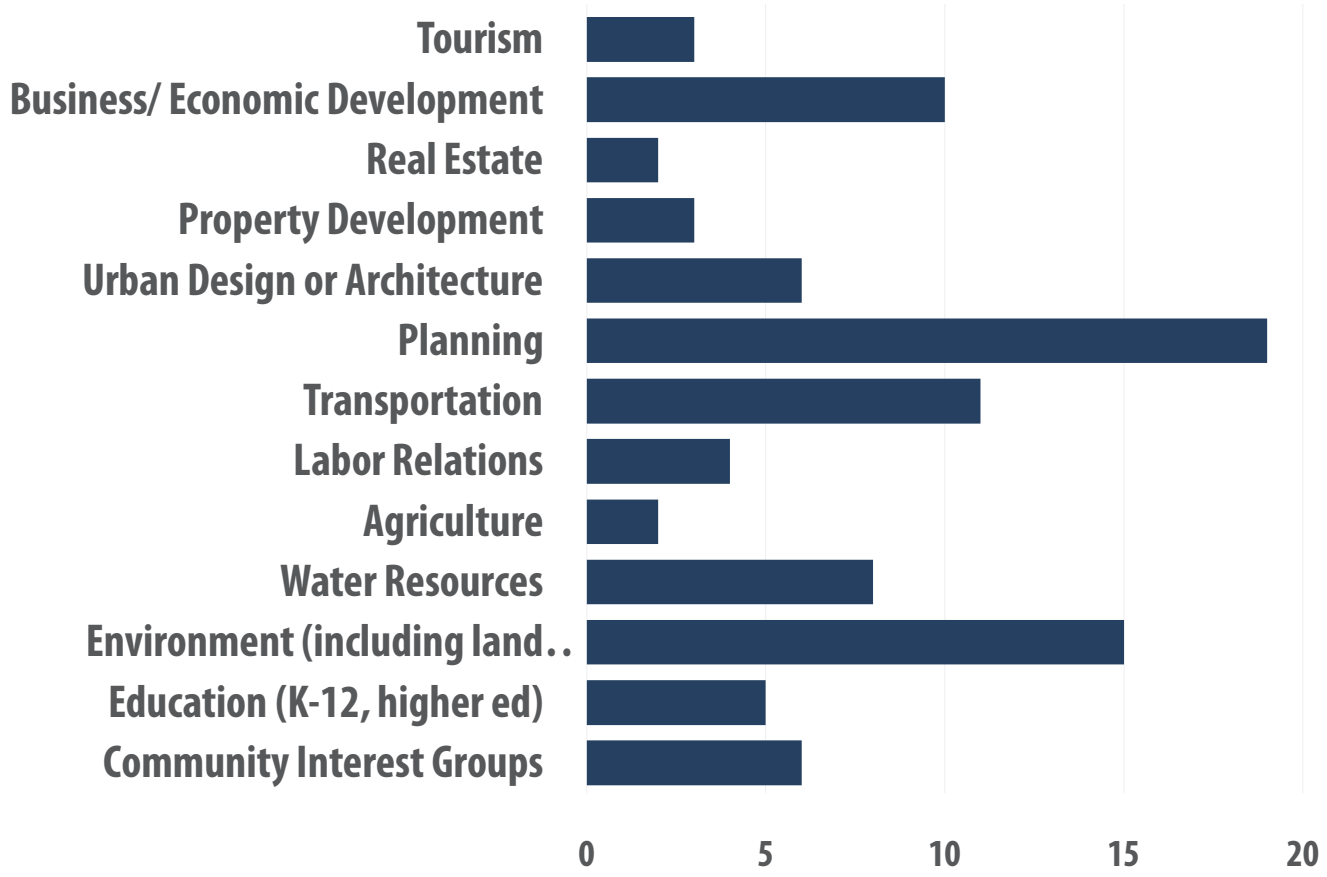
Regional Implementation Plan for Smart Growth Development Strategies

Meet quarterly through early 2013

Who is the Regional Advisory Committee?

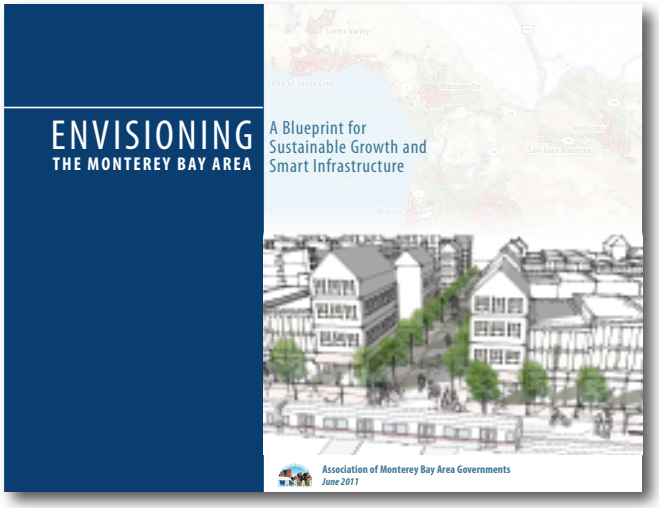
Areas of Expertise and/or Professional Interest

AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

What is the Regional Implementation Plan for Smart Growth Development Strategies?

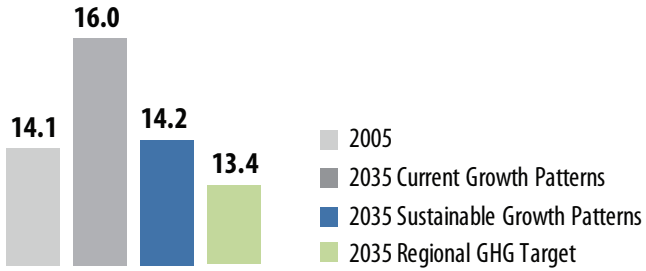


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)

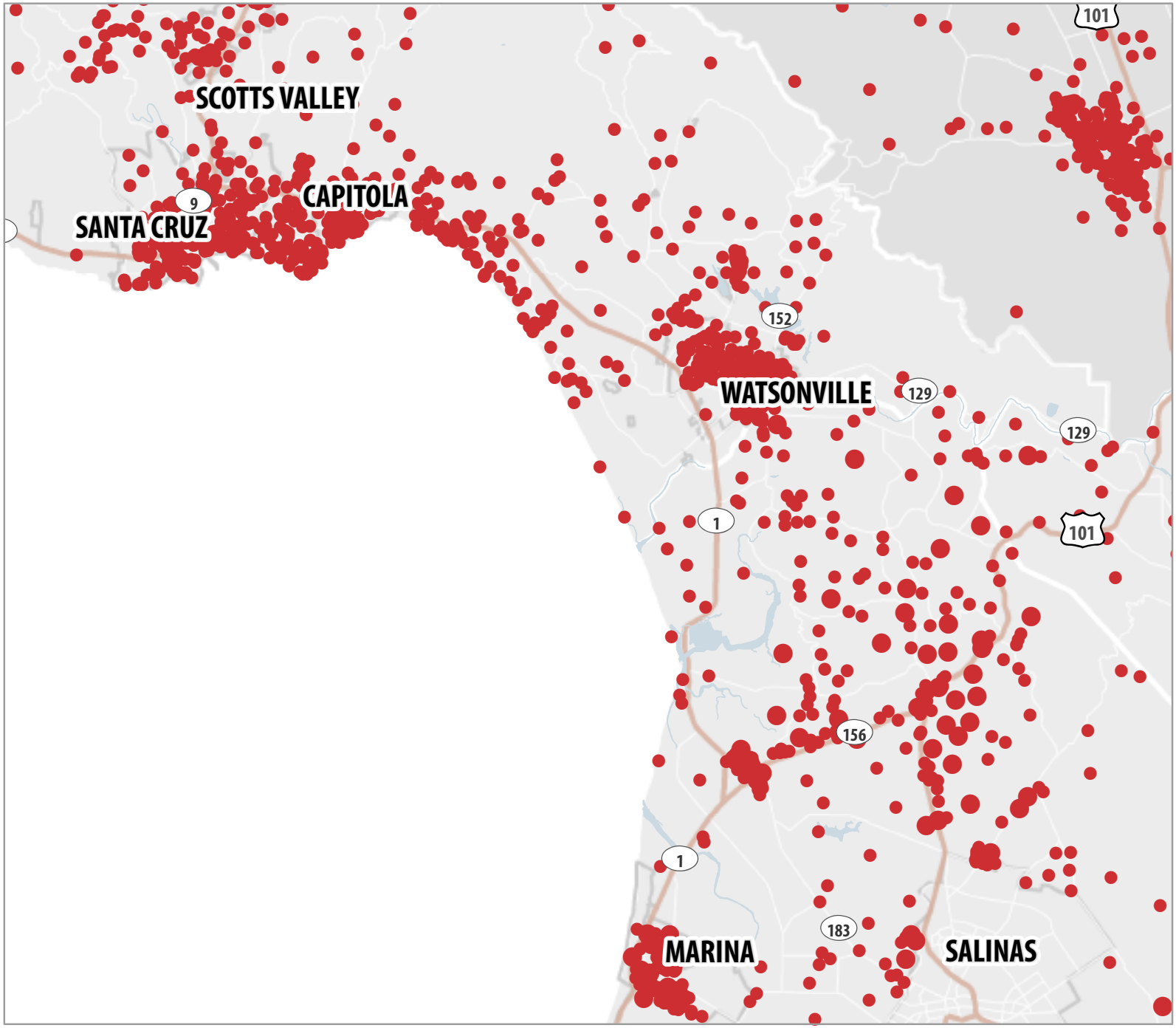


Sustainable Communities & Climate Protection Act of 2008

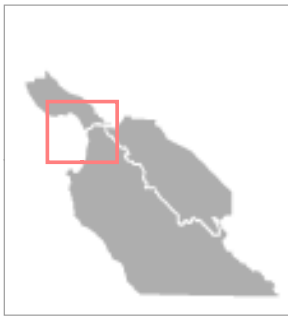
TARGET:
5% reduction transportation GHGs by 2035

-5% GHGs

Who Commutes to Salinas for Work?



Monterey Bay Area



Limited Access
Highway
Major Road
City Limits
County Boundaries

Number of Workers

1 - 24
25 - 126
127 - 450

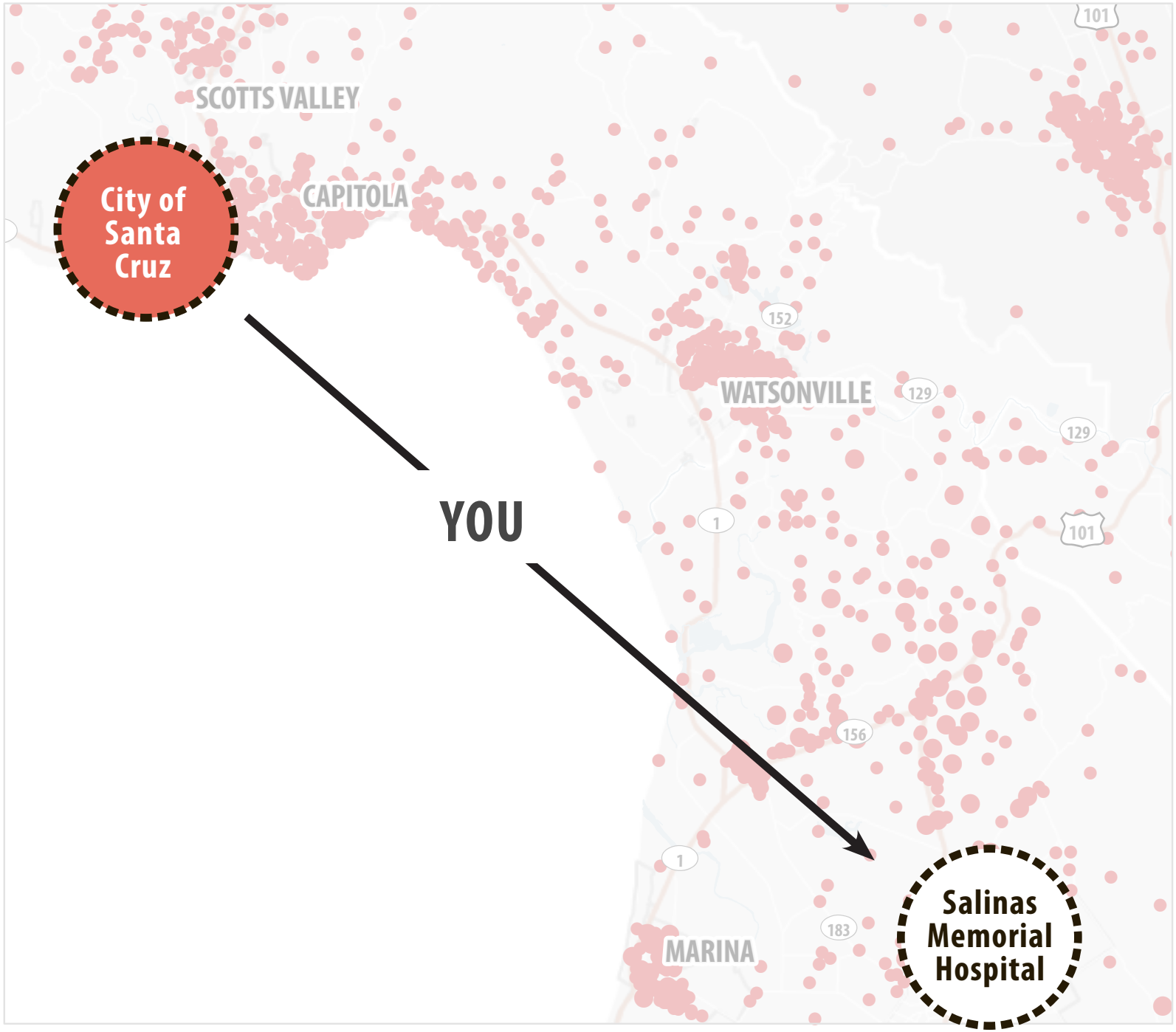
hydro_linear

0 0.4 0.8 1.6 Miles

Date: October 21, 2010
Project Name: Blueprint
Created By: Anais Schenk

Data Sources:
Longitudinal Employer-Household Dynamics;
CA Dept of Conservation Farmland Mapping and Monitoring Program; and
AMBAG;

Who Commutes to Salinas for Work?



Monterey Bay Area

Limited Access
Highway
Major Road
City Limits
County Boundaries

Number of Workers
1 - 24
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hydro_linear

0 0.4 0.8 1.6 Miles

Date: October 21, 2010
Project Name: Blueprint
Created By: Anais Schenk

Data Sources:
Longitudinal Employer-Household Dynamics;
CA Dept of Conservation Farmland Mapping and Monitoring Program; and AMBAG;

Commute Option A: Take the Bus

Get directions | My places

A Seabright Avenue, Santa Cruz, CA

B salinas valley memorial hospital

Add Destination - Show options

Leave now | 09/12/11 | 12:14pm

GET DIRECTIONS

Suggested routes

69 → 28 → 43 → 12:24pm - 2:58pm — **2 hrs 35 min**

68 → 69 → 28 → 43 — 2 hours 36 mins
1:22pm - 3:58pm

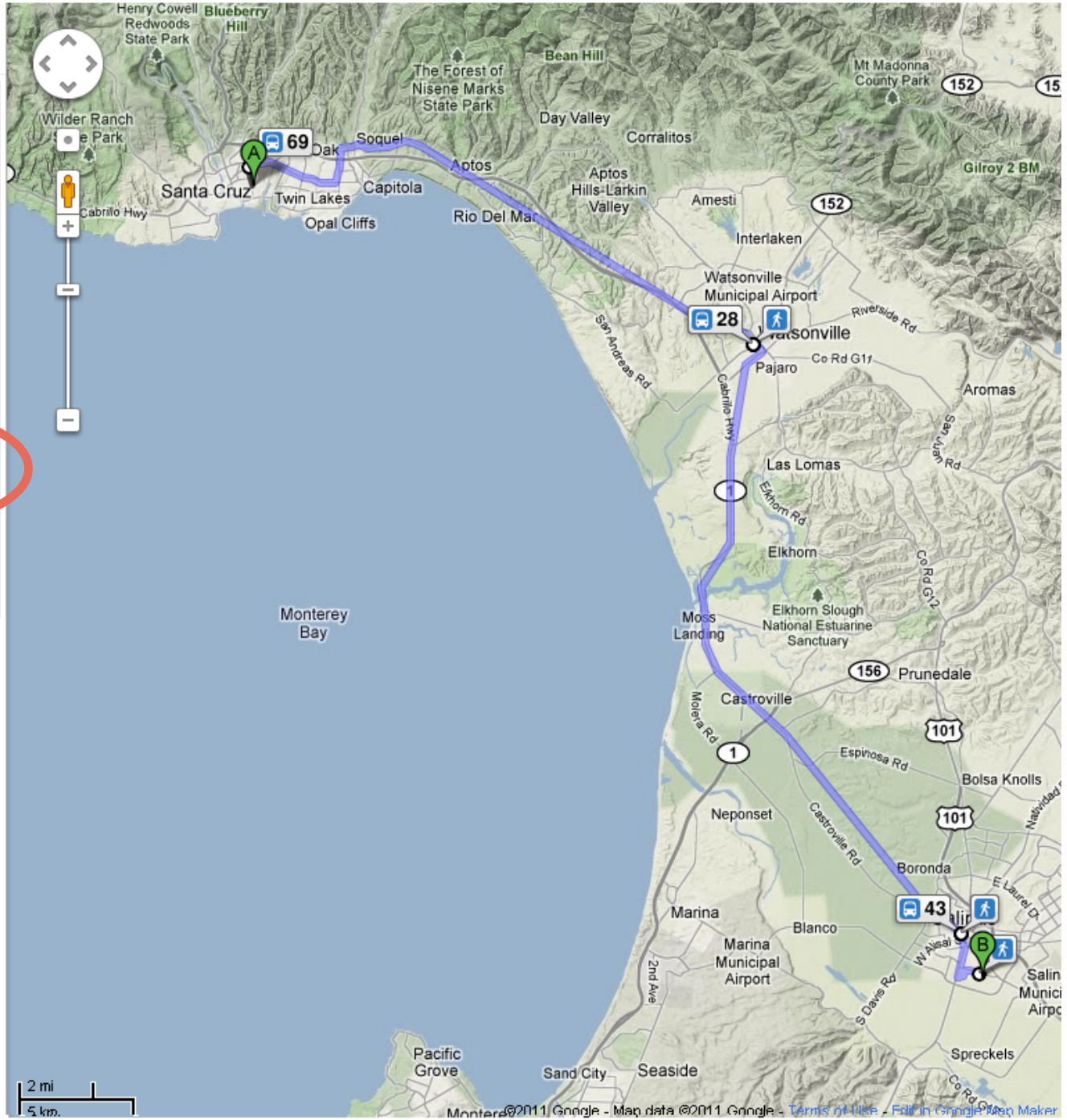
69 → 28 → 43 — 2 hours 35 mins
1:24pm - 3:58pm

Transit directions to Salinas Valley Memorial Hospital

A Seabright Ave
Santa Cruz, CA

Walk to Soquel Ave\\Seabright
About 12 mins (0.6 mi)

Soquel Ave\\Seabright
69 Bus towards 69W - Cabrillo College - Watsonville TC
12:36pm - 1:37pm (1 hour 1 min, 33 stops)



Commute Option B: Drive

Get directions | My places

A Seabright Avenue, Santa Cruz, CA

B salinas valley memorial hospital

Add Destination - Show options

GET DIRECTIONS

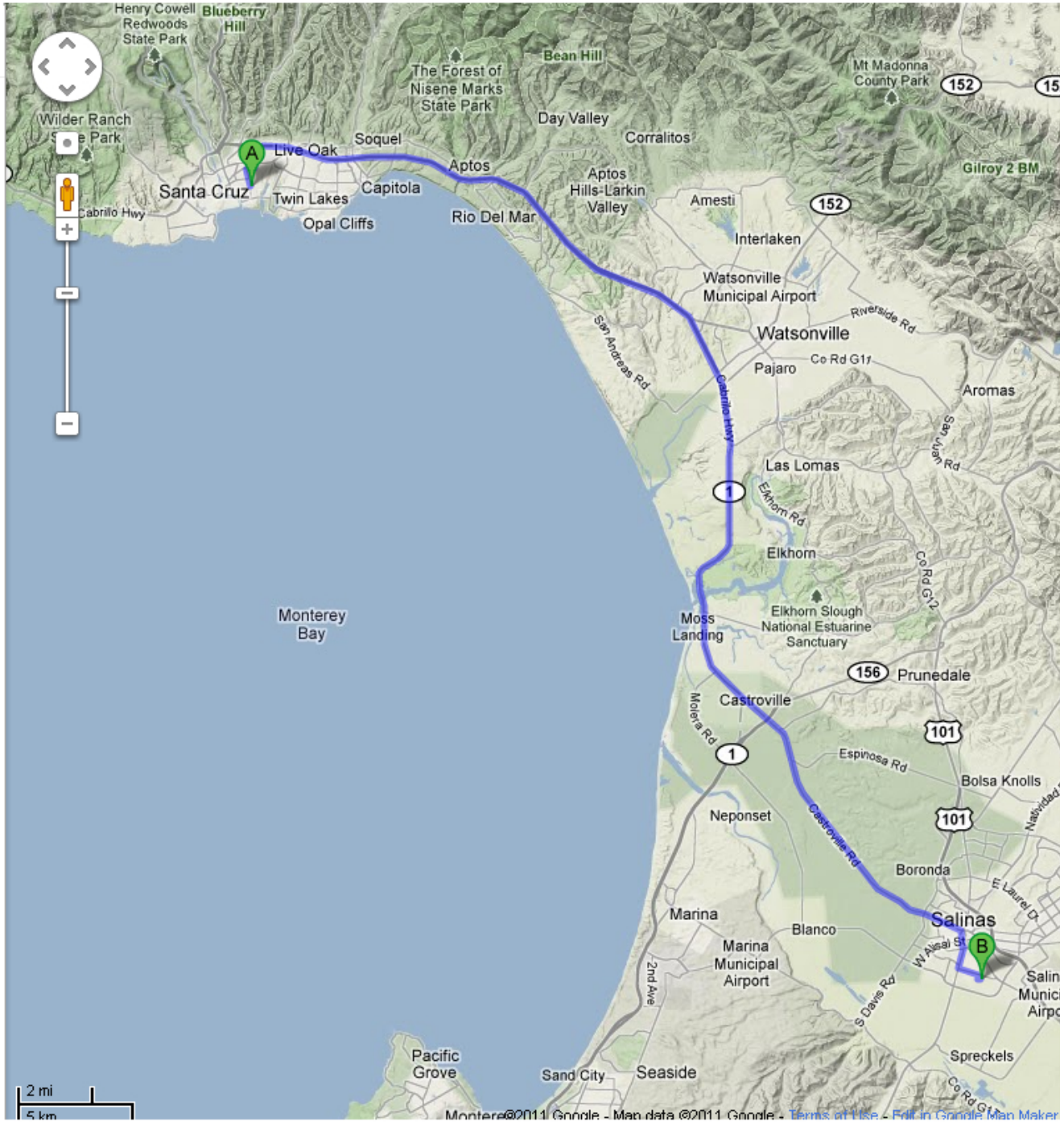
Suggested routes

CA-1 S/Cabrillo Hwy	37 **50 min**
CA-1 S/Cabrillo Hwy and US-101 S	42.4 mi, 53 mins
CA-1 S	39.0 mi, 56 mins

Driving directions to Salinas Valley Memorial Hospital

A **Seabright Ave**
Santa Cruz, CA

1. Head **north** on **Seabright Ave** toward **Windham St** — 0.5 mi
2. Turn right onto **Gault St** — 0.2 mi
3. Take the 2nd left onto **S Morrissey Ave** — 0.6 mi
4. Merge onto **CA-1 S/Cabrillo Hwy** via the ramp to **Watsonville** — 24.7 mi
5. Turn left onto **Merritt St** — 1.8 mi
6. Continue onto **CA-183 S/Castroville Rd**
Continue to follow CA-183 S — 7.4 mi



Commute Option C: Vanpool or Carpool

Get directions | My places

A Seabright Avenue, Santa Cruz, CA

B salinas valley memorial hospital

Add Destination - Show options

GET DIRECTIONS

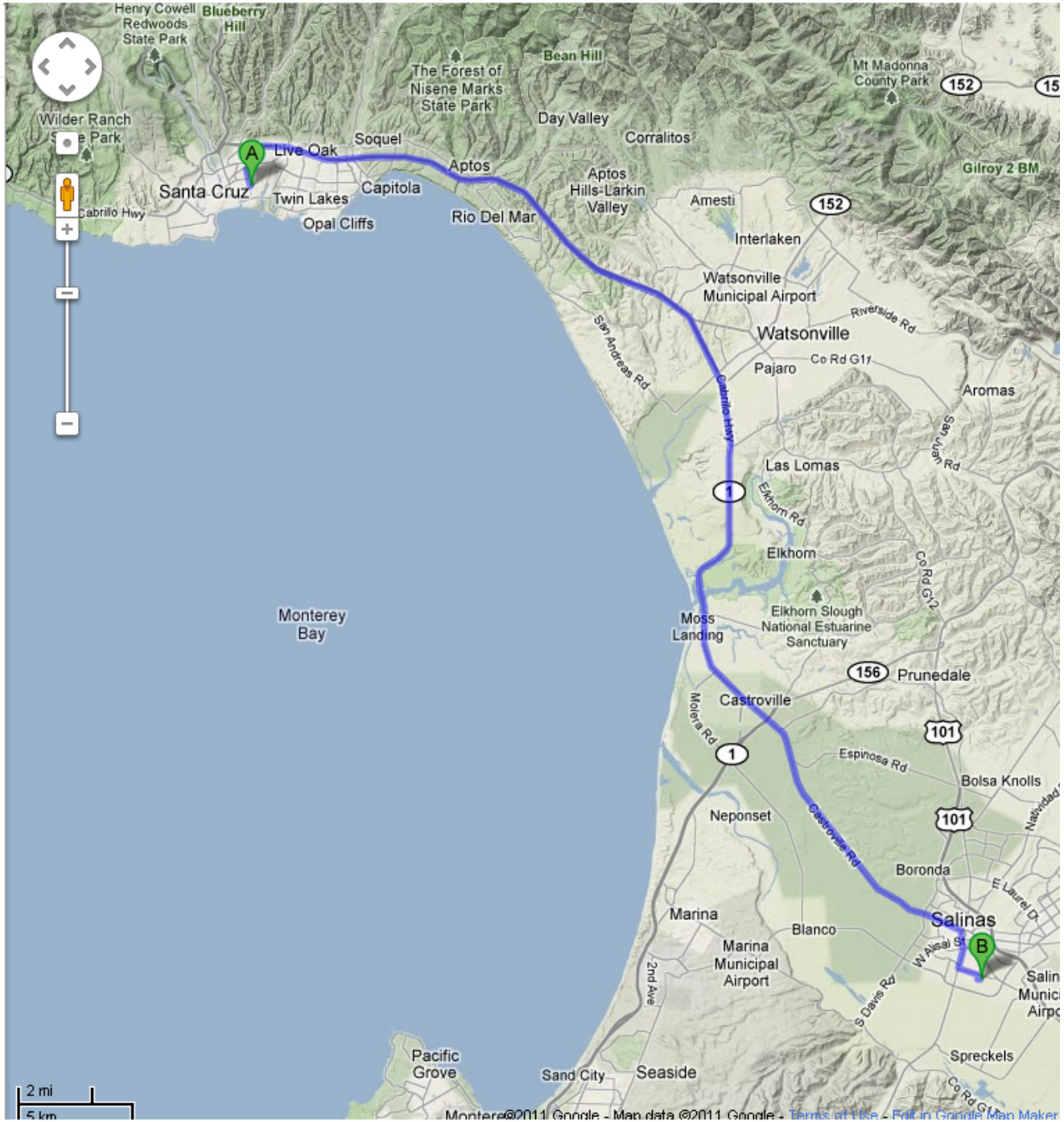
Suggested routes

CA-1 S/Cabrillo Hwy	**1hr 5min**
CA-1 S/Cabrillo Hwy and US-101 S	42.4 mi, 53 mins
CA-1 S	39.0 mi, 56 mins

Driving directions to Salinas Valley Memorial Hospital

A **Seabright Ave**
Santa Cruz, CA

1. Head **north** on **Seabright Ave** toward **Windham St** — 0.5 mi
2. Turn right onto **Gault St** — 0.2 mi
3. Take the 2nd left onto **S Morrissey Ave** — 0.6 mi
4. Merge onto **CA-1 S/Cabrillo Hwy** via the ramp to **Watsonville** — 24.7 mi
5. Turn left onto **Merritt St** — 1.8 mi
6. Continue onto **CA-183 S/Castroville Rd**
Continue to follow CA-183 S — 7.4 mi



We can grow more sustainably by:

Creating *Great Places* that are transit supportive hubs of activity…

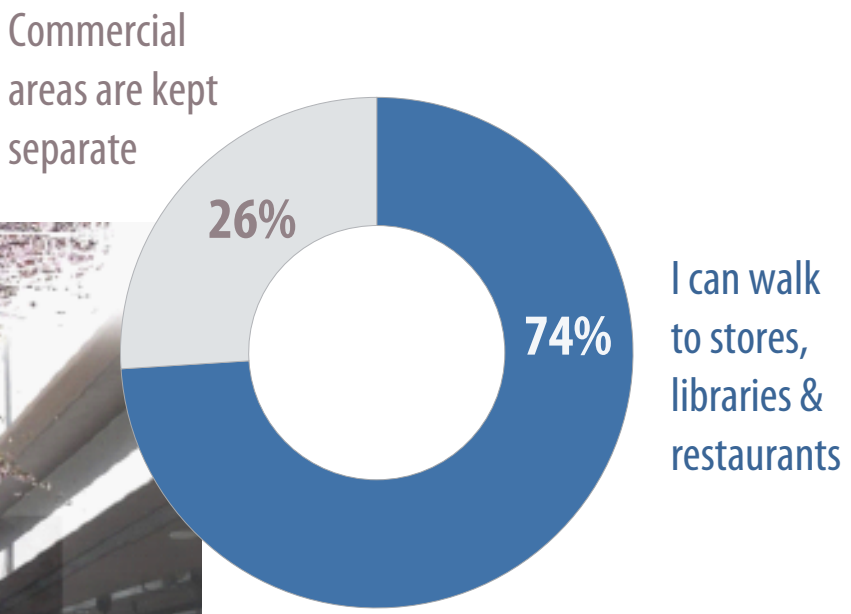
Source: AMBAG, 2010

Responding to unmet demands for more walkable neighborhoods…

NEIGHBORHOOD PREFERENCES

Figure 26. Survey Question: I would most prefer neighborhood where:

Source: 2010 AMBAG Regional Blueprint Survey Responses



Investing in alternatives to driving....

Expenditures by Mode, 2010 to 2035

Monterey Bay Area 2010 MTP

ITS, TDM, Planning **1%**

Aviation **1%**

Bicycle & Ped **1%**

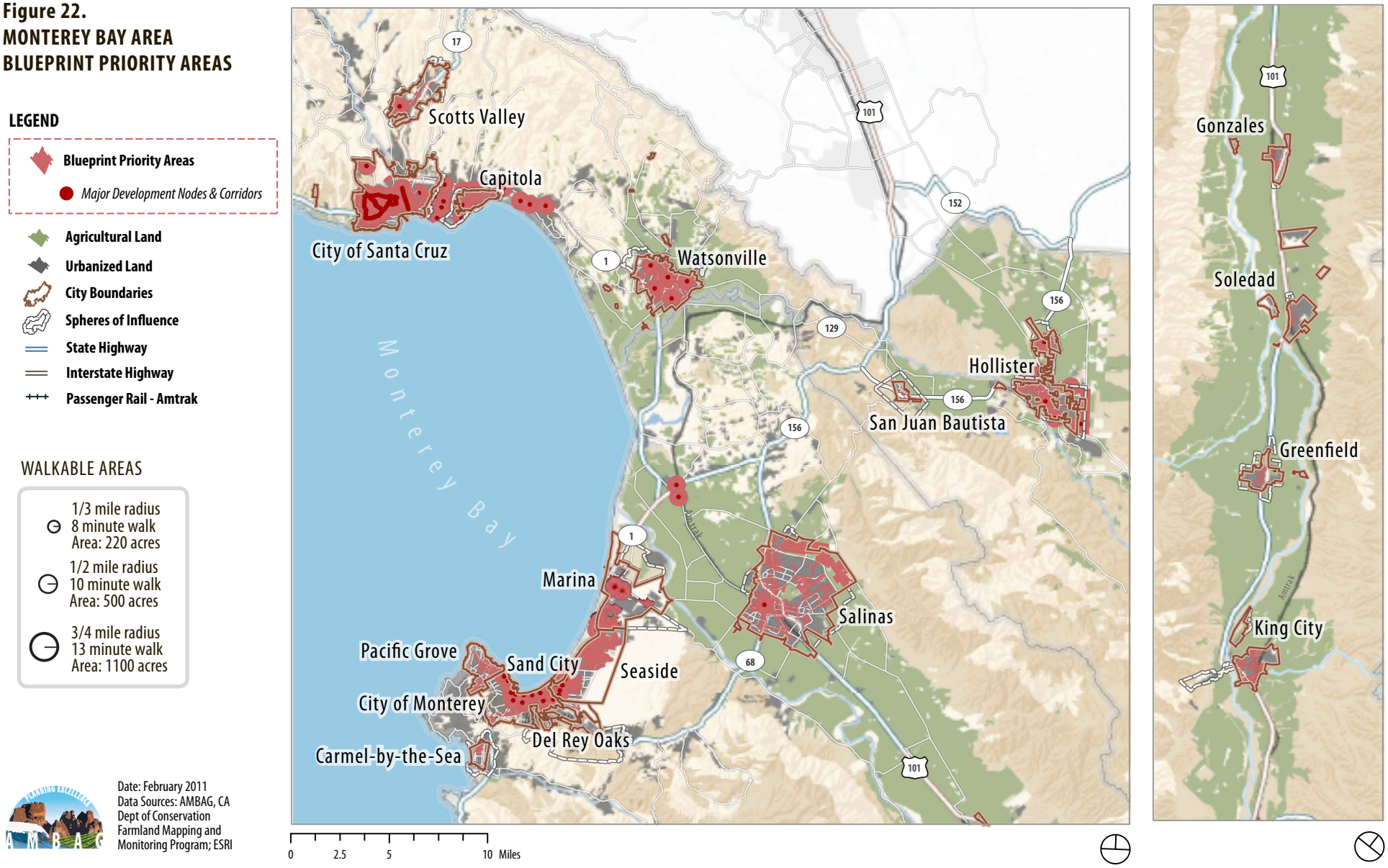
Transit (Bus) **20%**

Transit (Rail) **7%**

Roads & Bridges **70%**

Focusing regional development in "Priority Areas" ...

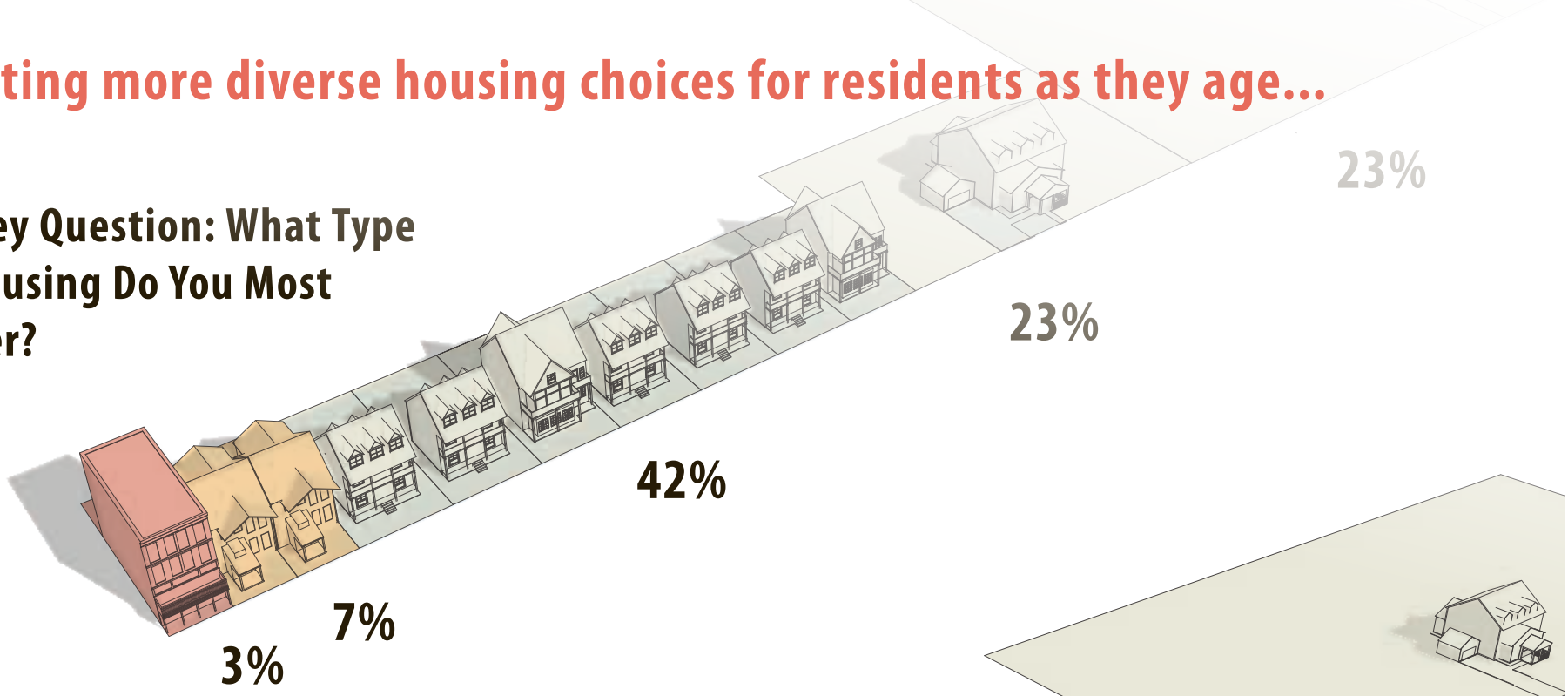
Figure 22.
MONTEREY BAY AREA
BLUEPRINT PRIORITY AREAS



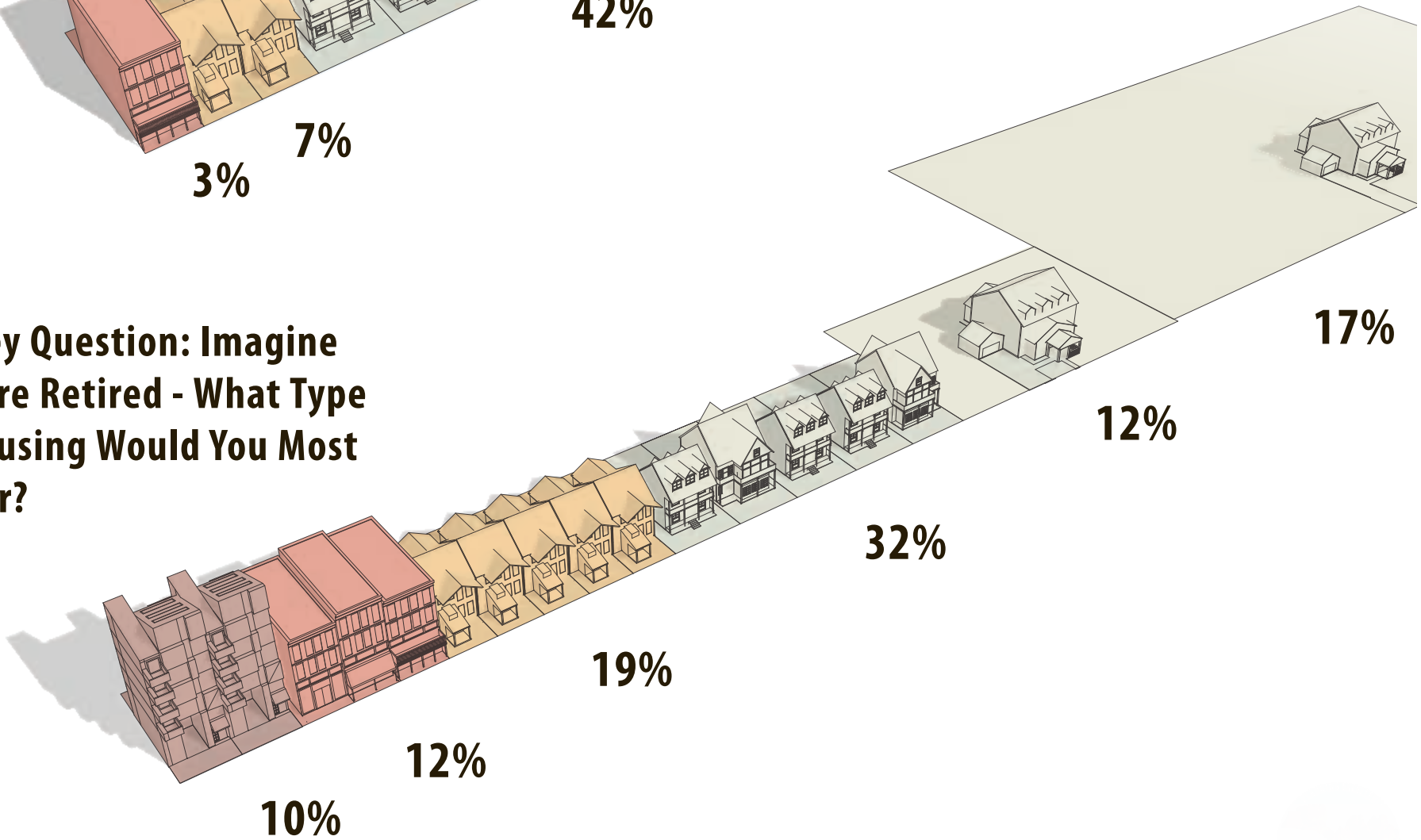
Date: February 2011
Data Sources: AMBAG, CA Dept of Conservation Farmland Mapping and Monitoring Program; ESRI

Creating more diverse housing choices for residents as they age...

Survey Question: What Type of Housing Do You Most Prefer?



Survey Question: Imagine You are Retired - What Type of Housing Would You Most Prefer?

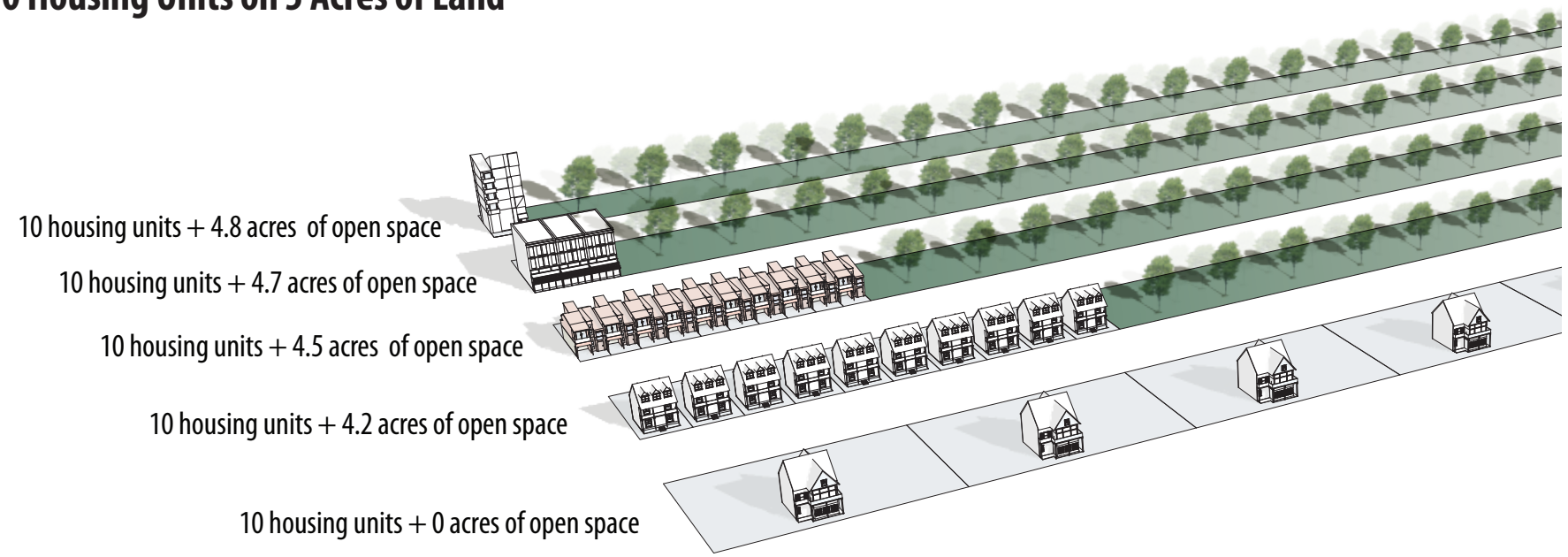


Conserving *Great Places* in the natural environment by reducing the urban footprint...

Figure 20. The Monterey Bay Area Urban Footprint 2005-2035

Data Source: AMBAG 2010; CA Dept. of Conservation Farmland Mapping and Monitoring Program

Making Trade-Offs: Housing vs Open Space
10 Housing Units on 5 Acres of Land



AGENDA

Regional Advisory Committee Meeting #1

Welcome
Stephany Aguilar, President, AMBAG Board of Directors

Introductory Presentation
Steph A. Nelson, Associate Analyst/Planner, AMBAG

Introductions: Regional Advisory Committee

Coffee Break

Great Places: Presentation, Survey & Discussion
Part One: Identifying Great Places
Part Two: Creating Great Places

Steph A. Nelson, Associate Analyst/Planner, AMBAG
Randy Deshazo, Principal Planner, AMBAG

LUNCH

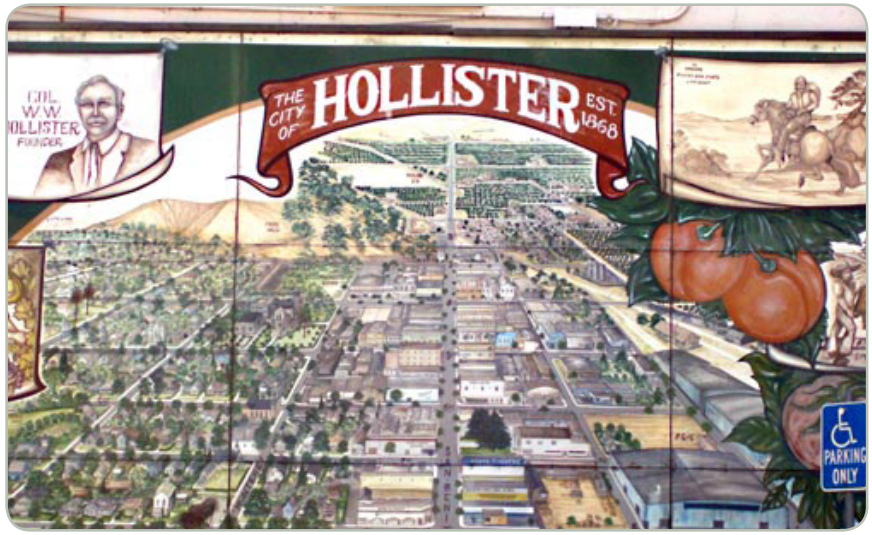
Part One: Identifying Great Places

What are *Great Places?*

"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 enough to keep people coming back."

- Project for Public Spaces

A Few of the Great Places in the Monterey Bay Area…



Source: Google maps, various indepenent sources

Survey & Discussion Questions: Great Places

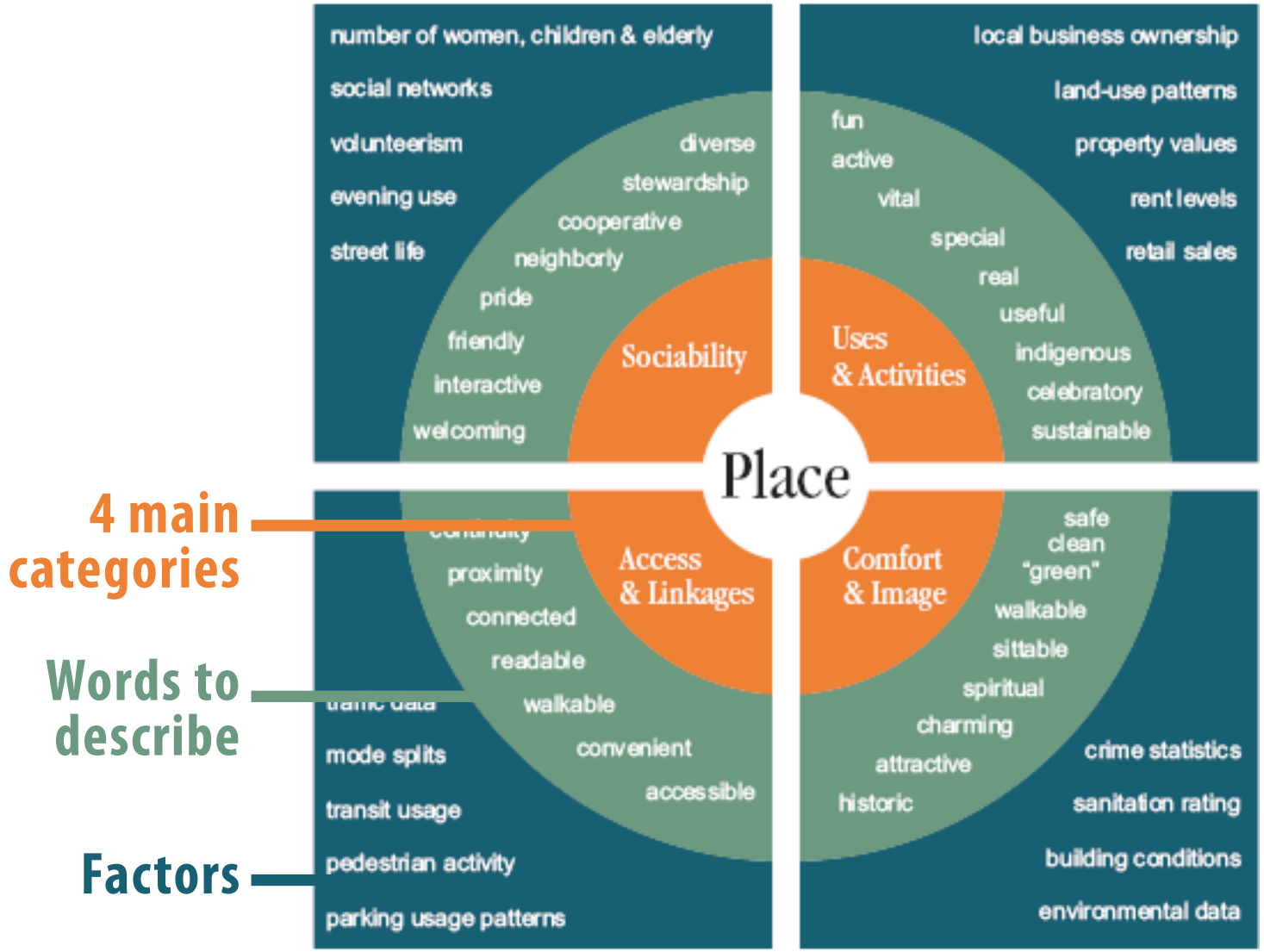
Source: Google maps, various indepenent sources

Survey & Discussion Questions: Great Places

?

Source: Google maps, various indepenent sources

What are Ten Things that Make a Place a *Great Place?*

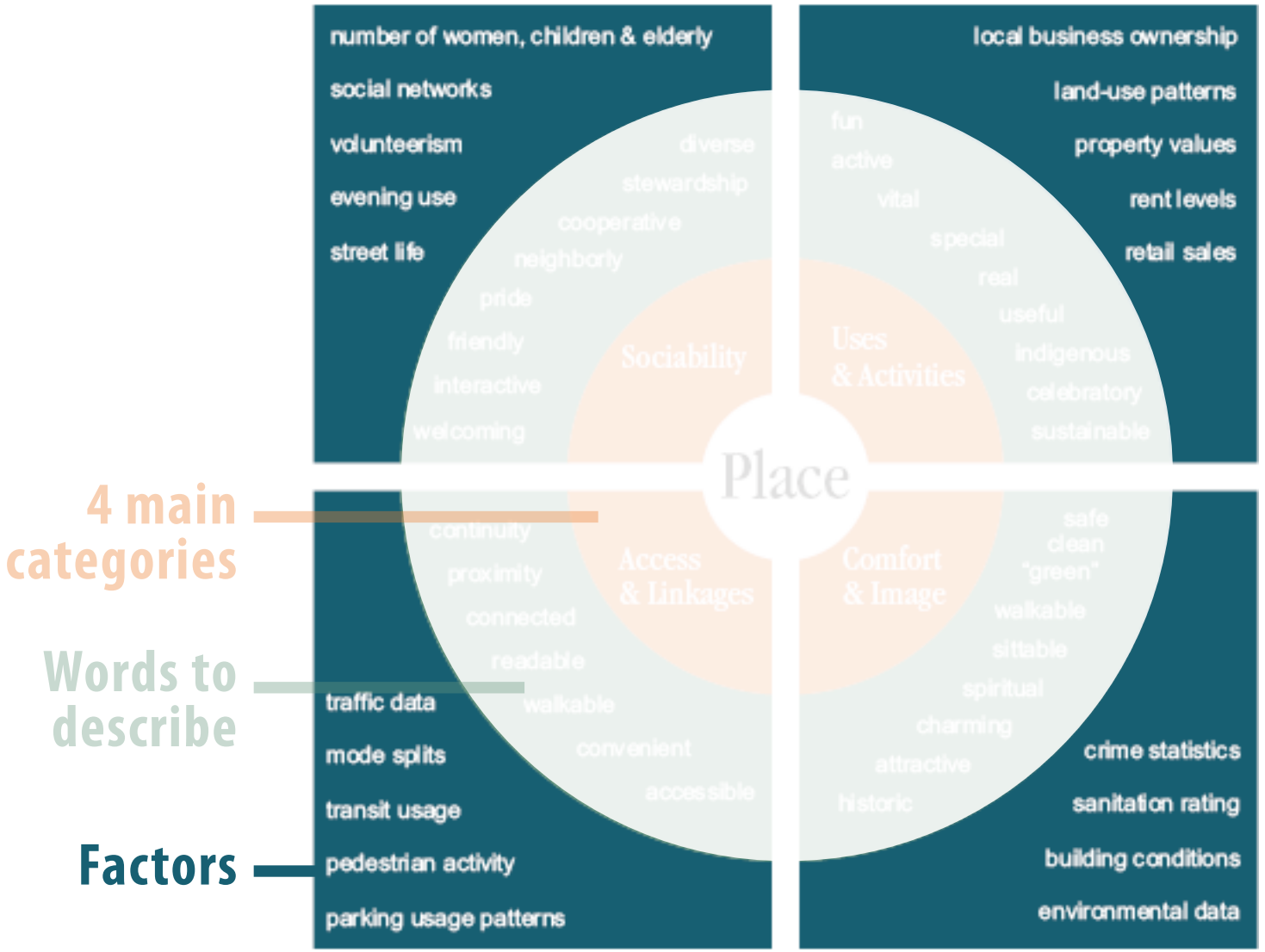


Four Main Categories:

Sociability - Access & Linkages - Comfort & Image - Uses & Activities

Part Two: Creating Great Places

Using Smart Growth Development Strategies to Create Great Places



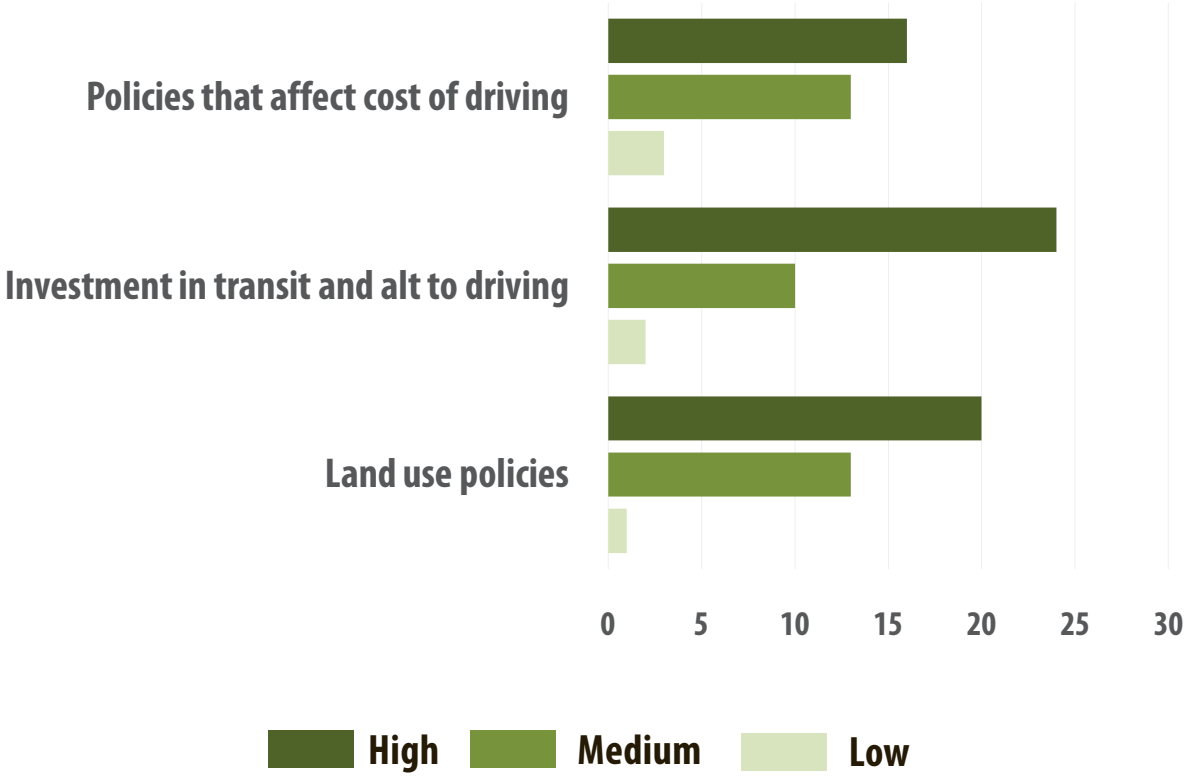
Generally speaking, how might you prioritize key strategies in the short/medium term and the long term?

- ☐ Policies that impact the price of driving
- ☐ Investing in alternatives to driving
- ☐ Land use policies

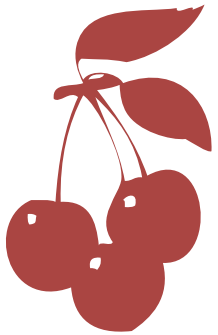
Things to consider while prioritizing....

How Much Potential for GHG reduction do the following strategies have?

AMBAG Regional Advisory Committee, September 2011 Online Survey

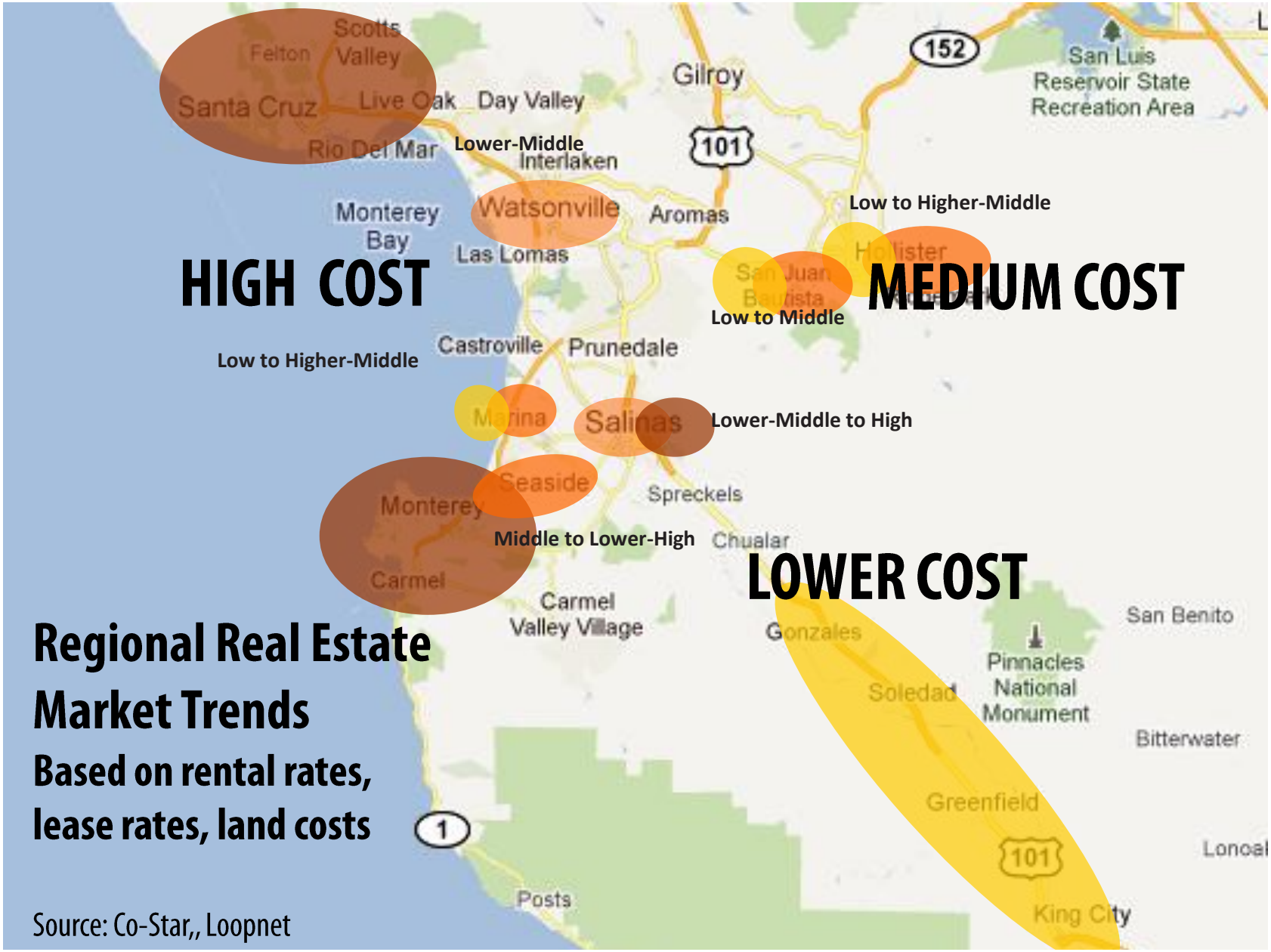


GHG Redux Potential
Source: CAPCOA Report



Low Hanging Fruit
Source: AMBAG
Planning Directors Forum

Coordinating regionally, according to market trends...?



Consider stakeholder group interests & concerns…

- Which strategies would your stakeholder group have concerns about?
- Under what conditions would your stakeholder group support the strategies they may have concerns about?

Regional Advisory Committee

Informational Packet

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

Association of Monterey Bay Area Governments

Staff Contact: Steph A. Nelson, Associate Analyst/Planner, 831.264.5092, snelson@ambag.org

Updated as of January 2012

Welcome to the Regional Advisory Committee

Welcome to the Regional Advisory Committee for the Regional Implementation Plan for Smart Growth Development Strategies for the Monterey Bay Area.

As a committee member, you will play an important role in helping to shape the way the Monterey Bay Area grows and develops. Your participation in this effort will help to ensure the Monterey Bay Area can do our part in the statewide effort to reduce greenhouse gas emissions by 2035. By coordinating our region's investments in transportation, housing and economic development, we can 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).

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 develop such a plan, entitled the Regional Implementation Plan for Smart Growth Development Strategies.

The project will include 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 public/private partnerships, parking policies (such as RDA parking districts), 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 is convening the Regional Advisory Committee. Committee members are comprised of local planning and redevelopment staff, community leaders, and business leaders, among other stakeholders.

Regional Advisory Committee Role and Expectations

Regional Advisory Committee members were recommended by planning directors and elected officials throughout the Monterey Bay Area. The AMBAG Board of Directors approved the Committee in July of 2011 after having made several revisions to the list of recommendations in order to ensure representation of a diverse cross section of each of the three county's stakeholders.

As Committee members, you will participate in surveys, informational interviews and focus groups to help determine the feasibility and implementation needs of a range of strategies during the 2011/12 winter months. 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.

Regional Advisory Committee members will be expected to:

- Attend quarterly meetings, between Fall 2011 and early 2013
- Participate in online surveys, focus groups, and one-on-one interviews
- Act as a liaison to their stakeholder group(s)
- Maintain a fair and open-minded approach to regional issues and proposed strategies

Information Packet

This Information Packet contains the quarterly meeting schedule, a list of Regional Advisory Committee members, highlights from the online pre-meeting survey taken by Committee members in September of 2011, and a series of smart growth development survey profiles.

Regional Advisory Committee - Quarterly Meeting Schedule

Regional Advisory Committee meetings will take place quarterly from Fall 2011 through early 2013. Meetings will be held at various locations throughout the Monterey Bay Area.

Meeting #	Date	Location	Time
Meeting #1	10/19/2011	UC MBest Center	9.30am-1pm
Meeting #2	1/19/2012	Watsonville Civic Center	9.30am-1pm
Meeting #3	4/18/2012	TBD	9.30am-1pm
Meeting #4	7/19/2012	TBD	9.30am-1pm
Meeting #5	10/17/2012	TBD	9.30am-1pm
Meeting #6	1/17/2013	TBD	9.30am-1pm

Regional Advisory Committee Members

Abby Taylor Silva — VP of Policy & Communications, Grower-Shipper Association of Central California
Primary: Agriculture
Secondary: Water Resources
Other: Business/ Economic Development

Amy L. White — Executive Director, LandWatch Monterey County
Primary: Planning
Secondary: Environment (including land conservation)
Other: Water Resources, Land Use Policy in Monterey County

Andrew Schiffrin — Member, City of Santa Cruz Water Commission
Primary: Planning
Secondary: Water Resources
Other: Environment (including land conservation), Transportation

Bert Lemke — Architect, Seascape Design
Primary: Urban Design or Architecture
Secondary: Planning
Other: Property Development

Bill Leahy — Executive Director, Big Sur Land Trust
Primary: Environment (including land conservation)
Secondary: Community Interest Groups

Bill Tysseling — Executive Director, Santa Cruz Area Chamber of Commerce
Primary: Business/Economic Development
Secondary: Education (K-12, higher ed)
Other: Effective Government

Bob Bumba — Broker/Owner, Bumba Real Estate
Primary: Real Estate
Secondary: Consumerism, Theory on Change
Other: Consumerism-theory on change

Cesar Lara — Director, Monterey Bay Central Labor Council
Primary: Business/Economic Development
Secondary: Labor Relations
Other: Urban Design or Architecture

Chris Robb — Senior Human Resources Coordinator, Monterey Bay Aquarium
Primary: Transportation
Secondary: Environment (including land conservation)
Other: Labor Relations

Darby Fuerst — RAC Member, County of Monterey
Primary: Water Resources
Secondary: Environment (including land conservation)
Other: Planning

David Huboi — Principal Architect/Owner, Huboi Architecture AIA
Primary: Urban Design or Architecture
Secondary: Planning
Other: Environment (including land conservation)

David Roemer — RAC Member, County of San Benito
Primary: Planning

Regional Advisory Committee Members

Deborah Elston President, Santa Cruz Neighbors, Inc.
Alternate: JD Sotelo, Santa Cruz Neighbors Inc.
Primary: Community Interest Groups
Secondary: Tourism

Edward (Ned) Van Valkenburgh Marketing Representative, Carpenters Union
Primary: Labor Relations
Secondary: Business/Economic Development
Other: Planning

Eleanor Taylor Transportation Supervisor, Monterey County Office of Education
Primary: Transportation
Secondary: Education (K-12, higher ed)

Eric Mangahis Senior Environmental Health Specialist, County of Monterey
Primary: Environment (including land conservation)
Secondary: Business/Economic Development

Glenn Robinson Doctor; RAC Member, Monterey County
Primary: Education (K-12, higher ed)
Secondary: Community Interest Groups
Other: Planning

Gine Johnson Santa Cruz County Commission on the Environment
Alternate: Colin Clark, Senior Program Manager, Ecology Action
Primary: Environment (including land conservation)
Secondary: Transportation
Other: Energy efficiency, pollution prevention, reduction of GHG, waste reduction & water issues

Harold R. Wolgamott Emergency Services Director, City of Gonzales
Primary: Business/Economic Development
Secondary: Planning
Other: Environment (including land conservation)

Hunter Harvath Asst. General Manager- Finance & Administration, MST
Primary: Tourism
Secondary: Business/Economic Development
Other: Planning, Transportation

Jan Saxton Media Analyst, IHS Screen Digest
Primary: Environment (including land conservation)
Secondary: Water Resources
Other: Transportation

Janet Brennan Board Member, LandWatch Monterey County, Alternate
Primary: Air Quality Planning
Secondary: Planning
Other: Water Resources

Jeff Larkey RAC Member, County of Santa Cruz
Primary: Agriculture

Jim West RAC Member, County of San Benito
Primary: Environment (including land conservation)

Larry Pageler Director of Transportation & Parking Services, UC Santa Cruz
Primary: Transportation
Secondary: Planning
Other: Environment (including land conservation)

Regional Advisory Committee Members

Lisa Dobbins Executive Director, Action Pajaro Valley
Primary: Community Interest Groups
Secondary: Planning
Other: Environment (including land conservation), *watershed planning and education*

Luis A. Osorio Planning Commissioner, City of Monterey
Primary: Planning
Secondary: Urban Design or Architecture
Other: Transportation

Matthew Sundt Vice President, GSPEC
Primary: Planning
Secondary: Transportation
Other: Business/Economic Development, Environment

Nancy A. Martin Economic Development Corp. of San Benito County
Primary: Business/Economic Development
Secondary: Property Development
Other: Tourism, Logistics, Infrastructure, Education, Real Estate, Housing

Owen Lawlor Principal, Lawlor LandUse
Primary: Property Development
Secondary: Real Estate
Other: Business/ Economic Development

Pedro Castillo RAC Member, County of Santa Cruz
Primary: Business

Piet Canin VP of Transportation, Ecology Action
Primary: Transportation
Secondary: Environment (including land conservation)

Robert Gatto RAC Member, County of San Benito
Primary: Community Interest Groups
Secondary: Planning
Other: Education (K-12, higher ed), Construction

Sam Trevino Director, Monterey County Area Agency on Aging
Primary: Community Interest Groups
Secondary: Transportation
Other: Planning

Sherwood Darington Chair & Public Member, LAFCO of Monterey County
Primary: Agriculture
Secondary: Environment (including land conservation)
Other: Water Resources

Steve Harris District Representative/Trustee, Operating Engineers Local Union # 3
Primary: Labor Relations
Secondary: Transportation
Other: Water Resources

Teresa Corwin Executive Director, Land Trust of Santa Cruz County
Primary: Environment (including land conservation)

Tim Foley RAC Member, County of San Benito
Primary: Education

Tom Burns Consultant
Primary: Planning
Secondary: Urban Design or Architecture

Regional Advisory Committee Members

Tom Martella RAC Member, County of Monterey
Primary: Business

Vicki Montoya RAC Member, County of Monterey
Primary: Community Interest Groups

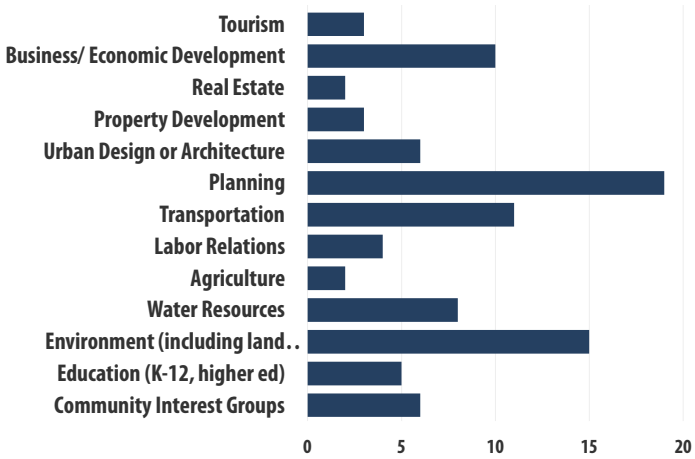
Victoria Beach Principal, Arch-io
Primary: Urban Design or Architecture
Secondary: Planning
Other: Education (K-12, higher ed)

Regional Advisory Committee: Areas of Expertise and Professional Interest

In September of 2011, Committee members participated in a pre-meeting online survey. Highlights from the survey results can be found below.

Areas of Expertise and/or Professional Interest

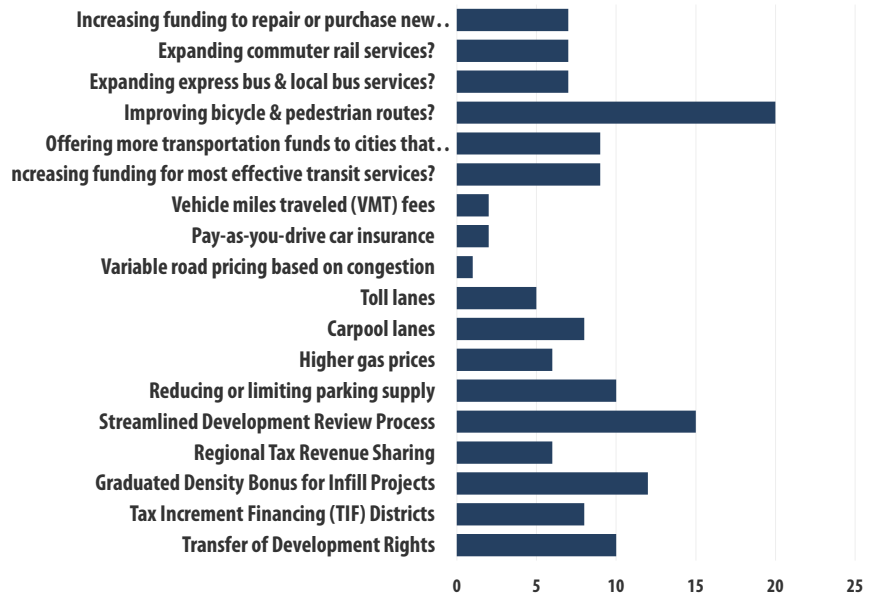
AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

"I have had some involvement (or more) with the following strategy:"

AMBAG Regional Advisory Committee, September 2011



Source: September 2011 Pre-Meeting Survey Results, AMBAG Regional Advisory Committee

PROFILES

Smart Growth Development Strategies

The following pages provide a brief introduction to a number of smart growth development strategies. The strategies profiled here include those that have demonstrated potential for greenhouse gas reductions as well as some strategies that have been identified as low hanging fruit through an online survey of the Monterey Bay Area Planning Directors Forum in August of 2011.

The demonstrated potential for greeenhouse gas reductions is pulled from an August 2010 report produced by the California Air Pollution Control Officer's Association (CAPCOA) entitled *Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emissions Reductions from Greenhouse Gas Mitigation Measures.*

PROFILE OUTLINE

Each strategy profile contains a brief definition, three potential positive and negative impacts of the strategy, the VMT/GHG reduction potential, and whether or not it was identified as low hanging fruit (denoted in red). Some profiles contain clusters of related strategies - this was done in order to identify the related measure from the CAPCOA report and its associated GHG reduction potential.

VMT/GHG Reduction Potential

Where possible, GHG reduction figures were included.

Low Hanging Fruit

If red, this strategy was identified as low hanging fruit.

Parking Benefit Districts

Parking Benefit Districts are defined areas where market-rate prices are charged for curb-side parking, with the hope of increasing turnover and reducing traffic congestion. The revenues collected from the metered parking would then be spent within the defined area to enhance the public realm in that area, such as planting trees, cleaning sidewalks, undergrounding utilities, ensuring public safety, adding wayfinding signage, and other public improvements that benefit the entire district. To be effective, this policy should be coupled with reducing off-street parking requirements in the same district so that the supply of parking is priced similarly, and so developers have cost savings.

Implement Market Price Public Parking (On-Street)

"...pricing all central business district/employment center/retail center on-street parking. It will be priced to encourage "park once" behavior. The benefit of this measure above that of paid parking at the project only is that it deters parking spillover from project supplied parking to other public parking nearby, which undermine the vehicle miles traveled (VMT) benefits of project pricing. It may also generate sufficient area-wide mode shifts to justify increased transit service to the area."[1]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Generates revenue (from non-resident motorists), which pays for improvements in the same district.
- Increases turnover of parking spaces (customers) and reduces traffic congestion.
- Reducing off-street parking requirements is an incentive for developers – it is cheaper to build less parking.

Negative Impacts

- Merchants often fear that charging for parking will keep customers away.
- Concern that the meters will not guarantee revenue for the area.
- Reducing off-street parking requirements can be seen as controversial.

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures,* PDT-3, p213.

Transfer of Development Rights (TDR)

Transfer of Development Rights offer landowners a financial incentive for the voluntary conservation of environmental or agricultural land, and developers wishing to build more the ability to do so in strategically planned areas.

A TDR Credit Bank can be used to store development rights that have been purchased if there is not yet a development identified to receive the development rights. This can be useful for areas of high conservation interest.

Transfer of (Air) Development Rights can also be used in areas where there are historic buildings that can be preserved. The local government would permit developers to purchase the unused air rights of historic properties.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts[1]

- Promotes orderly growth by concentrating development in areas with adequate public services.
- TDR programs are market-driven—private parties pay to protect farmland, and more land is protected when development pressure is high.
- Programs can accomplish multiple goals, including farmland protection, protection of environmentally sensitive areas, and the preservation of historic buildings.

1 American Farmland Trust. 2001. Fact Sheet: Transfer of Development Rights.

Negative Impacts

- Programs are technically complicated and will require significant investment of time and staff resources.
- TDR is an unfamiliar concept. A lengthy and extensive public education campaign is generally required to explain TDR to citizens.
- The pace of transactions depends on the private market for development rights. If the real estate market is depressed, few rights will be sold, and little land will be protected.

Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure

Projects that improve bicycle, pedestrian, and transit infrastructure will be funded prior to funding auto-oriented infrastructure. These projects could include sidewalks, safe pedestrian crossings, transit access improvements, bike lanes, shared-use trails and bridges, and bicycle parking facilities (including near transit).

Provide pedestrian network improvements

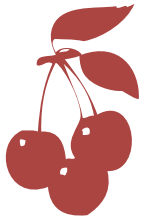
"Providing a pedestrian access network to link areas of the Project site encourages people to walk instead of drive. This mode shift results in people driving less and thus a reduction in VMT...The project will minimize barriers to pedestrian access and interconnectivity. Physical barriers such as walls, landscaping, and slopes that impede pedestrian circulation will be eliminated."[1]

Incorporate bike lane street design

"The project will incorporate bicycle lanes, routes, and shared-use paths into street systems, new subdivisions, and large developments...a continuous network of routes, facilitated with markings and signage. These improvements can help reduce peak-hour vehicle trips by making commuting by bike easier and more convenient for more people. In addition, improved bicycle facilities can increase access to and from transit hubs, thereby expanding the "catchment area" of the transit stop or station and increasing ridership. Bicycle access can also reduce parking pressure on heavily-used and/or heavily-subsidized feeder bus lines and auto-oriented park-and-ride facilities."[2]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures,* SDT-1, p186.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-5, p200.

VMT/GHG Reduction Potential



Low Hanging Fruit

Positive Impacts[1]

- Non-motorized modes produce less air and water pollution, less noise, and fewer GHG emissions.
- Economic benefits from reduced household spending on auto-related expenses.
- "Active travel" helps meet recommended daily personal physical activity thresholds to reduce health care costs.

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.

Negative Impacts

- Less money for capacity increasing transportation projects and other auto-oriented projects.
- In some cases, funding has gone to projects (such as recreational paths) that are less likely to reduce VMT. [1]
- Public education will be needed on traffic laws, bike/ped routes, safety, etc. [2]

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.
2 Ibid.

Reduce minimum parking requirements

Limit Parking Supply

"...change parking requirements and types of supply within the project site to encourage "smart growth" development and alternative transportation choices by project residents and employees. This will be accomplished in a multi-faceted strategy:

- Elimination (or reduction) of minimum parking requirements
- Creation of maximum parking requirements
- Provision of shared parking It may also generate sufficient area-wide mode shifts to justify increased transit service to the area."[1]

Unbundle Parking Costs from Property Costs

"Unbundling separates parking from property costs, requiring those who wish to purchase parking spaces to do so at an additional cost from the property cost. This removes the burden from those who do not wish to utilize a parking space. Parking will be priced separately from home rents/purchase prices or office leases. An assumption is made that the parking costs are passed through to the vehicle owners/drivers utilizing the parking spaces."[2]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, PDT-1, p207.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, PDT-2, p210.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Reducing parking supply encourages alternative forms of transportation.
- Costs of parking are passed on to vehicle owners/drivers instead of bundled with the cost of development.
- Combining the reduction in minimum parking requirements, employer cash-out to reduce parking demand, and Parking Benefit Districts for curb-side parking can reduce air pollution and congestion, and address issues of spillover parking.[1]

1 Shoup, D. C. (1995). An opportunity to reduce minimum parking requirements. Journal of the American Planning Association, 61(1), p. 14-28.

Negative Impacts

- Reducing minimum parking requirements as a stand-alone strategy can cause spillover parking that undermines VMT reductions.
- Paradigm shift from predominently free parking that minimum parking requirements produces to charging motorists for parking and exposing the true costs of parking.
- Need for increased transit service to area to compensate for reduced parking supply.

Regional tax revenue sharing

The California local tax structure, heavily dependent on retail sales tax revenue, results in the 'fiscalization of land use.' Retail development is favored over industrial and residential uses because of the sales tax revenue. Regional tax base sharing allows a portion of collected revenues to be shared with jurisdictions within a region based on population or some other indicator.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Can help reduce competition among cities over limited supplies of commercial development.
- Potential for expanding existing site-specific agreements into larger multi-jurisdictional business districts or corridors.
- Areas with the majority of the region's residents, and who are in support of regional tax-base sharing, can benefit from higher tax bases per capita. [1]

1 NAIOP- Commercial Real Estate Development Association. Regional Tax-Base or Revenue Sharing. Retrieved from http://www.naiop.org/governmentaffairs/growth/rtbrs.cfm

Negative Impacts

- Jurisdictions may fear losing control of local finances through revenue sharing.
- Local governments may need assistance in obtaining technical knowledge, staffing, or funding sources for establishing revenue-sharing arrangements.
- Redistribution of assessed value bases from high to low bases per capita creates "net losers" and creates opposition to participation by those communities.

Expand express bus and local bus service

Provide a Bus Rapid Transit System

"...provide a Bus Rapid Transit (BRT) system with design features for high quality and cost-effective transit service."[1]

Expand Transit Network

"...expand the local transit network by adding or modifying existing transit service... [this] will encourage the use of transit and therefore reduce VMT."[2]

Increase Transit Service Frequency/Speed

"reduce transit-passenger travel time through more reduced headways and increased speed and reliability." [3]

Implement Transit Access Improvements

"This project will improve access to transit facilities through sidewalk/ crosswalk safety enhancements and bus shelter improvements...should be grouped with Transit Network Expansion (TST-3) and Transit Service Frequency and Speed (TST-4)."[4]

Provide Local Shuttles

"provide local shuttle service through coordination with the local transit operator or private contractor...should be grouped with Transit Service Frequency and Speed (TST-4) and Provide Bike Parking Near Transit (TST-5)..." [5]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Expanding express bus and local bus service increases ridership and creates mode shift.
- Increasing transit speed, frequency, and access enhances attractiveness of this mode.
- Many examples of successful BRT systems can be found world-wide, proving to be a very effective and efficient mode of transit in many communities.

Negative Impacts

- Funding is needed to add or modify existing services.
- Transit systems rely heavily on subsidies to operate and the cost of operations is increasing, raising some concerns about the ability to maintain transit over time.
- Transit is most efficient on well connected streets, such as grid-planned streets, and may be less efficient in non-grid, suburban and rural areas.[1]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-1, p270.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-3, p276.
3 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-4, p280.
4 *CAPCOA. 2010. Quantifying Greenhouse Gas Mitigation Measures*, TST-2, p275.
5 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, TST-6, p286.

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Car share, electric vehicle, and hybrid parking requirements

Under this strategy, parking areas must designate parking spaces for car share, electric, and/or hybrid vehicles. Costs associated with these parking spaces can be reduced by incorporating them early in the design process.

Implement a Neighborhood Electric Vehicle (NEV) Network

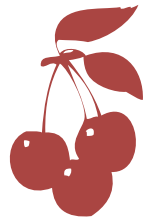
"...create local "light" vehicle networks, such as NEV networks...To create an NEV network, the project will implement the necessary infrastructure, including NEV parking, charging facilities, striping, signage, and educational tools. NEV routes will be implemented throughout the project and will double as bicycle routes."[1]

Provide Electric Vehicle Parking

"...provide conductive/inductive electric vehicle charging stations and signage prohibiting parking for non-electric vehicles...The benefits of Electric Vehicle Parking may be quantified when grouped with the use of electric vehicles and or Neighborhood Electric Vehicle Network (SDT-2)."[2]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-3, p194.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-8, p205.

VMT/GHG Reduction Potential



Low Hanging Fruit

Positive Impacts

- The availability of car share, electric vehicle and hybrid parking requirements can increase the use of these vehicles, reducing fuel consumption and GHG emissions.
- Car sharing eliminates the need for car ownership by infrequent drivers (drive less than 7,500 miles per year), reducing the overall number of vehicles on the roads.[1]
- Designing new facilities with electric vehicle parking with charging stations and parking for other alternative vehicles, supports "whole building design" and reduces costs of installing this type of parking in the future.

1 Car Sharing Network. What is Carsharing? Retrieved from http://carsharing.net/what.html

Negative Impacts

- Charging stations will be needed to support electric vehicle parking, increasing the cost of supporting this type of parking beyond simple designation of spaces.
- The benefits of electric vehicle parking are greater when implemented in conjunction with neighborhood electric vehicle (NEV) networks, requiring supportive infrastructure.
- Parking spaces are taken away from other vehicles.

Mixed-use ordinances

"Having different types of land uses near one another can decrease VMT since trips between land use types are shorter and may be accommodated by non-auto modes of transport. For example when residential areas are in the same neighborhood as retail and office buildings, a resident does not need to travel outside of the neighborhood to meet his/her trip needs."[1] Mixed-use strategies can be applied in both urban and suburban contexts.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Mixed-use ordinances are applicable to urban and suburban areas.
- VMT can be reduced by locating housing in close proximity to commercial areas, accomodating the use of alternative modes to destinations[1].
- Open space can be preserved through compact, mixed-use development.

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Negative Impacts

- Public education may be needed on mixed-use ordinances and where mixed-use is appropriate in the region.
- Mixed-use developments do not necessarily ensure that residents will not commute to other areas for work or retail shopping.
- Combining mixed-use with infill, transit-oriented, and higher density development may cause greater VMT and GHG reductions than mixed-use ordinances alone.[1]

1 Lewis, P.G. & Baldassare, M. (2010). The complexity of public attitudes toward compact development: Survey evidence from five states. *Journal of the American Planning Association*, 76(2), p.219-237.

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-3, p162.

"Safe routes to schools" program

"Safe routes to schools" is a U.S. Department of Transportation's Federal Highway Administration (FHWA) program that provides funds to States for increasing bicycle and pedestrian mobility for children. The goals of this program are to encourage travel to school through biking and walking, to make these modes safer and more attractive in order to encourage healthier lifestyles, and to assist States in planning, developing and implementing projects that increase safety, reduce congestion and air pollution, increase childhood health, and reduce greenhouse gas emissions by reducing fuel consumption and VMT through the use of alternative modes.

Provide Traffic Calming Measures

"Providing traffic calming measures encourages people to walk or bike instead of using a vehicle. This mode shift will result in a decrease in VMT. Project design will include pedestrian/bicycle safety and traffic calming measures in excess of jurisdiction requirements. Roadways will be designed to reduce motor vehicle speeds and encourage pedestrian and bicycle trips with traffic calming features."[1]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, SDT-2, p190.

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Safe routes to schools programs often incorporate traffic calming measures that enhances the safety of pedestrians and cyclists by reducing vehicular speed.
- Communities will likely be supportive of programs that improve safety for children.
- The program serves to increase safety, reduce congestion and air pollution, increase childhood health, and reduce greenhouse gas emissions by reducing fuel consumption and VMT through the use of alternative modes.[1]

1 Federal Highway Administration. 2006. FHWA Program Guidance Safe Routes to Schools: Program Guidance. Retrieved from http://safety.fhwa.dot.gov/saferoutes/guidance/

Negative Impacts

- Studies may be needed to identify attitudes about biking and walking and to identify any concerns that deter people from using these modes.
- A program committee needs to initiate and manage the program, requiring ongoing enthusiasm and organization to sustain and grow the program.
- There is no one-size-fits-all strategy, so programs need to be tailored to the needs and wants of the neighborhood or community.

Reduce impact fees for infill development projects

Infill development areas are located within existing neighborhoods with existing infrastructure. Existing neighborhoods may also have adequate public services, even perhaps more than is currently needed for the area. Reducing impact fees encourages infill development and deters development on greenfield sites. Infill also supports location-efficient development and increases the affordability by reducing the cost of the development process.[1]

Increase Density

"...densities affect the distance people travel and provide greater options for the mode of travel they choose...transit ridership increases with density, which justifies enhanced transit service.[2]

Increase Location Efficiency

"This measure is not intended as a separate strategy but rather a documentation of empirical data to justify the "cap" for all land use/location strategies. The location of the Project relative to the type of urban landscape such as being located in an urban area, infill, or suburban center influences the amount of VMT compared to the statewide average...To receive the maximum reduction for this location efficiency, the project will be located in an urban area/ downtown central business district. Projects located on brownfield sites/infill areas receive a lower, but still significant VMT reduction. Finally, projects in suburban centers also receive a reduction for their efficient location. Reductions are based on the typical VMT of a specific geographic area relative to the average VMT statewide."[3]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Developing in existing neighborhoods avoids greenfield development.
- Infill developments use existing infrastructure, reducing the overall cost of development and increasing affordability for residents.
- Locating developments within existing neighborhoods can reduce VMT via closer proximity to existing public services.

Negative Impacts

- Public opposition to more compact development.
- Existing infrastruture, such as water and sewer lines, need to adequately support additional loads or increased capacity will be needed, raising development costs.
- The amount of VMT and GHG reductions ultimately depends on location efficiency, such that urban infill produces greater reductions than suburban infill, etc. [1]

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-2, p159.

1 Center for Housing Policy. 2011. Revise Impact Fee Structure for Infill Development. Retrieved from http://www.housingpolicy.org/toolbox/strategy/policies/regulatory_framework.html?tierid=113430

2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-1, p155.

3 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-2, p159.

Transit-oriented affordable housing (TOAH) fund

Transit-oriented development (TOD) produces compact, walkable communities that center on transit systems. This type of development creates livable communities that are less auto-dependent. As such, these types of communities are often very popular and their popularity is continuing to rise, making them increasing less affordable. A transit-oriented affordable housing (TOAH) fund preserves affordability for low- and moderate-income residents through the provision of financial resources for ensuring affordable housing units.

Increase Transit Accessibility

"Locating a project with high density near transit will facilitate the use of transit by people traveling to or from the Project site. The use of transit results in a mode shift and therefore reduced VMT."[1]

Increase Density

"...densities affect the distance people travel and provide greater options for the mode of travel they choose...transit ridership increases with density, which justifies enhanced transit service.[2]

Integrate Affordable & Below Market Rate (BMR) Housing

"...provides greater opportunity for lower income families to live closer to jobs centers and achieve jobs/housing match near transit...addresses to some degree the risk that new transit oriented development would displace lower income families."[3]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- TOAH funds ensure affordability for low- and moderate-income residents in increasingly popular TOD communities.
- Financing can come from many sources and borrowers can be as diverse as nonprofits, government agencies, and developers.
- TOD is a development alternative to suburban sprawl that creates livable, walkable communities that are less auto-dependent, reducing VMT and GHG emissions.

Negative Impacts

- Initial capital outlay is required to establish the fund.
- Existing or planned transit is needed for TOD, so this strategy may not be applicable in some suburban or rural settings.
- TOD sites often require rezoning or land assembly, leading to length and expensive acquisition and permitting processes.

1 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-5, p171.
2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-1, p155.
3 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, LUT-6, p176.

Congestion pricing

Congestion pricing is a form of transportation demand management (TDM) that charges drivers a "user fee" for driving in a specific, congested, area at specific times. Variable congestion pricing charges variable rates depending on congestion or time of day, with the intention of shifting some vehicle travel to other routes, times of day, or other modes. Revenue is generated and traffic congestion is alleviated.[1]

Implement Area or Cordon Pricing

"The pricing scheme will set a cordon (boundary) around a specified area to charge a toll to enter the area by vehicle. The cordon location is usually the boundary of a central business district (CBD) or urban center, but could also apply to substantial development projects with limited points of access...The cordon toll may be static/constant, applied only during peak periods, or be variable, with higher prices during congested peak periods. The toll price can be based on a fixed schedule or be dynamic, responding to real-time congestion levels. It is critical to have an existing, high quality transit infrastructure for the implementation of this strategy to reach a significant level of effectiveness. The pricing signals will only cause mode shifts if alternative modes of travel are available and reliable."[2]

VMT/GHG Reduction Potential

Low Hanging Fruit

Positive Impacts

- Relieves traffic congestion by deterring driving during peak hours.
- The revenue that is generated funds transportation infrastructure and could possibly replace gax tax revenue in the future.
- Travellers are more likely to choose alternative modes of travel, other than driving, during peak hours, creating mode shift.

Negative Impacts

- Alternative modes must be available and reliable for mode shift to occur.
- Businesses owners may fear that business will suffer if people choose not to enter the area.
- Congestion pricing may be considered inequitable because higher-income households are less sensitive to changes in the cost of driving.[1]

1 VTPI. 2011. Road Pricing: Congestion Pricing, Value Pricing, Toll Roads and HOT Lanes. TDM Encyclopedia. Retrieved from http://www.vtpi.org/tdm/tdm35.htm

2 CAPCOA. 2010. *Quantifying Greenhouse Gas Mitigation Measures*, RPT-1, p287.

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Association of Monterey Bay Area Governments

Regional Advisory Committee Information Packet

Regional Implementation Plan for Smart Growth Development Strategies

October 2011

Identifying Great Places: A Survey

"Any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These 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."

- Project for Public Spaces

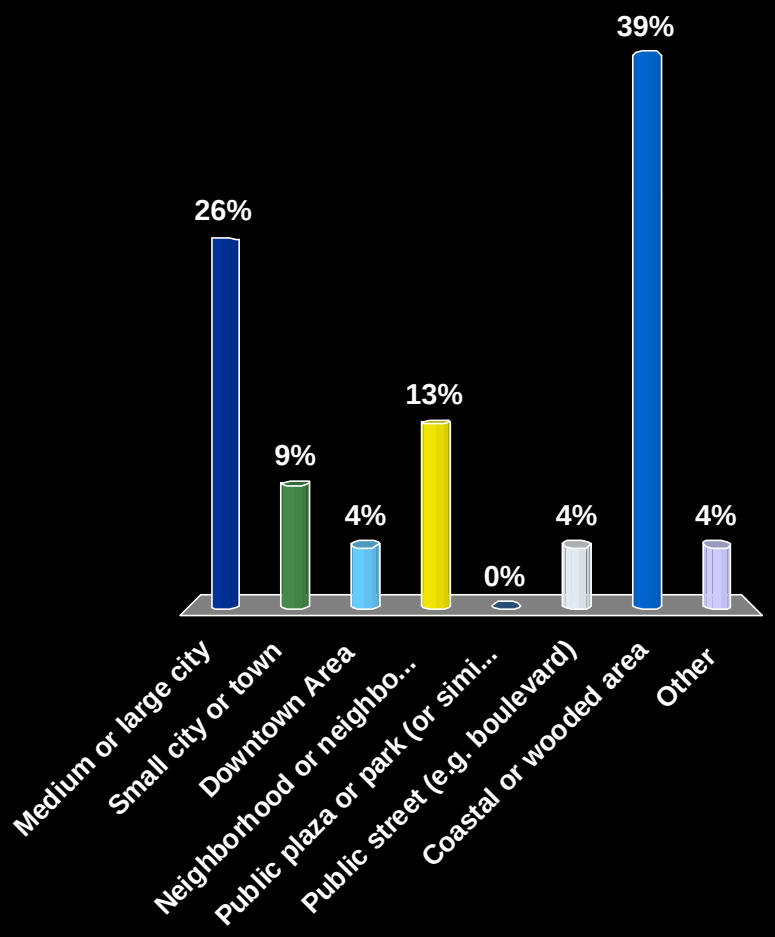
Interactive Survey on Creating Great Places

AMBAG Regional Advisory Committee Meeting #1

October 19, 2011

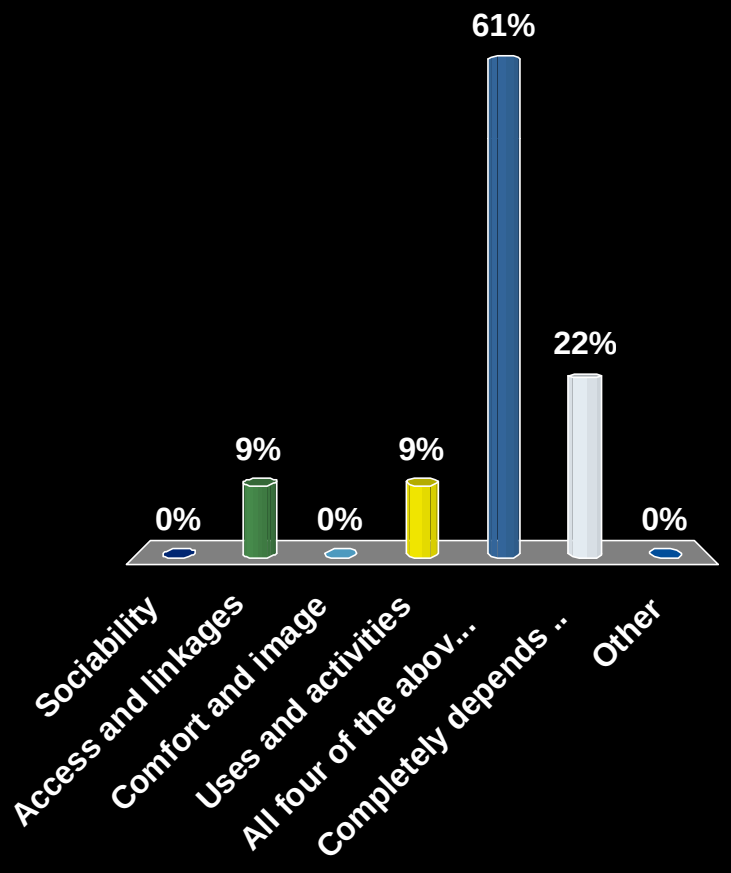
When I think of a "Great Place," I first think of a:

1. Medium or large city
2. Small city or town
3. Downtown Area
4. Neighborhood or neighborhood activity center
5. Public plaza or park (or similar)
6. Public street (e.g. boulevard)
7. Coastal or wooded area
8. Other



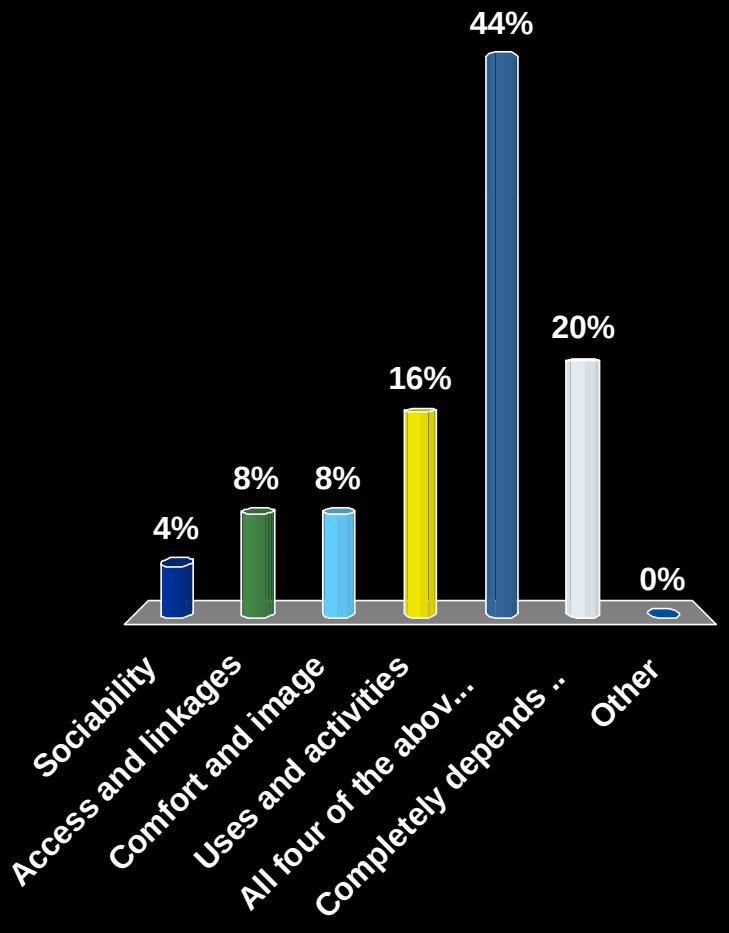
To create "Great Places" from scratch, you should probably start with:

1. Sociability
2. Access and linkages
3. Comfort and image
4. Uses and activities
5. All four of the above must be coordinated at the same time
6. Completely depends on the surroundings or other factors
7. Other



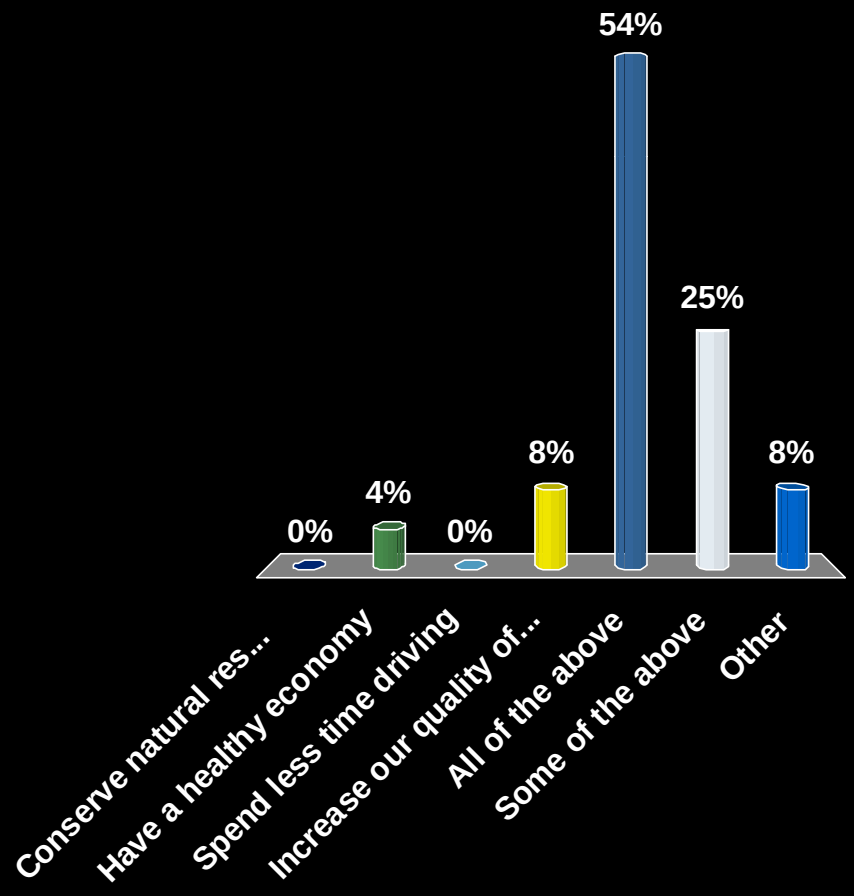
To transform existing communities in the Monterey Bay Area into "Great Places," you should probably first improve:

1. Sociability
2. Access and linkages
3. Comfort and image
4. Uses and activities
5. All four of the above must be coordinated at the same time
6. Completely depends on the characteristics of the existing community
7. Other



By 2035, we are forecasted to add 200,000 residents. If these residents were to all reside in "great places," our region could:

1. Conserve natural resources
2. Have a healthy economy
3. Spend less time driving
4. Increase our quality of life
5. All of the above
6. Some of the above
7. Other



Creating Great Places: A Survey

"Any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These 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."

- Project for Public Spaces

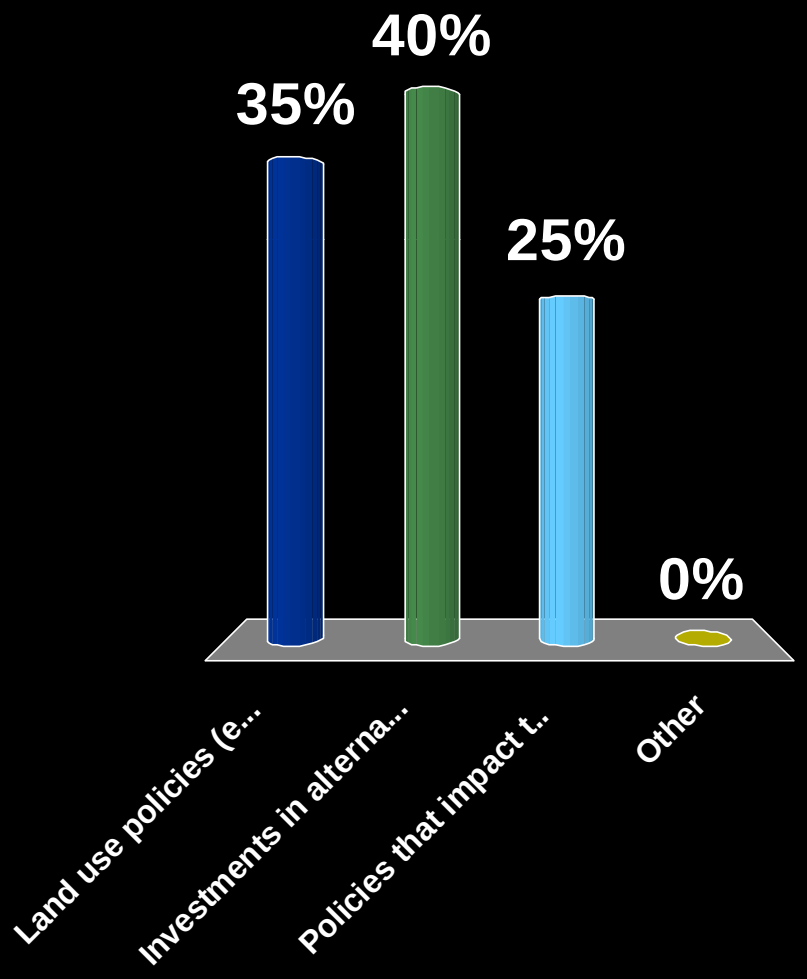
Interactive Survey on Creating Great Places

AMBAG Regional Advisory Committee Meeting #1

October 19, 2011

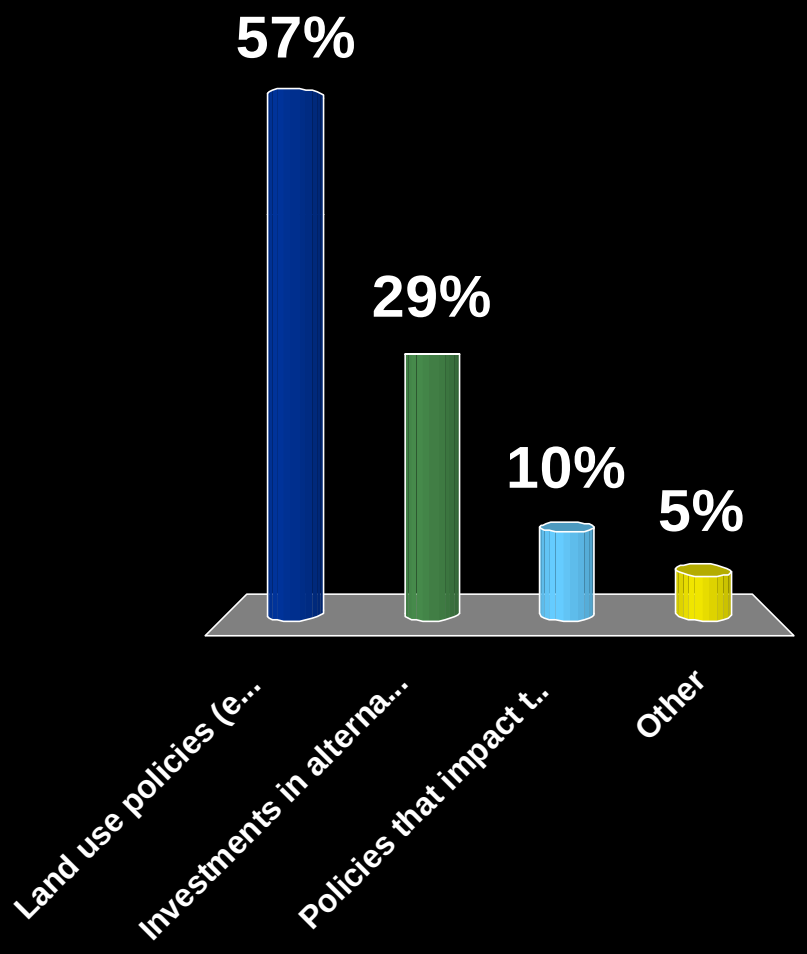
The following types of strategies are most effective in creating "Great Places" in the short/medium term:

1. Land use policies (e.g. mixed-use ordinances)
2. Investments in alternatives to driving
3. Policies that impact the price of driving
4. Other



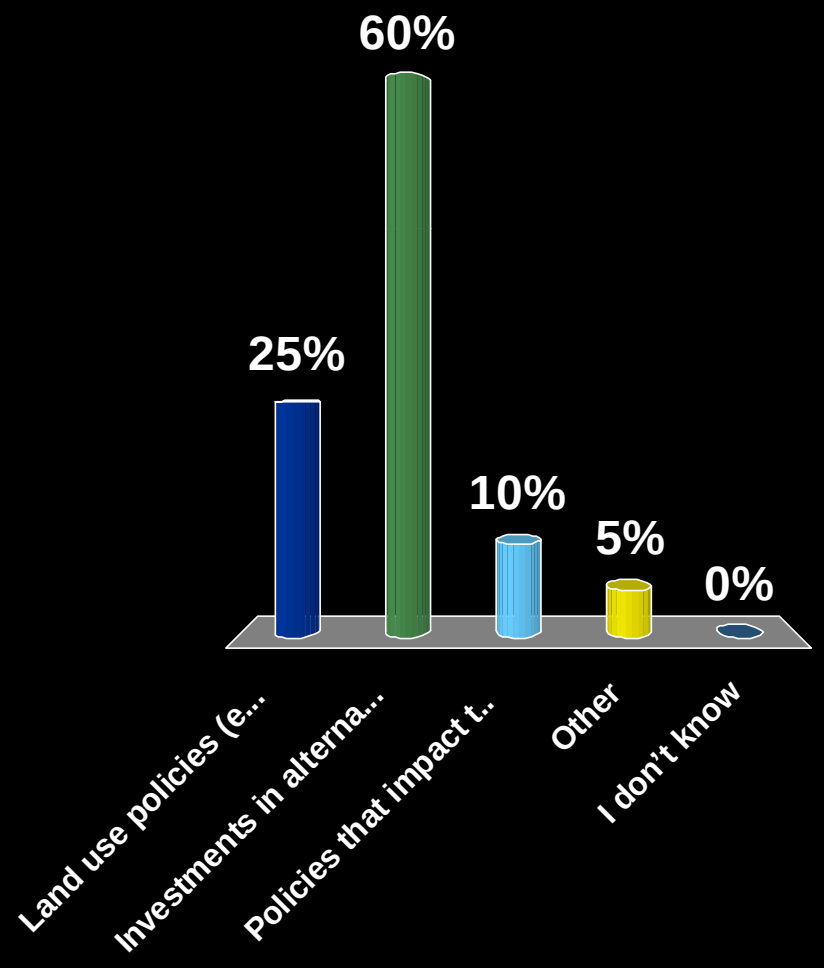
The following types of strategies are most effective in creating "Great Places" in the long term:

1. Land use policies (e.g. mixed-use ordinances)
2. Investments in alternatives to driving
3. Policies that impact the price of driving
4. Other



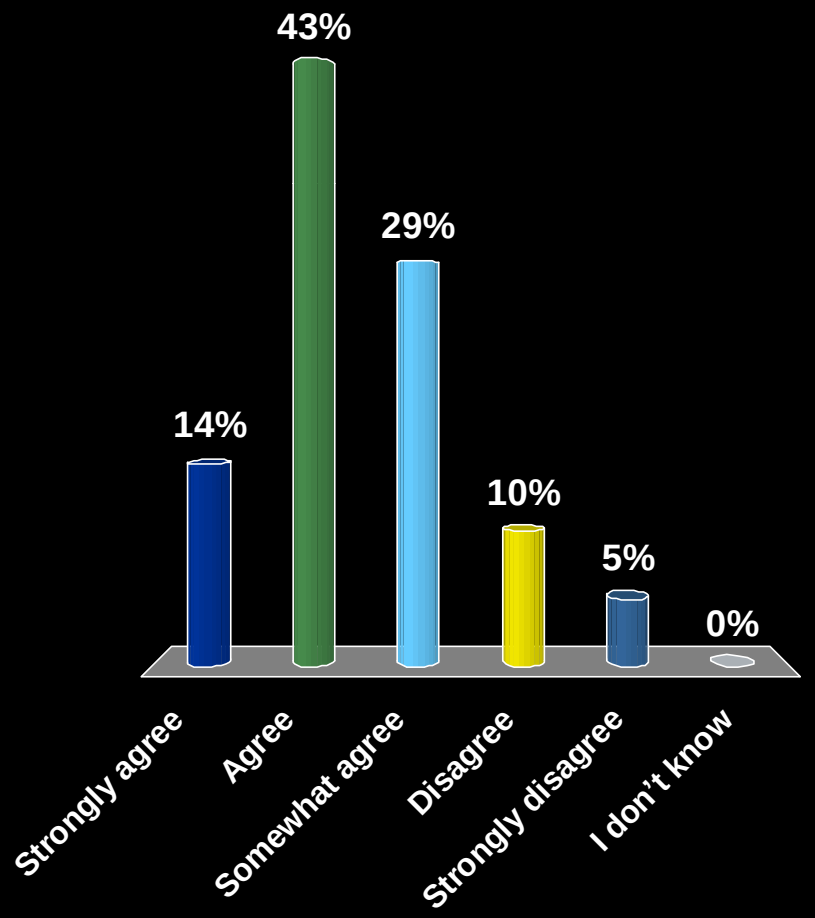
My stakeholder group is most likely to support the following types of strategies:

1. Land use policies (e.g. mixed-use ordinances)
2. Investments in alternatives to driving
3. Policies that impact the price of driving
4. Other
5. I don't know



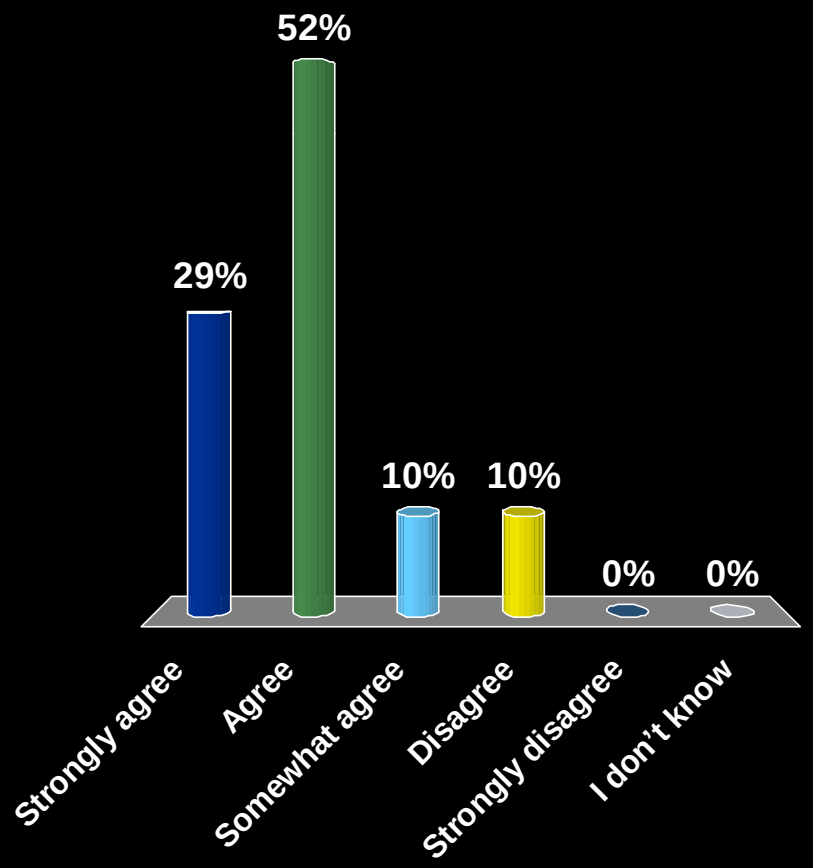
If my stakeholder group was aware of the potential greenhouse gas reducing impact of these types of strategies, they would be more likely to support them.

1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree
5. Strongly disagree
6. I don't know



If my stakeholder group was aware of potential fiscal benefits of these types of strategies, they would be more likely to support them.

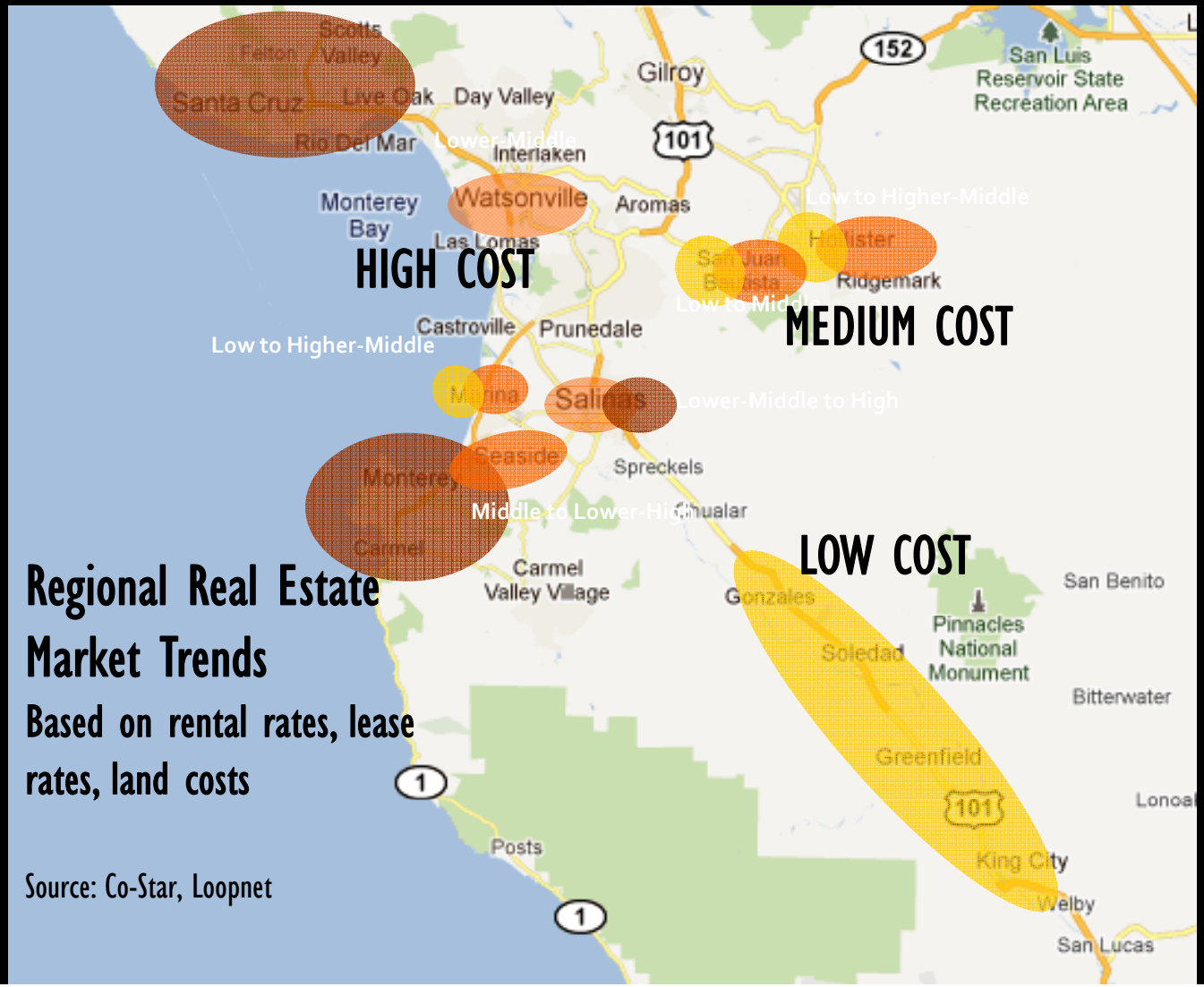
1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree
5. Strongly disagree
6. I don't know



What conditions below are most likely to create more support from your stakeholder group for the types of strategies previously mentioned?

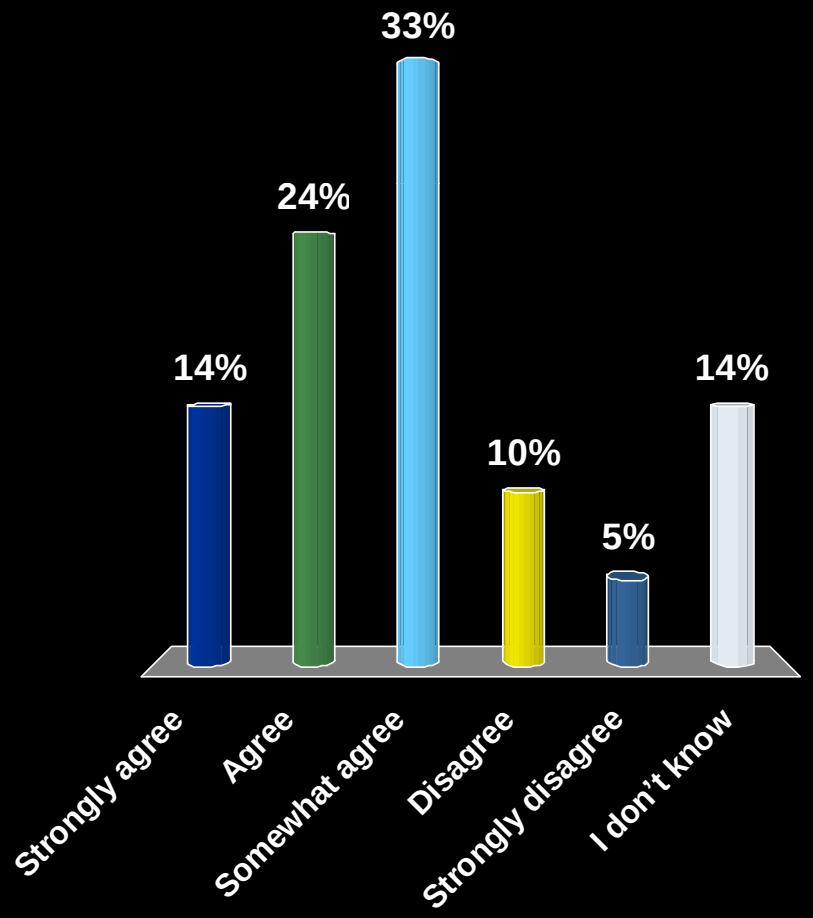
10%	1.	Ability to have input in the implementation process
5%	2.	Gradual implementation, including use of smaller scale pilot projects
0%	3.	Equitable implementation
19%	4.	Economic incentives
10%	5.	Seeing compelling results from a benefit/cost analysis
0%	6.	If other stakeholder groups support it
5%	7.	If my stakeholder group was a direct beneficiary
48%	8.	Various combinations of the above
5%	9.	All of the above

It could be beneficial to coordinate these types of strategies geographically, according to real estate market trends.



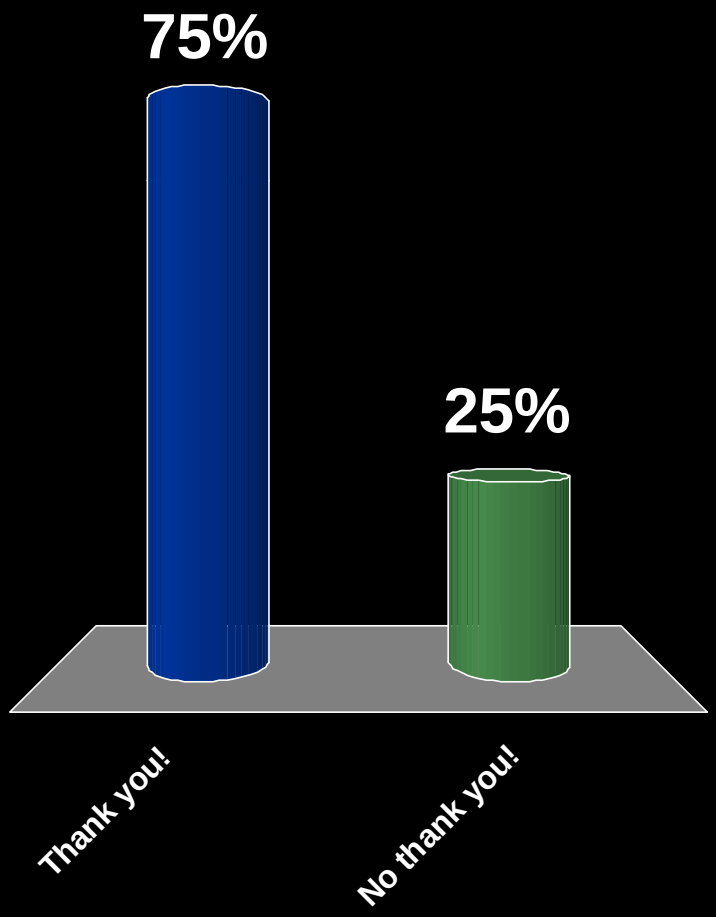
It could be beneficial to coordinate these types of strategies geographically, according to real estate market trends.

1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree
5. Strongly disagree
6. I don't know



Thank You

1. Thank you!
2. No thank you!



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?

Sociability

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?

Access & Linkages

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?

Comfort & Image

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?

Uses & Activities

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main 831.883.3750 fax 831.883.3755

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)

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Discussion Questions

Discussion Notes

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?

Notes

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
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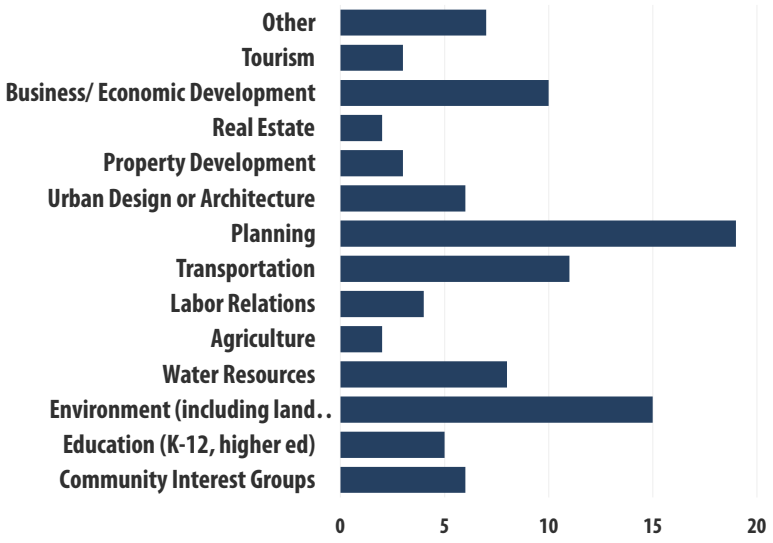
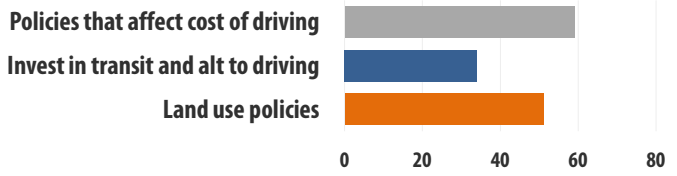
main 831.883.3750 fax 831.883.3755

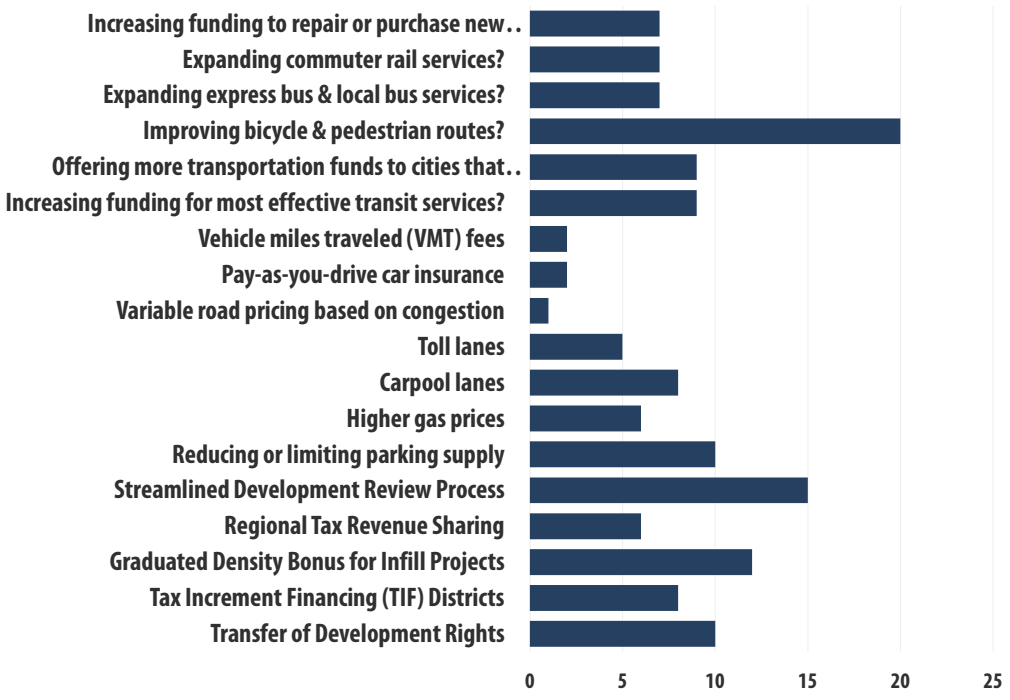
Regional Advisory Committee Members:
Areas of Expertise



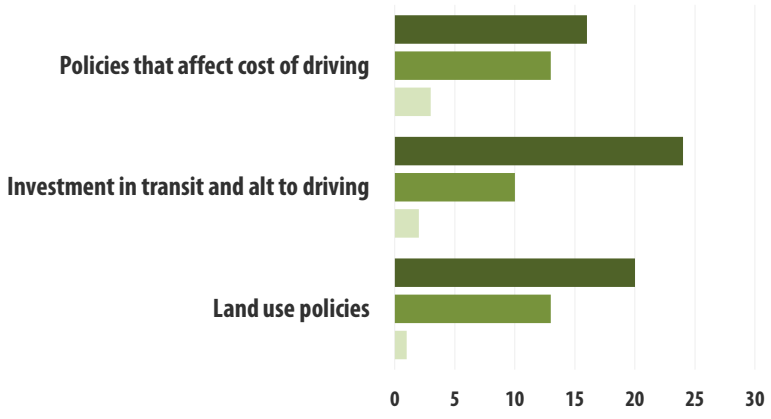
I have had some involvement (or more) with:



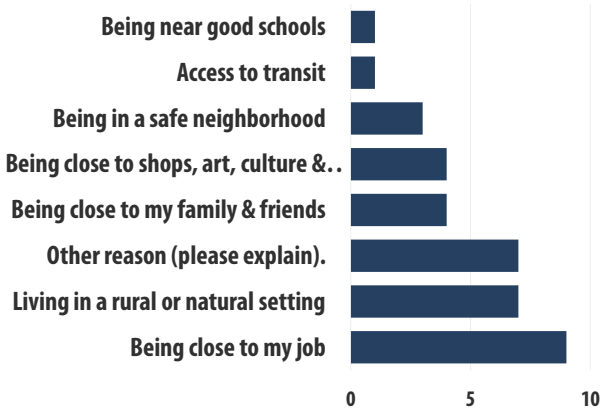
I have had some involvement (or more) with:



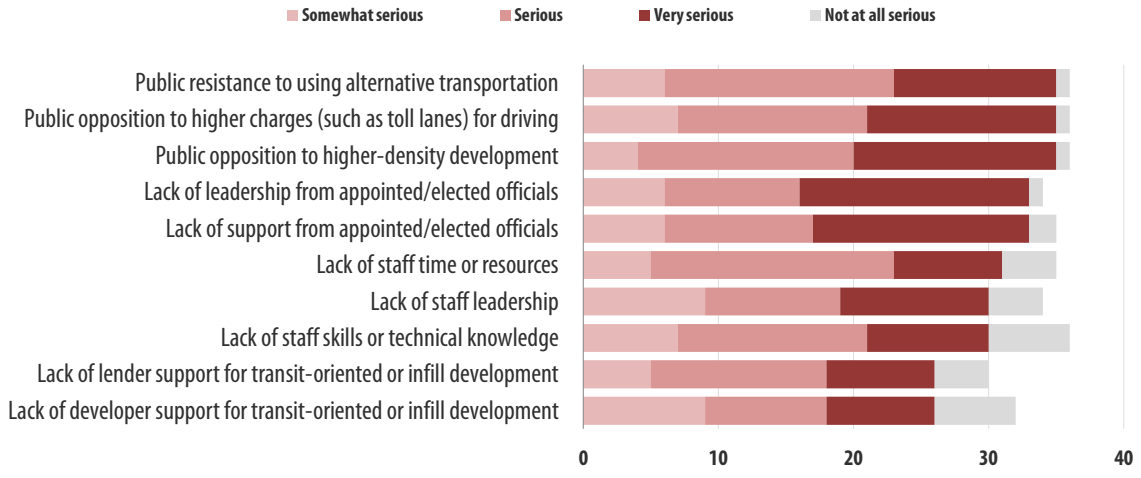
How Much Potention for GHG Reduction do the following Strategies have?



Most Important Reason in Deciding Where to Live:



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



Source: AMBAG Regional Advisory Committee Online Survey, August 2011

Regional Advisory Committee:
10 Policy Scenarios

Policy Profiles

1. Parking Benefit Districts

WHAT:

Parking Benefit Districts are defined areas where market-rate prices are charged for curb-side parking, with the hope of increasing turnover and reducing traffic congestion. The revenues collected from the metered parking would then be spent within the defined area to enhance the public realm in that area, such as planting trees, cleaning sidewalks, undergrounding utilities, ensuring public safety, adding wayfinding signage, and other public improvements that benefit the entire district. To be effective, this policy should be coupled with reducing off-street parking requirements in the same district so that the supply of parking is priced similarly, and so developers have cost savings.

WHY:

Land used for off-street parking can usually be developed to a higher value and the revenue is used for improvements within that district, unlike typical parking meter revenue that goes into the General Fund or a special parking fund.

Positive Impacts	Negative Impacts
• Generates Revenue (from non-resident motorists), which pays for improvements in the same district.	• Merchants often fear that charging for parking will keep customers away.
• Increases turnover of parking spaces (customers) and reduces traffic congestion.	• Concern that the meters will not guarantee revenue for their area.
• Reducing off-street parking requirements is an incentive for developers – it is cheaper to build less parking.	• Reducing off-street parking requirements can be seen as controversial.

More Background[1]:

Can market-priced curb parking really yield sufficient revenue to make it worth collecting? One way to suggest the revenue potential of curb parking is to compare it to the residential property tax. In 1991, the median property tax on single-family houses was $922 (U.S. Bureau of the Census 1993). At a modest price of fifty cents an hour for only eight hours each weekday, and an 85 percent occupancy rate, one curb parking space would yield $884 a year. Many single-family neighborhoods have two curb spaces in front of every house, so, even at a modest price, curb parking revenue could easily exceed current property tax revenue in neighborhoods subject to spillover parking.(11)

Citizens may doubt a city's ability to charge a price for curb parking that ensures vacancies, but experience alone can guide curb parking prices to their market-clearing level, just as it now does for commercial off-street parking. Commercial parking operators always charge prices that ensure vacancies, so if public agencies find it difficult to do so, why not contract out the task to private enterprise?

[1] http://www.sonic.net/~woodhull/trans/Pkg_Benefit_District.htm
Kolozsvari, D. & Shoup, D. 2003. "Turning Small Change into Big Changes". *Access*: University of California Transportation Center. Number 23 (Fall 2003). p.2-7.

Using a neighborhood-generated land rent to finance neighborhood public services should appeal especially to advocates of greater neighborhood self-government. Unlike a Special Assessment District in which resident owners pays a special assessment relative to their street frontage, non-resident motorists pay for curb parking in a Parking Benefit District.

Local Highlights

The City of Santa Cruz currently implements this policy. For example, the entirety of Downtown Santa Cruz is a parking district that requires visitors to pay for their parking.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

2. Transfer of Development Rights (TDR)

WHAT:

Transfer of Development Rights is a way to take development rights from one area proposed for land conservation and apply these development rights to another area that is planned for more intensive building. TDRs offer landowners a financial incentive for the voluntary conservation of environmental or agricultural land, and developers wishing to build more the ability to do so in strategically planned areas.

A TDR Credit Ban can be used to store development rights that have been purchased if there is not yet a development identified to receive the development rights. This can be useful for areas of high conservation interest.

Transfer of (Air) Development Rights can also be used in areas where there are historic buildings that can be preserved. The local government would permit developers to purchase the unused air rights of historic properties.

WHY:

Positive Impacts[2]	Negative Impacts
• Promotes orderly growth by concentrating development in areas with adequate public services. • TDR programs are market-driven—private parties pay to protect farmland, and more land is protected when development pressure is high. • Programs can accomplish multiple goals, including farmland protection, protection of environmentally sensitive areas, and the preservation of historic buildings.	• Programs are technically complicated and will require significant investment of time and staff resources. • TDR is an unfamiliar concept. A lengthy and extensive public education campaign is generally required to explain TDR to citizens. • The pace of transactions depends on the private market for development rights. If the real estate market is depressed, few rights will be sold, and little land will be protected.

More Background:

Many communities in the U.S. have established goals and policies in their comprehensive plans that address smart growth principles, such as the protection of open space, farmland, and important environmental areas. TDR has proven a very useful tool to conserve land and curb sprawl. Although policies surrounding these issues have been widely embraced, more action-oriented language may be needed to drive TDR policies. Small communities and town may be in special need of guidance on how to develop and implement TDR policies.[3]

Local Highlights

The City of Salinas has implemented similar policies, such as mitigating development on prime farmland through agricultural preservation easements on other agricultural land.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

[2] American Farmland Trust. 2001. Fact Sheet: Transfer of Development Rights. http://www.farmlandinfo.org/documents/27746/FS_TDR_1-01.pdf

[3] Edwards, M.M. & Haines, A. 2007. Evaluating Smart Growth: Implications for Small Communities. *Journal of Planning Education and Research,* (27) 49, p. 49-64.

3. Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure

WHAT:

Projects that improve bicycle, pedestrian, and transit infrastructure will be funded prior to funding auto-oriented infrastructure. These projects could include sidewalks, safe pedestrian crossings, bike lanes, shared-use trails and bridges, and bicycle parking facilities.

WHY:

Historically, infrastructure for bicycle, pedestrian, and transit modes have been underfunded and underdeveloped. Prioritizing funding will enhance development of these modes and offer alternatives to auto transportation.

Positive Impacts[4]	Negative Impacts
• Non-motorized modes produce air and water pollution, less noise, and fewer GHG emissions. • Economic benefits from reduced household spending on auto-related expenses, such as gasoline and car repairs. • "Active travel" helps meet recommended daily personal physical activity thresholds to reduce health care costs.	• Less money for capacity increasing transportation projects and other auto-oriented projects. • In some cases, funding has gone to projects (such as recreational paths) that are less likely to reduce VMT.[5] • Public education will be needed for training and education on traffic laws, bike/ped routes, safety, etc.[6]

More Background:

Increasing the capacity of transit systems can help capture the future growth in ridership demand. Transit systems can be expanded and reorganized to provide more efficient and appealing services, reducing overall auto trips, GHG emissions and air pollution, traffic congestion, and the consumption of land for auto-oriented infrastructure.[7]

Better design standards for pedestrian-oriented infrastructure can be used to enhance pedestrian safety on streets and makes them more appealing to pedestrians.[8] Recent discussions have centered on the connections between public health and planning to create healthy communities. There are many different strategies that can be used to improve transit, bicycle and pedestrian modes of transportation, including traffic calming measures, street connectivity, safe routes to schools, safety measures, pedestrian and bicycle zones, and transit-oriented development.[9]

Local Highlights

Monterey County and the cities of Marina, Santa Cruz, San Benito, Salinas, Seaside, and San Juan Bautista currently implement policies that provide funding for bicycle, pedestrian, and transit infrastructure. Some examples include

[4] McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.
[5] Ibid.
[6] Ibid.
[7] Mondale, T. 2000. Transportation- A Major Player in Smart Growth. *Institute of Transportation Engineers. ITE Journal,* (70) 11: p. 39-43.
[8] Edwards, M.M. & Haines, A. 2007. Evaluating Smart Growth: Implications for Small Communities. *Journal of Planning Education and Research,* (27) 49, p. 49-64.
[9] Morris, M. 2006. Integrating Planning and Public Health: Tools and Strategies to Create Healthy Places. *Planning Advisory Service Report,* p. 1-141.

roadway improvements that accommodate cyclists and pedestrians, increased residential and commercial density near transit, “Safe Routes to Schools” programs, and Intelligent Transportation Systems (ITS).

Source: AMBAG. “Blueprint Policy Toolbox: Best Management Practices”. Survey. Administered through Survey Monkey. October 2010.

4. Tax Increment Financing (TIF) Districts

WHAT:

This is where future gains in taxes are used to finance current improvements. These improvements, in turn, will stimulate those future gains (i.e. the "tax increment"). Tax Increment Financing dedicates the "tax increments" within the districts to finance the debt incurred to pay for the project. Generally, TIFs are used to direct funding to public projects and improvements in distressed or underdeveloped areas.

WHY:

Typically, an increase in the value of surrounding real estate occurs when a development or a public project is implemented. Article XVI, Section 16, of the California Constitution enables redevelopment agencies to use TIFs,[10] so many jurisdictions are already familiar with TIF processes.

Positive Impacts	Negative Impacts
• California has many of these types of districts already so jurisdictions are comfortable working with them. • Multiple revenue streams can be used for repaying debt service.[11] • TIFs have proven successful in communities with varying socio-economic characteristics,[12] making it a viable tool for many communities.	• Many question whether TIF districts actually serve their resident populations. • The process can be perceived as leading to favoritism for politically connected implementers. • The incremental increase in property value likely requires an increase in the provision of public services, which will now have to be funded from elsewhere.

More Background:

TIFs provide opportunities for public-private partnerships between local governments and the private sector. These partnerships have the ability to carry out valuable economic development and redevelopment projects that would have otherwise been unattainable.

There are several caveats for TIFs to be successful, however. Money that is dedicated for TIF bond repayment cannot be used for other purposes and it can be argued that this will detract from spending this money on other community needs. Since the ultimate purpose of TIFs is economic development that increases revenue generated from economic activity, the spillover effect from TIFs should provide these other benefits for citizens within the TIF district. Repaying the bonds ultimately depends on the difference between the initial assessed value and the increased value that results from increased property values related to the development. For this to work successfully, property values must increase and remain higher. The final caveat surrounds the success of the private-public partnership. The partners must agree upfront on the joint venture and understand that both parties bear an equal burden of risk.[13]

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[10] State of California. 200.9 Community Redevelopment Agencies Annual Report.

[11] Saikia, D. *Targeted Tools: Assessment Districts and Tax Increment Finance- Preparing a TIF Plan & Evaluating Feasibility.*Retrieved from www.municap.com

[12] National Association of Realtors. 2002. Tax Increment Financing (TIF).

[13] Leavitt, W.M. & Lombard, J.R. 2008. Developing Infrastructure Through the Use of Tax Increment Financing: The Case of the Virginia Beach Town Center Project. *Public Works Management & Policy,* 13: 92, p. 92-99.

Local Highlights

The cities of Santa Cruz, Marina, Hollister, and Salinas currently implement this policy.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

5. Joint Development (JD)

WHAT:

Joint Development (JD) is generally described as an effort by a public agency and a private developer to undertake a public infrastructure construction project. A JD agreement contains formal and legally binding language that creates a public-private partnership designed to decrease the costs of operating or constructing public transportation systems, stations or improvements through creative public-private financing arrangements (The National Council for Urban Economic Development 1989).

WHY:

Joint Development projects enhance the financial return and overall patronage of a transit infrastructure investment.

Positive Impacts	Negative Impacts
• Considered a "win-win" situation for public and private partners. • The developer and transit authority benefit from a "reasonable share of costs" and "fair share of revenue," often through real estate acquisitions, transfers, etc. • Encourages comprehensive and complementary planning and development around transit.	• The pace of the project development/approval process may need to be streamlined to maintain project viability. • Joint development/multiple use needs support from local agencies and policy approval at both the state DOT and federal levels. • JD is an unfamiliar topic and education will be needed for the public and private sectors.[14]

More Background:

The private sector benefits from accessibility/proximity advantages of being near a transit station (i.e. higher rents or greater occupancy) and through sharing facilities constructed w/FTA funds. Meanwhile, the public sector benefits from the potential to attract new riders from new development, new revenue stream from JD, and often developer's assumption of maintenance responsibilities of the transit facility.

The developer and transit authority mutually benefit by assuming some site costs entirely (in exchange for developer's assumption of other costs and "reasonable share of costs"), which may involve the acquisition of real estate with new grant funds. In turn, the transit agency benefits by securing a stream of revenue: "fair share of revenue," which may involve a transfer of real estate by JD sale or lease.

Four conditions are required for a successful joint development: 1) a healthy real estate market, 2) an agency with an entrepreneurial outlook, 3) coordination of zoning/rezoning with local agencies, and 4) realization that benefits of joint development transcend the generation of revenue.

Factors which may inhibit joint development: 1) laws and regulations which prohibit or hinder agency cooperation/involvement, 2) agencies' lack of experience with joint development projects, 3) lack of incentives for developer to enter into joint development agreement, 4) agencies' goals may not be compatible with developer's profit maximization goals, and 5) uncertainty about length of occupancy - most agencies' agreements include a clause requiring tenants to vacate on 30 days notice.

Local Highlights

There are no jurisdictions that currently implement this policy.

[14] Transportation Research Board. 2002. Transit-Oriented Development and Joint Development in the United States: A Literature Review. Sponsored by the Federal Transit Administration.

6. Use Floating Zones to plan for certain types of undetermined uses

WHAT:

Floating Zones define an area's characteristics and requirements for establishment, but the exact location is not designated until the local jurisdiction finds the situation that allows for the implementation of the zone in a certain area. Then, the zone ceases to "float." This can be for a specific project. These zones are used to anticipate certain uses for which locations will not be designated on a zoning map until developers apply for zoning[15].

WHY:

The purpose of adding floating zones to the Zoning Regulations is to add flexibility to the location of prescribed uses. Floating zones are commonly used with mixed use developments.

Positive Impacts	Negative Impacts
• This type of zoning allows for situations where a community wishes to permit a limited number of specific uses but does not wish to map their locations in advance. • Also useful for locating use types that cannot be anticipated but which the community would like to provide for. • Provides a way to designate a specific area without having to rezone an entire district or series of parcels.	

More Background:

[15] ULI. 2007. Real Estate Development: Principles and Process. p.304.

7. Reducing or removing minimum lot size requirements.

WHAT:

Decrease or remove the zoning requirements related to the minimum size of housing lots.

WHY:

Requiring a large minimum lot size often increases the cost of housing, and reduces the overall housing density of an area. Larger lots typically translate to longer distances between houses, and more importantly longer distances for infrastructure to travel (e.g. Sewer lines).

Positive Impacts	Negative Impacts
• Typically reduces market pressure on undeveloped land. • Provides more building opportunities. • Can create flexible development that allows for smaller, more affordable housing.	• Allows for very small lots to be built with housing. • Can alter neighborhood character. • Can cause fear of overcrowding and reduced property values.

More Background[16]:

Historically, large minimum lot size requirements have been used to generate greater tax revenues because larger houses can be built on larger lots. This logic also assumed that more open space on the lot would help avoid over consumption of open space. Large lots create more spread out development and require that public services and infrastructure reach greater distances, weighing heavily on the local government to bear the capital costs of the infrastructure.

Larger lots accommodate larger homes, typically leading to higher housing costs and restricting affordability. Reducing or eliminating minimum lot size requirements is one strategy for increasing the diversity of housing types and provides more affordable housing by allowing for development on smaller lots. This strategy also supports more compact development and reduces pressure on undeveloped open space.

Local Highlights

There are no jurisdictions that currently implement this policy.

[16] Smart Growth Network. Getting to Smart Growth II: 100 More Policies for Implementation. p. 18

8. Adopt property tax exemption programs for mixed- income developments and low-income homeowners

WHAT:

Communities can subsidize the cost to developers of building affordable housing through tax exemption programs. For example, a city could offer an X-year property exemption to developers who incorporate affordable housing within designated areas.

WHY:

The cost to develop low and very-low income housing can be extremely prohibitive to developers. By providing developers with financial incentives for developing affordable housing, communities can increase their stock of affordable units while providing developers with returns on their investments. Property tax exemptions can be especially useful in areas with existing community amenities because mixed-income and low-income residents can find affordable homes that are located near amenities, thus reducing vehicle miles traveled.[17]

Positive Impacts	Negative Impacts
• Increases supply of affordable housing in targeted areas, such as areas that currently lack affordable housing. • Incentivizes development of areas that might not as quickly be developed. • Can provide affordable housing in previously prohibitive areas and avoid overcrowding in market rate units.	• Decreases the total amount of revenue that could be obtained through taxes for a specific period of time. • Can be perceived as "social engineering" by development and business communities. • Education may be needed for developers on how to make adjustments for developments.

More Background:

Local Highlights:

The Counties of Santa Cruz and Monterey, and the cities of Santa Cruz, Hollister, Salinas, and Seaside currently implement this policy. Some examples include Inclusionary Housing Ordinances, Accessory dwelling Unit Ordinances, and Single-Room-Occupancy Ordinances.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

[17] Smart Growth Network. Getting to Smart Growth II: 100 More Policies for Implementation. p. 27

9. Implement a graduated density bonus for infill projects

WHAT:

Graduated density bonus allow for higher density to occur on larger sites, which can create land value that would be more than enough to finance new infrastructure. Incentives are provided for land assembly by allowing higher density for sites as the sites get larger. As such, holdouts who are left with sites that cannot be combined with enough contiguous properties to trigger higher density lose a valuable economic opportunity.

WHY:

One of the greatest challenges for developers of infill development is land assembly. Because parcels in infill areas are often small and split among multiple owners, neighboring land owners sometimes take advantage of a redevelopment proposal by holding out for higher purchase prices. The exercise of eminent domain is dangerous and politically or limited statutorily, and in the absence of eminent domain, holdouts can thwart land assembly by large-scale developers.

Positive Impacts	Negative Impacts[18]
• Creates an incentive for property owners to sell their land voluntarily. • Typically, consolidated sites lead to better development. • Can encourage inner city redevelopment, create jobs and tax revenues, and reduce suburban sprawl.	• High transaction costs of land assembly can make redevelopment prohibitively expensive. • Owners may hold out in hopes of becoming the last parcel for a land assembly and get a higher price. • Might be perceived as a form of eminent domain.

More Background:

Density bonuses can be used for infill projects and support smart growth by creating denser development on a site in exchange for providing public amenities, such as the preservation of open space.[19] With graduated density zoning, density graduates with the size of the lot, and owners are incentivized to participate in a land assembly because it will increase their individual property values.

Redevelopment is encouraged through land assembly, targeting dense development in certain areas and reducing suburban sprawl. Cities can use graduated density bonuses as a tool for ensuring proper development on sites and for maintaining neighborhood character.[20]

Local Highlights

There are no jurisdictions that currently implement this policy.

[18] Shoup, D. 2008. Graduated Density Zoning. *Journal of Planning Education and Research.*
[19] Smart Growth Network. Getting to Smart Growth: 100 Policies for Implementation. p. 13-14.
[20] Shoup. D. 2009. Graduated Density Zoning to Encourage Land Assembly for Infill Redevelopment. *Zoning Practice.* American Planning Association.

10. Regional Tax Revenue Sharing

WHAT:

The California local tax structure, heavily dependent on retail sales tax revenue, results in the 'fiscalization of land use.' Retail development is favored over industrial and residential uses because of the sales tax revenue. Regional tax base sharing allows a portion of collected revenues to be shared with jurisdictions within a region based on population or some other indicator.

WHY:

By leveling the playing field, jurisdictions will no longer need to offer the costly incentives usually associated with attracting a large retailer or similar enterprise to the region. Tax base sharing also relieves the pressure that growing communities feel to spread local debt costs through growth.

Positive Impacts[21]	Negative Impacts
• Can help reduce competition among cities over limited supplies of commercial development. • Potential for expanding existing site-specific agreements into larger multi-jurisdictional business districts or corridors. • Areas with the majority of the region's residents, and who are in support of regional tax-base sharing, can benefit from higher tax bases per capita.[22]	• Jurisdictions may fear losing control of local finances through revenue sharing. • Local governments may need assistance in obtaining technical knowledge, staffing, or funding sources for establishing revenue-sharing arrangements. • Redistribution of assessed value bases from high to low bases per capita creates "net losers" and creates opposition to participation by those communities.

More Background:

Tax revenue sharing helps to reduce the over-emphasis on sales tax revenue within specific jurisdictions by facilitating the regional sharing of sales tax revenue. Oftentimes, this strategy is used to address specific places that cross city boundaries. When taken to the county or regional level, multiple jurisdictions can benefit from the sharing of tax revenue and make more efficient use of land.[23]

Local Highlights

Monterey County and the cities of Monterey, Salinas, and Seaside currently implement this policy. One example includes the sharing of Transit Occupancy Tax (TOT) revenues.

Source: AMBAG. "Blueprint Policy Toolbox: Best Management Practices". Survey. Administered through Survey Monkey. October 2010.

[21] Southern California Association of Governments. (March 3, 2010). Report from SCAG Fiscalization of Land Use Subcommittee.
[22] NAIOP- Commercial Real Estate Development Association. Regional Tax-Base or Revenue Sharing. Retrieved from http://www.naiop.org/governmentaffairs/growth/rtbrs.cfm
[23] Southern California Association of Governments. (March 3, 2010). Report from SCAG Fiscalization of Land Use Subcommittee. P. 4.

AMBAG Regional Advisory Committee Meeting #2

Date:	Thursday January 19th, 2012
Time:	9:30 am – 12:00 pm; lunch from Noon to 1pm
Location:	Watsonville Community Room, Watsonville, CA

Meeting Agenda

9.30 am	Sign in; light refreshments
9.40 am	Welcome and introductions
9.50 am	Introductory Presentation
10.00 am	Density and Design: Video & Discussion

10.45am Coffee Break

11.00 am	Smart Growth Strategies & Stakeholder Concerns: Presentation & Discussion
11.50am	Closing comments & next steps

12.00pm LUNCH

Staff Contact:

Steph A. Nelson, Associate Analyst/Planner, AMBAG

Direct: 831.264.5092

Email: snelson@ambag.org

DIRECTIONS

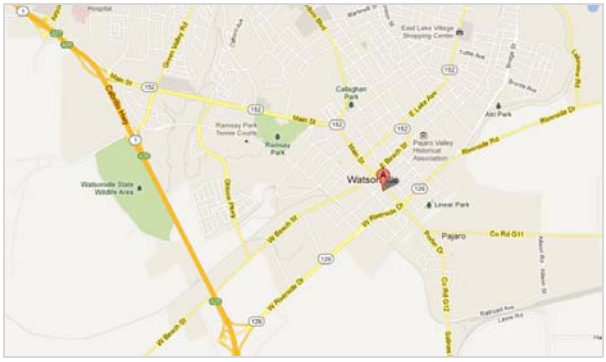
Watsonville Civic Plaza
275 Main Street
Community Room A
Watsonville, CA 95076

From Hwy 1 North: Take Hwy 1 south to CA-152/Main Street going east. Merge onto CA-152/Main Street toward Watsonville/Gilroy. Once you pass Beach Street, look for the Watsonville Civic Plaza at 275 Main Street.

From Hwy 1 South: Take Hwy 1 north to CA-129/Riverside Drive going east. Go left onto Main Street and look for the Watsonville Civic Plaza at 275 Main Street.

From Hwy 101 South/Prunedale: Take Exit 337 toward San Miguel/Canyon Road. Merge onto Co Rd G12 and stay to the left. Continue onto Porter Drive. Continue onto Main Street and look for the Watsonville Civic Plaza at 275 Main Street.

From Hwy 101/Hollister: Take US-101 north to San Jose/San Francisco. Take Exist 347 for CA-129 toward Watsonville. Turn left onto CA-129/Chittenden Road. Turn right onto Main Street and look for the Watsonville Civic Plaza at 275 Main Street.



P.O.Box 809 Marina, CA 93933-0809 [ph] 831.883.3750 [fax] 831.883.3755 http://www.ambag.org info@ambag.org

Regional Advisory Committee
Meeting #2

Part One: Design & Density
Part Two: Stakeholder Concerns

Regional Implementation Plan for
Smart Growth Development Strategies

January 19th 2012
Watsonville Civic Center

Steph A. Nelson, Associate Analyst/Planner, AMBAG

OUTLINE

9.40am **Overview & Introduction (15 mins)**

10am **Design & Density (45 mins)**

- Video (10 mins)
- Individual Exercise (5-10 mins)
- Pairs Exercise (10 mins)
- Report Back (15 mins)

10.45am **15 minute break**

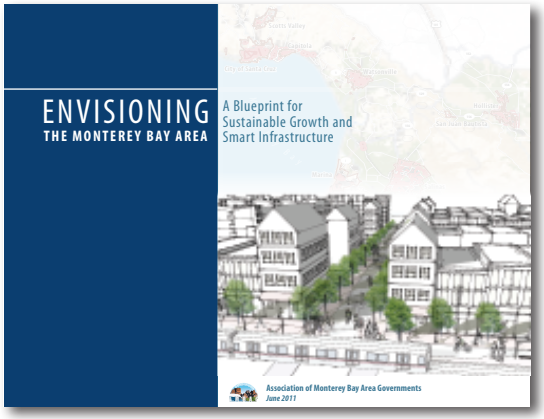
11am **Smart Growth Strategies & Stakeholder Concerns**

- Presentation (10 mins)
- Small Group Discussion (25 mins)
- Report Back (15 mins)

11.50am **Closing comments & next steps**

OVERVIEW: THE PROJECT

What is the Regional Implementation Plan for Smart Growth Development Strategies?

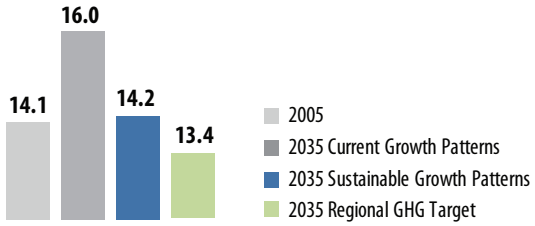


Envisioning the Monterey Bay Area: A Regional Blueprint

"Getting There From Here"

Fig. 2 Per Capita GHG Emissions (daily pounds)
Blueprint Scenarios vs 2035 GHG Target

Source: AMBAG (Envisioning the Monterey Bay Area: A Blueprint for Sustainable Growth and Smart Infrastructure)

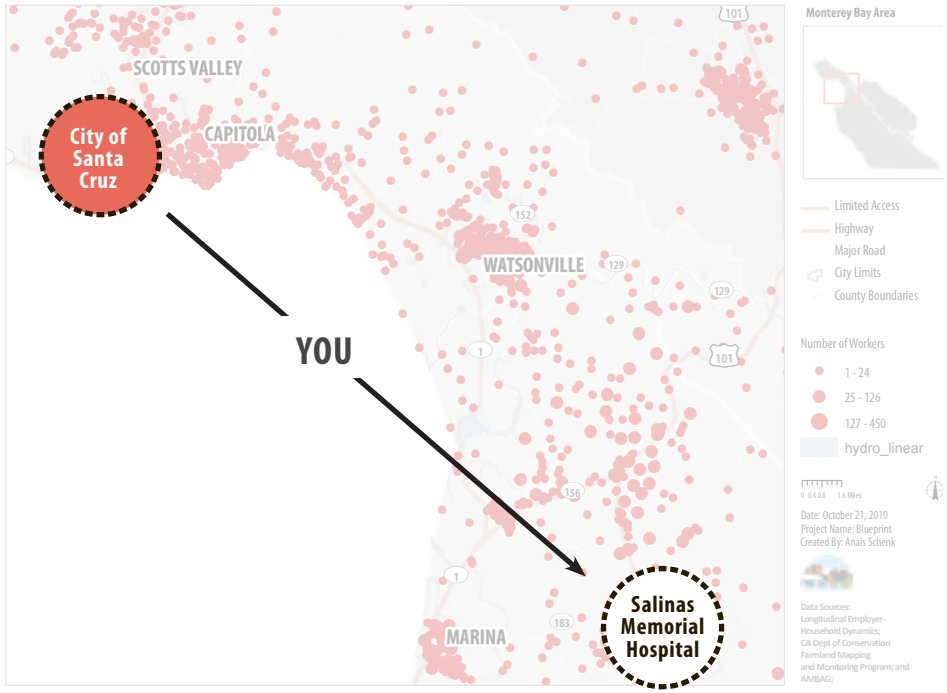


Sustainable Communities & Climate Protection Act of 2008

TARGET:
5% reduction transportation GHGs by 2035

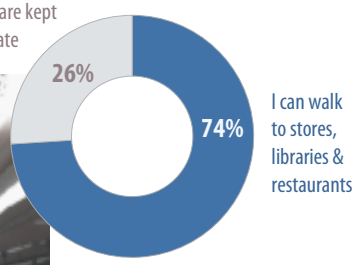
-5% GHGs

Who Commutes to Salinas for Work?

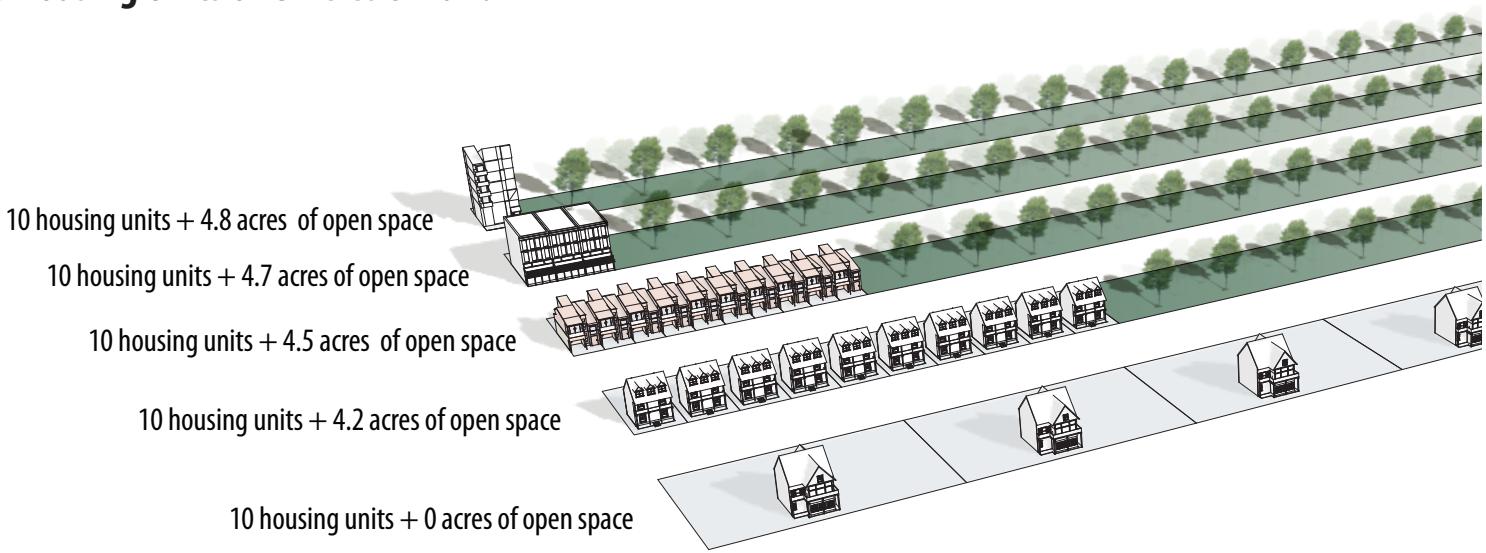


Responding to unmet demands for more walkable neighborhoods...

NEIGHBORHOOD PREFERENCES
Figure 26. Survey Question: I would most prefer neighborhood where:
Source: 2010 AMBAG Regional Blueprint Survey Responses



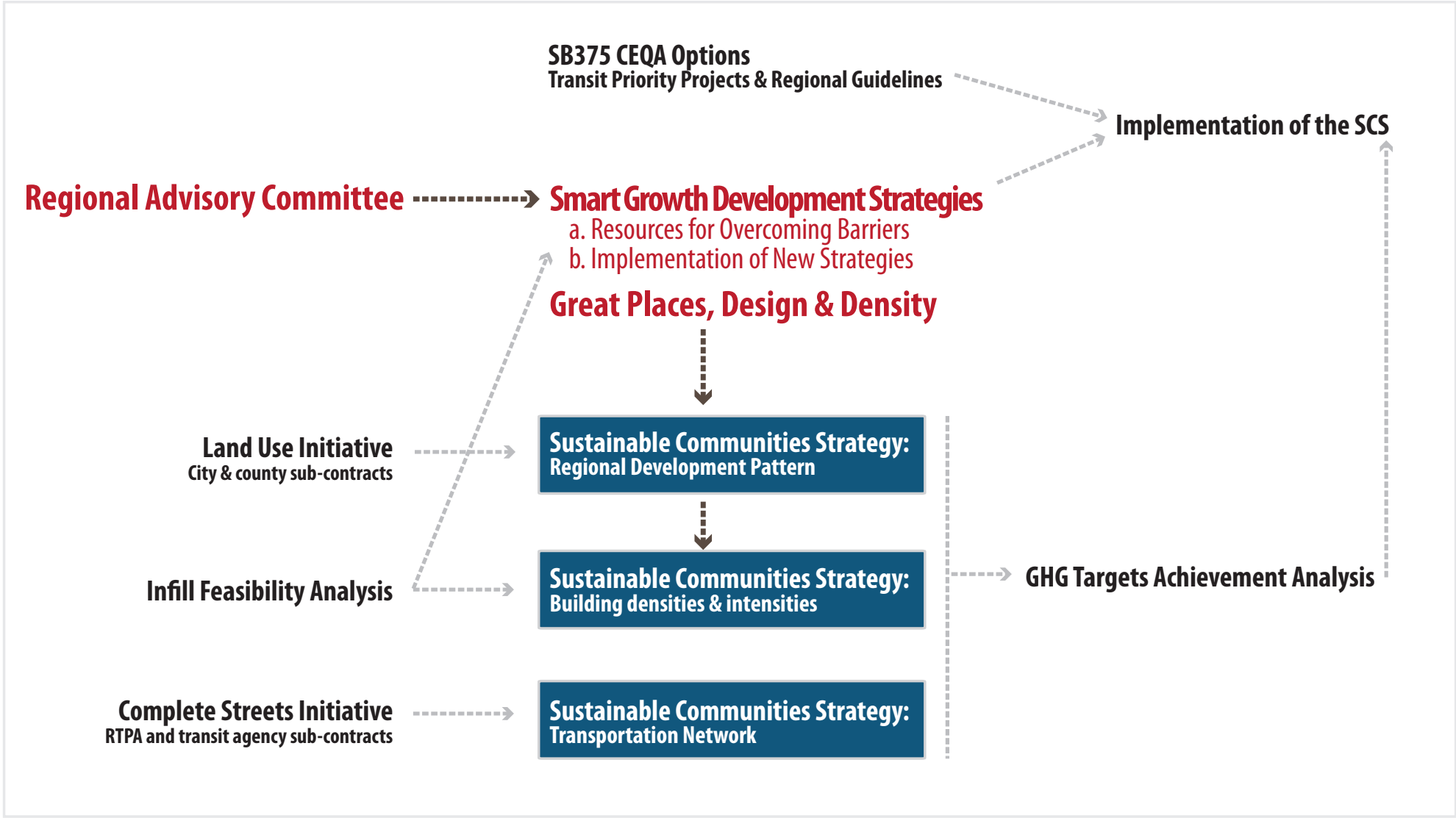
Making Trade-Offs: Housing vs Open Space
10 Housing Units on 5 Acres of Land



SUSTAINABLE COMMUNITIES STRATEGY
Metropolitan Transportation Plan

DRAFT Diagram of the key components of SCS development in the Monterey Bay Area
January 2012

OVERVIEW:
Role of the Regional Advisory Committee



REGIONAL ADVISORY COMMITTEE TIMELINE

Activities to Date:

Online Survey #1: Member information

Meeting #1: Great Places

Online Survey #2: Stakeholder concerns & smart growth strategies

Meeting #2: Design & density, stakeholder concerns & smart growth strategies

Upcoming Activities:

February 2012: One on one interviews (stakeholder concerns & smart growth strategies)

Meeting #3, April 2012: RAC member presentations *(voluntary)*

Meeting #4, July 2012: Preliminary conclusions

Meeting #5, October 2012

Meeting #6, January 2013: Final Meeting

TODAY'S MEETING: DISCUSSION TOPICS

Design & Density

- "Building intensities and densities" in the SCS
- Transit supportive density levels
- Maintain local character

Stakeholder Concerns & Smart Growth Development Strategies

- Develop resources to overcome barriers
- Opportunities to coordinate implementation of new strategies

DESIGN & DENSITY DISCUSSION

Part One: Individual Exercise

Successful examples of med/high density

Unsuccessful examples of med/high density

Part Two: In Pairs

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.

VIDEO

350 Ocean St. Santa Cruz, CA

Aptos Village Project

Villas de Carmelo

STAKEHOLDER CONCERNS & SMART GROWTH DEVELOPMENT STRATEGIES

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

B) Identify what the circumstances might need to be for your stakeholder groups to support the selected strategy

STAKEHOLDER CONCERNS & SMART GROWTH DEVELOPMENT STRATEGIES

30 stakeholder groups identified by RAC members:

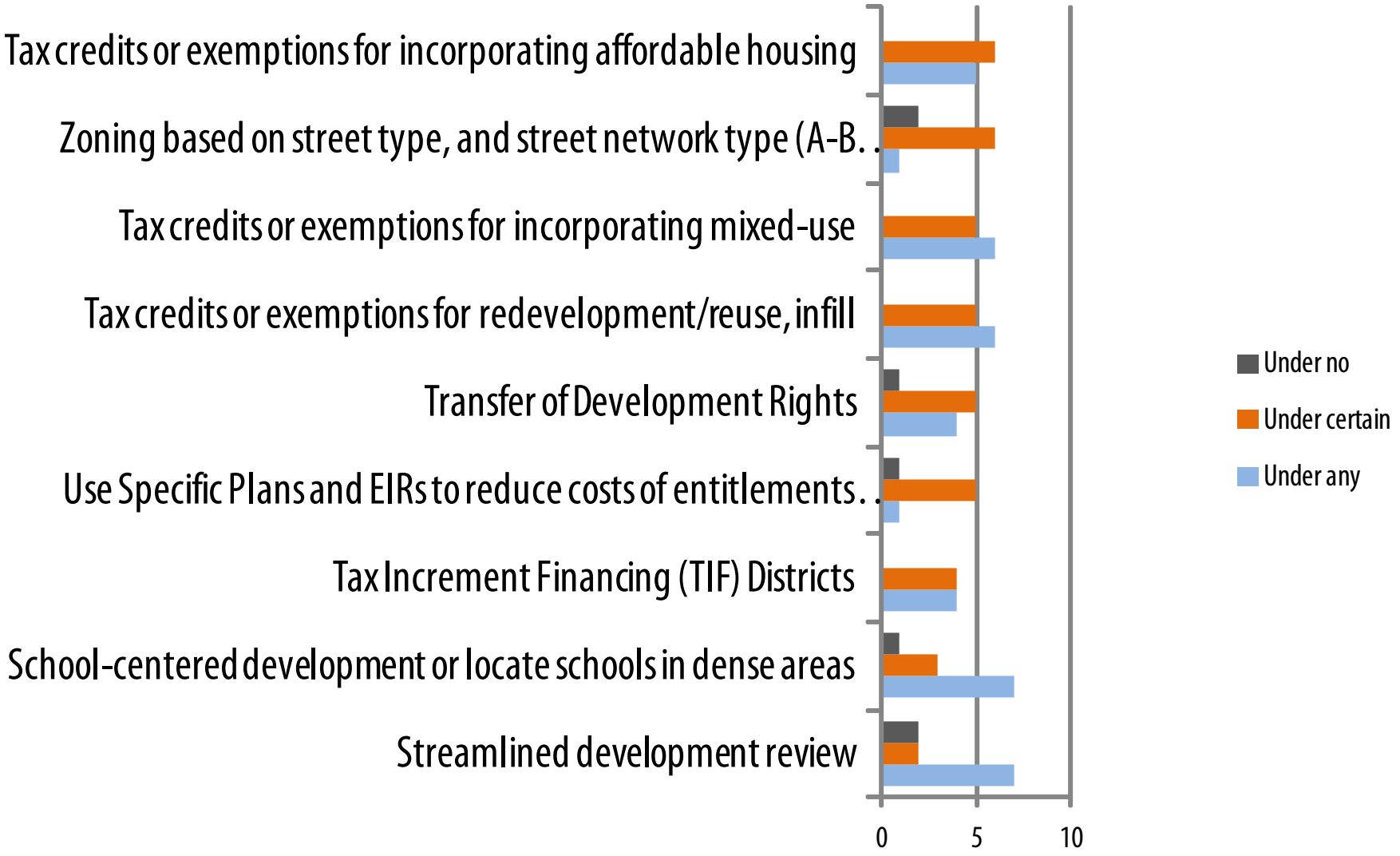
- Informal social or professional networks or formal organizations
- All residents and employees in the Monterey Bay Area are stakeholders

As a liason, RAC members may:

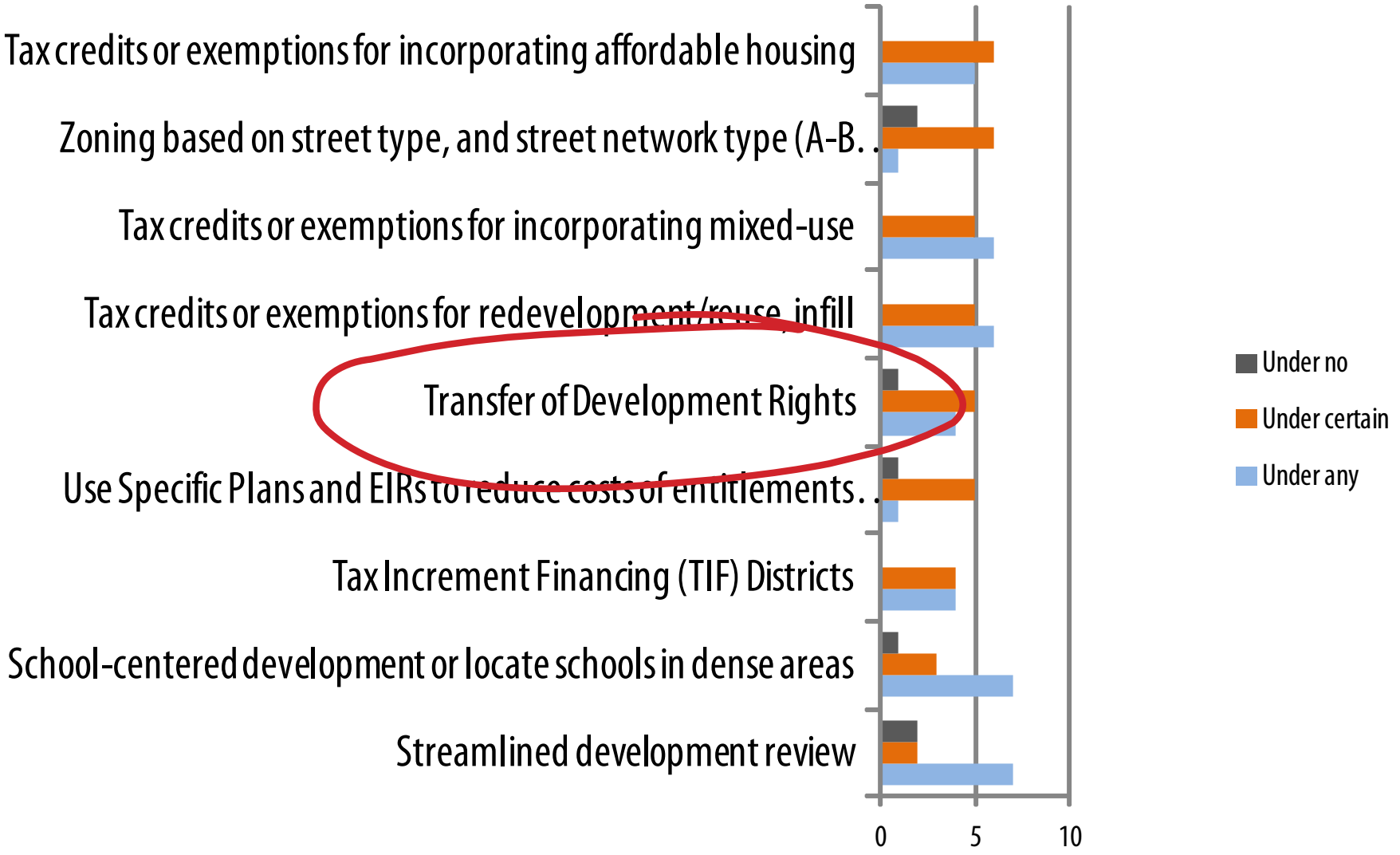
- Help facilitate opportunities for AMBAG to conduct surveys
- Communicate common concerns and issues that your stakeholder group (s) may have

Affordable Housing
Architecture
Monterey sailing, boating & water sports
Business, civic, govenment
Business, Environment, Agriculture, Housing, City council districts, social advocates
Carmel River Watershed Conservancy
Carmel Valley Association
LandWatch of Monterey County
Construction Companies
Labor Unions
County of Monterey
County of Santa Cruz, City Water Department
Cyclists & Pedestrians, Chambers of Commerce, Parks, Architects, Planners
Ecology Action
Grower Shippers Organization
Environmental Organizations
Hospitality groups.
UC Santa Cruz as an educational institution
Land Trust
LandWatch
LandWatch Monterey County
League of Women Voters of the Monterey Peninsula
Carmel Valley Land Use Advisory Committee
Local Government
Monterey County Hospitality Association
Monterey County Business Council
Nonprofit Alliance for Monterey County
Monterey County Aging & Disability Services Network;
Monterey County Area Agency on Aging Advisory Council
Planners and City of San Juan Bautista
Planning, transportation and mining
Real estate.....single people
Residents dependent upon local economic activity for their well-being
Santa Cruz Chamber of Commerce and other regional business organizations
San Benito Chamber of Commerce
CMAP (Community Media Access Partnership)
Santa Cruz Neighbors
Senior Service organizations in Santa Cruz & San Benito Counties
The Aromas Community Grange
Transition Aromas (will be forming January 2012)
The Grower-Shipper Association of Central California
Working Families

My stakeholder group would be most likely to support these strategies under _____ circumstances.



My stakeholder group would be most likely to support these strategies under _____ circumstances.



Transfer of Development Rights (TDR)

Benefits[1]

- Promotes orderly growth by concentrating development in areas with adequate public services.
- TDR programs are market-driven—private parties pay to protect farmland, and more land is protected when development pressure is high.
- Programs can accomplish multiple goals, including farmland protection, protection of environmentally sensitive areas, and the preservation of historic buildings.

Challenges

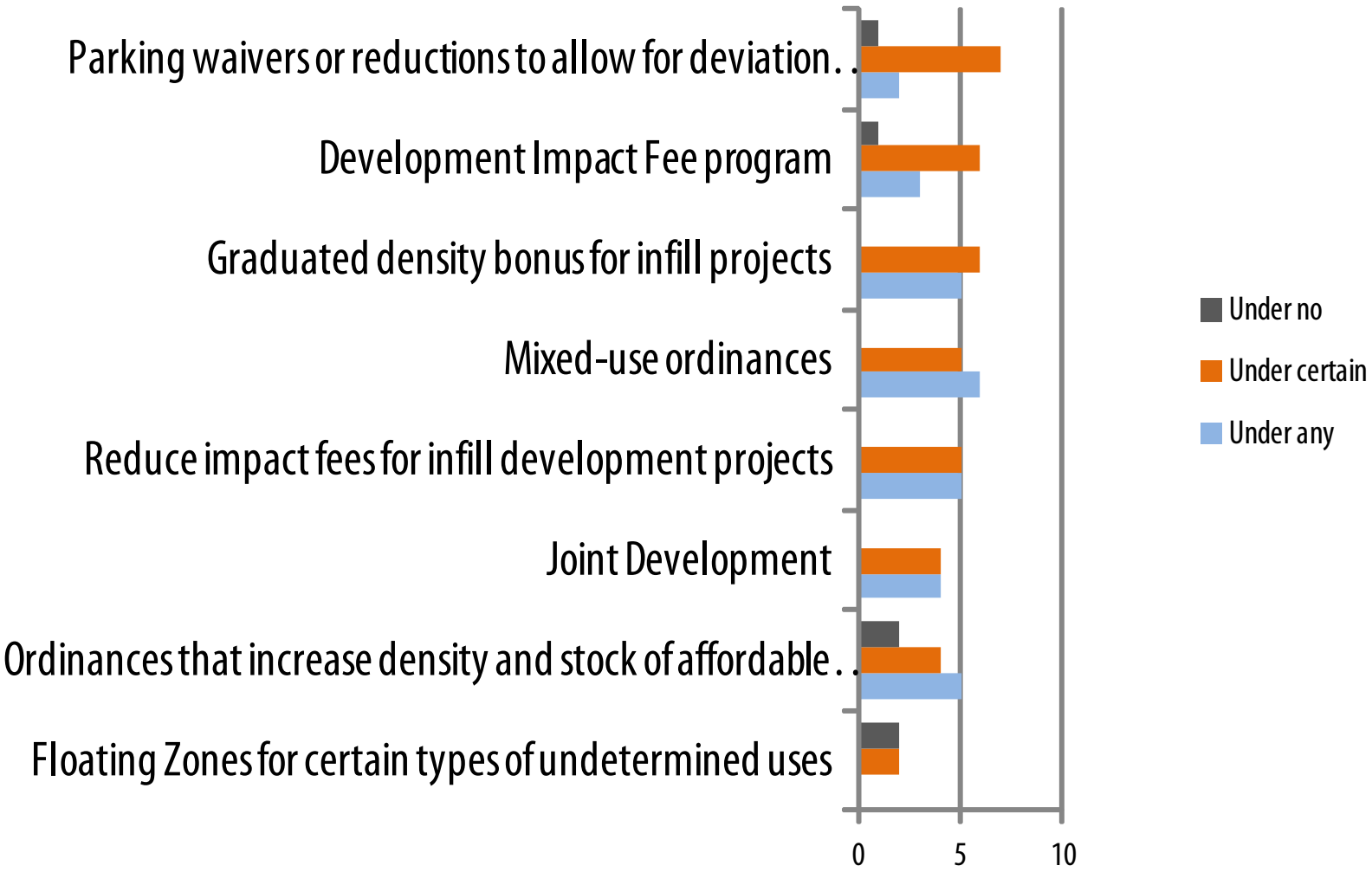
- Programs are technically complicated and will require significant investment of time and staff resources.
- TDR is an unfamiliar concept. A lengthy and extensive public education campaign is generally required to explain TDR to citizens.
- The pace of transactions depends on the private market for development rights. If the real estate market is depressed, few rights will be sold, and little land will be protected.

A) Stakeholder concerns?

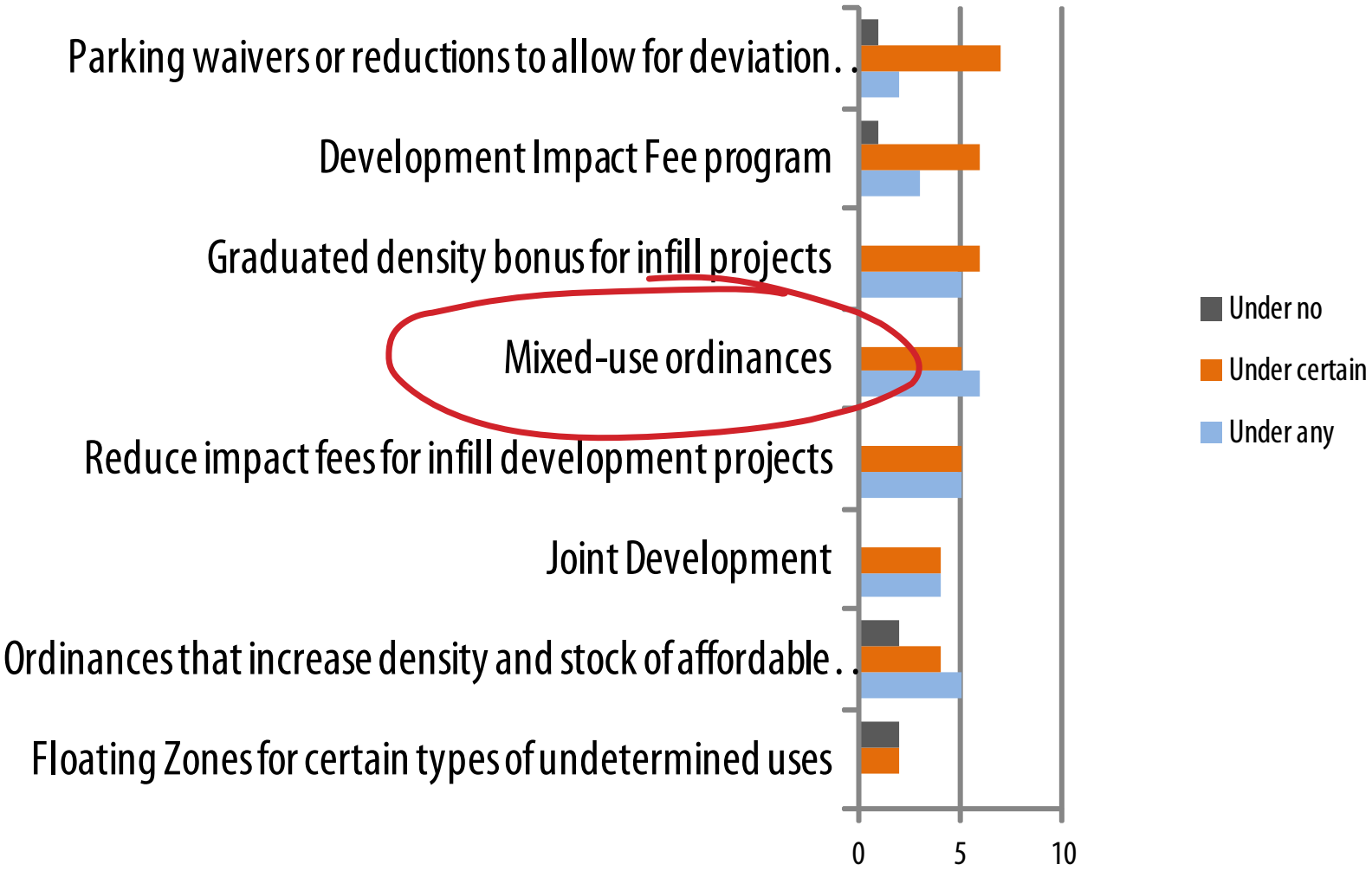
B) Circumstances to increase stakeholder support?

1 American Farmland Trust. 2001. Fact Sheet: Transfer of Development Rights.

Graph #2


Parking waivers or reductions to allow for deviation. .
Development Impact Fee program
Graduated density bonus for infill projects
Mixed-use ordinances
Reduce impact fees for infill development projects
Joint Development
Ordinances that increase density and stock of affordable. .
Floating Zones for certain types of undetermined uses
0
5
10
Under no
Under certain
Under any

Graph #2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Mixed-use ordinances

Benefits

- Mixed-use ordinances are applicable to urban and suburban areas.
- VMT can be reduced by locating housing in close proximity to commercial areas, accomodating the use of alternative modes to destinations[1].
- Open space can be preserved through compact, mixed-use development.

Challenges

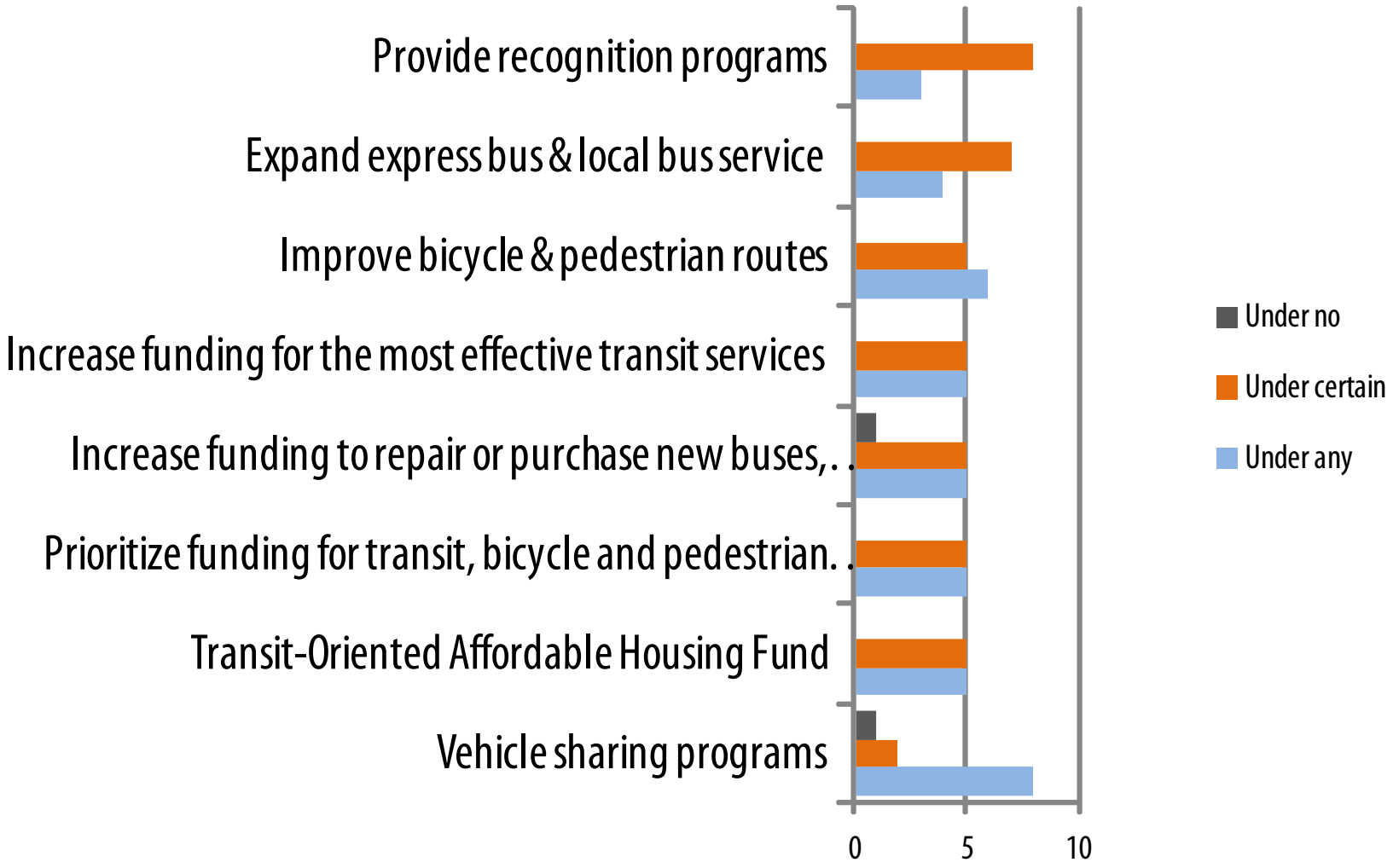
- Public education may be needed on mixed-use ordinances where mixed-use is appropriate in the region.
- Mixed-use developments do not necessarily ensure that residents will not commute to other areas for work or retail shopping.

A) Stakeholder concerns?

B) Circumstances to increase stakeholder support?

1 Bedworth, L. & Hanak, E. & Kolko, J. (2011). Driving Change: Reducing Vehicle Miles Traveled in California. Public Policy Institute of California.

Graph #3


Provide recognition programs
Expand express bus & local bus service
Improve bicycle & pedestrian routes
Increase funding for the most effective transit services
Increase funding to repair or purchase new buses, . .
Prioritize funding for transit, bicycle and pedestrian. . .
Transit-Oriented Affordable Housing Fund
Vehicle sharing programs
0
5
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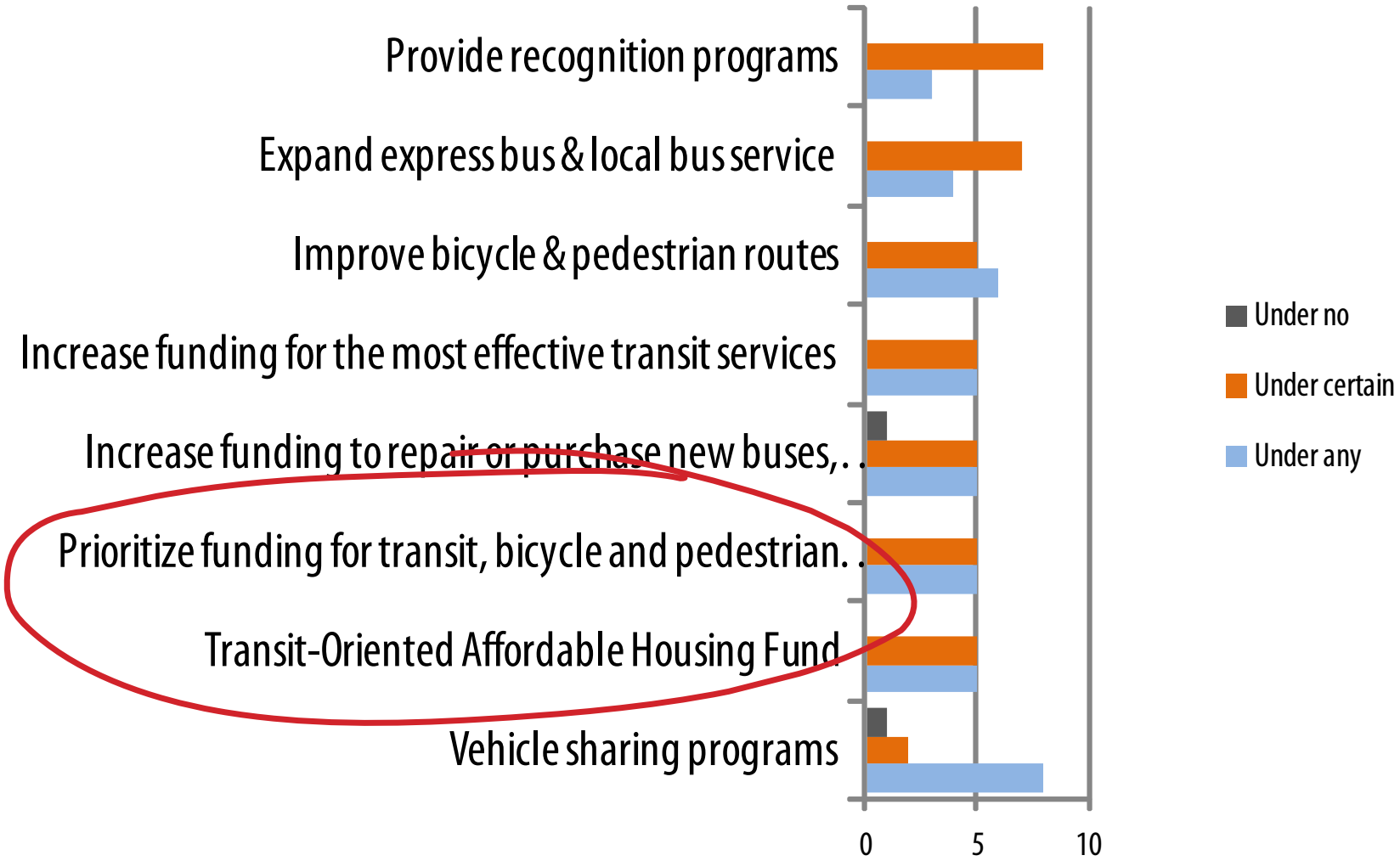
Graph #3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Transit-Oriented Affordable Housing Fund
Vehicle sharing programs
0
5
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Under no
Under certain
Under any

Prioritize funding for transit, bicycle and pedestrian infrastructure over auto-oriented infrastructure

Benefits[1]

- Non-motorized modes produce less air and water pollution, less noise, and fewer GHG emissions.
- Economic benefits from reduced household spending on auto-related expenses.
- "Active travel" helps meet recommended daily personal physical activity thresholds to reduce health care costs.

Challenges

- Less money for capacity increasing transportation projects and other auto-oriented projects.
- In some cases, funding has gone to projects (such as recreational paths) that are less likely to reduce VMT. [1]

A) Stakeholder concerns?

B) Circumstances to increase stakeholder support?

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.

1 McCann, Barbara, and Susan Handy. 2009. The Regional Response to Federal Funding for Bicycle and Pedestrian Projects. UC Davis Sustainable Transportation Center of the Institute of Transportation Studies.

Transit-oriented affordable housing (TOAH) fund

Benefits

- TOAH funds ensure affordability for low- and moderate-income residents in increasingly popular TOD communities.
- Financing can come from many sources and borrowers can be as diverse as nonprofits, government agencies, and developers.
- TOD is a development alternative to suburban sprawl that creates livable, walkable communities that are less auto-dependent, reducing VMT and GHG emissions.

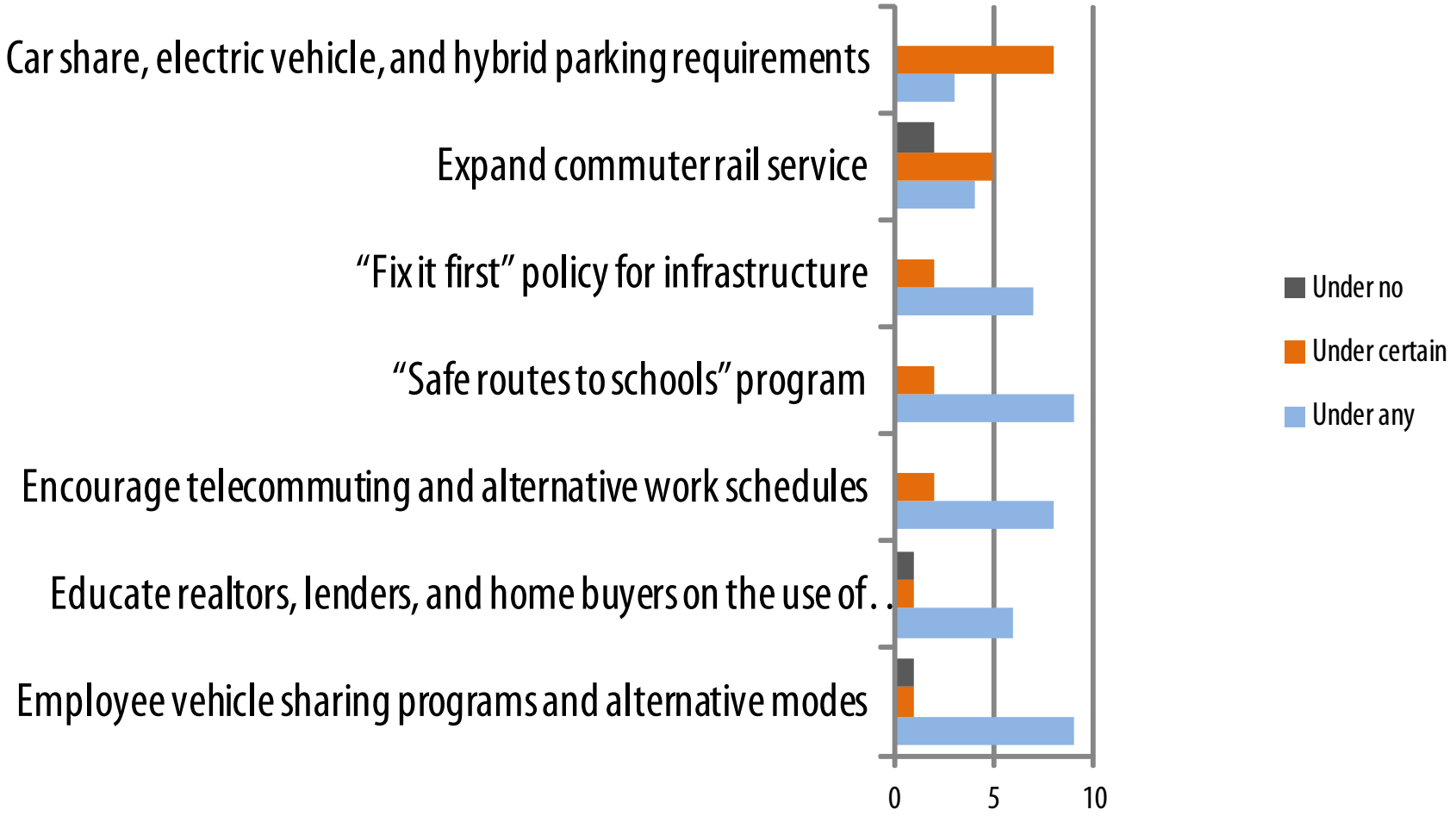
Challenges

- Initial capital outlay is required to establish the fund.
- Existing or planned transit is needed for TOD, so this strategy may not be applicable in some suburban or rural settings.
- TOD sites often require rezoning or land assembly, leading to length and expensive acquisition and permitting processes.

A) Stakeholder concerns?

B) Circumstances to increase stakeholder support?

Graph #4


Car share, electric vehicle, and hybrid parking requirements
Expand commuter rail service
"Fix it first" policy for infrastructure
"Safe routes to schools" program
Encourage telecommuting and alternative work schedules
Educate realtors, lenders, and home buyers on the use of. . .
Employee vehicle sharing programs and alternative modes
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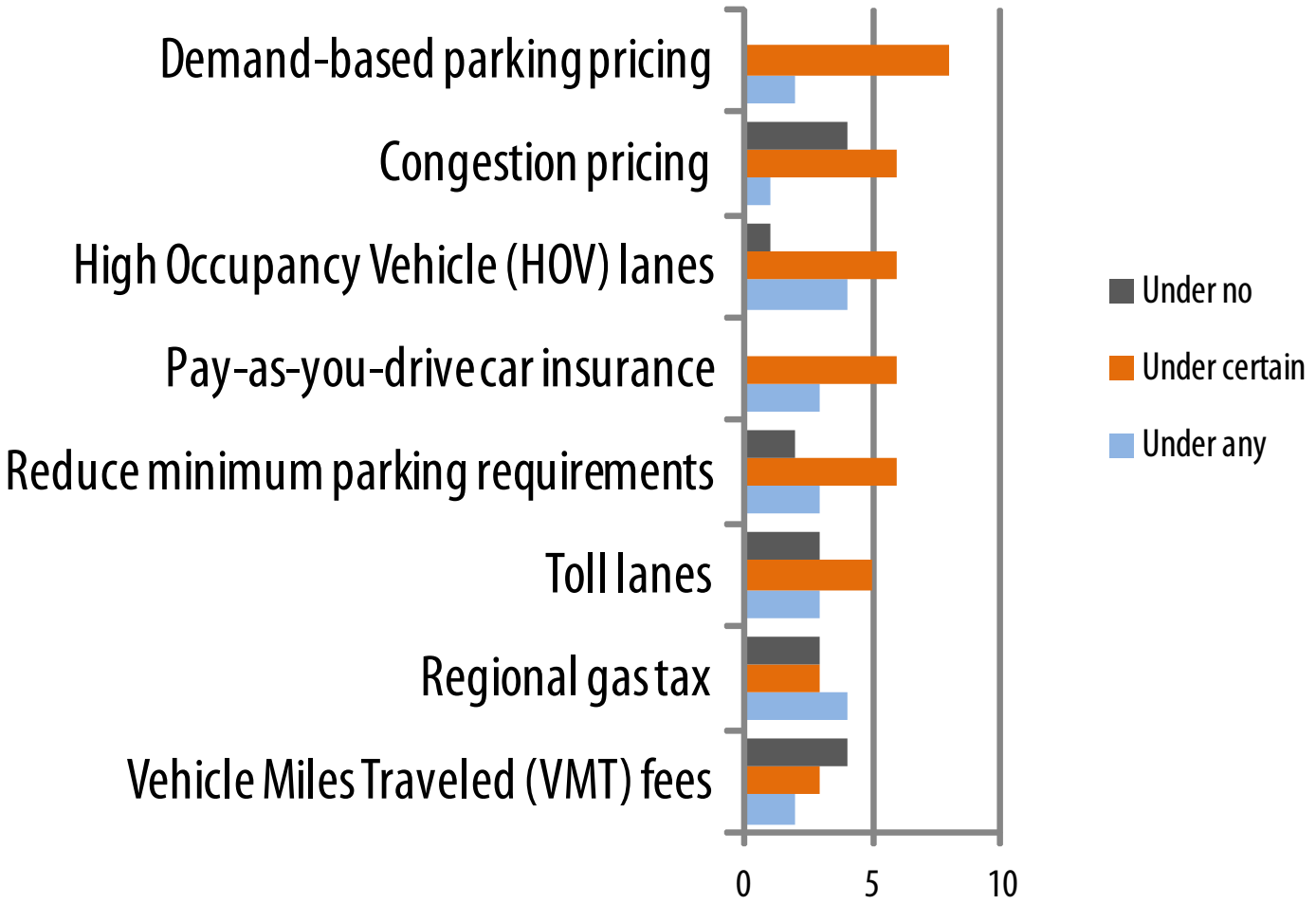
Under no
Under certain
Under any

Graph #5


Demand-based parking pricing
Congestion pricing
High Occupancy Vehicle (HOV) lanes
Pay-as-you-drive car insurance
Reduce minimum parking requirements
Toll lanes
Regional gas tax
Vehicle Miles Traveled (VMT) fees
0
5
10
Under no
Under certain
Under any

Small Group Discussion Questions

In the second online survey, RAC Members indicated the level of support that their stakeholder group would have for specific smart growth development strategies.

For each of the five graphs, please select one strategy and identify the following:

A) Stakeholder concerns regarding that strategy

B) Identify what the circumstances might need to be for your stakeholder groups to support the selected strategy

NEXT STEPS

February 2012
One on one interviews

April 2012 RAC Meeting

Voluntary presentations:

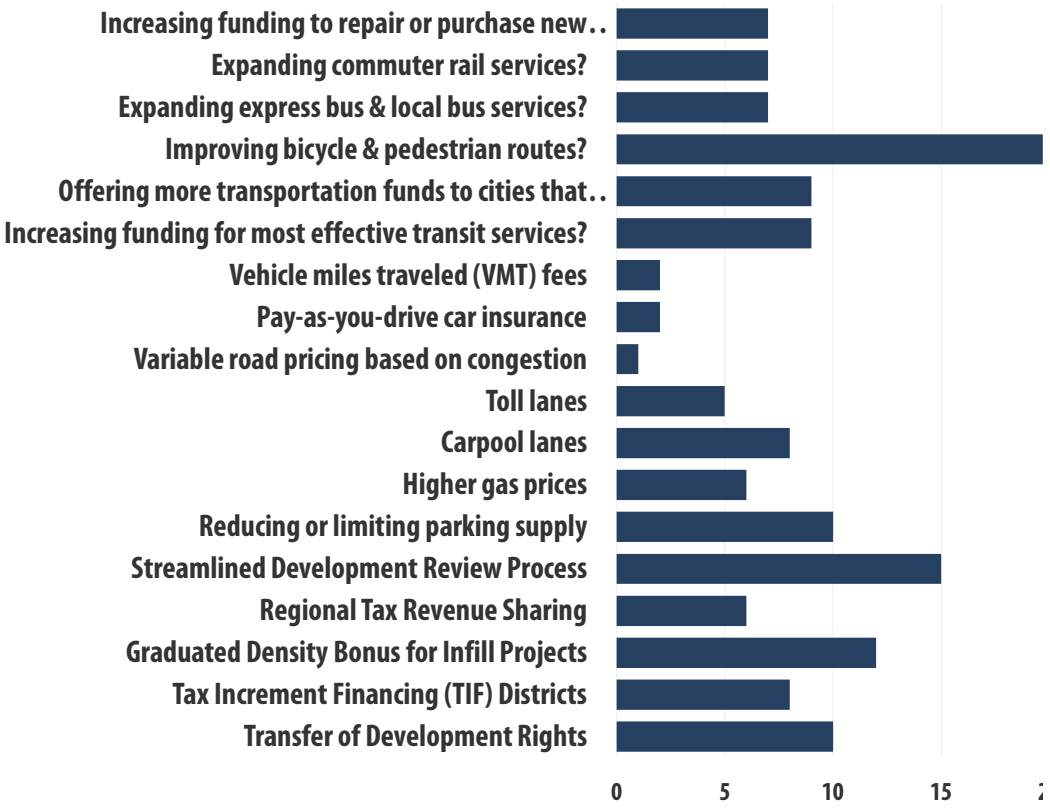
- Experience with implementation of a smart growth development strategy
- 5 to 15 minutes

Briefly address:

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

Submit an email with a brief description to snelson@ambag.org by no later than March 1, 2012.

I have had some involvement (or more) with:



Reduce minimum parking requirements

Benefits

- Reducing parking supply encourages alternative forms of transportation.
- Costs of parking are passed on to vehicle owners/ drivers instead of bundled with the cost of development.
- Combining the reduction in minimum parking requirements, employer cash-out to reduce parking demand, and Parking Benefit Districts for curb-side parking can reduce air pollution and congestion, and address issues of spillover parking.[1]

Challenges

- Reducing minimum parking requirements as a stand-alone strategy can cause spillover parking that undermines VMT reductions.
- Difficult to garner public support
- Need for increased transit service to area to compensate for reduced parking supply.

1 Shoup, D. C. (1995). An opportunity to reduce minimum parking requirements. Journal of the American Planning Association, 61(1), p. 14-28.

"Safe routes to schools" program

Benefits

- Safe routes to schools programs often incorporate traffic calming measures that enhances the safety of pedestrians and cyclists by reducing vehicular speed.
- Communities will likely be supportive of programs that improve safety for children.
- The program serves to increase safety, reduce congestion and air pollution, increase childhood health, and reduce greenhouse gas emissions by reducing fuel consumption and VMT through the use of alternative modes.[1]

Challenges

- A program committee needs to initiate and manage the program, requiring ongoing enthusiasm and organization to sustain and grow the program.
- There is no one-size-fits-all strategy, so programs need to be tailored to the needs and wants of the neighborhood or community.

1 Federal Highway Administration. 2006. FHWA Program Guidance Safe Routes to Schools: Program Guidance. Retrieved from http://safety.fhwa.dot.gov/saferoutes/guidance/

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)?

ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS
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main 831.883.3750 fax 831.883.3755

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.

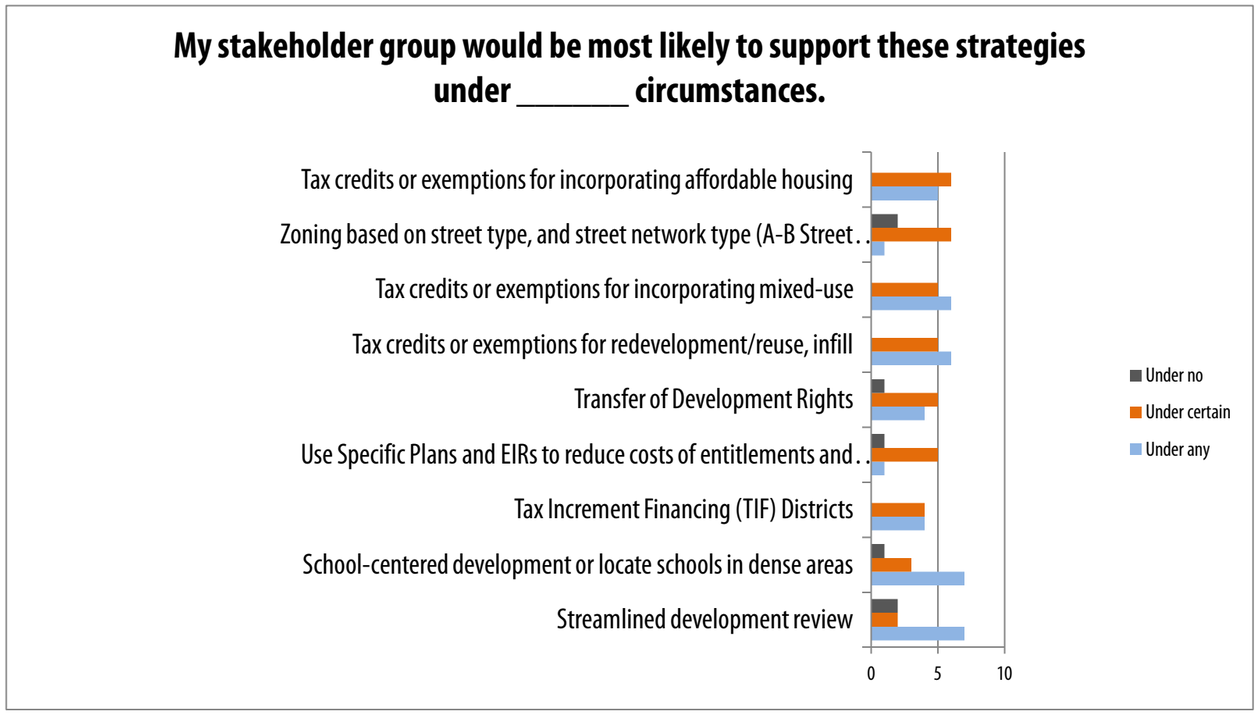
Case #4: Aptos Village Project

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:

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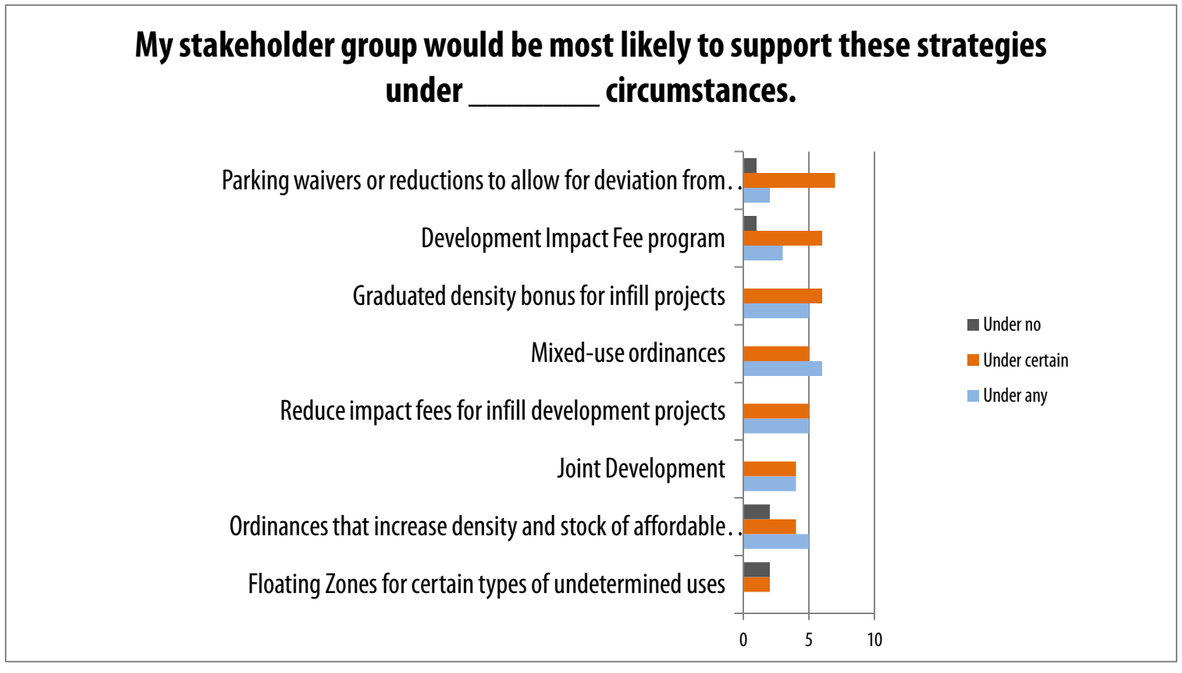
Graph #2 (Land Use pt 2)



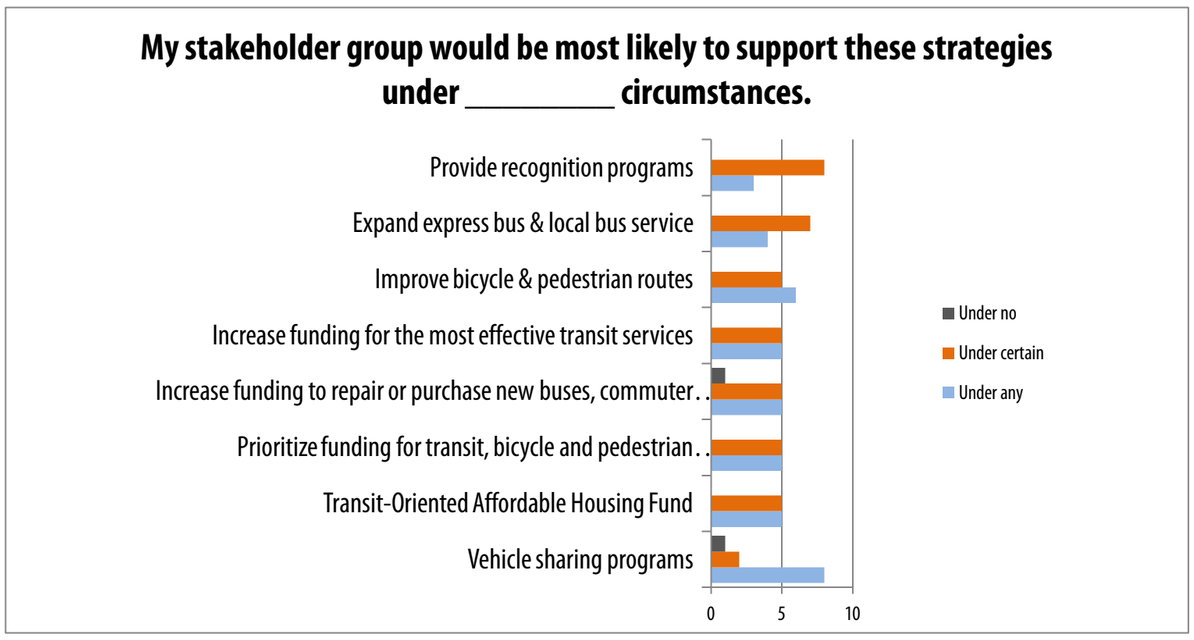
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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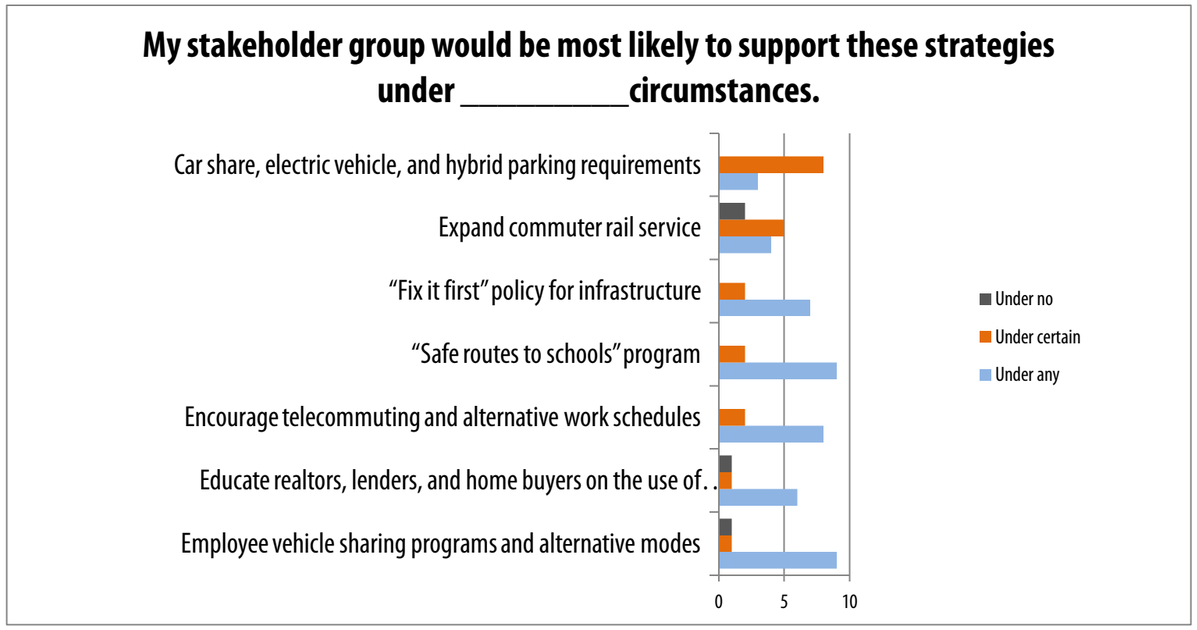
Graph #4 (Transit + Alternatives to Driving, pt 2)



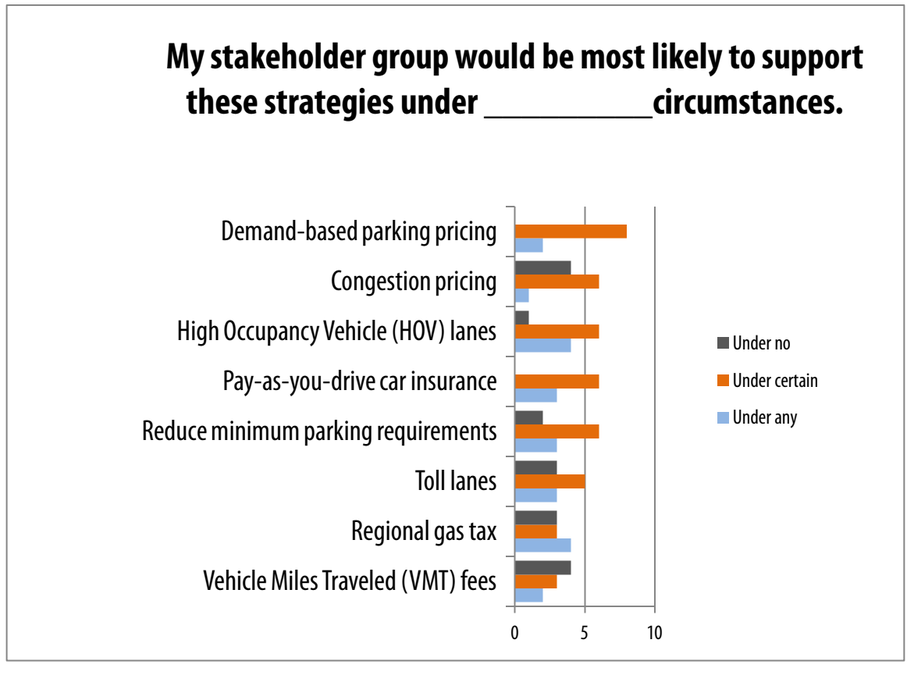
Source: AMBAG, Smart Growth Development Strategies- Regional Advisory Committee Online Survey #2

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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