Study of Infill Development Potential in the Unincorporated Areas of Los Angeles County

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Executive Summary

This study, which applies the California Infill Estimation Methodology that was developed in part by the Solimar Research Group, provides the initial steps to identify the potential for infill housing development in some 40 urban unincorporated areas of Los Angeles County, and to assess the financial feasibility of projects under different policy assumptions that encourage infill development. It is designed to assist the Los Angeles County Department of Regional Planning and the Southern California Association of Governments (SCAG) in implementing the SCAG 2% Strategy by crafting new and improved infill development policies, and to serve as a model for other local governments interested in identifying infill potential in their respective jurisdictions. In addition, with parcel-specific GIS results, the study is designed to refine the SCAG 2% Strategy Areas that fall within the unincorporated areas of Los Angeles County. The results of the study will also be used by the Los Angeles County Department of Regional Planning as a starting point for a number of housing and smart growth related projects and initiatives, including the establishment of future Transit-Oriented Districts, the provision of mixed-use development incentives, as well as the preparation of the upcoming Fourth Revision of the Los Angeles County Housing Element.

ES-1. Overview

This section provides an introduction to the background and scope of the study. It also provides a summary of County regulations that affect infill development, as well as existing County policies to encourage infill development, such as the Blue Line and Green Line TODs.

In addition, this section gives an overview of the five “infill development prototypes” developed for this study – a townhouse project (8 units on .34 acres), a small multifamily project (20 units on .66 acres), a small mixed-use project (the same only with some retail), a large multifamily project (60 units on two acres), and a large mixed-use project (the same with some retail). The five infill prototypes are applied to the infill opportunities analyses for the five study areas that are highlighted in this study: East Los Angeles, Florence-Firestone, La Crescenta-Montrose, Lennox, and South Whittier-Sunshine Acres. In addition, this section provides an introduction to the aforementioned study areas.

ES-2. Methodology

This section provides an overview of the methodologies used for the Infill Opportunities Analysis and the Financial Feasibility and Policy Analysis.

The Infill Opportunities Analysis uses a parcel-level geographical screening method that integrates common planning datasets to identify parcels with common infill characteristics. Specific screens include parcels where no more than 75% of the possible density has already been constructed (“Level 1 Infill Opportunities” screen) and parcels where no more than 50% of the possible density has already been constructed (“Level 2 Infill Opportunities” screen). The analysis also identifies parcels that have lower density development potential and parcels that have, at least theoretically, second-unit potential. The Infill Opportunities Analysis also uses the Level 2 Infill Opportunities screen to highlight the infill opportunity parcels in each of the five study areas.
The Financial Feasibility and Policy Analysis uses pro forma models to determine the financial feasibility of infill prototypes in the five study areas – under both current zoning and different policy options. The purpose of using the pro formas in the analysis is to model developer costs, revenues, and expected returns in the local real estate market for for-sale and rental prototypes, in order to estimate the financial feasibility gap under existing regulations and proposed infill policies. In particular, the pro formas estimate the financial feasibility gap under a range of density bonus and parking reduction scenarios.

**ES-3. Infill Opportunities Analysis**

Infill opportunities in urban unincorporated areas of Los Angeles County are fragmented, and appear mostly in older suburban areas, which were originally developed at suburban densities and now have significant underutilized parcels. The Level 1 Infill Opportunities screen reveals the potential for approximately 88,791 infill units in the urban unincorporated areas of Los Angeles County. The Level 2 Infill Opportunities screen narrows that number to just under 70,000 units, although the geographical patterns are similar.

The results of the analysis indicate that more than 60% of the infill potential in the urban unincorporated areas of Los Angeles County is located in the First and Second Supervisorial Districts. The infill potential in the First Supervisorial District appears on R-2 and commercially-zoned parcels, and in some cases, R-3 zoned parcels, and the infill potential in the Second Supervisorial District is concentrated on R-2 zoned parcels. The results also show a modest amount of infill potential in the Fourth Supervisorial District, a majority of which are large, commercially zoned parcels. Furthermore, the results show that there is little infill potential in the Third and Fifth Supervisorial Districts.

A similar pattern emerges when examining infill potential by SCAG subregions. Two-thirds of the potential falls within the San Gabriel Valley COG Subregion (24,281 units, or 27.3% of the total) and the Gateway Cities COG Subregion (33,907 potential units, or 38.2% of the total). There is also considerable infill potential in areas that fall within the South Bay Cities COG Subregion (close to 15,000 units). The remaining SCAG Subregions within Los Angeles County have much less potential.

Furthermore, only about 60% of the infill potential falls within the 2% Strategy Areas identified by SCAG. It is likely that the 2% Strategy analysis, while focusing on commercial strips, may have overlooked some older commercial centers and some older campus-like apartment areas in the unincorporated areas of Los Angeles County.

This section also provides the results of infill opportunities in the five study areas.

**ES-4. Financial Feasibility and Policy Analysis**

In general, the study shows that most infill prototypes within the five study areas are difficult to make financially feasible. This is due in large part to two factors: relatively low densities for multifamily housing developments in urban unincorporated areas of Los Angeles County (typically zoned R-3 at 30 units per acre); and relatively low rents/home prices in most of these areas compared to other local jurisdictions within Los Angeles County.

However, the study also shows that different policy options – including density bonuses and parking reductions – can significantly contribute to the financial feasibility of prototypical infill projects. The study makes the following findings:
Parking reductions and density bonuses, alone, do not significantly contribute to the financial feasibility of all-residential for-sale and rental infill prototypes.

Parking reductions and density bonuses can be effective in commercially zoned infill opportunity parcels, where there are opportunities for mixed-use development.

Density bonuses only contribute to the financial feasibility of infill projects when they can achieve economies of scale; by comparison, parking reductions have a greater and more direct impact on contributing to the financial feasibility of infill projects.

In general, 50-unit projects are the threshold for infill projects to be financially feasible.

Market-rate infill rental projects are not financially feasible, even with significant policy adjustments.

Density bonuses and parking reductions in the County’s existing infill policies are not effective enough to catalyze infill development.

**ES-5. Policy Recommendations**

The following policy recommendations are based on the Infill Opportunities Analysis and the Financial Feasibility and Policy Analysis of the five study areas:

- Encourage the development of rental infill housing by providing more resources and incentives for affordable and mixed-use rental housing developments.

- Target infill policies, including a combination of parking reductions and density bonuses, in C-2, C-3, and C-M zones for the small mixed-use prototype.

- Allow residential uses in commercial zones by-right, which will help facilitate mixed-use infill development.

- Target infill density bonuses, between 75% and 100%, on R-2 parcels to encourage infill townhouse development.

- Grant density bonuses for infill development in conjunction with parking reductions, when appropriate, and with modifications to development standards, such as height increases.

- In the short term, and particularly in East Los Angeles, focus less on infill policies for all residential projects on parcels zoned R-3 and R-4.

- Restructure the East Los Angeles Community Standards District to allow for density bonuses for infill and lot consolidation of 75% in R-2 zones and 50% in commercial zones.

- Restructure the Blue Line and Green Line TODs to allow for greater density bonuses for infill development and lot consolidation, and parking reductions than currently allowed.
1. Overview

1.1. Project Background and Study Scope

This study was designed to assist the Los Angeles County Department of Regional Planning and the Southern California Association of Governments to identify the potential for infill housing development in some 40 urban unincorporated areas of Los Angeles County, and to assess the financial feasibility of projects under different policy assumptions to encourage infill development.

The basic method of identifying infill potential is derived from the “California Infill Estimation Methodology,” which was developed by the Solimar Research Group, the Los Angeles County Department of Regional Planning, and others, under an Environmental Justice Grant to the City of Los Angeles from the State of California Department of Transportation, in 2002. The California Infill Estimation Methodology includes both a screening of parcels using Geographical Information Systems (GIS) and an economic pro forma analysis that quantifies the effects of infill policy options. The methodology has been used throughout the country, but especially in Southern California, to identify the potential and financial feasibility of infill developments.

This study identifies the similarities and differences between SCAG’s 2% Strategy and Los Angeles County’s existing infill potential under current policies. The background for this study includes SCAG’s regional planning effort, Southern California Compass, and the resulting “2% Strategy.” This strategy calls for jurisdictions within the SCAG region to concentrate new development within 2% of the land mass of the region, including older commercial strips and underutilized property, in order to maximize the use of existing infrastructure, preserve open space, and achieve many other regional planning goals.

The results of this study can help Los Angeles County refine existing infill policies, such as the Blue Line and Green Line TODs, and expand their use to other areas, especially transit-rich areas such as the neighborhoods around the future Metro Gold Line East Extension stations in East Los Angeles. This study also considers new infill development policies that could be adopted by Los Angeles County.

In addition, by quantifying the possible infill housing potential in urban unincorporated areas, this study can assist the Los Angeles County Department of Regional Planning as it undertakes its next Housing Element Update by June 2008.

1.2 County Regulations and Existing Infill Incentives

The following County regulations, which affect infill development, are considered in the Infill Opportunities Analysis and the Financial Feasibility and Policy Analysis:

- The County currently allows residential development in its commercial zones with a conditional use permit.
• There is no specific regulation for determining the amount of commercial space for mixed-use projects. A review of projects that have been approved by the County shows that mixed-use projects typically have 10-20% commercial space.

• The allowed densities in the residential zones are 1:
  - R-2 – 17 units/net acre
  - R-3 – 30 units/net acre
  - R-4 – 50 units/net acre

• Los Angeles County Fire Code allows 3 levels of Type V wood construction over a Type I concrete podium. Above 3 levels the County requires costly steel construction.

• Density bonuses, without options to modify development standards, can potentially be difficult to achieve, given the 35 ft height limit in commercial zones (45 ft in some instances).

• Parking requirements are as follows:
  - 2 bedroom unit – 1.5 covered, 0.5 uncovered
  - 1 bedroom unit – 1.5 covered
  - commercial space – 1 stall / 250 sq ft

• Setback requirements indicate that the buildable areas on commercial parcels are assumed to be 90% of the parcel size. For areas zoned R-2 and R-3, the buildable area ranges from 65%-75% of the parcel size.

The following existing County infill policies, which are designed to encourage infill development in the unincorporated areas of Los Angeles County, are considered by the Infill Opportunities Analysis and the Financial Feasibility and Policy Analysis:

• The East Los Angeles Community Standards District grants an infill density bonus of 15% on R-3 parcels and an additional 10% density bonus for lot consolidation to 20,000 sq ft; 15% for consolidation to 40,000 sq ft.

• The Florence-Firestone Community Standards District allows for residential density in mixed-use projects up to 50 units/acre.

• Both the Blue and Green Line TODs offer:
  - Mixed-use projects with an administrative-level review
  - 25% density bonus in R-3 zones
  - 10% density bonus for lot consolidation to 15,000 sq ft; 15% bonus for consolidation to 25,000 sq ft

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1 For the purposes of this study, the maximum allowable residential density in commercial zones is assumed to be 30 units/acre, which is typical of residential projects in commercial zones in the County. The one exception is the area covered by the Florence-Firestone CSD, which allows for mixed-use projects up to 50 units/acre.
• Both Blue and Green Line TODs require:
  o 100% of ground floor in a mixed-use project to be devoted to commercial
  o 50% lot coverage in R-2 zones

• Blue Line TOD allows:
  o 40% and 60% reductions in parking, depending on zoning
  o 50% affordable housing density bonus in R-2 and R-3 zones
  o 45 ft. height limit in C-2, 60 ft. in C-3

1.3. Infill Prototypes

The study identifies three typical infill development projects, or “infill prototypes”: townhouse, small multifamily (20-30 units), and large multifamily (> 50 units).

One variation on the latter two prototypes is the mixed-use project – composed mostly of residential units with limited retail space on the ground floor. The study uses the assumption that the retail component is 15% of total project square footage, which is typical of mixed-use projects that have recently been approved in Los Angeles County.

The prototypes, which can be further categorized as “for-sale” or “rental,” are explained and illustrated below:
Prototype #2a  “small mixed-use project”

Project Characteristics:
Mixed use residential - 20 units
min lot size .66 ac (29,400 sf)
zoning C1-C3, CM, CR
density 30 units/ac
commercial 15 %
parking ‘double podium’
2 levels of Type V wood construction
over 1 level Type 1 above grade, and 1
level below grade concrete podium
parking

Prototype #2b  “small multifamily project”

Project Characteristics:
Residential multifamily - 20 units
min lot size .66 ac (29,400 sf)
zoning R - 3
density 30 units/ac
commercial 0 %
parking ‘single podium’
2 levels of Type V wood construction
over 1 level Type 1 above grade
concrete podium
Prototype #3a  “large mixed-use project”

Project Characteristics:
- Mixed use residential: 60 units
  - min lot size: 2 ac
  - zoning: C1-C3, CM, CR
  - density: 30 units/ac
  - commercial: 15%
  - parking: 'double podium'
- 3 levels of Type V wood construction (because of fire code) over Type 1 concrete podium - one above and two below grade

Prototype #3b  “large multifamily project”

Project Characteristics:
- Residential multifamily: 100 units
  - min lot size: 2 ac
  - zoning: R - 4
  - density: 50 units/ac
  - commercial: 0%
  - parking: 'double podium'
- 3 levels of Type V wood construction (because of fire code) over Type 1 concrete podium - one above and one below grade
1.4. Study Areas

In order to assess potential policy outcomes in defined locations, the study focuses on the following five study areas: East Los Angeles, Florence-Firestone, La Crescenta-Montrose, Lennox, and South Whittier-Sunshine Acres. The analyses of the five study areas only assess the Level 2 Infill Opportunities, which consist of parcels that have the greatest opportunity for infill development. In addition, the Financial Feasibility and Policy Analysis is applied to these five study areas.

Figure 1. Map of Five Infill Opportunity Study Areas in Los Angeles County
1.4.1. East Los Angeles

Unincorporated East Los Angeles is located in the First Supervisorial District. According to the U.S. Census Bureau, the median household income in 2000 was $28,544, or only about 60% of the County median household income, and more than a quarter of household incomes are below the poverty line. The demographic of East Los Angeles is more than 95% Hispanic. The average household size is 4.15 persons. The population density is almost 17,000 persons per square mile.

The urban landscape of East Los Angeles is characterized by the following:

- Highway 710, running north-south
- Highway 60, running east-west
- Five major commercial corridors, running east-west
- Low and medium density residential development
- Large green spaces (mostly cemeteries)
- Multiple large institutional parcels
- Three major bus lines
- Four (future) Metro Gold Line stations

The housing market for East Los Angeles\(^2\) is characterized by the following:

- Selling Prices for Condominiums / Townhouses:
  - $444,000 for a 2-3 bedroom townhouse
  - $315,000 for a 1 bedroom condominium
  - $390,000 for a 2 bedroom condominium

- Market Rents:
  - $1,297 / month for 1 bedroom apartment
  - $1,650 / month for 2 bedroom apartment
  - $2.55 / sq ft for commercial retail space

Residential land prices in East Los Angeles are relatively high, while residential home prices and rents are relatively low. The value of residentially-zoned land ranges between $40 and $67/sq ft, depending on the level of residential zoning (R-2, R-3, R-4). The value of the commercially-zoned land is approximately $30/sq ft.

East Los Angeles is dominated by low density residential and public utility land uses. Only 3% of the area has commercial land uses available for mixed-use developments. However, the significant population density in East Los Angeles could provide the critical mass of residents necessary to make local infill mixed-use projects successful.

\(^2\) Market research for all study areas was conducted by EPIC Land Solutions, Inc.
1.4.2. Florence - Firestone

Located southeast of the City of Los Angeles and to the west of Huntington Park and South Gate, Florence-Firestone is an unincorporated area that covers both the First and Second Supervisorial Districts in Los Angeles County. The population is a little over 60,000 residents. A majority of the residents are Hispanic. According to the U.S. Census Bureau in 2000, the median household income was $18,901 annually – less than 50% of the County’s median household income.

Florence-Firestone is highly accessible via multiple modes of transit. Along with easy access to the 110 Freeway, Florence-Firestone is located along the Metro Blue Line. Furthermore, there are several bus lines that traverse the area.

The following provides some additional characteristics of the urban landscape of Florence-Firestone:

- Bordered by the 110, 10, 710, and 105 Freeways
- Three major commercial corridors: Compton, Florence and Firestone
- TOD zoning around three Metro Blue Line stations (Slauson, Florence and Firestone)
- Mostly low-density residential development
- A variety of industrial uses, ranging in scale

The housing market for Florence-Firestone\(^3\) is characterized by the following:

- Selling Price for Condominiums / Townhouses:
  - $276,000 for a 2-3 bedroom townhouse
  - $217,500 for a 1 bedroom condominium
  - $255,550 for a 2 bedroom condominium

- Market Rents:
  - $960 / month for 1 bedroom apartment
  - $1,050 / month for 2 bedroom apartment
  - $1.55 / sq ft for commercial retail space

Residentially-zoned land in Florence-Firestone is the least expensive of the five study areas. Prices range between $25 and $35/sq ft, depending upon the level of residential zoning (R-2, R-3, R-4). The value of commercial land is approximately $40/sq ft.

Despite Florence-Firestone’s multiple transit nodes and existing Blue Line TOD, very little recent infill development has taken place. Difficult real estate economics in the area make it such that developers are not building projects—even with the policy incentives granted through the Blue Line TOD and the Florence-Firestone CSD.

The predominant land use in Florence-Firestone is single-family residential (R-1). There are very few apartment buildings or higher density residential areas, considering the population of the area. A significant amount of industrial uses (11% of land area) are scattered throughout the area, with large manufacturing and other high intensity industrial along the east and bordering the Alameda Corridor. Smaller industrial and commercial uses, such as auto repair and salvage

\(^3\) Market research for all study areas was conducted by EPIC Land Solutions, Inc.
yards, are to the west of the Alameda Corridor. Only 3% of the area has commercial land uses available for mixed-use developments.

### 1.4.3. La Crescenta-Montrose

La Crescenta-Montrose is in the Fifth Supervisorial District of Los Angeles County. According to the U.S. Census Bureau in 2000, La Crescenta-Montrose had a population density of 5,407 persons per square mile. The ethnic make-up was essentially three-quarters white and a quarter Asian, with a very small percentage Hispanic. The average household size was 2.66. The median household income was $60,089, or 130% of the County median household income.

The urban landscape of La Crescenta - Montrose is characterized by the following:

- Bordered by Angeles National Forest to the north
- Bordered by Glendale to the west and La Canada Flintridge to the east
- The Foothill Freeway runs through the southern portion of the study area
- Dominance of low density residential land uses
- Nearby major employment centers of Glendale, Pasadena and Burbank

The housing market for La Crescenta - Montrose is characterized by the following:

- Selling Prices for Condominiums / Townhouses:
  - $814,000 for a 2-3 bedroom townhouse
  - $315,000 for a 1 bedroom condominium
  - $615,000 for a 2 bedroom condominium

- Market Rents:
  - $1,387 / month for 1 bedroom apartment
  - $2,720 / month for 2 bedroom apartment
  - $2.45 / sq ft for commercial retail space
  - Retail cap rate of 5%

The land prices in La Crescenta – Montrose are very expensive, due in part to the high demand in the area to build large townhouses and condominium developments. The residentially-zoned land ranges in value between $90 and $120/sq ft, depending upon the level of residential zoning (R-2 or R-3). Commercially-zoned land is valued at $68/sq ft – more than double the value of the other study areas. There appears to be a trend towards condominium conversions from older apartments in La Crescenta-Montrose, as well as healthy market for townhouse development. High land prices are creating a demand that appears to be forcing developers to build larger luxury 2,000 to 2,200 sq ft townhouse/condominium type structures on R-3 rather than R-2-zoned parcels, which are scarce. Developers are resorting to townhouse development on more expensive R-3 land and building at lower densities than allowed under current zoning.

The land use mix in La Crescenta – Montrose is predominantly low and medium density residential, 51% and 19% respectively. Less than 2% of the land area has commercial land uses.

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4 Market research for all study areas was conducted by EPIC Land Solutions, Inc.
1.4.4. Lennox

Lennox is in the Second Supervisorial District of Los Angeles County. According to the U.S. Census Bureau in 2000, the median household income was reported to be $28,200 or 60% of the County median household income. Lennox was just under 90% Hispanic. Nearly one-third of the population lives below the poverty line. The average household size is 4.55 persons with a population density nearing 21,257 persons per square mile.

The urban landscape of Lennox is characterized by the following:

- Highway 105 to the south
- Highway 405 to the east
- Proximity to the Los Angeles International Airport (LAX) and subsequent flight path between Lennox and 104th
- Two major commercial corridors, Hawthorne and Inglewood, running north-south
- Metro Green Line Hawthorne station and TOD zoning
- Low and medium density residential development
- Several large institutional parcels

The housing market for Lennox is characterized by the following:

- Selling Price for Condominiums / Townhouses:
  - $384,000 for a 2-3 bedroom townhouse
  - $303,750 for a 1 bedroom condominium
  - $335,000 for a 2 bedroom condominium

- Market Rents:
  - $1,305 / month for 1 bedroom apartment
  - $1,580 / month for 2 bedroom apartment
  - $2.25 / sq ft for commercial retail space
  - Retail cap rate of 6.4%

Residential land prices are relatively high, while residential home prices and rents are relatively low. Residentially-zoned land value ranges between $48 and $81/sq ft, depending upon the level of residential zoning (R-2, R-3, R-4). Commercially-zoned land is valued at $30/sq ft.

The dominant land use in Lennox is low density residential, with a significant portion dedicated to public utilities. Commercial land uses only occupy 3% of the land area – the land upon which the majority of the infill opportunity parcels lie.

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5 Market research for all study areas was conducted by EPIC Land Solutions, Inc.
1.4.5. South Whittier-Sunshine Acres

Unincorporated South Whittier – Sunshine Acres, which is in the First and Fourth Supervisorial Districts of Los Angeles County, is located in the southeast area of Los Angeles County, about half-way between the City of Los Angeles and Anaheim. According to the U.S. Census Bureau in 2000, the median household income was $47,378 – just slightly above the County median household income. The demographic of South-Whittier-Sunshine Acres is roughly 70% Hispanic. The population density was 10,257.7 persons per square mile with an average household size of 3.74 persons.

The urban landscape of South Whittier – Sunshine Acres is characterized by the following:

- Bordered by the City of Los Angeles to the northwest and Anaheim to the southeast
- Interstate 5 runs south of the study area and Highway 60 runs along the western side
- One major MTA bus line running southwest along Telegraph Road
- A 5,792,990 sq ft golf course located near the center of the western section of the study area

The housing market for South Whittier⁶ is characterized by the following:

- Selling Prices for Condominiums / Townhouses:
  - $368,400 for a 2-3 bedroom townhouse
  - $270,000 for a 1 bedroom condominium
  - $301,150 for a 2 bedroom condominium

- Market Rents:
  - $1,147 / month for 1 bedroom apartment
  - $1,410 / month for 2 bedroom apartment
  - $1.45 / sq ft for commercial retail space
  - Retail cap rate of 7%

Residentially-zoned land ranges in value between $35 and $45/sq ft, depending upon the level of residential zoning (R-2, R-3, R-4). Commercially zoned land is valued at approximately $35/sq ft.

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⁶ Market research for all study areas was conducted by EPIC Land Solutions Inc.
2. Methodology

2.1. Infill Opportunities Analysis Overview

The methodology for the Infill Opportunities Analysis is a refined version of the California Infill Estimation Methodology. The datasets used for the analysis include parcel data, Assessor property information and digital zoning maps. Through the integration of these datasets, new descriptive fields are added to the property characteristics (as detailed in Appendix A). Built capacity, one of the major fields, is derived by dividing the current number of units on a given parcel by the maximum allowed under the current zoning. Other derived fields identify investment level in a property, land use category and the year the parcel was first developed.

Based on input from County planners and developers, infill opportunities have been broken down into the following screens: Medium/High Density Infill Opportunities, Lower Density Infill Opportunities and Second Unit Opportunities. In addition, the Medium/High Density Infill Opportunities Screen is broken down further between Level 1 Infill Opportunities and Level 2 Infill Opportunities. The Level 2 Infill Opportunities screen does not include Lower Density Infill Opportunities, and screens out more parcels, based on lot size and improvement to land ratio, which result in parcels that are even more likely to have infill potential.

Readers should note that the infill opportunities methodology includes a margin of error, albeit small, which means that some parcels make it through the screens that should not, and vice versa. In the case of the five study areas, in which the Financial Feasibility and Policy Analysis is applied, County planners identified some parcels that should be dropped. These are reflected in the maps for those five study areas. The highlights of the observations made by the planners can be found at the end of this report (Appendix F).

2.1.1. Infill Opportunities Screens

The following is a description of screens used in this analysis (The screens are described in further detail in Appendix A):

**Level 1 Medium / High Density Infill Opportunities Screen**

This screen identifies the widest range of parcels that appear to have potential for infill development. This screen uses a Built Capacity threshold of 75%; in other words, only parcels that are built out to 75% or less of what zoning allows are included. In addition, parcels are screened out if they were developed since 1990, and if they have government or other institutional land uses. Furthermore, parcels smaller than 1,500 square feet are screened out. In the Infill Opportunity maps, Level 1 Infill Opportunity parcels are identified by all displayed parcels with R-2, R-3, R-4, and commercial zoning.

**Level 2 Medium / High Density Infill Opportunities Screen**

This screen further refines the Level 1 Infill Opportunities screen by lowering the Built Capacity threshold to 50%; in other words, only parcels built out to 50% or less of what is allowed by zoning are included. In addition, the Level 2 Infill Opportunities screen
drops parcels smaller than 5,000 sq ft in size, as well as parcels that have improvements of two times or greater than the land value. The analyses of the five study areas in this report use the results of the Level 2 Opportunities screen.

**Lower Density Infill Opportunities Screen**

This screen looks at remaining capacity on parcels with the following lower density zoning designations: R-1, R-A, A-1 and A-2. While these parcels would not typically be associated with infill development, the screen provides useful information for planning for future infill opportunities, including remaining capacity and strategic locations for encouraging infill development.

**Second Units Screen**

This screen examines the same parcels that are considered through the Lower Density Infill Opportunities screen, but instead of calculating the remaining capacity, it identifies parcels that have the capacity for second units. The screen selects parcels of 5,000 square feet or larger, with one existing unit on the parcel.

### 2.2. Financial Feasibility and Policy Analysis Overview

Infill developments, like most developments, are driven by their ability to attract investors and lenders to finance project costs. At least in the case of market-rate residential projects, investors and lenders will only provide financing if the developer can demonstrate that the project can yield an industry expected return on the investment or loan. In this context, the Financial Feasibility and Policy Analysis seeks to answer the question: “how much additional revenue or investment is needed, if any, to produce the requisite returns on investment given the projects’ fixed costs and market driven revenues?” – in other words, what is the “financial feasibility gap”?

In terms of for-sale projects, the financial feasibility gap represents the cash shortfall to produce a net profit of 15% of the total project costs. In terms of rental projects, the financial feasibility gap represents the annual cash shortfall in the Net Operating Income (NOI) that would produce a 15% Internal Rate of Return (IRR) over a ten-year horizon. The pro forma analysis incorporates the developer’s sales of rental units after ten years into the IRR calculation, based on market-determined cap rates.

The goals of the financial feasibility and policy analysis are the following: to quantify the financial feasibility gap, under the existing zoning regulations, that prohibits typical infill projects from meeting the threshold rates of return needed to attract investors; to estimate the impacts that policy changes, primarily, parking reductions and density bonuses, can have on reducing the financial feasibility gap; and develop key findings based on the analysis across the five study areas.7

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7 This study does not consider affordable housing incentives, which are primarily meant to off-set the cost of providing affordable housing than to encourage infill development. This does not discount, however, the fact that affordable housing developers have always played an integral role in providing infill housing opportunities, and creating new markets and revitalizing neighborhoods, while preserving affordability.
The financial feasibility and policy analysis relies on pro forma models that are tailored to the infill prototypes and which were created through extensive conversations with local area developers. The purpose of using the pro formas in the analysis is to model developer costs, revenues, and expected returns in the local real estate market for for-sale and rental prototypes, in order to estimate the financial feasibility gap under existing regulations and proposed infill policies.

In particular, the pro formas estimate the financial feasibility gap under a range of density bonus and parking reduction scenarios. For density bonuses and parking reductions, the pro formas model scenarios at 25%, 50%, 75% and 100%, under various zoning designations in which the prototypes would be built. The study focuses on parking reductions and density bonuses in order to evaluate what planning departments have control over rather than the myriad of financial incentives that other agencies might be able to offer (although such incentives could be used to cover the gaps that we identify in this report).

The assumptions used for the analysis are described in detail in the notes under each pro forma included in Appendix H. The following are some of the major assumptions used in the pro forma analysis:

- Residential for-sale construction costs: $130 / sq ft
- Residential rental construction costs: $110 / sq ft
- Commercial construction costs: $90 / sq ft
- Parking construction costs:
  - Subterranean parking: $27,000 / space
  - Above grade podium parking: $17,000 / space
  - Uncovered surface parking: $3,000 / space
- Parking requirements: 2 spaces / 2 bedrooms; 1.5 spaces / 1 bedroom; 1 guest space / 4 units; 1 space / 250 sq ft retail
- Equity / Debt: 25% / 75%
- Commercial space in mixed-use projects: 15%
- Unit sizes: 2 bedroom units-1000 sq ft; 1 bedroom units- 750 sq ft

In addition to the assumptions made, the analysis also uses real market data, including land values for parcels zoned R-2, R-3, R-4, and commercially-zoned land for the five study areas. In addition, the pro formas use data for current one and two bedroom unit selling prices, residential rental rates and retail lease rates for the infill prototypes. Furthermore, the pro formas use local capitalization or “cap rates” to value commercial and residential spaces.

Readers should note that the financial feasibility analysis seeks to strike a delicate balance between being general enough for broad policy suggestions, but detailed enough to accurately reflect the realities infill development.

The pro formas used in this study are based on general infill prototypes, with some built-in assumptions over costs and revenues. These assumptions are likely to change from one specific project to the next, depending upon local constraints. In addition, the findings and recommendations of this study are based on the realities of the real estate market place in the

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8 The pro formas were also modeled after the concepts outlined in Professional Real Estate Development: the ULI Guide to the Business, 2nd Edition, 2004.
In other words, the results are not based on a dynamic real estate market. The study does not model future fluctuations in interest rates and other real estate variables, such as the affect of infill development on future rents and/or land values.

In addition, the analysis models economies of scale in the pro formas by factoring in 3% reductions in square foot residential construction costs for every 25% increase in density – thereby accounting for diminishing marginal costs. While the 3% carries some uncertainty, conversations with developers indicate that 3% is a reasonable assumption to make for the purposes of this study.

Furthermore, the pro forma analysis does not include tax calculations, such as income tax or capital gains tax. By using before-tax IRRs and net profit as determinants of the financial feasibility gap, the financial feasibility gaps used for this study are arguably underestimated.
3. Infill Opportunities Analysis

Infill opportunities in the urban unincorporated areas are concentrated in southern and eastern Los Angeles County, and within older suburban areas that were originally developed at suburban densities and now have a significant amount of underutilized land. This section discusses the distribution of infill opportunities by Los Angeles County Supervisorial Districts, SCAG Subregions, and SCAG 2% Strategy Areas, as well as infill opportunities within each of the five study areas.

The Level 1 Infill Opportunities screen reveals the potential for approximately 88,791 infill units in the urban unincorporated areas of Los Angeles County. The Level 2 Infill Opportunities screen narrows that number to just under 70,000 units, although the geographical patterns are similar.

3.1. County Supervisorial Districts

Based on the results of the parcels that have passed through the Level 1 Infill Opportunities screen, the majority of the infill opportunities identified in this study are located in the First Supervisorial District (28,655 potential units) and the Second Supervisorial District (27,564 potential units). Each Supervisorial District represents approximately 31% of the overall infill potential, which is understandable given the fact that these two districts cover most of the inner suburbs of the southern and eastern portions of the County. The Fourth Supervisorial District contains 18,366 potential units (20.6% of the potential), largely because it encompasses the next ring of suburbs to the southeast, south, and southwest of First and Second Supervisorial Districts. The Third and Fifth Supervisorial Districts, which cover the western and northern areas of the County, contain relatively little infill potential by comparison.

There are significant differences between the three Supervisorial Districts with the most infill potential. (See Appendix C.) The First and Second Supervisorial Districts are comparable (within 20% of each other) in terms of the total number of parcels, the total number of acres, and average lot size of infill opportunity parcels. However, the infill potential in the Second Supervisorial District is concentrated on parcels zoned R-2, while the infill potential in the First Supervisorial District is distributed among parcels zoned R-2 and for commercial uses, with some potential on parcels zoned R-3 as well. On the other hand, the infill potential in the Fourth Supervisorial District is concentrated within a small number of large commercial parcels.
3.2. SCAG Subregions

Based on the results of the parcels that have passed through the Level 1 Infill Opportunities screen, almost two-thirds of the infill potential in the unincorporated areas of Los Angeles County is located within the San Gabriel Valley COG Subregion (24,281 potential units, or 27.3% of the total) and the Gateway Cities COG Subregion (33,907 potential units, or 38.2% of the total). These subregions consist largely of older suburbs that have suffered a lack of investment over the past 20 to 30 years. Considerable infill potential within the unincorporated areas also falls within the South Bay Cities COG Subregion (14,696 total units, or 16.6% of the total), which also contains some older suburbs that have suffered from a lack of investment.

Patterns within these subregions differ as well. The infill potential within the San Gabriel Valley COG Subregion is concentrated heavily in about 1,500 commercially zoned parcels, with an average size of about 0.6 acres. By contrast, the infill potential in the Gateway Cities COG Subregion is distributed evenly between commercially zoned and R-2 zoned parcels, with some R-3 zoned parcels. The average lot size is also much smaller—less than one-quarter of an acre. Similarly, the infill potential in the South Bay Cities COG Subregion is evenly distributed between small commercially zoned parcels, small R-2-zoned parcels, and a small number of very large R-3-zoned parcels.
3.3. 2% Strategy Areas

Based on the results of the parcels that have passed through the Level 1 Infill Opportunities screen, only 57% of the infill potential in the urban unincorporated areas (50,207 potential units) identified in this study is located within the SCAG 2% Strategy Areas designated by SCAG’s previous macro-level planning effort, Southern California Compass.

Many of the 2% Strategy Areas that do overlap with the infill potential identified in this study are located in commercial strips. The results of the geographic screening show that where there is overlap, there are approximately 30,000 units on commercially-zoned parcels. This is about 60% of all the infill potential within the unincorporated areas of Los Angeles County that fall within the 2% Strategy Areas. However, the results of the geographic screening also show that a higher percentage of the infill potential in the unincorporated areas that lie outside of the 2% Strategy Areas is on commercially-zoned land (about 27,000 units, or 71% of the total infill potential outside of the 2% Strategy Areas). The commercially zoned parcels with infill potential that are located outside of the 2% Strategy Areas are larger in size than those within the 2% Strategy Areas (18,600 sq ft versus 11,300 sq ft), which suggests that the Southern California Compass Visioning effort may have overlooked older shopping centers and other commercially zoned
parcels not located along commercial strips. In addition, R-3 and R-4 zoned parcels that fall outside the 2% Strategy Areas are also larger in size than those within the 2% Strategy Areas, which suggests that the Southern California Compass Visioning effort may also have overlooked larger underutilized campus-like, apartment belts.

**Figure 4. SCAG 2% Strategy Area Map**
3.4. Study Areas Infill Opportunities

The Infill Opportunities Analysis for the five study areas focuses on parcels that have passed the Level 2 Infill Opportunities screen. Overall, the majority of infill opportunities from the Level 2 Infill Opportunities screen are located on small commercial parcels under 0.2 acres in size – a size too small to support the small mixed-use prototype. Across the five study areas, there are a total of 1,702 identified opportunity parcels zoned C-2, C-3, and C-M – only 91 or 5% are large enough to support the small mixed-use prototype. In addition, only 2% are large enough to support the large mixed-use prototype. However, the majority of parcels, which are under 0.2 acres, are clustered together and have the potential for parcel assembly.

3.4.1. East Los Angeles Infill Opportunities

Unincorporated East Los Angeles holds tremendous potential for transit-oriented, infill development along several major commercial corridors. However, as the analyses show, the real estate and rental markets in East Los Angeles present challenges to encouraging infill development. The infill opportunities identified in East Los Angeles are limited to specific locations and project types.

The results of the geographic screening show that the greatest infill potential in East Los Angeles is located within commercially-zoned parcels, with some, albeit limited, opportunities for infill in residential areas. Most of the opportunity parcels are commercially-zoned and under 0.6 acres in...
size. The analysis identifies as many as 650 commercial parcels under 0.2 acres – many of which hold the potential for assembly. There are, however, as many as 60 parcels of the threshold 0.66 acre size needed to support the small mixed-use prototype without assembly. In terms of the large mixed-use prototype, only two commercial parcels exist with sizes nearing the two acre minimum size to support large multifamily projects. [see opportunity parcel size charts in Appendix H]

Residentially-zoned areas in East Los Angeles offer very few infill opportunities, with the exception for townhouses on R-2 zoned parcels. Most of the existing single family neighborhoods are built-out, and there are no parcels zoned R-4 greater than 0.6 acres in size. In regards to R-3 zoned parcels, there are a few opportunity parcels that could support the small multifamily prototype within the study area - only 4 opportunity parcels are identified with sizes greater than 0.65 acres.

The townhouse prototype shows limited opportunity despite the dominance of low- and medium-density residential areas in East Los Angeles. 30 opportunity parcels have sizes equal to or greater than 0.34 acres in the entire study area – a size sufficient enough to support an 8-unit townhouse project.9 The remaining smaller R-2 parcels are not isolated, but rather appear in clusters, suggesting the potential for R-2 parcel assembly. [See East Los Angeles Level 2 Opportunity Parcel Map].

Most of the infill opportunities are located along major commercial corridors— in particular, the corridors along Whittier Boulevard, Atlantic Boulevard, Olympic and Cesar Chavez Avenues, and around future Metro Gold Line stations:

1. **Intersection of Whittier Blvd. and Atlantic Blvd** – Opportunity parcels zoned C-3 are on three out of the four corners of this intersection. The northeast and southwest corners show underutilized parcels. Without assembly, these corner parcels are 0.5 and 0.3 acres in size. The northwest corner, while appearing on the map as an opportunity, appears to be fairly utilized. The parcels located within the southwest corner represent the greatest infill opportunities for this intersection. Assembling four highly underutilized parcels to 2.5 acres could support the large mixed-use prototype.

2. **Whittier Blvd. Between Fetterly and Ferris** – To the west of the Whittier / Atlantic intersection, along Whittier Blvd., is a distinct commercial corridor backed by medium density residential. Between Fetterly and Ferris lie two adjacent underutilized parcels, totaling 1.55 acres.

3. **Future Atlantic/Pomona Metro Gold Line Station** – The triangular cluster of four highly underutilized parcels zoned C-3, located at the southwest corner of Atlantic and Pomona can be assembled to 2.1-acres and support the large mixed-use prototype. Additionally, on the southeast corner, an underutilized one-acre parking lot, zoned R-2, holds much potential for the small mixed-use prototype.

4. **Future Maravilla Metro Gold Line Station** - The Maravilla station is surrounded by eight to 10 parcels zoned C-2 and C-3, with considerable infill potential lying immediately east and on both sides of the commercial strip nearest to the station. The northerly parcels

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9 In Los Angeles County, the typical R-2 parcel is 50’x150’ or 7,500 sq ft. Assembling two of these parcel-types to 15,000 sq ft, or 0.34 acres, is a common practice of small townhouse project developers.
appear to be vacant and /or underutilized parking lots with the opportunity for assembly to 0.95 acres.

**Figure 6.** Infill opportunities at Atlantic Blvd. and Whittier Blvd.
Figure 7. Infill opportunities along Whittier Blvd., between Fetterly and Ferris
Figure 8. Infill opportunities at the site of the future Atlantic / Pomona Metro Gold Line Station
Figure 9. Infill opportunities at the site of the future Maravilla Metro Gold Line Station
3.4.2. Florence-Firestone Infill Opportunities

A majority of infill opportunity parcels in Florence-Firestone are commercially-zoned (C-2, C-3, C-M) and under 0.4 acres in size – too small to support the small mixed-use prototype without parcel assembly. There are nearly 400 parcels of this size. In contrast, there only 24 parcels that are large enough to support the small and large mixed-use prototypes. However, all the opportunity commercial parcels are adjacent to one another along the major corridors, suggesting the potential for assembly.

Unlike the other four study areas, Florence Firestone has some degree of potential in the R-4 zone, and very limited opportunities in the R-3 zones. The R-4 opportunities are located within a set of over 250 small parcels (under 0.2 acres), between Florence and 60th Streets, which appear to have been up-zoned to R-4 densities, but with existing lower density residential land uses. In terms of opportunities for townhouse infill development on R-2 parcels, there are 22 infill opportunity parcels greater than 0.3 acres – the size needed to support the townhouse prototype.

The infill opportunities in Florence-Firestone are located predominantly within the three ½ mile TOD zones that surround the three Metro Blue Line stations. The two northerly station areas, Florence and Slauson, hold the majority of opportunity parcels, and to lesser extent the Firestone station:

1. Northeast corner of Firestone and South Ave. – Three commercially-zoned (C-3) opportunity parcels that total .537 acres could support a small mixed use project on the corner of a Metro station. The current land uses of the three parcels are: auto repair shop, parking lot, and vacant lot. The aerial photo suggests that this cluster of parcels is highly underutilized (over 50% vacant).

2. Northwest corner of Firestone and Graham. – Within ¼ mile south of the station, along Graham Ave., a series of 10 opportunity parcels lie adjacent to one another. The four immediately south of the station total 3.4 acres and have C-1,2, and C-M zoning. Parking lots, a car wash and warehouses appear to be the current land uses. The two southerly parcels are under common ownership.

3. Southeast corner of Florence and Compton – At this corner of the Blue Line station there are a total of 16 parcels with C-3 and R-4 zoning that total 2.4 acres. Nearly 25% of the area is covered by parking lots with the remainder 1 and 2 unit homes. While the residential portion of this site would be difficult for redevelopment, the 4 adjacent parcels that are the most south-west are parking lots and 3 of the 4 are under common ownership.

4. Southwest corner of Slauson and Long Beach – A large 6.5 acre, C-3 zoned parcel appears to be highly underutilized. The 85% of the lot appears to be use for parking.

Figure 10. Infill opportunities northeast of Florence Ave. and South Ave.
Figure 11. Infill opportunities northwest of Firestone and Graham
Figure 12. Infill opportunities southeast of Florence Ave. and Compton
Figure 13. Infill opportunities southwest of Florence Ave. and South Ave.
Figure 14. Infill opportunities southwest of Slauson and Long Beach
3.4.3. La Crescenta – Montrose Infill Opportunities

La Crescenta - Montrose is unique among the five study areas in that it is relatively affluent and is surrounded by expensive hillside housing and high paying employment centers. While this may seemingly be an environment with strong potential for infill development, the study shows that the infill opportunities are limited to the commercial strip along Foothill Boulevard.

Most of the infill opportunities in La Crescenta - Montrose are located on commercially-zoned land. Only seven parcels zoned R-2 are identified as having infill potential, and all but two are less than 0.3 acres in size - the minimum size needed for the townhouse prototype. There are no parcels zoned R-3 or R-4 parcels with infill potential in La Crescenta-Montrose.

Most of the commercial infill opportunity parcels are located along Foothill Boulevard, with the majority of parcels, approximately 90, being below the necessary 0.66 acre size for the mixed-use prototypes. There are seven parcels that can accommodate the small and large mixed-use prototypes without land assembly. The smaller parcels, however, are in clusters of three or more, suggesting opportunities for parcel assembly. [see opportunity parcel size charts and Level 2 Opportunity Parcel Map in Appendix H]

The following are infill opportunities along Foothill Blvd.:

1. **South of Foothill Blvd., between Pennsylvania and Cloud St.** – Along this stretch there is a three parcel cluster totaling 0.95 acres on the western edge and a large 2.4 acre parcel on the eastern edge. The parcels are zoned C-1 and appear to be underutilized, with less than 50% building coverage.

2. **North of Foothill Blvd., between Raymond and Rosemont** – A large 2.53 acre parcel zoned C-2-BE is occupied by a large grocery store and parking lot.

3. **South of Foothill Blvd., between Raymond and Rosemont** – This entire block has infill potential; however, the parcels in this area are under 0.3 acres in size, making parcel assembly necessary. From the aerial photo, these parcels appear underutilized, with a mix of vacant and partially covered lots backed by lower density residential.
Figure 15. Infill opportunities south of Foothill Blvd., between, Pennsylvania and Cloud
Figure 16. Infill opportunities along Foothill Blvd., between Raymond and Rosemont
3.4.4. Lennox Infill Opportunities

The Lennox area carries with it some recent history in regards to infill policy. The Hawthorne Green Line TOD was established to promote infill within ½ mile of the Metro Green Line Hawthorne station. However, the Lennox real estate market poses a significant barrier to infill development, even with existing infill policies. The area is predominantly a neighborhood of renters with low median incomes, and located in proximity to LAX.

The most promising infill potential rests on commercially zoned parcels; however, most require assembly in order to make infill projects feasible. In addition, there are limited infill opportunities on parcels zoned R-2 and R-3. [see opportunity parcel size charts in Appendix H]

The majority of infill opportunity parcels that are commercially-zoned are located in close proximity to one another, along Hawthorne and Inglewood Boulevards, with sizes well under 0.6 acres- the minimum size needed to support the small mixed-use prototype. Only five parcels identified are large enough in size to support such a project without assembly. However, there are over 90 smaller commercially zoned parcels located in proximity to one another, indicating that there are opportunities for assembly.

Of particular interest are the ten parcels zoned R-3 located within the commercial opportunities along Hawthorne Blvd., south of Lennox Ave. However, all of these parcels are less than the 0.6 acres needed to support the small mixed-use prototype, and will require parcel assembly along Hawthorne Blvd. These parcels pose the opportunity for both small and large mixed-use prototypes, but also indicate the need to facilitate parcel assembly.

There are approximately 30 parcels zoned R-2 with sizes greater than 0.34 acres scattered throughout the study area that could support the townhouse prototype without assembly. As most of these lots are longer than the average 50’x 150’ R-2 lots typical of the townhouse projects, the units could be designed as rowhouses, with a driveway running the length of the property.

The following are infill opportunities in Lennox in mostly commercially zoned areas:

1. **Southwest corner of Lennox and Hawthorne** – This two acre parcel zoned C-2 appears to be underutilized, as a majority of the site appears to be used for parking. As this parcel is located on a busy intersection between two major commercial corridors, there is an opportunity to support the large mixed-use prototype.

2. **Southeast corner of Lennox and Hawthorne** - A cluster of ten parcels totaling 2.47 acres with C-2 and R-3-P zoning lies in the middle of this busy intersection. The land use make-up on these parcels appears to be a mix of vacant, commercial, parking and automobile uses. The area appears to be highly underutilized, with approximately 80% of the parcels being used for parking.

3. **Northeast and southeast corners of Inglewood and 111th** – These two C-2 zoned parcels are 0.44 and 0.38 acres, respectively, and show significant under-utilization. Nearly 75% of the two parcels are used for parking.
Figure 17. Infill opportunities at Lennox and Hawthorne
Figure 18. Infill opportunities northeast and southeast of Inglewood and 111th
3.4.5. South Whittier-Sunshine Acres Infill Opportunities

Similar to the other study areas, the greatest number of opportunity parcels in South Whittier-Sunshine Acres are commercially-zoned – a total of 153 such opportunity parcels. However, the majority of the parcels are smaller than the sizes needed for the small mixed-use prototype. Only 26 parcels meet or exceed the 0.6 acre threshold for the small mixed-use prototype, without parcel assembly— 10 of which would support the large mixed-use prototype.

Infill opportunities in residential zones are very limited. Townhouse potential on R-2 parcels exists on only nine parcels; however, all of these do not require assembly, as they are greater than 0.3 acres in size. On parcels zoned R-3 – parcels that would support the small multifamily prototype – only seven opportunities exist, three of which are of adequate size. There are no infill opportunities on parcels zoned R-4.

The infill opportunities in South Whittier-Sunshine Acres are located in clusters around the major intersections:

1. *Northeast corner of Leffingwell and Valley View Ave.* – A cluster of four parcels totaling 1.5 acres with C-3 zoning. The site appears to be highly utilized with multifamily residential.

2. *South corner of Mills and Mulberry* - A cluster of five parcels totaling 6.15 acres with C-1 and C-H zoning. The land uses on the parcels are identified as a parking lot, supermarket, and several one-story retail stores. The site appears to be highly underutilized with over 80% of the lot used for parking.

3. *Northwest corner of Telegraph and Victoria* – A cluster of three parcels totaling seven acres have C-3 zoning. The two larger parcels are mobile-home parks - the smaller is vacant. The site appears to be highly utilized, with the exception of the vacant parcel.
Figure 19. Infill opportunities at the northeast corner of Leffingwell and Valley View
Figure 20. Infill opportunities at the south corner of Mills and Mulberry
Figure 21. Infill opportunities at the northwest corner of Telegraph and Victoria
4. Financial Feasibility and Policy Analysis

The five study areas in unincorporated Los Angeles County represent challenging real estate and rental markets for infill development. Significant financial “gaps” for infill development appear under existing zoning regulations for for-sale and for rental infill prototypes.

The analysis reveals gaps in financial feasibility for for-sale projects, ranging from 12% and 45% of the total project costs, depending on the prototype and study area – enough to deter developers and potential investors from infill development opportunities. The analysis shows financial infeasibility to be the greatest in areas with the lowest real estate values and rents – namely Lennox and South Whittier-Sunshine Acres. However, even in affluent real estate areas, such as La Crescenta - Montrose, higher prices are offset by increased land costs, which can create similar financial feasibility gaps.

The analysis reveals that the for-sale large mixed-use prototype consistently has the lowest financial feasibility gap, followed by the for-sale small mixed-use prototype. Under current zoning, the for-sale small mixed-use prototype struggles from low unit counts relative to high land costs, making economies of scale unobtainable. For the same reason, the for-sale small multifamily prototype, built in R-3 zones, show the greatest financial gaps.

The analysis also reveals gaps in financial feasibility for rental infill projects, ranging from 20% to 130% of the annual Net Operating Income (NOI). These rather significant gaps indicate that rental projects are much more challenging than their for-sale counterparts, and illustrate the barrier to market-rate rental development in Los Angeles County. As evidence to the analysis findings, nearly all the rental projects recently built and approved in Los Angeles County are not market-rate, but rather affordable subsidized projects. Until there is a prolonged upward pressure on rents and a downward pressure on land values, the latter of which is not conceivable in the short term, new rental projects will only survive with public subsidies.

The analysis also makes the following findings with respect to the impact of parking reductions and density bonuses on improving the financial feasibility of the infill prototypes:

- **Finding #1**: Parking reductions and density bonuses, alone, do not significantly contribute to the financial feasibility of all-residential for-sale and rental infill prototypes.

  For example, even doubling the density from 30 to 60 units/acre for the small multifamily prototypes, produces a significant feasibility gap in East Los Angeles. Parking reductions show similar results.

  The one exception to this finding is that density bonuses do contribute to the financial feasibility of the townhouse prototype on R-2 parcels. Providing a density bonus of 75%-100% on R-2 parcels would encourage townhouse development across all study areas.

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10 This is supported by many developers who have indicated their unwillingness to build market-rate rental projects because they are financial infeasible.
Finding #2: Parking reductions and density bonuses can be effective in commercially zoned infill opportunity parcels, where there are opportunities for mixed-use development.

The analyses show that for the small mixed-use prototype, a 100% density bonus in commercial zones, from 30 units/acre to 60 units/acre, could reduce the financial feasibility gap to zero in most of the five study areas. A 25% parking reduction (from 2 spaces/2bdr unit to 1.5 spaces/2bdr unit) yields almost a 50% reduction in the financial feasibility gap; a 50% parking reduction (down to 0.5 spaces/2bdr unit) yields up to a 75% reduction in the feasibility gap.

Finding #3: Density bonuses only contribute to the financial feasibility of infill projects when they can achieve economies of scale; by comparison, parking reductions have a greater and more direct impact on contributing to the financial feasibility of infill projects.

Modest density bonuses, alone, do not significantly contribute to the financial feasibility of an infill project. Because density bonuses add additional construction costs in addition to increasing NOI, it is only when economies of scale are achieved that density bonuses are effective. Parking reductions, on the other hand, reduce construction costs and show direct and greater reductions to the financial gap. These trends generally hold true for both for-sale and rental infill prototypes.

The analyses of the five study areas shows that density bonuses of 50% or more have the most impact in contributing to the financial feasibility of an infill project, as project costs start to decrease and NOI continues to increase. Any density bonus less than 50% of the current existing zoning allowances creates only marginal and insufficient reductions to financial feasibility gaps.

Finding #4: In general, 50 unit projects are the threshold for infill projects to be financially feasible.

There is a disconnect between the sizes of infill lots potentially available for development and the density allowed under current zoning. The analysis shows that density bonuses that produce 50 unit projects generally help contribute to the financial feasibility of the infill project. Based on interviews with local developers, there is an unwillingness among developers and lenders to develop infill projects with lot sizes under 29,000 sq ft (0.66 acres) - the minimum size needed to generate 50 units under current zoning.11

Finding #5: Market-rate rental projects are not financially feasible, even with significant policy adjustments.

The combination of relatively high land costs and low rents make rental projects very difficult to make financially feasible. The results of the analysis show that even significant density bonuses and parking reductions are not enough to produce financially viable rental projects. Until rental prices increase to levels that are competitive with land prices, rental developments will only be achievable with public subsidies.

11 Interviews with Olson Development Co., AMCAL, Century Housing, River Bank Development, Comstock Homes, and The Phoenix Group.
The one exception to this is the potential for market-rate rental developments in La Crescenta – Montrose, which has market-rate rents sufficiently high enough to make projects pencil. However, these development would still require significant regulatory incentives, such as major density bonuses and parking reductions.

- **Finding #6: Density bonuses and parking reductions in the County’s existing infill policies are not effective enough to catalyze infill development.**

  The TODs allow for density bonuses that are well below the amounts needed to encourage infill. Lot consolidation density bonuses are also provided, but only up to 15%. Furthermore, these density bonuses seem to be targeted to R-3 zones – areas with minimal infill opportunities. Altogether, these policies do not meet the necessary 50% to 100% density bonus requirements that this analysis comes to conclude.

  The East Los Angeles Community Standards District, which offers density bonuses for infill development and lot consolidation, up to 15% in R-3 zones, provides only minimal incentives and is likely to not significantly encourage infill development. Infill development can be catalyzed by granting density bonuses of 75% in R-2 zones and 50% in commercial zones. Furthermore, linking the density bonus in commercial zones with a 50% reduction in parking requirements would significantly reduce the financial gap to near zero.
5. Policy Recommendations

Based on the Infill Opportunities Analysis and the Financial Feasibility and Policy Analysis of infill prototypes in the five study areas, the study recommends the following policies to promote infill development in the unincorporated areas of Los Angeles County:

- Encourage the development of rental infill housing by providing more resources and incentives for affordable and mixed-income rental housing developments. As the results of the study show, regulatory incentives, alone, are not enough to encourage market-rate rental infill developments because they do not significantly contribute to making infill rental projects financially feasible. Most likely, the non-profit sector and other developers willing to accept a lower profit margin are the only developers who are currently, and will continue to address, the demand for rental housing.

- Target infill policies, including a combination of parking reductions and density bonuses, in C-2, C-3, and C-M zones for the small mixed-use prototype, which is the most likely prototype to encourage infill development.
  
  - Based on the analyses, a 50% infill density bonus in conjunction with a 50% parking reduction could catalyze infill development on commercially-zoned parcels; in other words, increasing density from 30 units/acre to 45 units/acre, and decreasing parking from 2 spaces/unit to 1 space/unit. However, certain areas, such as Lennox, South Whittier-Sunshine Acres and Florence-Firestone, will require density bonuses of at least 100% in order to be effective.

- Allow residential uses in commercial zones by-right, which will help facilitate mixed-use infill development.

- Target infill density bonuses, between 75% and 100%, on R-2 parcels to encourage infill townhouse development. While the number of adequate size R-2 zoned parcels is limited, there are many opportunities for parcel assembly.

- Grant density bonuses for infill development in conjunction with parking reductions, when appropriate, and with modifications to development standards, such as height increases.

- In the short term, and particularly in East Los Angeles, focus less on infill policies for all residential projects on parcels zoned R-3 and R-4. The analysis shows that there are a limited number of infill opportunity parcels, and the impact of policy adjustments on financial feasibility is limited, as well.

- Restructure the East Los Angeles Community Standards District to allow for density bonuses for infill and lot consolidation of 75% in R-2 zones and 50% in commercial zones.

  Restructure the Blue Line and Green Line TODs to allow for greater density bonuses for infill development and lot consolidation, and parking reductions than currently allowed.
Green Line TOD
1. Include 50% parking reductions for residential and mixed-use developments.
2. Provide a by-right density bonus for infill development of 100% in commercial zones.
3. Add flexibility to mixed-use projects by changing the requirement for 100% commercial space on the ground floor in C-2, C-3 zones. This requirement prohibits projects from meeting requisite residential unit counts.

The Blue Line TOD
1. The existing parking reduction of up to 40-60% is sufficient, but should be directed to all zones.
2. Same as 2 and 3 above in Green Line
6. Appendices

Appendix A: GeoScreening Background, Data Set-Up and Infill Opportunity Site Selection Determinants

GeoScreening Overview:

Through the integration of parcel, zoning and Assessor datasets, Solimar is able to construct specified fields that can be used for the identification of infill opportunity sites. These sites can be for placing residential, mixed-use or park uses, in addition to others. A detailed query can be performed to identify the most underutilized parcels. The fields developed to identify a parcel’s infill characteristics fall into two categories of primary and secondary fields.

Primary Fields:

The primary fields are derived mainly from the parcel and zoning datasets. For this reason, they are less likely to contain errors than the secondary datasets, which are primarily derived from Assessor data. The primary fields can be used to identify parcels by size and zoning characteristics. These fields specifically identify how closely a parcel is built out compared to what its zoning allows.

Size (Square Feet and Acres) – Calculated in the GIS on the vector parcel dataset using the Xtools extension.

Zoning General (R-1, R-2, R-3, R-4, C, M) – Identifies primary zoning type associated with parcel, and focuses screen on Residential, Commercial or Industrial zoned parcels.

Zoning Specific – A coding that often follows the general zoning for a given parcel. Identifies specific restrictions associated with the zoning type.

Density – Listed as units per acre. Listed by a local planner who associates density with each specific zoning code that allows for residential development.

Maximum Allowed Units – Calculated by multiplying Density by Size (Acres). A round-down is forced so that all values are in whole numbers. Example: a value of 2.8 would result in a Maximum Allowed Units of 2.

Existing Residential Units (Derived from Assessor data) – The current number of residential units on a given parcel. Totaled by adding all ‘Building Records’ in the Assessor property record. Parcels with land uses of ‘Hotel/Motel’ or ‘Hospitals’ are queried and have values manually set to 0. (These land uses tend to be dropped in the screening process, which leads to a better identification of total existing units when summed up for a given region.)

Built Capacity – A ratio that identifies the current build-out of a given parcel. Calculated by dividing Existing Residential Units by the Maximum Allowed Units. Values commonly used for screens are less than 75% and less than 50%.
**Remaining Capacity** – The number of units that can still be built on a given parcel under the current zoning. Calculated by subtracting *Existing Residential Units* from *Maximum Allowed Units*.

**Adjacency of Parcels (Assemblage)** – Screen for the potential of merging parcels. Currently only capable through manual selection in the GIS.

**Secondary Fields:**

The secondary fields are derived entirely from Assessor data. Due to the complexity, size and method of Assessor data updates, the Assessor data for a given region will never be completely accurate. Our experience after many years of working with this data is that it is generally 85 – 90% correct, which is sufficient for the large area screening for which the GeoScreening is intended. These are separated from the above screening fields, which are generally close to 100% correct.

**Investment Index** – A ratio of improvement value of a parcel to its land value. The higher the ratio the greater the investment, which has been made to improve the parcel. Due to the enactment of Proposition 13 in California, the absolute values of improvement and land values can greatly differ on similar parcels. A value of 0.9 or less is commonly identified as ripe for redevelopment. A value of 2 or greater is not likely a good candidate for redevelopment.

- ‘0’ Land value – When utilizing the Investment Index field, it is important that a value of ‘0’ can result from two different conditions: 1. The improvement value is ‘0’, which is the ideal situation as this generally means that the property is vacant. 2. The land value is ‘0’, which often means that the parcel is publicly-owned, either by local, state or federal government.

**Year Built** – Derived from the first building record in a property record for a given parcel. For the use of identifying infill potential, all parcels with a *Year Built* of 1990 or more recent are dropped.

**Land Use Category** – Based on the more detailed Assessor land use code, identifies the current land use of a parcel. The following categories are often dropped from screens looking to identify residential infill opportunities: Utility/Municipality and Institutional.

**Owner** – Taken directly from Assessor data. Not necessarily used as a screen, but used after the screening process to see whether a given parcel is private or publicly owned.

**Property Exemption** – Parcels that claim the standard $7,000 property exemption can assumed to be owner-occupied units. This is helpful in gauging owner-occupied levels in given communities.

**Data Set-Up:**

As mentioned above, the datasets used for Infill Opportunity site selection are the Assessor GIS-based parcel dataset, the Assessor property information database, and the planning departments’ GIS-based zoning dataset. These datasets were integrated for all of the County areas being studied. One issue that occurred during selection of the dataset was that some parcels straddled the boundaries of the County unincorporated study areas. In selecting the one to add to the analysis, it was decided to select all parcels with geographic centers within the study area boundary. This served as an objective way to include parcels that, for the most part, had at least
50% of their area within the study area. Once the parcels were set up, it was possible to begin the selection of Infill Opportunity Sites.

Infill Opportunity Site Selection:

Working closely with DRP planners, specific screens were set up to identify Infill Opportunity Sites. As there are different types of opportunities, separate mutually exclusive screens were set up, as well as further refined screens of the parcels with medium and high density zoning. The first step was to screen parcels with opportunities into three classes of Single Family (Lower Density), Second Unit Opportunities and Medium and High Density Opportunities. The latter is the central focus of this report. It was decided to further refine the screening of the Medium and High Density Opportunities in order to identify the most likely areas where infill development might occur. This screen is referred to as the Level 2 Opportunities screen.

Following is a detailed breakdown and description of the screens applied:

**Single Family (Low Density)**
R1, A1 (R-A, A-2) – By-Right Development
1. Remove parcels smaller than 1,500 sq/ft
2. Built Capacity less than or equal to 50%
3. Remove parcels with Remaining Capacity less than 1 unit
4. Remove parcels with following land use categories: Res Condo, Utility/Munici, Institutional

**Second Units**
R1, A1 (R-A, A-2) Second Units
1. Remove parcels smaller than 5,000 sq/ft
2. Remove parcels with Existing Res Units > 1
3. Remove parcels with Remaining Capacity greater than 0

**Level 1: Medium and High Density Parcels**
R2 (R-2-P), R3 (R-3-P, R-3-DP), R4 (R-4-DP), Commercial
1. Remove parcels smaller than 1,500 sq/ft
2. Remove parcels with Built Capacity greater than 75%
3. Remove parcels with Remaining Capacity less than 1 unit
4. Remove parcels developed from 1990 to present
5. Remove parcels with following land use categories: Res Condo; Utility/Munici; Institutional

**Level 2: Medium and High Density Parcels**
(Further refinement of the Level 1 screen)
1. Drop parcels smaller than 5,000 sq/ft
2. Drop parcels with Built Capacity greater than 50%
3. Drop parcels with Improvement Ratio of 2 and greater
Drop parcels with Remaining Capacity less than 3
Appendix B: Study Areas Statistics Matrix

The following matrix provides various breakdowns for each of the study areas. This includes area, associated regions and Infill Opportunity numbers.

The Level 1 and Level 2 Medium and High Density Infill Opportunity Screens have been separated out into residential and commercially-zoned parcels.
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Appendix C: Regional Infill Opportunity Statistics

The following charts provide the breakdowns of Infill Opportunity statistics by specific regional boundaries including: County Supervisorial Districts, SCAG Subregions, SCAG 2% Strategy Areas and DRP identified Significant Ecological Areas.

These rolled up number address the parcels that were later removed from the 5 Detail Study areas: East Los Angeles, Lennox, Florence-Firestone, LaCrescenta-Montrose, and South Whittier- Sunshine Acres. This represented a small amount of the total in the end, with fewer than a one hundred parcels removed.

It is also important to note that although in the earlier Infill Opportunity Matrix (Appendix B) each study area was associated with a given region, such as Supervisorial District or SCAG Subregion, most of the detailed study areas do not fall exactly within a given boundary. For example, a given study area may straddle the boundaries of two Supervisorial Districts. The following number split the parcels exactly by the region they fall within.

By Supervisorial District

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| 8                | City of Los Angeles                 | 1514  |  |  |  |  |  |  |
### SCAG 2% Strategy Areas

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Grand Total   112,922
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Appendix D: Detail Study Areas Infill Statistics

The following charts provide the specific Infill Opportunity Statistics for the five detailed study areas: East Los Angeles, Lennox, Florence-Firestone, La Crescenta-Montrose, and South Whittier-Sunshine Acres. The statistics are listed by specific zoning type. Note that the Lower Density opportunities are included with the Level 1 Medium and High Density parcels. They can be separated out by removing parcels with A-1 and R-1 (Low Density) parcels from the list.

The statistics provided here address the parcels that were hand de-selected by DRP planners that inspected the originally identified Infill Opportunity sites.

East Los Angeles

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68
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**Lennox**

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Second Units: 31

Second Units: 54

### South Whittier-Sunshine Acres

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Second Units: 11,729
Appendix E: Study Area Infill Statistics

This appendix includes the detailed breakdown of the Infill Opportunity statistics for the study areas, not including the five detailed study areas. As with the previous appendix for the Detail Study Areas, both the Low Density and Medium-High Density statistics are included in the identified Level 1 section. The Lower Density parcels are those with A-1 and R-1 zoning.

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2nd Units: 1391

### Altadena

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2nd Units: 10382

### Avocado Heights

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2nd Units: 2462
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**Level 2**

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2nd Units: 51

### Charter Oak

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2nd Units: 3273

## Del Aire

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2nd Units: 126

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2nd Units: 1504
## East Irwindale

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## East Pasadena - East San Gabriel

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**Hacienda Heights**

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**Hawthorne Island**

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Kagel Canyon

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2nd
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2nd Units: 90

## Ladera Heights / View Park - Windsor Hills

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2nd Units: 4571

Long Beach Island

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2nd Units: 429

Level 2

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2nd Units: 429

Lopez Canyon

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2nd Units: 1

**North Claremont**

**Level 1**

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2nd Units: 36

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2nd Units: 69

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83
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2nd Units: 982

### Northeast La Verne

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2nd Units: 0

### Northeast San Dimas

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2nd Units: 0

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2nd Units: 303
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2nd Units: 0

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2nd Units: 497

### South Diamond Bar

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2nd Units: 2

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2nd Units: 8668
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2nd Units: 3642

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2nd Units: 1360

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2nd Units: 3072

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2nd Units: 2

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Level 2

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**Walnut Islands**

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**Walnut Park**

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2nd Units: 894

**West Athens - Westmont**

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2nd Units: 2844

### West Carson

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2nd Units: 2446
## West Chatsworth

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2nd Units: 409

## West Claremont

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2nd Units: 308

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### WEST LOS ANGELES (SAWTELLE VA)

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### West San Dimas

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2nd Units: 5091

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2nd Units: 670

**West Rancho Dominguez - Victoria**

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2nd Units: 642
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2nd Units: 4306
Appendix F: Planner De-Selections

In the case of the five detailed study areas, DRP planners specifically checked over the identified infill opportunity sites and removed the ones they found not to be actual opportunities. This was often a result of inaccuracies in the Assessor land use data or parcels that had physical difficulties to development, such as nearby power lines. In the case of Lennox, a large number of parcels had to be removed due to the fact that they were in an airport flight path. In the following lists, “DSnum” refers to the planner assigned number to the parcel when identified for de-selection.

East LA

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South Whittier – Sunshine Acres

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Lennox

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</tr>
<tr>
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<td>6049009285</td>
<td>A-1</td>
<td></td>
<td>6</td>
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<tr>
<td>6049008031</td>
<td>A-1</td>
<td>1 Unit</td>
<td>6</td>
</tr>
<tr>
<td>6049018292</td>
<td>A-1</td>
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<td>6</td>
</tr>
<tr>
<td>6049008278</td>
<td>A-1</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>
Appendix G: Map Descriptions

All of the zoning and land use maps were created with the following datasets:

From LA County Assessor:
- Parcel--Polygon Layer
- Zoning--Polygon Layer
- Land Use--Polygon Layer

From Census:
- Streets--Line Layer

From LA County Planning Department:
- Light Rail Stations--Point Layers
- Municipal Bus--Line Layer
- Rapid Bus--Line Layer
- MTA Bus--Line Layer
- Significant Ecological Areas--Polygon Layer
- Study Area Boundary—Polygon Layer

Creating the Template

Working from the study area boundary layer, projected with NAD_1983_StatePlane_California_V_FIPS_0405_Feet, loaded into a new mapping project in Arc Map, the County study area to map is visually located and zoomed in upon. The scale is fixed at 1:7500 (except for Oat Mountain where the scale is 1:1200 due to plotter print size limitations) and then the map print area is set to appropriate dimensions to accurately portray the entire study area, yet minimize the printed area dimension size. This is the procedure used to create a template for each study area’s zoning and land use map.

Mask Application

Some of the study areas share borders. In instances where another study area is visible on the map of the study area at hand, a mask layer is implemented to simplify the visual effect of the map. The mask layer disguises the zoning and land use layers on study areas that are not the focus of the map. The effect is such that the zoning and land use color schemata are present only on the subject study area.

Zoning Map

Once the study area is accurately portrayed on the proper scale and page layout the zoning map is created. The LA County Assessor parcel layer and zoning layer is loaded into the map project along with streets and bus lines. To label the zoning, the zoning label field “Zone” is activated. The study area boundary label field “Name” is also activated to confirm the study area. Also, the Significant Ecological Areas (SEA) layer is loaded into the zoning map project. If such areas exist on or in close proximity to the study area the SEA layer is activated and symbolized by diagonal green stripes and it is appropriately referenced in the legend. If no such layer is
activated and referenced in the legend then there are no environmentally sensitive areas in close proximity to the study area.

**Land Use Map**

From the saved zoning map project for the study area the zoning layer is deactivated. If there was an applicable sensitive environmental area layer, this is deactivated as well. The land use layer is added and the label field “Resunits” is activated to depict the number of residential units on each parcel. Finally the ‘0’ Improvements layer is added and activated in order to represent parcels with little no improvement value, which should indicate vacant parcels.
Appendix H: Pro Forma Results

East LA Chart 1.

Effects of Density Increases - East LA
'For Sale' Townhome Prototype 1 - Land Zoned R-2

Feasibility Gap ($)

% Increase in Allowed Density (units/acre)

17 u/ac 21 u/ac 25 u/ac 29 u/ac 34 u/ac

current density 25% increase 50% increase 75% increase 100% increase
East LA Chart 2.

**Effects of Density Increases - East LA**

*For Sale* Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>30 u/ac</th>
<th>37 u/ac</th>
<th>45 u/ac</th>
<th>52 u/ac</th>
<th>60 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25% increase</td>
<td>30 u/ac</td>
<td>37 u/ac</td>
<td>45 u/ac</td>
<td>52 u/ac</td>
<td>60 u/ac</td>
</tr>
<tr>
<td>50% increase</td>
<td>30 u/ac</td>
<td>37 u/ac</td>
<td>45 u/ac</td>
<td>52 u/ac</td>
<td>60 u/ac</td>
</tr>
<tr>
<td>75% increase</td>
<td>30 u/ac</td>
<td>37 u/ac</td>
<td>45 u/ac</td>
<td>52 u/ac</td>
<td>60 u/ac</td>
</tr>
<tr>
<td>100% increase</td>
<td>30 u/ac</td>
<td>37 u/ac</td>
<td>45 u/ac</td>
<td>52 u/ac</td>
<td>60 u/ac</td>
</tr>
</tbody>
</table>

East LA Chart 3.

**Effects of Parking Reductions - East LA**

*For Sale* Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>1.50 / 1 bdr</th>
<th>2.00 / 2 bdr</th>
<th>1 / 250 sf</th>
<th>1 / 310 sf</th>
<th>1 / 441 sf</th>
<th>0.38 / 1 bdr</th>
<th>0.50 / 2 bdr</th>
<th>1 / 772 sf</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25% reduction</td>
<td>1.13 / 1 bdr</td>
<td>1.50 / 2 bdr</td>
<td>1 / 310 sf</td>
<td>1 / 411 sf</td>
<td>1 / 772 sf</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50% reduction</td>
<td>0.75 / 1 bdr</td>
<td>1.00 / 2 bdr</td>
<td>1 / 441 sf</td>
<td>1 / 772 sf</td>
<td>1 / 772 sf</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% reduction</td>
<td>0.38 / 1 bdr</td>
<td>0.50 / 2 bdr</td>
<td>1 / 772 sf</td>
<td>1 / 772 sf</td>
<td>1 / 772 sf</td>
<td></td>
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</tr>
</tbody>
</table>
East LA Chart 4.

Effects of Density Increases - East LA
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>30 u/ac</th>
<th>37 u/ac</th>
<th>45 u/ac</th>
<th>52 u/ac</th>
<th>60 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-3,000,000</td>
<td>-2,500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-2,500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
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<tr>
<td>50% increase</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>0</td>
</tr>
<tr>
<td>75% increase</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>500,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>500,000</td>
<td>1,000,000</td>
<td>1,500,000</td>
</tr>
</tbody>
</table>

Feasibility Gap ($)

East LA Chart 5.

Effects of Parking Reductions - East LA
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>1.50 / 1bdr</th>
<th>1.13 / 1bdr</th>
<th>0.75 / 1bdr</th>
<th>0.38 / 1bdr</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>2.00 / 2bdr</td>
<td>1.50 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.50 / 2bdr</td>
</tr>
<tr>
<td>25% reduction</td>
<td>0.75 / 1bdr</td>
<td>1.00 / 1bdr</td>
<td>0.38 / 1bdr</td>
<td>0.50 / 2bdr</td>
</tr>
<tr>
<td>50% reduction</td>
<td>0.38 / 1bdr</td>
<td>0.50 / 1bdr</td>
<td>0.38 / 1bdr</td>
<td>0.50 / 2bdr</td>
</tr>
<tr>
<td>75% reduction</td>
<td>0.38 / 1bdr</td>
<td>0.50 / 1bdr</td>
<td>0.38 / 1bdr</td>
<td>0.50 / 2bdr</td>
</tr>
</tbody>
</table>

Feasibility Gap ($)
East LA Chart 6.

**Effects of Density Increases - East LA**

*For Sale* Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-3,000,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-2,500,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-1,500,000</td>
</tr>
</tbody>
</table>

East LA Chart 7.

**Effects of Parking Reductions - East LA**

*For Sale* Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-3,000,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-2,500,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-1,500,000</td>
</tr>
</tbody>
</table>
East LA Chart 8.

Effects of Density Increases - East LA
'For Sale' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>50 u/ac</th>
<th>62 u/ac</th>
<th>75 u/ac</th>
<th>87 u/ac</th>
<th>100 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
<td>-6,000,000</td>
<td>-4,000,000</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
<td>-6,000,000</td>
<td>-4,000,000</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
<td>-6,000,000</td>
<td>-4,000,000</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
<td>-6,000,000</td>
<td>-4,000,000</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
<td>-6,000,000</td>
<td>-4,000,000</td>
<td>-2,000,000</td>
</tr>
</tbody>
</table>

Feasibility Gap ($): 
-10,000,000, -8,000,000, -6,000,000, -4,000,000, -2,000,000, 0

East LA Chart 9.

Effects of Parking Reductions - East LA
'For Sale' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>1.51 / 1bdr</th>
<th>1.14 / 1bdr</th>
<th>0.77 / 1bdr</th>
<th>0.40 / 1bdr</th>
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<tbody>
<tr>
<td>current requirements</td>
<td>2.00 / 2bdr</td>
<td>1.50 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.50 / 2bdr</td>
</tr>
<tr>
<td>25% reduction</td>
<td>1.76 / 2bdr</td>
<td>1.29 / 2bdr</td>
<td>0.93 / 2bdr</td>
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<tr>
<td>50% reduction</td>
<td>1.91 / 2bdr</td>
<td>1.44 / 2bdr</td>
<td>1.08 / 2bdr</td>
<td>0.52 / 2bdr</td>
</tr>
<tr>
<td>75% reduction</td>
<td>2.06 / 2bdr</td>
<td>1.59 / 2bdr</td>
<td>1.23 / 2bdr</td>
<td>0.56 / 2bdr</td>
</tr>
</tbody>
</table>

Feasibility Gap ($): 
-10,000,000, -8,000,000, -6,000,000, -4,000,000, -2,000,000, 0
East LA Chart 10.

Effects of Density Increases - East LA
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

% Increase in Allowed Density
(units/acre)

Current density 25% increase 50% increase 75% increase 100% increase

Annual NOI Feasibility Gap ($)

East LA Chart 11.

Effects of Parking Reductions - East LA
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

% Reduction in Parking Requirements
(stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall /sf retail)
East LA Chart 12.

Effects of Density Increases - East LA
'Rental' Small Condo Prototype 2b - Land  Zoned R- 3

-200,000 -150,000 -100,000 -50,000 0 50,000 100,000 150,000 200,000

Annual NOI Feasibility Gap ($)

% Increase in Allowed Density (units/acre)

- 200,000 -150,000 -100,000 -50,000 0 50,000 100,000

30 u/ac 37 u/ac 45 u/ac 52 u/ac 60 u/ac

current density 25% increase 50% increase 75% increase 100% increase

East LA Chart 13.

Effects of Parking Reductions - East LA
'Rental' Small Condo Prototype 2b - Land  Zoned R- 3

Annual NOI Feasibility Gap ($)

% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)

- 200,000 -150,000 -100,000 -50,000 0 50,000

1.50 / 1bdr 1.13 / 1bdr 0.75 / 1bdr 0.38 / 1bdr

2.00 / 2bdr 1.50 / 2bdr 1.00 / 2bdr 0.50 / 2bdr

current requirements 25% decrease 50% decrease 75% decrease
East LA Chart 14.

**Effects of Density Increases - East LA**

*Rental* Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Density</td>
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<tr>
<td>25% Increase</td>
<td>-250,000</td>
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<tr>
<td>50% Increase</td>
<td>-200,000</td>
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<tr>
<td>75% Increase</td>
<td>-150,000</td>
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<tr>
<td>100% Increase</td>
<td>-100,000</td>
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</table>

East LA Chart 15.

**Effects of Parking Reductions - East LA**

*Rental* Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2 bdr unit ; 1 stall / sf retail)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Requirement</td>
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<tr>
<td>25% Reduction</td>
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<tr>
<td>50% Reduction</td>
<td>-200,000</td>
</tr>
<tr>
<td>75% Reduction</td>
<td>-150,000</td>
</tr>
</tbody>
</table>
East LA Chart 16.

Effects of Density Increases - East LA
'Rental' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>50 u/ac</th>
<th>62 u/ac</th>
<th>75 u/ac</th>
<th>87 u/ac</th>
<th>100 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% current density</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25% increase</td>
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<tr>
<td>50% increase</td>
<td></td>
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<td>75% increase</td>
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<tr>
<td>100% increase</td>
<td></td>
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</table>

Annual NOI Feasibility Gap ($)

East LA Chart 17.

Effects of Parking Reductions - East LA
'Rental' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit; stalls / 2bdr unit)</th>
<th>1.50 / 1bdr</th>
<th>1.14 / 1bdr</th>
<th>0.77 / 1bdr</th>
<th>0.48 / 1bdr</th>
<th>2.00 / 2bdr</th>
<th>1.50 / 2bdr</th>
<th>1.00 / 2bdr</th>
<th>0.50 / 2bdr</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% current requirements</td>
<td>1.50 / 1bdr</td>
<td>1.14 / 1bdr</td>
<td>0.77 / 1bdr</td>
<td>0.48 / 1bdr</td>
<td>2.00 / 2bdr</td>
<td>1.50 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.50 / 2bdr</td>
</tr>
<tr>
<td>25% reduction</td>
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</tr>
<tr>
<td>50% reduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>75% reduction</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Lennox Chart 1.

Effects of Density Increases - Lennox
'For Sale' Townhome Prototype 1 - Land Zoned R-2

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>17 u/ac</th>
<th>21 u/ac</th>
<th>25 u/ac</th>
<th>29 u/ac</th>
<th>34 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>25% increase</td>
<td>-17 u/ac</td>
<td>-21 u/ac</td>
<td>-25 u/ac</td>
<td>-29 u/ac</td>
<td>-34 u/ac</td>
</tr>
<tr>
<td>50% increase</td>
<td>-29 u/ac</td>
<td>-34 u/ac</td>
<td>-39 u/ac</td>
<td>-44 u/ac</td>
<td>-49 u/ac</td>
</tr>
<tr>
<td>75% increase</td>
<td>-41 u/ac</td>
<td>-46 u/ac</td>
<td>-51 u/ac</td>
<td>-56 u/ac</td>
<td>-61 u/ac</td>
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<tr>
<td>100% increase</td>
<td>-53 u/ac</td>
<td>-58 u/ac</td>
<td>-63 u/ac</td>
<td>-68 u/ac</td>
<td>-73 u/ac</td>
</tr>
</tbody>
</table>

Feasibility Gap ($):
-1,400,000 to 0
Lennox Chart 2.

Effects of Density Increases - Lennox
'For Sale' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>30 u/ac</th>
<th>37 u/ac</th>
<th>45 u/ac</th>
<th>52 u/ac</th>
<th>60 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-2,500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
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<td>25% increase</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>0</td>
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<tr>
<td>50% increase</td>
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<td>-1,000,000</td>
<td>-500,000</td>
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<td>500,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-1,000,000</td>
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<td>0</td>
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<td>1,000,000</td>
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<tr>
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<td>500,000</td>
<td>1,000,000</td>
<td>1,500,000</td>
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</table>

Feasibility Gap ($)  
30 u/ac: 37 u/ac: 45 u/ac: 52 u/ac: 60 u/ac

Lennox Chart 3.

Effects of Parking Reductions - Lennox
'For Sale' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>1.50 / 1bdr</th>
<th>1.13 / 1bdr</th>
<th>0.75 / 1bdr</th>
<th>0.38 / 1bdr</th>
<th>2.00 / 2bdr</th>
<th>1.50 / 2bdr</th>
<th>1.00 / 2bdr</th>
<th>0.50 / 2bdr</th>
<th>1 / 250 sf</th>
<th>1 / 310 sf</th>
<th>1 / 441 sf</th>
<th>1 / 772 sf</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-2,500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
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<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
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<tr>
<td>50% reduction</td>
<td>-1,500,000</td>
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<td>-500,000</td>
<td>0</td>
<td>-2,000,000</td>
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<td>-1,500,000</td>
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<td>-500,000</td>
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<tr>
<td>75% reduction</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>0</td>
<td>500,000</td>
<td>-2,000,000</td>
<td>-1,500,000</td>
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<td>-2,000,000</td>
<td>-1,500,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
</tr>
</tbody>
</table>

Feasibility Gap ($)  
1.50 / 1bdr: 1.13 / 1bdr: 0.75 / 1bdr: 0.38 / 1bdr: 2.00 / 2bdr: 1.50 / 2bdr: 1.00 / 2bdr: 0.50 / 2bdr: 1 / 250 sf: 1 / 310 sf: 1 / 441 sf: 1 / 772 sf

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Lennox Chart 4.

**Effects of Density Increases - Lennox**

*For Sale* Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-4,500,000</td>
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<tr>
<td>25% increase</td>
<td>-4,000,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-3,500,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-3,000,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-2,500,000</td>
</tr>
</tbody>
</table>

Lennox Chart 5.

**Effects of Parking Reductions - Lennox**

*For Sale* Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-4,500,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-4,000,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-3,500,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-3,000,000</td>
</tr>
</tbody>
</table>
Lennox Chart 6.

**Effects of Density Increases - Lennox**

'For Sale' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>current density</th>
<th>25% increase</th>
<th>50% increase</th>
<th>75% increase</th>
<th>100% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Gap ($)</td>
<td>-6,500,000</td>
<td>-500,000</td>
<td>-1,500,000</td>
<td>-2,500,000</td>
<td>-3,500,000</td>
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</tbody>
</table>

Lennox Chart 7.

**Effects of Parking Reductions - Lennox**

'For Sale' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>current requirements</th>
<th>25% reduction</th>
<th>50% reduction</th>
<th>75% reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Gap ($)</td>
<td>-6,500,000</td>
<td>-3,500,000</td>
<td>-2,500,000</td>
<td>-1,500,000</td>
</tr>
</tbody>
</table>
Lennox Chart 8.

**Effects of Density Increases - Lennox**

For Sale' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>50 u/ac</th>
<th>62 u/ac</th>
<th>75 u/ac</th>
<th>87 u/ac</th>
<th>100 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-16,000,000</td>
<td>-14,000,000</td>
<td>-12,000,000</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
</tr>
<tr>
<td>25% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% increase</td>
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<td>100% increase</td>
<td></td>
<td></td>
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</table>

Feasibility Gap ($)

Lennox Chart 9.

**Effects of Parking Reductions - Lennox**

For Sale' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>1.51 / 1bdr</th>
<th>1.14 / 1bdr</th>
<th>0.77 / 1bdr</th>
<th>0.40 / 1bdr</th>
<th>2.00 / 2bdr</th>
<th>1.50 / 2bdr</th>
<th>1.00 / 2bdr</th>
<th>0.50 / 2bdr</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-16,000,000</td>
<td>-14,000,000</td>
<td>-12,000,000</td>
<td>-10,000,000</td>
<td>-8,000,000</td>
<td>-6,000,000</td>
<td>-4,000,000</td>
<td>-2,000,000</td>
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<tr>
<td>25% reduction</td>
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<td></td>
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<tr>
<td>50% reduction</td>
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<tr>
<td>75% reduction</td>
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<td></td>
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<td></td>
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<td></td>
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</tbody>
</table>

Feasibility Gap ($)
Lennox Chart 10.

Effects of Density Increases - Lennox
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Density</td>
<td>-175,000</td>
</tr>
<tr>
<td>25% Increase</td>
<td>-150,000</td>
</tr>
<tr>
<td>50% Increase</td>
<td>-125,000</td>
</tr>
<tr>
<td>75% Increase</td>
<td>-100,000</td>
</tr>
<tr>
<td>100% Increase</td>
<td>-75,000</td>
</tr>
</tbody>
</table>

Lennox Chart 11.

Effects of Parking Reductions - Lennox
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Requirements</td>
<td>-175,000</td>
</tr>
<tr>
<td>25% Reduction</td>
<td>-150,000</td>
</tr>
<tr>
<td>50% Reduction</td>
<td>-125,000</td>
</tr>
<tr>
<td>75% Reduction</td>
<td>-100,000</td>
</tr>
</tbody>
</table>
Lennox Chart 12.

**Effects of Density Increases - Lennox**

'Rental' Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>Density Increase (%)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% increase</td>
<td>37 u/ac</td>
</tr>
<tr>
<td>50% increase</td>
<td>45 u/ac</td>
</tr>
<tr>
<td>75% increase</td>
<td>52 u/ac</td>
</tr>
<tr>
<td>100% increase</td>
<td>60 u/ac</td>
</tr>
</tbody>
</table>

% Increase in Allowed Density (units/acre)

Lennox Chart 13.

**Effects of Parking Reductions - Lennox**

'Rental' Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>Parking Reduction (%)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% decrease</td>
<td>1.50 / 1bdr</td>
</tr>
<tr>
<td>50% decrease</td>
<td>1.13 / 1bdr</td>
</tr>
<tr>
<td>75% decrease</td>
<td>0.75 / 1bdr</td>
</tr>
</tbody>
</table>

% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)
Lennox Chart 14.

Effects of Density Increases - Lennox
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

% Increase in Allowed Density (units/acre)

Annual NOI Feasibility Gap ($)

-400,000 -350,000 -300,000 -250,000 -200,000 -150,000 -100,000 -50,000 0 50,000

-450,000

30 u/ac 37 u/ac 45 u/ac 52 u/ac 60 u/ac

current density 25% increase 50% increase 75% increase 100% increase

Lennox Chart 15.

Effects of Parking Reductions - Lennox
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

% Reduction in Parking Requirements
(stalls / 1 bdr unit; stalls / 2bdr unit; 1 stall / sf retail)

Annual NOI Feasibility Gap ($)

-450,000 -400,000 -350,000 -300,000 -250,000 -200,000 -150,000 -100,000 -50,000 0 50,000

1.50 / 1bdr 1.15 / 1bdr 0.77 / 1bdr 0.38 / 1bdr

2.00 / 2bdr 1.52 / 2bdr 1.00 / 2bdr 0.52 / 2bdr

1 / 250 sf 1 / 327 sf 1 / 491 sf 1 / 982 sf

1.15 / 1bdr 1.52 / 2bdr 1 / 250 sf

1.00 / 2bdr 1 / 327 sf

0.38 / 1bdr 1 / 491 sf

0.52 / 2bdr 1 / 982 sf
Lennox Chart 16.

**Effects of Density Increases - Lennox**

'Vental' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>50 u/ac</td>
</tr>
<tr>
<td>25% increase</td>
<td>62 u/ac</td>
</tr>
<tr>
<td>50% increase</td>
<td>75 u/ac</td>
</tr>
<tr>
<td>75% increase</td>
<td>87 u/ac</td>
</tr>
<tr>
<td>100% increase</td>
<td>100 u/ac</td>
</tr>
</tbody>
</table>

Lennox Chart 17.

**Effects of Parking Reductions - Lennox**

'Vental' Large Condo Prototype 3b - Land Zoned R-4

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>1.50 / 1bdr</td>
</tr>
<tr>
<td>25% reduction</td>
<td>2.00 / 2bdr</td>
</tr>
<tr>
<td>50% reduction</td>
<td>1.14 / 1bdr</td>
</tr>
<tr>
<td>75% reduction</td>
<td>1.50 / 2bdr</td>
</tr>
<tr>
<td>100% reduction</td>
<td>0.77 / 1bdr</td>
</tr>
<tr>
<td></td>
<td>1.00 / 2bdr</td>
</tr>
<tr>
<td></td>
<td>0.40 / 1bdr</td>
</tr>
<tr>
<td></td>
<td>0.50 / 2bdr</td>
</tr>
</tbody>
</table>
La Crescenta-Montrose Chart 1.

Effects of Density Increases - La Crescenta-Montrose

'For Sale' Townhome Prototype 1 - Land Zoned R-2

Feasibility Gap ($)

-1,300,000 -1,100,000 -900,000 -700,000 -500,000 -300,000 -100,000 0 100,000 300,000 500,000 700,000 900,000 1,100,000 1,300,000

% Increase in Allowed Density (units/ac)

current density 25% increase 50% increase 75% increase 100% increase

17 u/ac 21 u/ac 25 u/ac 29 u/ac 34 u/ac

La Crescenta-Montrose
La Crescenta-Montrose Chart 2.

Effects of Density Increases - LA Crescenta-Montrose

For Sale' Small Mixed Use Prototype 2a - Land Zoned Commercial

% Increase in Allowed Density (units/ac)

Feasibility Gap ($)

La Crescenta-Montrose Chart 3.

Effects of Parking Reductions - LA Crescenta-Montrose

For Sale' Small Mixed Use Prototype 2a - Land Zoned Commercial

% Reduction in Parking Requirements

Feasibility Gap ($)

% Reduction in Parking Requirements
(stalls / 1 bdr unit ; stalls / 2 bdr unit ; 1 stall / sf retail)
La Crescenta-Montrose Chart 4.

Effects of Density Increases - La Crescenta-Montrose
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

La Crescenta-Montrose Chart 5.

Effects of Parking Reductions - La Crescenta-Montrose
'For Sale' Small Condo Prototype 2b - Land Zoned R-3
La Crescenta-Montrose Chart 6.

Effects of Density Increases - La Crescenta-Montrose
'For Sale' Large Mixed Use Prototype 3a - Land Zoned Commercial

La Crescenta-Montrose Chart 7.

Effects of Parking Reductions - La Crescenta-Montrose
'For Sale' Large Mixed Use Prototype 3a - Land Zoned Commercial
La Crescenta-Montrose Chart 8.
No R-4 Opportunity Available.

La Crescenta-Montrose Chart 9.
No R-4 Opportunity Available.
La Crescenta-Montrose Chart 10.

Effects of Density Increases - La Crescenta-Montrose
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>0</td>
</tr>
<tr>
<td>25% increase</td>
<td>-20,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-40,000</td>
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<tr>
<td>75% increase</td>
<td>-60,000</td>
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<tr>
<td>100% increase</td>
<td>-80,000</td>
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La Crescenta-Montrose Chart 11.

Effects of Parking Reductions - La Crescenta-Montrose
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>0</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-20,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-40,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-60,000</td>
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</tbody>
</table>
La Crescenta-Montrose Chart 12.

Effects of Density Increases - La Crescenta-Montrose
'Rental' Small Condo Prototype 2b - Land Zoned R- 3

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>30 u/ac</th>
<th>37 u/ac</th>
<th>45 u/ac</th>
<th>52 u/ac</th>
<th>60 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>25% increase</td>
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<td></td>
</tr>
<tr>
<td>50% increase</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>100% increase</td>
<td></td>
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</table>

Annual NOI Feasibility Gap ($)
-300,000 to 0

La Crescenta-Montrose Chart 13.

Effects of Parking Reductions - La Crescenta-Montrose
'Rental' Small Condo Prototype 2b - Land Zoned R- 3

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>1.50 / 1bdr</th>
<th>1.13 / 1bdr</th>
<th>0.75 / 1bdr</th>
<th>0.38 / 1bdr</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>25% decrease</td>
<td>50% decrease</td>
<td>75% decrease</td>
<td></td>
</tr>
</tbody>
</table>

Annual NOI Feasibility Gap ($)
-300,000 to 0
La Crescenta-Montrose Chart 14.

Effects of Density Increases - La Crescenta-Montrose
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-300,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-250,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-200,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-150,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-100,000</td>
</tr>
</tbody>
</table>

La Crescenta-Montrose Chart 15.

Effects of Parking Reductions - La Crescenta-Montrose
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirement</td>
<td>-300,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-250,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-200,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-150,000</td>
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</table>

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La Crescenta-Montrose Chart 16.
No R-4 Opportunity Available.

La Crescenta-Montrose Chart 17.
No R-4 Opportunity Available.
South Whittier-Sunshine Acres

Chart 1.

Effects of Density Increases - South Whittier-Sunshine Acres

‘For Sale’ Townhome Prototype 1 - Land Zoned R-2

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>17 u/ac</td>
</tr>
<tr>
<td>25% increase</td>
<td>21 u/ac</td>
</tr>
<tr>
<td>50% increase</td>
<td>25 u/ac</td>
</tr>
<tr>
<td>75% increase</td>
<td>29 u/ac</td>
</tr>
<tr>
<td>100% increase</td>
<td>34 u/ac</td>
</tr>
</tbody>
</table>

-1,000,000 - 0 - 100,000 - 200,000 - 300,000 - 400,000 - 500,000 - 600,000 - 700,000 - 800,000 - 900,000 - 1,000,000
South Whittier-Sunshine Acres Chart 2.

**Effects of Density Increases - South Whittier-Sunshine Acres**

*For Sale* Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-3,500,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-3,000,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-2,500,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-1,500,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-1,000,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-500,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>0</td>
</tr>
</tbody>
</table>

South Whittier-Sunshine Acres Chart 3.

**Effects of Parking Reductions - South Whittier-Sunshine Acres**

*For Sale* Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2 bdr unit ; 1 stall / sf retail)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-3,500,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-3,000,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-2,500,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-2,000,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-1,500,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-1,000,000</td>
</tr>
<tr>
<td>100% reduction</td>
<td>-500,000</td>
</tr>
<tr>
<td>100% reduction</td>
<td>0</td>
</tr>
</tbody>
</table>
South Whittier-Sunshine Acres Chart 4.

Effects of Density Increases - South Whittier-Sunshine Acres
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>30 u/ac</th>
<th>37 u/ac</th>
<th>45 u/ac</th>
<th>52 u/ac</th>
<th>60 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>25% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100% increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Feasibility Gap ($)

South Whittier-Sunshine Acres Chart 5.

Effects of Parking Reductions - South Whittier-Sunshine Acres
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)</th>
<th>1.50 / 1bdr</th>
<th>1.13 / 1bdr</th>
<th>0.75 / 1bdr</th>
<th>0.38 / 1bdr</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>1.50 / 2bdr</td>
<td>1.50 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.50 / 2bdr</td>
</tr>
<tr>
<td>25% reduction</td>
<td>1.13 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.75 / 2bdr</td>
<td>0.38 / 2bdr</td>
</tr>
<tr>
<td>50% reduction</td>
<td>0.75 / 2bdr</td>
<td>0.63 / 2bdr</td>
<td>0.50 / 2bdr</td>
<td>0.25 / 2bdr</td>
</tr>
<tr>
<td>75% reduction</td>
<td>0.38 / 2bdr</td>
<td>0.26 / 2bdr</td>
<td>0.19 / 2bdr</td>
<td>0.10 / 2bdr</td>
</tr>
</tbody>
</table>

Feasibility Gap ($)
South Whittier-Sunshine Acres Chart 6.

Effects of Density Increases - South Whittier-Sunshine Acres
‘For Sale’ Large Mixed Use Prototype 3a - Land Zoned Commercial

% Increase in Allowed Density (units/ac)

<table>
<thead>
<tr>
<th>% Increase</th>
<th>30 u/ac</th>
<th>37 u/ac</th>
<th>45 u/ac</th>
<th>52 u/ac</th>
<th>60 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current</td>
<td>-10,000,000</td>
<td>-9,000,000</td>
<td>-8,000,000</td>
<td>-7,000,000</td>
<td>-6,000,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-5,000,000</td>
<td>-4,000,000</td>
<td>-3,000,000</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-3,000,000</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>0</td>
</tr>
<tr>
<td>75% increase</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>0</td>
<td>500,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-1,000,000</td>
<td>0</td>
<td>1,000,000</td>
<td>2,000,000</td>
<td>3,000,000</td>
</tr>
</tbody>
</table>

Feasibility Gap ($)

South Whittier-Sunshine Acres Chart 7.

Effects of Parking Reductions - South Whittier-Sunshine Acres
‘For Sale’ Large Mixed Use Prototype 3a - Land Zoned Commercial

% Reduction in Parking Requirements
(stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)

<table>
<thead>
<tr>
<th>% Reduction</th>
<th>1.50 / 1bdr</th>
<th>1.15 / 1bdr</th>
<th>0.77 / 1bdr</th>
<th>0.38 / 1bdr</th>
<th>2.00 / 2bdr</th>
<th>1.52 / 2bdr</th>
<th>1.00 / 2bdr</th>
<th>0.52 / 2bdr</th>
<th>1 / 250 sf</th>
<th>1 / 327 sf</th>
<th>1 / 491 sf</th>
<th>1 / 982 sf</th>
</tr>
</thead>
<tbody>
<tr>
<td>current</td>
<td>-10,000,000</td>
<td>-9,000,000</td>
<td>-8,000,000</td>
<td>-7,000,000</td>
<td>-6,000,000</td>
<td>-5,000,000</td>
<td>-4,000,000</td>
<td>-3,000,000</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>0</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-5,000,000</td>
<td>-4,000,000</td>
<td>-3,000,000</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>-250,000</td>
<td>-125,000</td>
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</tr>
<tr>
<td>50% reduction</td>
<td>-3,000,000</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>-500,000</td>
<td>0</td>
<td>500,000</td>
<td>1,000,000</td>
<td>1,500,000</td>
<td>2,000,000</td>
<td>2,500,000</td>
<td>3,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-2,000,000</td>
<td>-1,000,000</td>
<td>0</td>
<td>500,000</td>
<td>1,000,000</td>
<td>1,500,000</td>
<td>2,000,000</td>
<td>2,500,000</td>
<td>3,000,000</td>
<td>4,000,000</td>
<td>5,000,000</td>
<td>6,000,000</td>
</tr>
</tbody>
</table>
South Whittier-Sunshine Acres Chart 8.
No R-4 Opportunity Available.

South Whittier-Sunshine Acres Chart 9.
No R-4 Opportunity Available.
South Whittier-Sunshine Acres Chart 10.

Effects of Density Increases - South Whittier-Sunshine Acres
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-300,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-250,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-200,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-150,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-100,000</td>
</tr>
</tbody>
</table>

South Whittier-Sunshine Acres Chart 11.

Effects of Parking Reductions - South Whittier-Sunshine Acres
'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-300,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-250,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-200,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-150,000</td>
</tr>
</tbody>
</table>

143
South Whittier-Sunshine Acres Chart 12.

Effects of Density Increases - South Whittier-Sunshine Acres
'Rental' Small Condo Prototype 2b - Land  Zoned R- 3

% Increase in Allowed Density (units/acre)

Annual NOI Feasibility Gap ($)

current density  25% increase  50% increase  75% increase  100% increase

South Whittier-Sunshine Acres Chart 13.

Effects of Parking Reductions - South Whittier-Sunshine Acres
'Rental' Small Condo Prototype 2b - Land  Zoned R- 3

% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)

Annual NOI Feasibility Gap ($)

current requirements  25% decrease  50% decrease  75% decrease

1.50 / 1bdr  1.13 / 1bdr  0.75 / 1bdr  0.38 / 1bdr
2.00 / 2bdr  1.50 / 2bdr  1.00 / 2bdr  0.50 / 2bdr
South Whittier-Sunshine Acres Chart 14.

Effects of Density Increases - South Whittier-Sunshine Acres
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

% Increase in Allowed Density
(units/acre)

% Increase in Allowed Density
(current density, 25% increase, 50% increase, 75% increase, 100% increase)

Annual NOI Feasibility Gap ($)
30 u/ac  37 u/ac  45 u/ac  52 u/ac  60 u/ac

South Whittier-Sunshine Acres Chart 15.

Effects of Parking Reductions - South Whittier-Sunshine Acres
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

% Reduction in Parking Requirements
(current requirement, 25% reduction, 50% reduction, 75% reduction)

Annual NOI Feasibility Gap ($)
1.50 / 1bdr  1.15 / 1bdr  0.77 / 1bdr  0.38 / 1bdr
2.00 / 2bdr  1.52 / 2bdr  1.00 / 2bdr  0.52 / 2bdr
1 / 250 sf  1 / 327 sf  1 / 491 sf  1 / 982 sf

% Reduction in Parking Requirements
(stalls / 1 bdr unit; stalls / 2 bdr unit; 1 stall / sf retail)
South Whittier-Sunshine Acres Chart 16.
No R-4 Opportunity Available.

South Whittier-Sunshine Acres Chart 17.
No R-4 Opportunity Available.
Effects of Density Increases - Florence-Firestone
‘For Sale’ Townhome Prototype 1 - Land Zoned R-2

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>17 u/ac</th>
<th>21 u/ac</th>
<th>25 u/ac</th>
<th>29 u/ac</th>
<th>34 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-1,800,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25% increase</td>
<td>-1,600,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50% increase</td>
<td>-1,400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% increase</td>
<td>-1,200,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100% increase</td>
<td>-1,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Florence-Firestone Chart 2.

Effects of Density Increases - Florence-Firestone
'For Sale' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>50 u/ac</td>
</tr>
<tr>
<td>25% increase</td>
<td>62 u/ac</td>
</tr>
<tr>
<td>50% increase</td>
<td>75 u/ac</td>
</tr>
<tr>
<td>75% increase</td>
<td>87 u/ac</td>
</tr>
<tr>
<td>100% increase</td>
<td>100 u/ac</td>
</tr>
</tbody>
</table>

-7,000,000 -6,000,000 -5,000,000 -4,000,000 -3,000,000 -2,000,000 -1,000,000 0

Florence-Firestone Chart 3.

Effects of Parking Reductions - Florence-Firestone
'For Sale' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2 bdr unit ; 1 stall / sf retail)</th>
<th>Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>1.50 / 1 bdr</td>
</tr>
<tr>
<td>25% reduction</td>
<td>1.13 / 1 bdr</td>
</tr>
<tr>
<td>50% reduction</td>
<td>0.75 / 1 bdr</td>
</tr>
<tr>
<td>75% reduction</td>
<td>0.38 / 1 bdr</td>
</tr>
<tr>
<td>100% reduction</td>
<td>0.75 / 1 bdr</td>
</tr>
</tbody>
</table>

-7,000,000 -6,000,000 -5,000,000 -4,000,000 -3,000,000 -2,000,000 -1,000,000 0
Florence-Firestone Chart 4.

Effects of Density Increases - Florence-Firestone
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

-4,000,000 \(-3,500,000 \)
\(-3,000,000 \)
\(-2,500,000 \)
\(-2,000,000 \)
\(-1,500,000 \)
\(-1,000,000 \)
\(-500,000 \)
0
500,000
1,000,000
1,500,000
2,000,000
2,500,000
3,000,000
3,500,000
4,000,000

Feasibility Gap ($)

% Increase in Allowed Density (units/ac)

-400,000

Florence-Firestone Chart 5.

Effects of Parking Reductions - Florence-Firestone
'For Sale' Small Condo Prototype 2b - Land Zoned R-3

-4,000,000 \(-3,500,000 \)
\(-3,000,000 \)
\(-2,500,000 \)
\(-2,000,000 \)
\(-1,500,000 \)
\(-1,000,000 \)
\(-500,000 \)
0
500,000
1,000,000
1,500,000
2,000,000
2,500,000
3,000,000
3,500,000
4,000,000

Feasibility Gap ($)

% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)

-400,000

1.50 / 1bdr 1.13 / 1bdr 0.75 / 1bdr 0.38 / 1bdr
2.00 / 2bdr 1.50 / 2bdr 1.00 / 2bdr 0.50 / 2bdr

Feasibility Gap ($)

% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit)
Florence-Firestone Chart 6.

Effects of Density Increases - Florence-Firestone
'For Sale' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/ac)</th>
<th>current density</th>
<th>25% increase</th>
<th>50% increase</th>
<th>75% increase</th>
<th>100% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Gap ($)</td>
<td>50 u/ac</td>
<td>62 u/ac</td>
<td>75 u/ac</td>
<td>87 u/ac</td>
<td>100 u/ac</td>
</tr>
</tbody>
</table>

Florence-Firestone Chart 7.

Effects of Parking Reductions - Florence-Firestone
'For Sale' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>current requirements</th>
<th>25% reduction</th>
<th>50% reduction</th>
<th>75% reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Gap ($)</td>
<td>1.50 / 1bdr</td>
<td>1.15 / 1bdr</td>
<td>0.77 / 1bdr</td>
<td>0.38 / 1bdr</td>
</tr>
<tr>
<td></td>
<td>2.00 / 2bdr</td>
<td>1.52 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.52 / 2bdr</td>
</tr>
<tr>
<td></td>
<td>1 / 250 sf</td>
<td>1 / 327 sf</td>
<td>1 / 491 sf</td>
<td>1 / 982 sf</td>
</tr>
</tbody>
</table>
Florence-Firestone Chart 10.

**Effects of Density Increases - Florence-Firestone**

'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current density</td>
<td>-500,000</td>
</tr>
<tr>
<td>25% increase</td>
<td>-450,000</td>
</tr>
<tr>
<td>50% increase</td>
<td>-400,000</td>
</tr>
<tr>
<td>75% increase</td>
<td>-350,000</td>
</tr>
<tr>
<td>100% increase</td>
<td>-300,000</td>
</tr>
</tbody>
</table>

Florence-Firestone Chart 11.

**Effects of Parking Reductions - Florence-Firestone**

'Rental' Small Mixed Use Prototype 2a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements</th>
<th>Annual NOI Feasibility Gap ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>current requirements</td>
<td>-500,000</td>
</tr>
<tr>
<td>25% reduction</td>
<td>-400,000</td>
</tr>
<tr>
<td>50% reduction</td>
<td>-300,000</td>
</tr>
<tr>
<td>75% reduction</td>
<td>-200,000</td>
</tr>
</tbody>
</table>
Florence-Firestone Chart 12.

Effects of Density Increases - Florence-Firestone
'Rental' Small Condo Prototype 2b - Land Zoned R-3

% Increase in Allowed Density
(units/acre)

Florence-Firestone Chart 13.

Effects of Parking Reductions - Florence-Firestone
'Rental' Small Condo Prototype 2b - Land Zoned R-3

% Reduction in Parking Requirements
(stalls / 1 bdr unit ; stalls / 2bdr unit)
Florence-Firestone Chart 14.

Effects of Density Increases - Florence-Firestone
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Increase in Allowed Density (units/acre)</th>
<th>50 u/ac</th>
<th>62 u/ac</th>
<th>75 u/ac</th>
<th>87 u/ac</th>
<th>100 u/ac</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% increase</td>
<td>-1,600,000</td>
<td>-1,400,000</td>
<td>-1,200,000</td>
<td>-1,000,000</td>
<td>0</td>
</tr>
<tr>
<td>50% increase</td>
<td>-1,600,000</td>
<td>-1,400,000</td>
<td>-1,200,000</td>
<td>-1,000,000</td>
<td>0</td>
</tr>
<tr>
<td>75% increase</td>
<td>-1,600,000</td>
<td>-1,400,000</td>
<td>-1,200,000</td>
<td>-1,000,000</td>
<td>0</td>
</tr>
<tr>
<td>100% increase</td>
<td>-1,600,000</td>
<td>-1,400,000</td>
<td>-1,200,000</td>
<td>-1,000,000</td>
<td>0</td>
</tr>
</tbody>
</table>

Annual NOI Feasibility Gap ($)

Florence-Firestone Chart 15.

Effects of Parking Reductions - Florence-Firestone
'Rental' Large Mixed Use Prototype 3a - Land Zoned Commercial

<table>
<thead>
<tr>
<th>% Reduction in Parking Requirements (stalls / 1 bdr unit ; stalls / 2bdr unit ; 1 stall / sf retail)</th>
<th>1.50 / 1bdr</th>
<th>2.00 / 2bdr</th>
<th>0.77 / 1bdr</th>
<th>0.38 / 1bdr</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% reduction</td>
<td>0.15 / 1bdr</td>
<td>1.52 / 2bdr</td>
<td>1.00 / 2bdr</td>
<td>0.52 / 2bdr</td>
</tr>
<tr>
<td>50% reduction</td>
<td>0.77 / 1bdr</td>
<td>1 / 327 sf</td>
<td>1 / 491 sf</td>
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<td>75% reduction</td>
<td>0.38 / 1bdr</td>
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Annual NOI Feasibility Gap ($)
Appendix I: Recommendations for Refining the 2% Strategy Areas Map

Section 3.3 of this report concludes that several infill opportunities identified in this study are not included within the 2% Strategy Area boundaries. The following are some recommendations to SCAG for refining the 2% Strategy Areas Map:

- Every local government that adopts the 2% Strategy should be encouraged to apply the Infill Estimation Methodology to survey infill opportunities within their respective jurisdiction. The results could be aggregated by SCAG and used to further refine the 2% Strategy Area boundaries. In addition, as the infill opportunities identified in this study are scattered throughout Los Angeles County, linking up infill opportunity parcel results with the infill opportunities in nearby local jurisdictions can result in emerging patterns and regional infill corridors, which could further refine the existing boundaries.

- The infill opportunity maps from this study, which include an overlay of the 2% Strategy Area, clearly illustrate that the 2% Strategy Area boundaries do not correspond directly to parcel lines. Parcel-level results are important for the implementation of the 2% Strategy because it can bridge the goals of the Southern California Compass Vision to actual infill policies that affect local land use regulations.

In order to refine the 2% Strategy Area boundaries that fall within the unincorporated areas of Los Angeles County, the Department of Regional Planning makes the following recommendations:

- Encourage County planners to “reality-check” the rest of the 40 map-sheet and planning areas considered in this study. As the study only focuses on five study areas, which resulted in the comprehensive “reality-checking” of parcels identified through the infill analysis, the results of the rest of the study areas have parcels that could potentially be removed from the analysis.

- Encourage County planners to synchronize the refinement of the 2% Strategy Area boundaries that fall within the unincorporated areas, with the County’s General Plan update and the Fourth Revision of the Housing Element update, both scheduled for 2008. In addition, the results of the study and the 2% Strategy should be considered as part of the Department of Regional Planning’s implementation of the sites inventory program in the currently adopted Housing Element (known as “Program 44”). As Program 44 requires a massive rezoning effort for higher density, multifamily housing, the results of the infill analysis could be used to focus rezoning for higher density housing within the 2% Strategy areas.
Appendix J: Recommendations for Using the Infill Methodology to Track, Monitor and Evaluate the County’s Smart Growth and Infill Initiatives

Section 1.2 of this report describes some of the recent smart growth and infill initiatives in the County. Sections 4 and 5 of this report conclude, based on the Infill Opportunities Analysis and the Financial Feasibility and Policy Analysis, that the County’s infill initiatives are not sufficient enough to stimulate infill development within the five study areas, and most likely, outside of the study areas as well.

One of the disadvantages of the Infill Estimation Methodology is that it only offers a snapshot of infill potential based on typically dynamic inputs, such as Built Capacity and housing market data. One way in which to create an ongoing, dynamic way of informing infill policies, which could track and monitor the effectiveness of infill policies that have been put into place, in addition to validating the findings made by the Infill Estimation Methodology that would influence future infill policies, could be to link the results of the Infill Opportunities Analysis, and Financial Feasibility and Policy Analysis to actual case information.

The use of case information for this study was helpful in verifying some of the findings of the Financial Feasibility and Policy Analysis. For example, when County planners challenged the findings of the Financial Feasibility Analysis that infill rental housing is infeasible in most of the study areas, based on their local knowledge of rental housing developments that have been permitted and even built within the study areas, an investigation of the case approvals history revealed that many of the rental developments within the study areas were actually developed by affordable housing developers, who had lower profit expectations, as well as access to subsidies for affordable housing to leverage the development of rental housing.

Another way in which to enhance the effectiveness of the Infill Methodology is to link the results to an ongoing, dynamic database. While running the Infill Methodology with updated information on zone changes, market data, and other new inputs is a difficult and expensive undertaking, one option that could be explored in depth is to link eDAPTS (Electronic Development and Permit Tracking System), an inter-departmental County permit case tracking system (which includes the Fire Department and the Department of Public Works), to the results of the Infill Methodology. In the event that the horizontal integration of programs is not feasible, County planners could, albeit inefficiently, manually develop and regularly update a database of infill residential and mixed-use development approvals, if additional funding and staffing were provided to support this activity.