



August 11, 2015

Economic Impact of the Proposed General Plan Update

Prepared for:

City of Pasadena

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EXECUTIVE SUMMARY

This report estimates the economic and fiscal impacts of the proposed General Plan (Proposed Project) for the City of Pasadena and the CEQA alternatives, as well as an additional Refined Project incorporating modifications to the proposed project. The analysis focuses on the incremental growth and development the Proposed Project and alternatives would accommodate, in terms population and employment growth, business and labor income, retail sales and municipal costs and revenues. The growth figures used in the analysis reflect potential buildout of the Proposed Projects and Alternatives. It should be noted that this theoretical buildout is likely higher than market conditions will support, and the City may expect to see lower levels of development as the General Plan is implemented.

PRIVATE SECTOR ECONOMIC EFFECTS

The Proposed Project would accommodate growth of 40,323 jobs and 27,472 new residents. Full buildout of the non-residential development would expand the City economy by \$7 billion and increase worker incomes by \$2.6 billion. More than half of the jobs would be in business sectors that serve external market areas and therefore draw income and wealth into the community. Most of these jobs would be in the new office space included in the Plan. Nearly 6,700 additional jobs would be generated by business to business transactions, while about 11,800 jobs would be in commercial and service categories that attract worker household spending in the Pasadena economy. These economic multiplier effects would also help to strengthen the market for existing businesses in Pasadena and lead to potential growth in jobs and business activity within existing non-residential buildings.

RETAIL MARKET ANALYSIS

The analysis focuses on the retail sector because the shopping mix in the community has substantial benefit to the quality of life for residents and also generates a critical source of revenue to help fund City government operations. While the population of Pasadena makes up less than 1.6 percent of the total population in Los Angeles County, the city makes up about 2.8 percent of the total taxable sales in the county. This indicates that the city's retail activity far exceeds its relatively small population base. Because Pasadena serves as a regional center for tourism and business activity, the community can support a larger base of retail stores than would normally be expected in a city of Pasadena's size, with strong regional presence across nearly all retail sectors. Pasadena's role as a regional retail provider comes from its success with attracting retail spending from several different constituents, including commuters, out-of-town visitors, and shoppers living elsewhere in the San Gabriel Valley.

Currently, retail demand from households, commuters and hotel visitors in Pasadena is estimated at \$2.1 billion per year, while actual retail sales are about \$2.8 billion. The additional sales are from San Gabriel Valley shoppers and a certain amount of business to business transactions. Under the Proposed Project, local demand would increase to \$2.8 billion, which could be captured by the additional planned increment of retail expansion in the Plan. In addition, other office based businesses

would increase taxable sales by another \$0.4 billion, to increase total sales for the City by \$11 million per year.¹

FISCAL IMPACTS

With this strong boost in taxable sale, the Proposed Project would generate an overall positive fiscal impact for the City's General Fund, as well as the Library Service Fund, Public Health Fund and Gas Tax Fund, of \$13.2 million per year. Total new revenues would be \$70 million per year while additional costs for services would increase \$56.8 million per year. These figures represent annual operating costs and revenues and do not include costs for capital improvements needed to accommodate the growth. However, this net revenue would be available to help finance such improvements, as well as other funding sources such as development impact fees.

From a land use perspective, residential uses tend to require more in service costs than they provide in City revenue. However, commercial and office uses generally require lower levels of City services per capita and generate net revenues that help support public services in residential neighborhoods. The Proposed Project provides a good land use mix that constitutes a solid fiscal foundation for the City.

Most of the Specific Plan areas provide a net positive revenue fiscal impact as well. On exception is the East Pasadena Area, where existing retail development is planned to be replaced with other land uses, creating a negative fiscal balance in that one area.

REFINED PROJECT

The City has developed a Refined Project that incorporates beneficial features of several alternatives, analyzed in the EIR and also balances diverse community goals related to land use, contextual design, sense of place and targeted development. In general terms, the Refined Project provides for slightly lower levels of growth than the Proposed Project, the RAQNI Alternative and the ETA Alternative, but remains slightly above the CDSFOLA Alternative.

The fiscal benefit of this alternative is estimated at \$11.5 million per year, below the Proposed Project, Existing General Plan and the RAQNI Alternative, but virtually identical to the ETA Alternative and slightly better than the CDSFOLA Alternative. It would increase industry output by \$6.0 billion per year, about the same as the CDSFOLA Alternative.

ALTERNATIVES ANALYSIS

The fiscal impact of the Alternatives is highly related to the amount of retail development included in each as well as the overall balance between jobs and housing. The Existing General Plan (No Project) would have a significantly better fiscal impact than Proposed Project (Proposed Project), with an annual net revenue level of \$22.9 million compared to \$13.2 million for the Proposed Project. This result is almost entirely due to the relatively high amount of new commercial development included in the Existing General Plan, which is 65 percent higher than the Proposed Project. As discussed in the

¹ The City's sales tax share is one percent of taxable sales.

retail market analysis above, Pasadena already has a highly developed commercial sector and serves a market area well beyond its own border. The Proposed Project includes an amount of new retail that is commensurate with the increase in households and population. Therefore, it is unclear whether the additional amounts of retail included in the Existing General Plan could actually be absorbed. If the new retail were not all developed, it would reduce the fiscal benefit of the Existing Plan and would also preclude development of otherwise feasible residential or mixed-use options on the retail designated land.

The Reduced Air Quality and Noise Impact (RAQNI) Alternative also shows a better fiscal impact than the Proposed Project. This is also the result of higher levels of commercial development included in this Alternative. The process of shifting residential development away from freeway corridors and replacing it with more commercial and mixed-use development results in a higher levels of retail development overall. Again, achieving the higher revenue levels would depend on the market absorption of the additional retail development.

The Central District, South Fair Oaks, and Lincoln Avenue (CDSFOLA) Alternative has slightly lower levels of development than the Proposed Project and has lower fiscal benefits as well, about 12 percent below the Proposed Project in Net Fiscal Benefit. This is also slightly below the fiscal benefit of the Efficient Transportation Analysis (ETA) Alternative, which has higher levels of retail and office development and therefore higher overall revenues. However, it also would generate higher costs than the CDSFOLA Alternative, as it includes about the same amount of residential development as the Proposed Project.

While the Annual Fiscal Benefit indicates the effect on City finances for each alternative, the Annual Economic Output indicates the benefits to the private sector economy. Industry Output essentially represents the potential growth in business revenues, and resulting increases in worker incomes, supported by buildout of each alternative. Industry output is closely tied to the amount of job growth, but is less affected by retail growth than by expansion of “economic base” industries that would typically locate in office space. Economic base industries have a market reach well beyond the City boundaries or even the surrounding cities, but rather make sales on a regional, national or global basis. These kinds of firms draw wealth into the community, which in turn supports the retail sector and other local-serving businesses. The Proposed Project, the RAQNI Alternative, and the ETA Alternative show the highest benefit on this indicator, ranging from about \$6.6 billion per year to \$7.0 billion, due to their higher levels of overall employment growth and office development. At the low end, the CDSFOLA Alternative would increase industry output by about \$6.0 billion per year.

1. INTRODUCTION

PURPOSE AND ORGANIZATION OF THE STUDY

This report describes the public and private sector costs and revenues associated with implementing the proposed General Plan for the City of Pasadena. The analysis focuses on the quantitative changes in development potential under the Proposed Project, compared to the existing General Plan and several alternatives addressed in the Environmental Impact Report. The next section in the Introduction describes the proposed land use changes for the Proposed Project. The existing General Plan and alternatives are described in a later chapter entitled Alternatives.

Following the Introduction, the Economic Impacts section discusses private sector economic impacts of the plan in terms of expansion in business revenue and labor income, including economic multiplier effects of economic growth. This chapter also discusses the retail market in Pasadena and the effects of expanding population and retail businesses on sales tax revenues. Chapter 3 describes the fiscal impacts of the Proposed Project, in terms of future costs and revenues for the City of Pasadena. Chapter 4 analyzes the CEQA Alternatives, including the existing General Plan, and Chapter 5 provides a conclusion as to the relative benefits of the Proposed Project over the existing General Plan and the other Alternatives.

PROJECT DESCRIPTION

The proposed General Plan would accommodate increased population and employment growth in Pasadena. Since much of the City is already built out, most new development would involve replacing existing uses. The analysis in this report is focused on the impacts of the net change in land use during the 2014-2035 General Plan horizon. Tables 1-1 and 1-2 show the estimated existing land uses in the City as of 2013 and the projected buildout and incremental development in the Proposed Project. The Proposed Project would accommodate a population increase of 27,473 and additional employment growth of 40,323. The Plan would enhance Pasadena's role as a job and commercial center, which would have economic benefits for the City, its residents and its businesses.

TABLE 1-1
EXISTING POPULATION AND EMPLOYMENT (2013)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT ESTIMATES					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	16,925	14,970	35,718	3,071	834	54,592
South Fair Oaks	785	1,834	5,540	5,747	1,563	14,683
East Colorado	1,038	5,209	2,687	521	2,036	10,454
East Pasadena	505	4,427	3,877	12	714	9,030
North Lake	2,484	1,222	781	680	75	2,757
Fair Oaks/Orange Grove	4,310	1,031	546	1,799	628	4,004
Lincoln Ave	676	297	114	130	433	974
West Gateway	156	625	384	323	25	1,356
No Specific Plan	109,059	3,004	4,409	4,778	1,307	13,498
Total	135,938	32,619	54,055	17,059	7,614	111,348

Source: Fehr & Peers, 2015

**TABLE 1-2
PROPOSED PROJECT BUILD-OUT AND NET GROWTH (2013-2035)**

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS 2035					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	29,299	18,060	46,024	3,387	651	68,121
South Fair Oaks	3,005	2,687	11,144	7,293	684	21,807
East Colorado	1,793	5,710	5,407	439	1,751	13,307
East Pasadena	3,604	3,805	10,876	12	0	14,692
North Lake	3,134	1,503	1,410	615	0	3,528
Fair Oaks/Orange Grove	5,179	2,057	2,105	327	275	4,764
Lincoln Ave	1,109	952	1,016	33	0	2,002
West Gateway	991	973	959	154	0	2,085
No Specific Plan	115,296	4,389	11,367	5,259	349	21,364
Total	163,411	40,134	90,308	17,519	3,710	151,671

PROPOSED PROJECT SCENARIO NET CHANGE (2013-2035)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	12,374	3,090	10,306	316	-183	13,529
South Fair Oaks	2,220	854	5,604	1,546	-879	7,124
East Colorado	755	501	2,719	-82	-285	2,853
East Pasadena	3,099	-623	6,999	0	-714	5,662
North Lake	649	281	629	-64	-75	771
Fair Oaks/Orange Grove	870	1,025	1,560	-1,472	-353	760
Lincoln Ave	433	654	902	-96	-433	1,027
West Gateway	835	347	575	-169	-25	729
No Specific Plan	6,237	1,385	6,958	481	-958	7,866
Total	27,473	7,515	36,252	459	-3,904	40,323

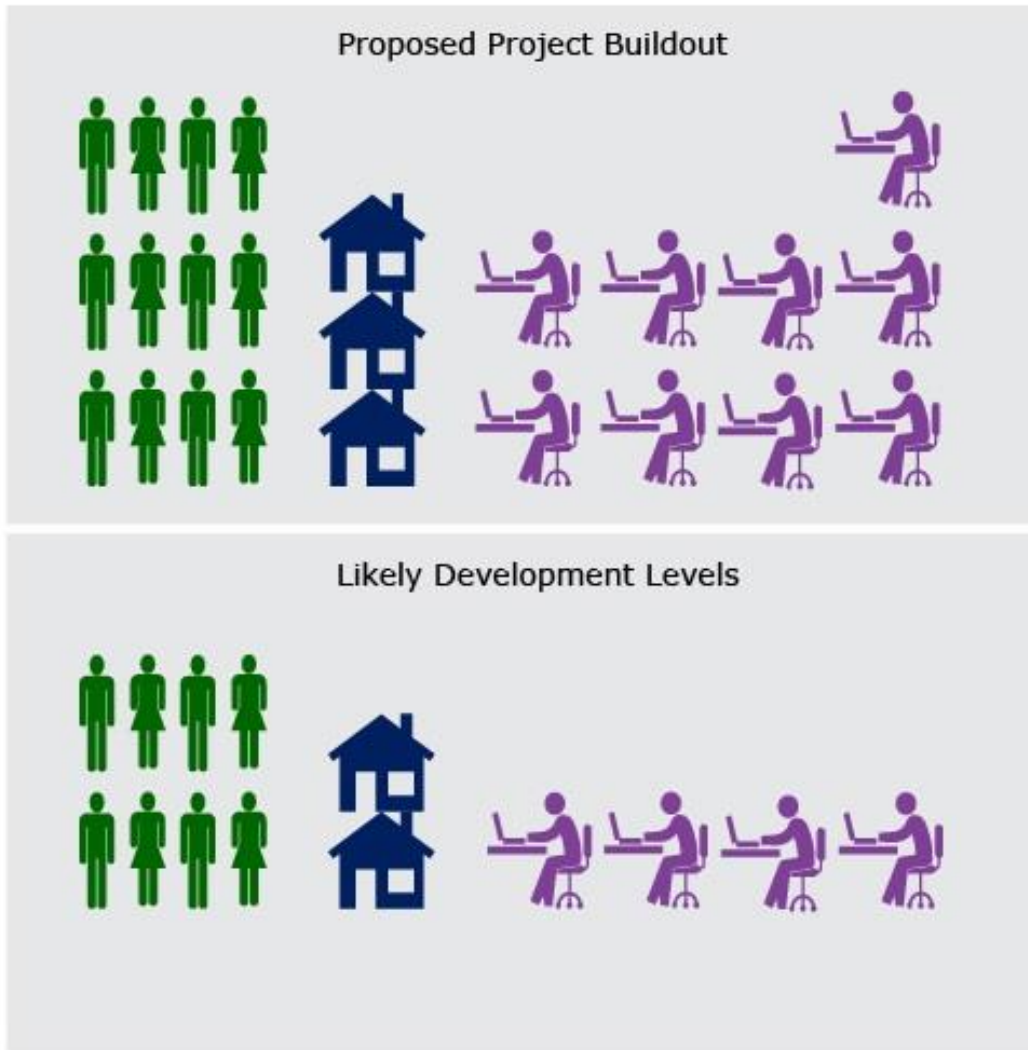
Source: Fehr & Peers, 2015. Total may not add due to rounding.

Note: Retail employment includes employment in lodging (hospitality) facilities. In later tables in the report, hospitality employment is shown separately.

It is important to recognize that the potential growth supported by the General Plan is a theoretical buildout level, based on allowable densities in the land use classifications. Actual development projects often do not meet buildout intensities for a variety of market or site configuration reasons. Also, it is not certain how fast development will occur over the 20-year General Plan time horizon. As illustrated in the Figure below, in most communities, likely development levels are lower than theoretical General Plan Buildout levels. This is beneficial for the real estate market as it avoids shortages of land for uses that are in demand, which would drive up land prices and reduce affordability for households and businesses alike. However, as a consequence, the economic benefits of the Proposed Project or any of the alternatives would likely be lower than depicted in this report.

FIGURE 1

GENERAL PLAN BUILDOUT COMPARED TO LIKELY DEVELOPMENT LEVELS



2. ECONOMIC IMPACTS

INTRODUCTION

Future growth and development impact the local economy by creating interactions between businesses, and changing the existing market dynamics. For the Proposed Project, the proposed development pattern will create new business-to-business interactions, and the multiplier effects that result from those interactions. In addition, future growth will also affect the balance between supply and demand in Pasadena's retail trade. The economic multiplier analysis and retail market analysis in this section will help illustrate the broader economic effects from the Proposed Project, and relate them to job creation and addressing future opportunities in the retail market.

ECONOMIC MULTIPLIER ANALYSIS

The Proposed Project projects a total job growth of about 40,323 positions by 2035. These jobs consist of both basic sectors that serve larger markets, and local-serving sectors that depend on job growth and increased household income.

The economic multiplier analysis demonstrates how job creation creates spin-off effects that benefit other businesses, and that job creation is not limited to the activity that occurs on-site. In order for businesses to operate, they need to initiate supplier relationships with other businesses. These suppliers support business activities by addressing a wide range of needs such as capital equipment, utilities, commodities, business support, and other services. In addition, the employed workers will create economic activity through household spending.

Using an input-output model and other data sources, this section identifies how the job growth projected in the Proposed Project comes from businesses that mutually support one another. Altogether, these activities represent significant economic activity within Pasadena.

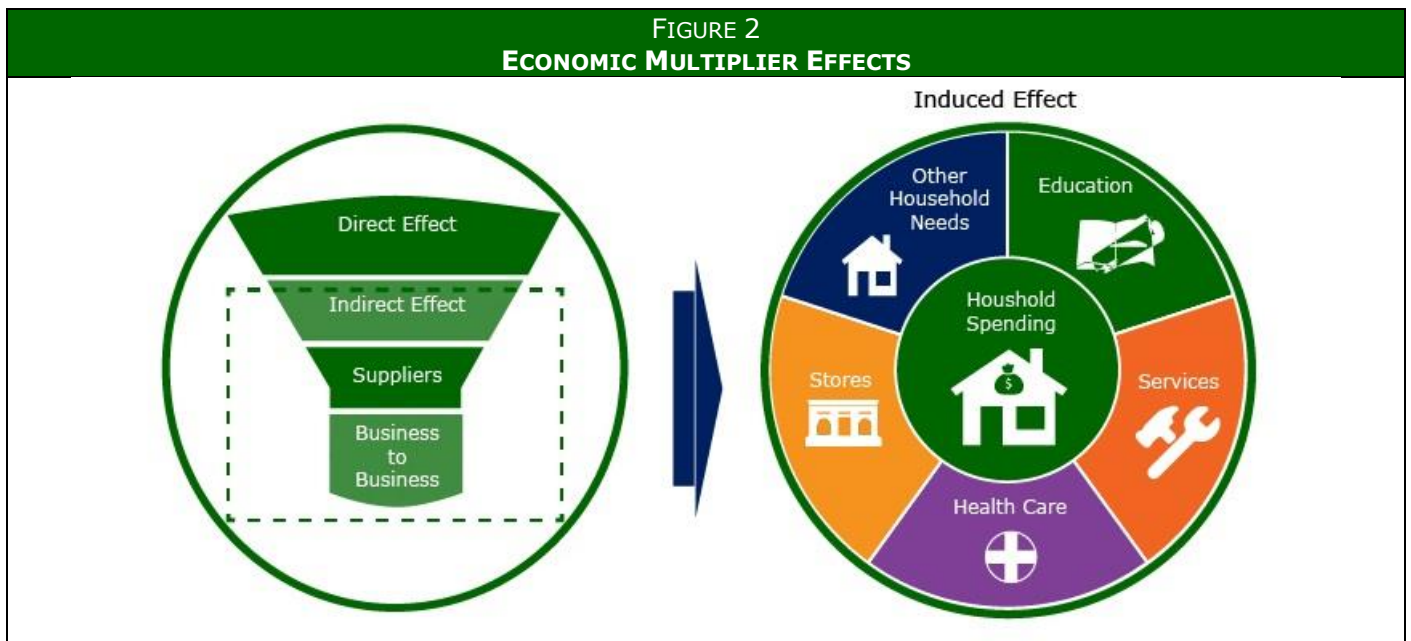
IMPACT DEFINITIONS

The analysis calculated the multiplier impacts based on three economic measures – employment, industry output, and labor income. These measures are defined as follows:

- **Employment** indicates the number of jobs created by new business growth, and the additional jobs generated through multiplier effects.
- **Industry output** represents the sum of all economic activity generated by projected business activities. This activity includes all commodity inputs, labor income, property income, and other value added components.
- **Labor income** represents the income generated through both self-employment, and wage-and-salary employee compensation.

The multiplier impacts for these measures come from the IMPLAN3 input-output model. These multipliers include the direct, indirect, and induced impacts. These multiplier descriptions are as summarized below.

- **Direct impacts** represent the jobs and other economic impacts that are directly generated by business activity on an annual basis.
- **Indirect impacts** represent the jobs and other economic effects that would be generated elsewhere within Pasadena as a result of supplier purchases that support the direct business activity. Supplier purchases would include consumables, durable goods, and services.
- **Induced impacts** are created through employee spending and other institutional demand that most typically occurs in retail and other local-serving industry categories such as personal services, education, and health care.



PROPOSED PROJECT MULTIPLIER EFFECTS

For the Proposed Project, ADE entered the distribution of jobs by land use into the IMPLAN input-output model, including those sectors with projected job losses. In order to focus the analysis on the incremental job growth effects, the multiplier analysis constrained the overall job count to the 40,323 jobs projected in the Proposed Project. The results of the analysis found that the job growth in the Proposed Project would create an industry output of \$7.0 billion for the local economy, along with \$2.6 billion in new labor income (Table 2-1).

Assuming an overall multiplied employment of 40,323 jobs, about 21,870 of the new jobs would be considered direct employment. The remaining jobs would be generated as a result of new business-to-

business activity and household spending by new employees. This means that every new job created will support an additional 0.84 jobs elsewhere in Pasadena.

Multiplier calculations for the other General Plan alternatives can be found in the Alternatives Analysis (Chapter 4).

TABLE 2-1 ECONOMIC EFFECTS OF PROPOSED PROJECT ALTERNATIVE				
IMPACT TYPE	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT
Employment	21,870	6,658	11,794	40,322
Labor Income	\$1,462,370,565	\$461,143,363	\$715,221,423	\$2,638,735,350
Output	\$4,043,403,977	\$1,331,469,420	\$1,618,109,167	\$6,992,982,564

Source: ADE, Inc.; data from IMPLAN3 input-output model.

RETAIL MARKET ANALYSIS

The retail sector is an important contributor to the quality of life in the community, by providing goods and services that satisfy consumer spending demand, and also serving as a major source of tax revenues that support local municipal services. The retail market analysis includes an estimate of retail spending in Pasadena, including household, commuter, and visitor spending; and a comparison of overall spending potential and sales by Pasadena retail establishments.

While the population of Pasadena makes up less than 1.6 percent of the total population in Los Angeles County, the city makes up about 2.8 percent of the total taxable sales in the county. This indicates that the city’s retail activity far exceeds its relatively small population base. Because Pasadena serves as a regional center for tourism and business activity, the community can support a larger base of retail stores than would normally be expected in a city of Pasadena’s size, with strong regional presence across nearly all retail sectors. Pasadena’s role as a regional retail provider comes from its success with attracting retail spending from several different constituents, including commuters, out-of-town visitors, and shoppers living elsewhere in the San Gabriel Valley.

In 2013/14 (Quarter 4 to Quarter 3), Pasadena businesses generated about \$2.9 billion in taxable sales, of which 80 percent came from retail stores. Compared to the rest of California where about 69 percent of taxable sales come from retail stores, Pasadena’s taxable sales depend more on consumer-focused retail stores than on other business-to-business transactions.

The recent taxable sales trend shows that Pasadena has had steady growth every year since 2010, as shown in Table 2-2. However, the taxable sales have not yet fully recovered back to their peak of \$3.2 billion in 2007.

TABLE 2-2 PASADENA TAXABLE SALES TREND 2004 TO 2014 (QUARTER 4 TO QUARTER 3)		
YEAR (Q4 TO Q3)	TAXABLE SALES	YEAR-OVER-YEAR PERCENT CHANGE
2013/14	\$2,895,498,200	1.5%
2012/13	\$2,852,872,600	1.5%
2011/12	\$2,810,069,500	3.8%
2010/11	\$2,706,251,500	1.7%
2009/10	\$2,661,170,500	-2.3%
2008/09	\$2,724,337,400	-12.8%
2007/08	\$3,124,845,900	-0.9%
2006/07	\$3,152,348,800	1.5%
2005/06	\$3,106,771,500	3.9%
2004/05	\$2,989,805,900	n/a

Source: ADE, Inc.; data from MuniServices.

RETAIL DEMAND

Local household spending represents the single largest component that supports any community's retail commercial sectors. The primary factors that affect the demand for retail goods and services include the number of households living in the local market area, and the average income and its distribution across different income groups.

As described later in this section, retail leakage represents the gap between local market demand and retail sales by local retail establishments. This leakage represents an existing shortfall, as well as an opportunity for both retail expansion and possible attraction.

The distribution of income in Pasadena shows the community has a diverse range of households, with an estimated average household income that exceeds \$101,000 annually. There are significant concentrations of households across all income groups. About 23.5 percent of Pasadena households in 2013 had incomes of less than \$30,000, while 27.4 percent had incomes of \$120,000 or more.

TABLE 2-3 DISTRIBUTION OF PASADENA HOUSEHOLD INCOME, 2013			
INCOME RANGE	HOUSEHOLDS	TOTAL INCOME	AVERAGE INCOME
Under \$20,000	8,337	\$88,148,176	\$10,573
\$20,000 to \$29,999	4,830	\$119,127,530	\$24,667
\$30,000 to \$39,999	3,838	\$135,214,039	\$35,230
\$40,000 to \$49,999	3,884	\$174,932,528	\$45,043
\$50,000 to \$69,999	7,252	\$430,951,151	\$59,425
\$70,000 to \$99,999	7,820	\$660,147,921	\$84,422
\$100,000 to \$119,999	4,711	\$518,238,535	\$110,000
\$120,000 to \$149,999	5,039	\$675,220,917	\$133,994
\$150,000 and Over	10,318	\$2,893,802,001	\$280,453
TOTAL	56,029	\$5,695,782,800	\$101,658

Source: ADE, Inc.; data from U.S. Census American Community Survey.

The local retail market spending for Pasadena totals approximately \$2.1 billion, as shown in Table 2-4. This local market consists of Pasadena households, commuters who work in Pasadena and live elsewhere, and out-of-town visitors.

TABLE 2-4 PASADENA LOCAL RETAIL DEMAND, 2014				
RETAIL GROUP	PASADENA HOUSEHOLD SPENDING	COMMUTER SPENDING	VISITOR SPENDING	TOTAL LOCAL DEMAND
Total	\$1,503,405,162	\$298,834,648	\$292,119,338	\$2,094,359,148
Apparel Store Group	\$68,091,567	\$14,395,693	\$19,521,266	\$102,008,525
Women's Apparel	\$18,124,118	\$1,355,670	\$2,998,846	\$22,478,635
Men's Apparel	\$5,031,526	\$144,214	\$319,013	\$5,494,753
Family Clothing	\$31,608,309	\$6,763,505	\$14,961,397	\$53,333,210
Shoe Stores	\$13,327,614	\$6,132,304	\$1,242,009	\$20,701,927
General Merchandise Group	\$278,447,363	\$54,494,874	\$26,412,946	\$359,355,184
Department/Discount Stores	\$137,397,563	\$37,639,500	\$17,775,675	\$192,812,738
Other General Merchandise	\$81,360,532	\$1,916,037	\$904,870	\$84,181,439
Drug & Proprietary Stores	\$59,689,268	\$14,939,337	\$7,732,401	\$82,361,006
Specialty Retail Group	\$90,024,807	\$52,984,069	\$27,986,636	\$170,995,512
Gifts & Novelties	\$6,137,130	\$6,091,377	\$1,841,843	\$14,070,351
Sporting Goods	\$9,618,192	\$5,936,592	\$3,090,205	\$18,644,990
Florists	\$2,388,600	\$432,998	\$933,481	\$3,755,079
Photographic Equipment	\$1,164,366	\$0	\$1,340,096	\$2,504,462
Records & Music	\$4,461,882	\$506,543	\$1,092,034	\$6,060,460
Books & Stationery	\$10,571,830	\$8,913,197	\$2,695,074	\$22,180,101
Office Supplies/Computer Eq.	\$13,131,728	\$3,773,414	\$0	\$16,905,142
Jewelry	\$10,302,534	\$7,306,575	\$2,095,487	\$19,704,597
Misc. Specialty Retail	\$32,248,543	\$20,023,371	\$14,898,416	\$67,170,331
Food, Eating and Drinking Group	\$422,969,439	\$101,139,530	\$131,325,788	\$655,434,757
Grocery Stores	\$188,702,754	\$38,632,976	\$12,171,478	\$239,507,208
Specialty Food Stores	\$5,336,439	\$2,098,873	\$661,258	\$8,096,570
Liquor Stores	\$9,440,659	\$2,303,011	\$725,573	\$12,469,243
Eating Places	\$219,489,586	\$58,104,671	\$117,767,479	\$395,361,736
Building Materials And Home Furnishings Group	\$144,210,132	\$11,187,669	\$514,273	\$155,912,074
Furniture & Home Furnishings	\$43,090,586	\$0	\$0	\$43,090,586
Appliances & Electronics	\$30,007,679	\$11,187,669	\$0	\$41,195,348
Used Merchandise	\$2,842,490	\$0	\$514,273	\$3,356,763
Nurseries & Garden Supply	\$13,980,560	\$0	\$0	\$13,980,560
Lumber & Other Building Materials	\$32,622,072	\$0	\$0	\$32,622,072
Home Centers and Hardware	\$19,890,097	\$0	\$0	\$19,890,097
Paint & Wallpaper	\$1,776,648	\$0	\$0	\$1,776,648
Automotive Group	\$499,661,855	\$64,632,813	\$86,358,429	\$650,653,097
New Cars & RVs	\$230,821,352	\$40,189,582	\$0	\$271,010,934
Used Car Dealers	\$16,982,893	\$3,178,306	\$0	\$20,161,198
Gasoline Service Stations	\$230,275,379	\$17,829,953	\$86,358,429	\$334,463,760
Mobile Homes & Trailers	\$112,349	\$297,852	\$0	\$410,200
Auto Parts & Accessories	\$13,106,105	\$3,073,721	\$0	\$16,179,826
Other Vehicles	\$8,363,778	\$63,399	\$0	\$8,427,177

Source: ADE, Inc.; data from California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

LOCAL HOUSEHOLD SPENDING

The household retail spending totals are calculated from an analytical model developed by ADE. This model estimates spending for over 40 different store types and 100 product categories. Based on data from the retail demand model, the estimated annual retail spending by Pasadena's 56,029 households' totals about \$1.5 billion, as shown in Table 2-4. It should be noted that not all of this spending occurs in Pasadena because neighboring communities might provide certain retail offerings not available locally, and about 65 percent of the Pasadena workforce commutes outside the city for work.

Household spending among local residents is distributed across all retail store categories. The largest retail store spending categories are general merchandise stores, new car dealers, eating places, gasoline service stations, and grocery stores. Each of these retail store categories accounts for more than \$188 million in household spending.

COMMUTER SPENDING

Pasadena's job base (111,348 jobs) exceeds the size of its labor force (71,554 employed residents), which has the effect of broadening the local market base for retailers, because in-commuters make up for the retail demand that goes to other communities when Pasadena residents commute out to jobs other cities. Based on data from the American Community Survey (ACS), Pasadena attracts a net in-commute of 39,794 workers (after accounting for Pasadena residents that commute to other communities for work). Using data from the International Council of Shopping Centers (ICSC), this population of in-commuters adds a net increase of approximately \$298.8 million in annual retail demand to the local retail market.

Restaurant spending represents the largest expenditure category for commuters, with about \$58.1 million in spending by commuters. The other major expenditure categories for commuters include general merchandise stores, grocery stores, and miscellaneous specialty retail stores.

VISITOR SPENDING

Using visitor spending and transient occupancy tax (TOT) data from Dean Runyan Associates, ADE estimates that out-of-town visitors to Pasadena account for about \$292.1 million in retail demand. The spending is largely concentrated in food and transportation.

PASADENA RETAIL SALES AND RETAIL LEAKAGE (2014)

Pasadena's annual retail sales total \$2.7 billion, which exceeds the local market demand of \$2.1 billion, as shown in Table 2.4 (note that the higher sales figures in Table 2-1 include non-retail business-to-business sales). This means the Pasadena has a significant net capture of sales, with about 23 percent of its market capture coming from beyond the local consumer market (which consists of Pasadena households, visitors and commuters). More importantly, this net capture is consistently high across nearly all retail store categories. Only in a few retail categories does Pasadena currently have any sales leakage.

**TABLE 2-5
PASADENA RETAIL SALES AND LEAKAGE, 2014**

RETAIL GROUP	TOTAL LOCAL DEMAND	TOTAL RETAIL SALES	SALES LEAKAGES	NET CAPTURE OF REGIONAL SALES
Total	\$2,094,359,148	\$2,711,023,563	\$276,594,811	\$893,259,227
Apparel Store Group	\$102,008,525	\$218,127,300	\$8,754,080	\$124,872,855
Women's Apparel	\$22,478,635	\$33,508,600	\$0	\$11,029,965
Men's Apparel	\$5,494,753	\$3,564,600	\$1,930,153	\$0
Family Clothing	\$53,333,210	\$167,176,100	\$0	\$113,842,890
Shoe Stores	\$20,701,927	\$13,878,000	\$6,823,927	\$0
General Merchandise Group	\$359,355,184	\$295,133,762	\$74,070,577	\$9,849,155
Department/Discount Stores	\$192,812,738	\$198,622,364	\$0	\$5,809,626
Other General Merchandise	\$84,181,439	\$10,110,863	\$74,070,577	\$0
Drug & Proprietary Stores	\$82,361,006	\$86,400,535	\$0	\$4,039,529
Specialty Retail Group	\$170,995,512	\$356,607,311	\$0	\$185,611,799
Gifts & Novelties	\$14,070,351	\$20,580,446	\$0	\$6,510,095
Sporting Goods	\$18,644,990	\$34,529,429	\$0	\$15,884,439
Florists	\$3,755,079	\$10,430,553	\$0	\$6,675,474
Photographic Equipment	\$2,504,462	\$14,974,000	\$0	\$12,469,538
Records & Music	\$6,060,460	\$12,202,200	\$0	\$6,141,740
Books & Stationery	\$22,180,101	\$30,114,300	\$0	\$7,934,199
Office Supplies/Computer Eq.	\$16,905,142	\$43,889,400	\$0	\$26,984,258
Jewelry	\$19,704,597	\$23,414,615	\$0	\$3,710,018
Misc. Specialty Retail	\$67,170,331	\$166,472,368	\$0	\$99,302,038
Food, Eating and Drinking Group	\$655,434,757	\$966,376,487	\$0	\$310,941,730
Grocery Stores	\$239,507,208	\$433,173,524	\$0	\$193,666,316
Specialty Food Stores	\$8,096,570	\$23,533,679	\$0	\$15,437,109
Liquor Stores	\$12,469,243	\$25,822,584	\$0	\$13,353,341
Eating Places	\$395,361,736	\$483,846,700	\$0	\$88,484,964
Building Materials And Home Furnishings Group	\$155,912,074	\$318,768,304	\$4,808,616	\$167,664,847
Furniture & Home Furnishings	\$43,090,586	\$51,029,760	\$0	\$7,939,173
Appliances & Electronics	\$41,195,348	\$130,126,200	\$0	\$88,930,852
Used Merchandise	\$3,356,763	\$5,746,400	\$0	\$2,389,637
Nurseries & Garden Supply	\$13,980,560	\$9,171,944	\$4,808,616	\$0
Lumber & Other Building Materials	\$32,622,072	\$42,759,500	\$0	\$10,137,428
Home Centers and Hardware	\$19,890,097	\$77,000,601	\$0	\$57,110,504
Paint & Wallpaper	\$1,776,648	\$2,933,900	\$0	\$1,157,252
Automotive Group	\$650,653,097	\$556,010,400	\$188,961,538	\$94,318,841
New Cars & RVs	\$271,010,934	\$345,735,000	\$0	\$74,724,066
Used Car Dealers	\$20,161,198	\$27,341,700	\$0	\$7,180,502
Gasoline Service Stations	\$334,463,760	\$153,384,000	\$181,079,760	\$0
Mobile Homes & Trailers	\$410,200	\$2,562,300	\$0	\$2,152,100
Auto Parts & Accessories	\$16,179,826	\$26,442,000	\$0	\$10,262,174
Other Vehicles	\$8,427,177	\$545,400	\$7,881,777	\$0

Source: ADE, Inc.; data from MuniServices, California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

The taxable sales data is an annual total listed by retail category. The businesses included in the analysis encompass all of the retail businesses operating in Pasadena. The retail sales data comes from the California State Board of Equalization sales tax allocation records. This data was compiled and audited by MuniServices, and ADE reviewed the data for disclosure issues before including it in

the analysis. Because certain retail items, such as food and prescription drugs, are not taxable, the retail sales totals include a conversion that estimates nontaxable sales.

Findings for retail sales and sales leakage/net capture by major store group are summarized below.

APPAREL STORE GROUP

Apparel stores consist of stores specializing in clothing, accessories, and shoes. Altogether, these stores in Pasadena generated about \$218.1 million in 2014. The majority of these sales occur in family clothing stores (\$167.2 million). Apparel stores for women account for another \$33.5 million in sales. Apparel stores as a group have a net capture of regional sales that totals \$124.9 million. Men's apparel and shoe stores each have a sales leakage that together adds up to \$8.8 million. The net capture of regional sales in this category accounts for over half of the total sales, which indicates a very high proportion of sales to residents throughout the surrounding areas.

GENERAL MERCHANDISE GROUP

The general merchandise category includes a cross-section of stores that carry broad merchandise lines in multiple product categories. These stores include traditional department stores, discount department stores, warehouse clubs, variety stores, and drug stores. Stores in this category generated over \$295.1 million in sales in 2014, with \$198.6 million coming from the department and discount store category.

Taken as a group, general merchandise stores generate a net sales leakage. This sales leakage comes from the \$74.1 million in unmet demand for the "other general merchandise stores" category, which includes a combination of dollar/variety stores and warehouse clubs. The retail sales in this category total \$10.1 million, all of which comes from dollar/variety stores. No warehouse clubs currently operate in Pasadena, and this absence likely accounts for nearly all of the sales leakage in general merchandise stores.

SPECIALTY RETAIL GROUP

Specialty retail stores focus on particular product groups, and as a group they encompass wide variety of different product offerings and store types. These stores generated a total of \$356.6 million in 2014 retail sales, with over \$185.6 million in net regional sales capture. More significantly, no store categories in this group have any sales leakage. This net capture accounts for over half of the total retail sales in this category, which indicates that Pasadena's specialty retail stores provide goods and services that draw consumers from the surrounding communities. Among the individual store categories, the largest sales generators are office supplies and miscellaneous specialty retail stores. All other specialty store categories generated more than \$10 million in annual sales.

FOOD, EATING, AND DRINKING GROUP

Food-oriented retail stores generated about \$966.4 million in retail sales in 2014, with over \$400 million in sales each coming from grocery stores and restaurants and other eating places. Sales in specialty food stores and liquor stores also each totaled more than \$23 million. All of the store categories in this group generated a net capture of sales, with no leakage based on local demand.

BUILDING MATERIALS AND HOMEFURNISHINGS GROUP

The building materials and home furnishings group includes stores that specialize in home improvement products, and also includes electronics/appliance stores, furniture stores, and used merchandise stores. Altogether, these stores generated about \$318.8 million in retail sales, with sales predominantly occurring in household appliances and electronics, lumber and building materials, and home centers. Each of these categories captured more than \$42 million in annual sales. The overall net capture in this group totals \$167.7 million, which is more than half of the total sales. With the home improvement categories in particular, a significant portion of their sales come from contractors and other business-to-business transactions. The only store category with sales leakage in this group is nurseries and garden supply stores, with a sales leakage of \$4.8 million.

AUTOMOTIVE GROUP

Retail businesses in the automotive group include new and used automobile dealerships, gasoline service stations, auto parts stores, as well as dealers for other vehicles such as boats, motorcycles, and trailers. This group generated a net sales leakage, most of which came from the gasoline service stations category. The leakage in this category is large, because even without including commuter and visitor spending, the unmet demand still totals over \$80 million when only accounting for Pasadena households. The other store category with leakage is "other vehicles." Pasadena has a large net capture with automobile sales, as well as used cars and auto parts establishments.

RETAIL DEMAND AND LEAKAGE (2035 – PROPOSED PROJECT)

Under the Proposed Project, the number of households is projected to increase by 12,312 units (22 percent). In addition, the Proposed Project projects a 29 percent increase in hotel space and a net in-commute gain of more than 60 percent. The growth in hotel square footage was used to project the 2035 visitor spending, while the in-commute growth was used to estimate the commuter spending. By 2035, all of these factors will result in the overall local retail demand increasing from \$2.1 billion to \$2.8 billion (32 percent), as shown in Table 2-6.

The expanded local demand under the Proposed Project would exceed the existing retail store sales, resulting in an overall net leakage of about \$563 million. By 2035, the largest sales leakages and potential for new retail store attraction would occur with department/discount stores, other general merchandise stores, drug stores, restaurants, and gasoline service stations. Most of the specialty retail categories will still experience a net capture of regional sales, as well most of the food-related sectors (except for restaurants) and building materials/home furnishings categories.

**TABLE 2-6
PASADENA LOCAL RETAIL DEMAND, 2035, PROPOSED PROJECT**

RETAIL GROUP	PASADENA HOUSEHOLD SPENDING	COMMUTER SPENDING	VISITOR SPENDING	TOTAL LOCAL DEMAND
Total	\$1,918,431,795	\$479,861,655	\$375,813,887	\$2,774,107,338
Apparel Store Group	\$87,015,764	\$23,116,266	\$25,114,266	\$135,246,295
Women's Apparel	\$23,209,501	\$2,176,903	\$3,858,040	\$29,244,444
Men's Apparel	\$6,455,575	\$231,576	\$410,413	\$7,097,564
Family Clothing	\$40,427,372	\$10,860,677	\$19,247,958	\$70,536,007
Shoe Stores	\$16,923,316	\$9,847,110	\$1,597,855	\$28,368,281
General Merchandise Group	\$354,297,751	\$87,506,589	\$33,980,468	\$475,784,808
Department/Discount Stores	\$175,764,642	\$60,440,625	\$22,868,549	\$259,073,816
Other General Merchandise	\$103,346,842	\$3,076,727	\$1,164,122	\$107,587,692
Drug & Proprietary Stores	\$75,186,267	\$23,989,236	\$9,947,797	\$109,123,300
Specialty Retail Group	\$115,368,760	\$85,080,573	\$36,005,034	\$236,454,367
Gifts & Novelties	\$7,865,436	\$9,781,391	\$2,369,547	\$20,016,373
Sporting Goods	\$12,377,624	\$9,532,841	\$3,975,574	\$25,886,039
Florists	\$3,083,282	\$695,298	\$1,200,930	\$4,979,510
Photographic Equipment	\$1,504,097	\$0	\$1,724,044	\$3,228,141
Records & Music	\$5,727,576	\$813,395	\$1,404,910	\$7,945,881
Books & Stationery	\$13,535,283	\$14,312,602	\$3,467,235	\$31,315,120
Office Supplies/Computer Eq.	\$16,884,828	\$6,059,260	\$0	\$22,944,088
Jewelry	\$13,318,018	\$11,732,727	\$2,695,861	\$27,746,606
Misc. Specialty Retail	\$41,072,616	\$32,153,059	\$19,166,933	\$92,392,608
Food, Eating and Drinking Group	\$538,261,556	\$162,407,480	\$168,951,688	\$869,620,723
Grocery Stores	\$238,638,255	\$62,035,925	\$15,658,705	\$316,332,885
Specialty Food Stores	\$6,744,012	\$3,370,320	\$850,714	\$10,965,047
Liquor Stores	\$12,044,600	\$3,698,120	\$933,456	\$16,676,176
Eating Places	\$280,834,688	\$93,303,115	\$151,508,813	\$525,646,616
Building Materials And Home Furnishings Group	\$185,425,683	\$17,964,895	\$661,616	\$204,052,195
Furniture & Home Furnishings	\$55,600,741	\$0	\$0	\$55,600,741
Appliances & Electronics	\$38,486,102	\$17,964,895	\$0	\$56,450,997
Used Merchandise	\$3,647,571	\$0	\$661,616	\$4,309,188
Nurseries & Garden Supply	\$17,983,580	\$0	\$0	\$17,983,580
Lumber & Other Building Materials	\$41,839,307	\$0	\$0	\$41,839,307
Home Centers and Hardware	\$25,587,722	\$0	\$0	\$25,587,722
Paint & Wallpaper	\$2,280,660	\$0	\$0	\$2,280,660
Automotive Group	\$638,062,282	\$103,785,853	\$111,100,816	\$852,948,950
New Cars & RVs	\$296,854,666	\$64,535,487	\$0	\$361,390,152
Used Car Dealers	\$21,846,633	\$5,103,649	\$0	\$26,950,281
Gasoline Service Stations	\$291,815,312	\$28,630,920	\$111,100,816	\$431,547,047
Mobile Homes & Trailers	\$142,271	\$478,283	\$0	\$620,554
Auto Parts & Accessories	\$16,622,417	\$4,935,709	\$0	\$21,558,126
Other Vehicles	\$10,780,983	\$101,805	\$0	\$10,882,789

Source: ADE, Inc.; data from California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE 2-7
PASADENA RETAIL SALES AND LEAKAGE, 2035, PROPOSED PROJECT**

RETAIL GROUP	TOTAL LOCAL DEMAND	TOTAL RETAIL SALES	SALES LEAKAGES	NET CAPTURE OF REGIONAL SALES
Total	\$2,774,107,338	\$2,711,023,563	\$563,545,224	\$500,461,449
Apparel Store Group	\$135,246,295	\$218,127,300	\$18,023,244	\$100,904,249
Women's Apparel	\$29,244,444	\$33,508,600	\$0	\$4,264,156
Men's Apparel	\$7,097,564	\$3,564,600	\$3,532,964	\$0
Family Clothing	\$70,536,007	\$167,176,100	\$0	\$96,640,093
Shoe Stores	\$28,368,281	\$13,878,000	\$14,490,281	\$0
General Merchandise Group	\$475,784,808	\$295,133,762	\$180,651,047	\$0
Department/Discount Stores	\$259,073,816	\$198,622,364	\$60,451,452	\$0
Other General Merchandise	\$107,587,692	\$10,110,863	\$97,476,829	\$0
Drug & Proprietary Stores	\$109,123,300	\$86,400,535	\$22,722,766	\$0
Specialty Retail Group	\$236,454,367	\$356,607,311	\$5,532,812	\$125,685,756
Gifts & Novelties	\$20,016,373	\$20,580,446	\$0	\$564,073
Sporting Goods	\$25,886,039	\$34,529,429	\$0	\$8,643,391
Florists	\$4,979,510	\$10,430,553	\$0	\$5,451,043
Photographic Equipment	\$3,228,141	\$14,974,000	\$0	\$11,745,859
Records & Music	\$7,945,881	\$12,202,200	\$0	\$4,256,319
Books & Stationery	\$31,315,120	\$30,114,300	\$1,200,820	\$0
Office Supplies/Computer Eq.	\$22,944,088	\$43,889,400	\$0	\$20,945,312
Jewelry	\$27,746,606	\$23,414,615	\$4,331,992	\$0
Misc. Specialty Retail	\$92,392,608	\$166,472,368	\$0	\$74,079,760
Food, Eating and Drinking Group	\$869,620,723	\$966,376,487	\$41,799,916	\$138,555,679
Grocery Stores	\$316,332,885	\$433,173,524	\$0	\$116,840,640
Specialty Food Stores	\$10,965,047	\$23,533,679	\$0	\$12,568,632
Liquor Stores	\$16,676,176	\$25,822,584	\$0	\$9,146,408
Eating Places	\$525,646,616	\$483,846,700	\$41,799,916	\$0
Building Materials And Home Furnishings Group	\$204,052,195	\$318,768,304	\$13,382,617	\$128,098,727
Furniture & Home Furnishings	\$55,600,741	\$51,029,760	\$4,570,981	\$0
Appliances & Electronics	\$56,450,997	\$130,126,200	\$0	\$73,675,203
Used Merchandise	\$4,309,188	\$5,746,400	\$0	\$1,437,212
Nurseries & Garden Supply	\$17,983,580	\$9,171,944	\$8,811,636	\$0
Lumber & Other Building Materials	\$41,839,307	\$42,759,500	\$0	\$920,193
Home Centers and Hardware	\$25,587,722	\$77,000,601	\$0	\$51,412,879
Paint & Wallpaper	\$2,280,660	\$2,933,900	\$0	\$653,240
Automotive Group	\$852,948,950	\$556,010,400	\$304,155,588	\$7,217,038
New Cars & RVs	\$361,390,152	\$345,735,000	\$15,655,152	\$0
Used Car Dealers	\$26,950,281	\$27,341,700	\$0	\$391,419
Gasoline Service Stations	\$431,547,047	\$153,384,000	\$278,163,047	\$0
Mobile Homes & Trailers	\$620,554	\$2,562,300	\$0	\$1,941,746
Auto Parts & Accessories	\$21,558,126	\$26,442,000	\$0	\$4,883,874
Other Vehicles	\$10,882,789	\$545,400	\$10,337,389	\$0

Source: ADE, Inc.; data from MuniServices, California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

3. FISCAL IMPACTS

INTRODUCTION

Land Use development as projected in the proposed General Plan affects City revenues and service costs in a variety of ways. Increasing population and employment levels expand requirements for City services such as police and fire protection, as well as use of parks, recreation programs, libraries and other City facilities. New development also increases tax revenues to help pay for services by adding to the City's property tax rolls and increasing retail sales and associated sales taxes, among other City revenues. This section of the report describes the projected fiscal impact of the Proposed Project growth increment on the City budget. The discussion begins with a description of the existing City budget and key revenue and cost categories.

The City's total Operating Budget for Fiscal Year (FY) 2014-2015 is \$540.7 million and consists of a number of General Funds, Special Revenue Funds, Enterprise Funds and other revenues. In addition, the City has appropriated \$62.2 million for affiliated agencies such as the Pasadena Center Operating Company, the Pasadena Community Access Corporation and the Rose Bowl Operating Company. In FY 2015 the City also appropriated \$72.3 million for capital projects.

The City General Fund, totaling about \$209.5 million, is one of the most important components of the budget because it receives most of the City's general tax revenues and supports operations for many of the City's basic services such as public safety, parks and recreation, public works maintenance and transportation operations and general government functions at City Hall (Table 3-1). The General Fund is the primary focus of the fiscal impact analysis because the land use mix in the City has a significant impact on the tax base, but the City has relatively little flexibility to change tax rates for major revenues such as the property tax and the sales tax. Therefore, it is important for the General Plan to provide a balanced land use mix to ensure that General Fund revenues will be available as needs for municipal services increase. In contrast, Enterprise Funds, such as the City water and sewer services, use service charges to fund operations and maintenance costs. The City can increase user fee rates if necessary to cover increases in these expenses. Also, most Special Revenue Funds use revenue sources that are specifically earmarked for certain services and there is greater correspondence between expenditures and available revenues than in the General Fund.

GENERAL FUND REVENUES

Property taxes are the largest single source of revenue for the General Fund, at about \$43.2 million for FY 2015. The City receives an effective rate of about 18 percent of every dollar paid by Pasadena property owners. The remaining property taxes are allocated to Los Angeles County, the local school districts and a variety of other local and regional taxing agencies. The City also receives a share of property taxes in lieu of vehicle license fees, under a prior state budget agreement.²

² In the City Budget document, this is listed as a State Non-Grant revenue, but is included with the other property taxes in this report for purposes of estimating revenues in the fiscal analysis.

This has become a more significant source of revenues for many cities as it is allocated based on increase in assessed value. A portion of this revenue source is also allocated to the Public Health Fund, as discussed further below.

TABLE 3-1 PASADENA GENERAL FUND BUDGET, FY 2014-2015	
REVENUE AND COST CATEGORIES	BUDGET AMOUNTS
REVENUE	
Property Tax	
Secured and Unsecured	\$43,210,000
In-Lieu of Motor Vehicle Fees	\$12,980,000
Real Property Transfer Tax	\$1,250,000
Other Taxes	
St. Light and Traffic Signal Tax	\$7,000,000
Business License Tax	\$5,850,000
Sales Tax	\$33,140,000
Transient Occupancy Tax	\$12,801,000
Utility Taxes	\$30,602,000
Construction Tax	\$2,400,000
Franchise Taxes	\$3,237,000
Permits, Charges, Fees	
Building Licenses and Permits	\$855,000
Non Building Licenses and Permits	\$2,590,000
Charges For Services	\$22,586,000
Fines and Forfeitures	\$6,763,000
Intergovernmental	
Federal Grants Direct	\$42,000
State Non Grant Direct	\$275,000
State Grant Direct	\$755,000
Local Intergovernmental	\$163,000
Other Revenue	
Transfers In	\$737,000
Enterprise Contributions	\$18,356,000
Investments and Rents	\$2,631,000
Misc. Revenues	\$1,370,000
Total General Fund Revenue	\$209,593,000
EXPENDITURES	
General Government	\$63,525,000
Fire	\$40,395,000
Planning and Community Dev.	\$7,200,000
Police	\$62,569,000
Human Services and Recreation	\$9,477,000
Public Works	\$21,072,000
Transportation	\$5,277,000
Total General Fund Expenditure	\$209,515,000
ANNUAL SURPLUS/(DEFICIT)	\$78,000

Source: City of Pasadena Adopted FY 15-16 Operating Budget

Residential land uses typically generate most of the property taxes, due to the extent of land in residential use. In Pasadena, it is interesting to note that non-residential land uses have a significant impact on City property tax revenues. The City was able to maintain the same rate of growth in

assessed value as the County (5.4 percent from 2013 to 2014) despite the fact that only 8 percent of parcels are in commercial or industrial use, compared to 10.5 percent for the county as a whole.³ City staff have noted that non-residential properties in Pasadena tend to sell more often, thus keeping assessed values higher in relation to market value than is true throughout much of the rest of the state.

The second largest single source of revenue for the General Fund is the sales tax, at \$33.1 million, which is mainly generated from taxable sales at retail businesses within Pasadena. However, nearly 20 percent of this revenue is generated by non-retail businesses, such as industrial, office, lodging and health care establishments. Pasadena is host to several businesses located in office space that serve as the “point of sale” for large regional sales enterprises. The City is fortunate to receive substantial sales tax from these operations even though their customer base is well outside the City.

Utility taxes and Franchise taxes, which are paid both by utility customers and by the utility companies themselves, combine to equal slightly more than the sales tax, with the utility tax contributing most of the revenue at \$30.6 million per year. The City also charges a Street Light and Traffic Signal Tax on electrical bills that totals \$7 million per year. The Transient Occupancy Tax paid by lodging establishments generates more than \$12 million per year and other business taxes are about \$5.8 million.

The City charges City residents and business customers directly for a variety of services, including development entitlements and building permits, emergency medical response, recreation programs, and others. This category also includes General Fund Charges to other City service funds for administrative support. Total Charges for Service received by the City are \$35 million, but a portion of these revenues are allocated to other Enterprise and Special Revenue funds, including much of the building permit revenue which is allocated to the Building Services Fund.

The City receives a total of \$60.5 million in revenues from other federal, state and local agencies in various grant and entitled programs. Most of this revenue is allocated to various special revenue funds because the use of the money is earmarked to specific uses. However, a small portion is used in the General Fund, as indicated in Table 3-1. The City’s Enterprise Funds also make contributions to the General Fund to defray general administrative and management costs that benefit the Enterprise services.

GENERAL FUND SERVICES

Municipal service costs funded through the General Fund include public safety, parks and recreation, community development, maintenance of City facilities, including streets, and administrative and management functions such as the City Council, the City Manager, City Clerk, City Attorney, Finance and Human Resources. In Table 3-1, this category also includes Non-Departmental expenditures, which include debt service payments and the General Fund transfer to the Library Services Fund,

³ Los Angeles County Office of the Assessor, *Annual Report 2014*, pp. 23-24.

discussed below. Public Safety, with the combined Police and Fire Departments budgets of about \$103 million, is the main service function in the General Fund.

The primary function for the Public Works Department under the General Fund is maintenance of City facilities, including the street system. The Transportation Department also provides planning and engineering functions related to the street system. Both of these Departments also have major functions related to the City’s utility systems, transit services and parking facilities, which are funded through Enterprise and Special Revenue Funds.

SELECTED OTHER FUNDS

The fiscal analysis includes several other Special Revenue Funds because of the potential impact of population growth on these services. As shown in Table 3-2, these funds include the Library Services Fund, the Public Health Fund and the Gas Tax Fund. As noted above, the Library Services Fund receives a significant subsidy from the General Fund, totaling \$10. Million in FY 2015. The City also has a parcel tax that is received into this fund and few other minor revenue sources such as library fines.

The Public Health Fund, in contrast, receives no General Fund revenues, but is supported largely by a number of State and federal grant programs, user charges and small amounts of sales tax and Motor Vehicle in lieu property taxes.

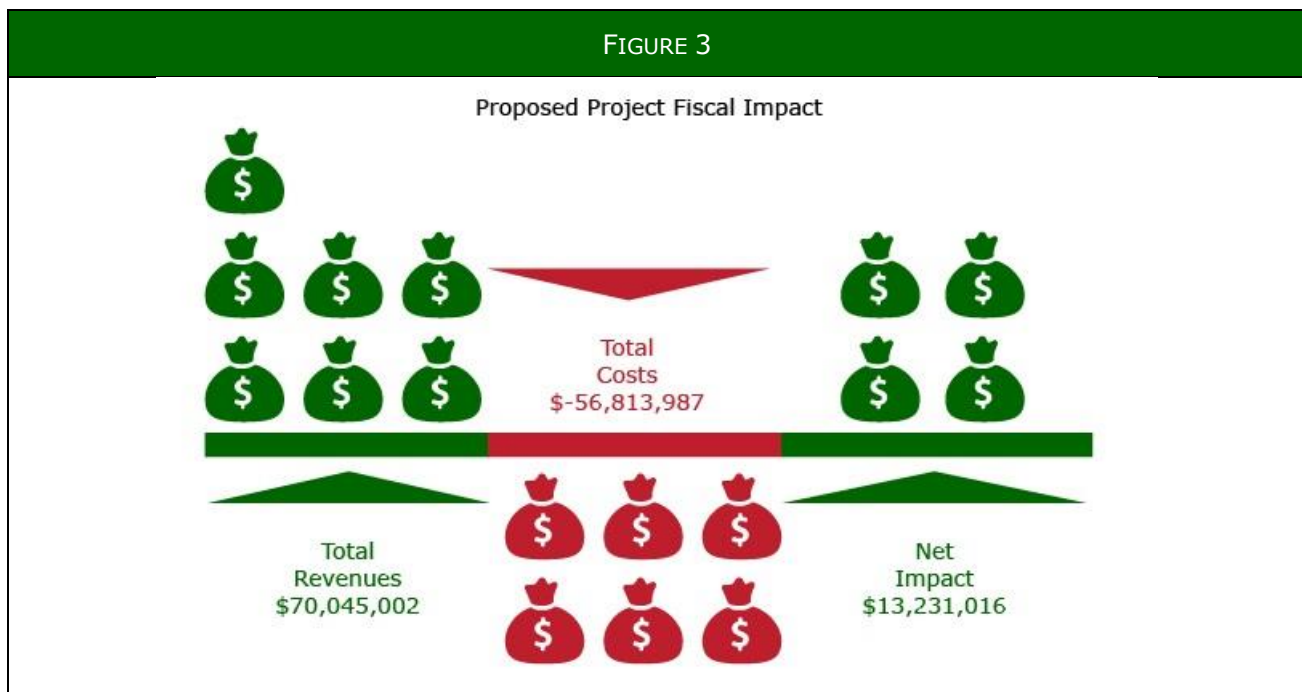
The Gas Tax Fund receives all State gas taxes allocated to the City and these revenues must be spent on street maintenance functions. The Gas Tax is allocated by the State to local jurisdictions based on a combination of per capita and street mileage formulas.

TABLE 3-2 SELECTED OTHER BUDGET FUNDS INCLUDED IN THE FISCAL ANALYSIS	
LIBRARY SERVICES FUND	
Revenue	
Library Parcel Tax	\$2,509,000
Transfers from General Fund	\$10,654,211
Other Revenues	\$118,000
Total	\$13,281,211
Expenditures	\$13,602,000
PUBLIC HEALTH FUND	
Revenue	
Sales Tax	\$651,000
Motor Vehicle in Lieu tax	\$1,859,000
Intergovernmental	\$6,408,000
Other Revenues	\$6,498,000
Total	\$15,416,000
Expenditures	\$14,547,000
GAS TAX FUND	
Gas Tax	\$3,789,000
Other Revenues	\$918,000
Total	\$4,707,000
Expenditures	\$2,639,000

Source: City of Pasadena Adopted FY 15-16 Operating Budget

FISCAL ANALYSIS OF THE PROPOSED LAND USE BUILDOUT

The fiscal analysis estimates the future impact of new development accommodated by the Proposed Project on the General Fund and the selected Special Revenue Funds outlined above. The Proposed Project is projected to have a positive fiscal impact of about \$13.2 million per year (Table 3-3). The methodology for this analysis is described in Appendix B and essentially involves estimating future property taxes and sales taxes, based on projected housing values and household incomes. In addition, other revenues and cost are estimated on a per capita basis, consistent with current service standards funded by the City in its General Fund budget.



From a land use perspective the new retail, office and lodging development in the proposed Plan would generate the additional tax base needed to complete the funding for services for the new residential development. This is a typical public financing pattern for California cities, in which the property tax alone does not pay for all municipal services. While household spending from new residences in Pasadena would also generate additional retail sales tax at local stores, Pasadena's retail sector draws substantial spending from shoppers living in other nearby communities, as well as from daily commuters and visitors to the City (see retail analysis above). These additional sources of sales tax are critical helping many cities to balance their budgets.

This is illustrated by the relative fiscal impacts of different land use types in the Proposed Project, as shown in Table 3-4. The proposed project would emphasize development of more multi-family housing, with slight reductions in single family and senior housing. Replacement of these dwelling units would have a small positive fiscal impact built the new development of multi-family housing would have a negative impact of about \$2.4 million per year. However, the Plan would also add more retail, office and lodging development while reducing industrial and some service commercial uses.

The net effect of these non-residential land use changes creates a substantial net revenue surplus, as the costs to provide City services to these kinds of business uses is well below the amount of tax revenue they generate. Thus, the Proposed Project provides a fiscally balanced land use mix that would provide a solid financial foundation for Pasadena in the future.

TABLE 3-3 FISCAL IMPACT OF THE PROPOSED PROJECT	
REVENUE AND EXPENDITURE ITEMS	TOTAL
REVENUE	
GENERAL FUND	
Property Tax	
Secured and Unsecured	\$16,494,774
In-Lieu of Motor Vehicle Fees	\$4,954,922
Real Property Transfer Tax	\$477,169
Other Taxes	
St. Light and Traffic Signal Tax	\$1,695,012
Business License Tax	\$2,070,842
Sales Tax	\$11,017,483
Transient Occupancy Tax	\$3,507,660
Utility Taxes	\$7,410,106
Franchise Taxes	\$783,822
Permits, Charges, Fees	
Non Building Licenses and Permits	\$627,154
Charges For Services	\$5,469,076
Fines and Forfeitures	\$1,637,623
Intergovernmental	
Federal Grants Direct	\$10,170
State Non Grant Direct	\$66,590
Local Intergovernmental	\$39,470
Other Revenue	
Transfers In	\$178,461
Enterprise Contributions	\$4,444,805
Investments and Rents	\$637,082
Misc. Revenues	\$331,738
Total General Fund Revenue	\$61,853,956
OTHER FUNDS	
Library Services Fund	
Library Parcel Tax	\$661,184
Transfer from General Fund	\$3,144,213
Other Revenues	\$24,887
Public Health Fund	
Sales Tax	\$216,427
Motor Vehicle in Lieu tax	\$709,646
Intergovernmental	\$1,249,616
Other Revenues	\$1,267,167
Gas Tax Fund	
Gas Tax	\$738,888
Other Revenues	\$179,018
Total Other Fund Revenue	\$8,191,046
Total Revenue	\$70,045,002
EXPENDITURES	
GENERAL FUND	
General Government	\$15,136,905
Fire	\$10,189,478
Planning and Community Dev.	\$906,880
Police	\$16,212,190

TABLE 3-3 FISCAL IMPACT OF THE PROPOSED PROJECT	
REVENUE AND EXPENDITURE ITEMS	TOTAL
Human Services and Recreation	\$1,815,517
Public Works	\$5,054,089
Transportation	\$1,229,416
Total General Fund Expenditure	\$50,544,476
OTHER FUNDS	
Library Services Fund	\$2,831,572
Public Health Fund	\$2,798,919
Gas Tax Fund	\$639,019
Total Other Fund Expenditures	\$6,269,511
Total Expenditures	\$56,813,987
ANNUAL SURPLUS/(DEFICIT)	\$13,231,016

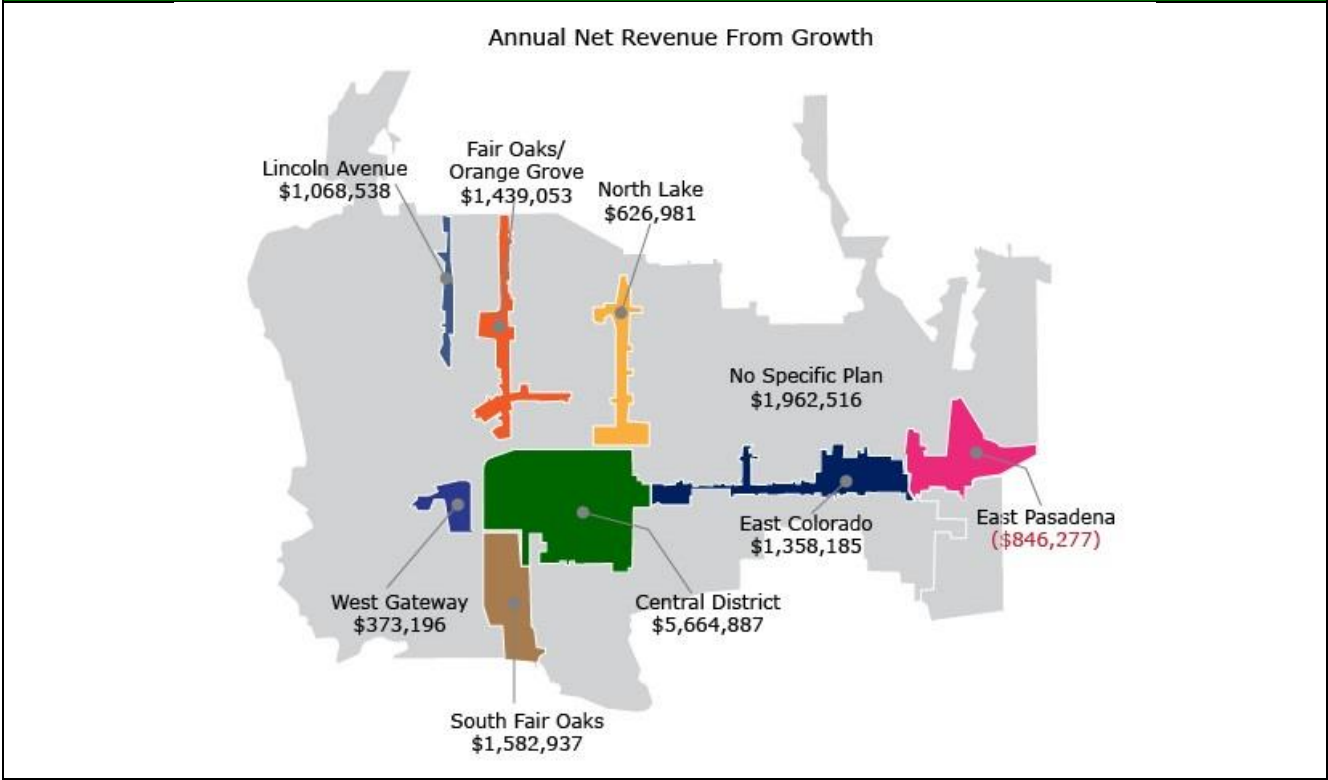
TABLE 3-4 PROPOSED PROJECT SUMMARY FISCAL IMPACTS BY LAND USE				
LAND USE	POP./EMP. GROWTH	TOTAL REVENUES	TOTAL COSTS	NET ANNUAL FISCAL IMPACT
Single Family Residential	(917)	(\$1,024,062)	(\$1,135,153)	\$111,091
Multifamily Residential	28,812	\$33,386,889	\$35,776,877	(\$2,389,989)
Senior Housing	(423)	(\$388,641)	(\$515,342)	\$126,700
Retail	5,800	\$13,752,097	\$4,419,588	\$9,332,508
Office	36,352	\$22,339,535	\$18,701,910	\$3,637,626
Industrial	(3,904)	(\$3,512,572)	(\$1,983,776)	(\$1,528,796)
Institutional	459	\$339,177	\$240,738	\$98,439
Hospitality	1,715	\$5,152,581	\$1,309,145	\$3,843,436
Total	NA	\$70,045,002	\$56,813,987	\$13,231,016

The fiscal impact in Specific Plan areas depends on whether the areas are primarily employment or commercial centers or residential neighborhoods. The Central District, with the highest concentrations of office and commercial development, has the strongest fiscal benefit for the City (Table 3-5). Other areas such as Fair oaks/Orange Grove and Lincoln Avenue, have more modest levels of projected development but the land use mix includes increments of commercial growth along with residential and office development, which help to balance the fiscal impacts in these areas. East Pasadena, on the other hand, is projected to increase office development but experience a net loss of retail development, which has the effect of creating a small negative fiscal impact in this area.

**TABLE 3-5
SPECIFIC PLAN AREA SUMMARY FISCAL IMPACTS**

SPECIFIC PLAN AREA	POPULATION	EMPLOYMENT	TOTAL REVENUES	TOTAL COSTS	NET ANNUAL FISCAL IMPACT
Central District	12,374	13,529	\$28,824,514	\$23,159,627	\$5,664,887
South Fair Oaks	2,220	7,124	\$8,214,217	\$6,630,280	\$1,583,937
East Colorado	755	2,853	\$3,900,002	\$2,541,818	\$1,358,185
East Pasadena	3,099	5,662	\$5,794,857	\$6,641,135	(\$846,277)
North Lake	649	771	\$1,921,343	\$1,294,362	\$626,981
Fair Oaks/Orange Grove	870	760	\$3,174,062	\$1,735,009	\$1,439,053
Lincoln Avenue	433	1,027	\$2,302,897	\$1,234,360	\$1,068,538
West Gateway	835	729	\$1,864,057	\$1,490,861	\$373,196
No Specific Plan	6,237	7,866	\$14,049,052	\$12,086,536	\$1,962,516
Total	27,472	40,323	70,045,002	56,813,987	13,231,016

**FIGURE 4
FISCAL IMPACT BY SPECIFIC PLAN AREA**



It should be noted that this analysis does not account for capital improvements that may be needed to accommodate the projected growth. Therefore, potentially some of the “surplus” revenue shown in Table 3-3 would be needed to support bond financing or other General Fund contributions to the Capital Improvement Program.

4. ALTERNATIVES & REFINED PROJECT ANALYSIS

DESCRIPTION OF THE REFINED PROJECT & ALTERNATIVES

In response to public comment related to the amount of development studied in the Proposed Project, staff developed a Refined Project which combines elements from the Proposed Project and the CD, SFO, LA Alternative and is represented in the Final Revised EIR. The total residential and non-residential development levels studied in the Refined Project were greater than those levels identified in the CD, SFO, LA Alternative, but were less than the levels studied in the Proposed Project. The Refined Project represents a variation of the Proposed Project that balances the need for growth while maintaining a scale of development and sense of place that is important to the community. The Refined Project also recommended minor changes to the policies of the Land Use Element and minor changes to the Land Use Diagram based on comments received during the public process.

The environmental review process began with the Draft EIR analysis of four project Alternatives designed to lessen the Proposed Projects environmental impacts. These Alternatives have been evaluated in the economic and fiscal analysis. As refinements were made to the Proposed Project through the public process, a Revised FEIR was released to document further environmental analysis of the Refined Project. The Refined Project was also analyzed for its economic and fiscal effects. The Revised Project and the alternatives are described below in terms of the land use mix, population and employment growth they include. The tables in this section show the detailed land use data used in the economic and fiscal analysis, including both buildout and the incremental new development in the Refined Project and each of the Alternatives. Following this initial description, subsequent sections discuss the economic and fiscal impacts of the Refined Project and Alternatives:

- **Refined Project.** The Refined Project lowers the residential caps in comparison to the Proposed Project for the Central District, South Fair Oaks, and East Pasadena and increases the residential caps in comparison to the Proposed Project in the East Colorado (including Lamanda Park) Specific Plans. It also lowers the non-residential square footage caps in the Central District and the South Fair Oaks Specific Plan areas as compared to the Proposed Project. This results in generally lower development levels than the Proposed Project or any of the alternatives, except the CDSFOLA Alternative.
- **No Project/Adopted General Plan (No Project Alternative).** The Existing General Plan would allow less residential development but more non-residential development than the Proposed Project (Table 4-1).
- **Central District, South Fair Oaks, and Lincoln Avenue Alternative (CDSFOLA).** In an effort to reduce air quality, noise and GHG impacts along these major corridors, including Colorado Avenue, this alternative reduces development caps in these areas and results in

about three percent lower development levels overall than the Proposed Project. In the DEIR, this Alternative is judged the environmentally superior Alternative (Table 4-3).

- **Efficient Transportation Analysis Alternative (ETA).** This Alternative focuses higher density, mixed use development around transit stations and adjusts the land use mix in specific plan areas to reduce vehicle miles traveled (vmt). The net effect is a reduction in employment over the Proposed Project but a slight increase in the number of residents (Table 4-4).
- **Reduced Air Quality and Noise Impact Alternative (RAQNI).** This Alternative plans for more single family, mixed-use and commercial uses adjacent to freeway corridors, rather than Multi-family housing, compared to the Proposed Project. Overall population and employment levels are only slightly lower than the Proposed Project (Table 4-2).

TABLE 4-1 EXISTING GENERAL PLAN BUILDOUT (2035)						
SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	20,366	21,681	43,448	3,196	651	68,976
South Fair Oaks	1,205	1,808	8,587	6,196	1,885	18,476
East Colorado	3,003	4,621	4,874	439	1,432	11,367
East Pasadena	2,152	6,132	9,715	12	0	15,859
North Lake	3,786	1,396	1,094	615	0	3,106
Fair Oaks/Orange Grove	5,397	2,383	1,541	906	0	4,830
Lincoln Ave	679	929	506	33	0	1,468
West Gateway	991	1,576	1,656	154	0	3,385
No Specific Plan	115,883	4,529	10,968	5,259	311	21,066
Total	153,463	45,055	82,389	16,810	4,278	148,532
EXISTING GENERAL PLAN NET CHANGE (2013-2035)						
SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	3,441	6,712	7,731	125	-183	14,384
South Fair Oaks	421	-26	3,047	449	322	3,793
East Colorado	1,965	-588	2,187	-82	-604	914
East Pasadena	1,647	1,704	5,838	0	-714	6,829
North Lake	1,302	175	314	-64	-75	349
Fair Oaks/Orange Grove	1,087	1,352	995	-894	-628	826
Lincoln Ave	3	631	391	-96	-433	493
West Gateway	835	951	1,272	-169	-25	2,029
No Specific Plan	6,824	1,525	6,559	481	-997	7,568
Total	17,525	12,436	28,333	-249	-3,336	37,184

**TABLE 4-2
REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE BUILDOUT (2035)**

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	29,466	18,970	44,629	3,387	651	67,636
South Fair Oaks	2,977	2,764	11,141	7,293	694	21,891
East Colorado	1,783	5,778	5,699	439	1,561	13,477
East Pasadena	3,625	4,257	10,374	12	0	14,642
North Lake	3,124	1,285	1,744	615	0	3,644
Fair Oaks/Orange Grove	5,212	2,085	2,101	327	277	4,790
Lincoln Ave	1,125	952	1,016	33	0	2,002
West Gateway	991	957	935	154	0	2,046
No Specific Plan	115,257	4,392	11,318	5,259	347	21,315
Total	163,561	41,439	88,958	17,519	3,529	151,444

REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE NET CHANGE (2013-2035)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	12,541	4,000	8,912	316	-183	13,045
South Fair Oaks	2,193	930	5,601	1,546	-869	7,208
East Colorado	744	569	3,012	-82	-475	3,024
East Pasadena	3,120	-170	6,497	0	-714	5,612
North Lake	639	63	963	-64	-75	887
Fair Oaks/Orange Grove	902	1,054	1,556	-1,472	-351	786
Lincoln Ave	449	654	902	-96	-433	1,027
West Gateway	835	331	552	-169	-25	690
No Specific Plan	6,198	1,388	6,909	481	-961	7,817
Total	27,623	8,819	34,902	459	-4,085	40,096

**TABLE 4-3
CDSFOLA ALTERNATIVE BUILDOUT (2035)**

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	26,384	17,136	42,837	3,387	651	64,010
South Fair Oaks	2,451	2,422	10,027	7,293	636	20,378
East Colorado	1,757	5,691	5,532	439	1,850	13,512
East Pasadena	3,656	3,805	10,876	12	0	14,692
North Lake	3,134	1,503	1,410	615	0	3,528
Fair Oaks/Orange Grove	5,128	2,095	2,147	327	281	4,850
Lincoln Ave	831	759	811	33	0	1,604
West Gateway	991	973	959	154	0	2,085
No Specific Plan	115,296	4,389	11,367	5,259	349	21,364
Total	159,628	38,773	85,965	17,519	3,766	146,023

CDSFOLA ALTERNATIVE NET CHANGE (2013-2035)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	9,459	2,166	7,119	316	-183	9,418
South Fair Oaks	1,666	589	4,487	1,546	-927	5,694
East Colorado	719	482	2,845	-82	-186	3,059
East Pasadena	3,151	-623	6,999	0	-714	5,662
North Lake	649	281	629	-64	-75	771
Fair Oaks/Orange Grove	818	1,064	1,601	-1,472	-347	846
Lincoln Ave	155	462	697	-96	-433	629
West Gateway	835	347	575	-169	-25	729
No Specific Plan	6,237	1,385	6,958	481	-958	7,866
Total	23,689	6,154	31,910	459	-3,848	34,675

TABLE 4-4

EFFICIENT TRANSPORTATION ALTERNATIVE BUILDOUT (2035)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	29,299	18,060	46,024	3,387	651	68,121
South Fair Oaks	3,005	2,709	11,234	7,293	687	21,923
East Colorado	1,793	5,298	4,764	439	1,593	12,094
East Pasadena	3,604	3,841	11,046	12	0	14,899
North Lake	3,179	1,343	1,250	615	0	3,209
Fair Oaks/Orange Grove	5,179	1,887	1,922	327	251	4,387
Lincoln Ave	1,109	749	800	33	0	1,583
West Gateway	991	845	772	154	0	1,771
No Specific Plan	115,296	4,386	11,364	5,259	349	21,358
Total	163,456	39,118	89,177	17,519	3,531	149,345

EFFICIENT TRANSPORTATION ALTERNATIVE NET CHANGE (2013-2035)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	12,374	3,090	10,306	316	-183	13,529
South Fair Oaks	2,220	875	5,694	1,546	-875	7,240
East Colorado	755	89	2,076	-82	-444	1,640
East Pasadena	3,099	-586	7,169	0	-714	5,869
North Lake	694	121	470	-64	-75	452
Fair Oaks/Orange Grove	870	856	1,377	-1,472	-377	383
Lincoln Ave	433	452	686	-96	-433	608
West Gateway	835	220	388	-169	-25	415
No Specific Plan	6,237	1,382	6,955	481	-958	7,859
Total	27,518	6,499	35,122	459	-4,083	37,997

**TABLE 4-5
REFINED PROJECT BUILDOUT (2035)**

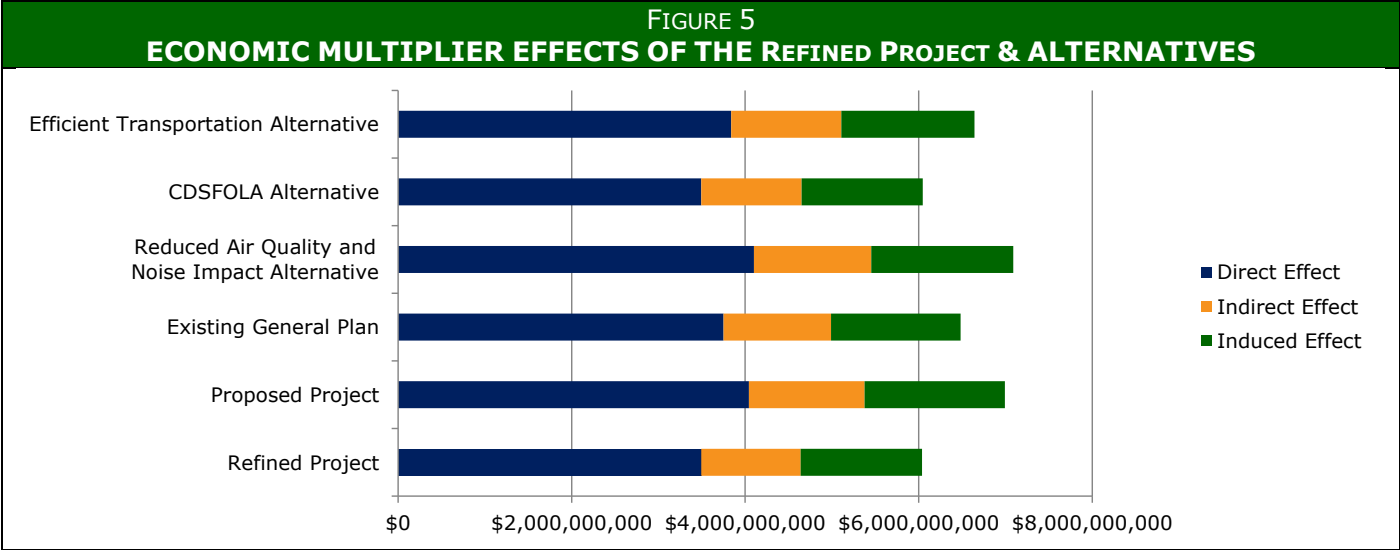
SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	27,894	17,136	42,837	3,387	651	64,010
South Fair Oaks	2,721	2,422	10,027	7,293	636	20,378
East Colorado	2,007	5,725	5,426	439	1,728	13,318
East Pasadena	2,847	3,805	10,876	12	0	14,692
North Lake	3,134	1,503	1,410	615	0	3,528
Fair Oaks/Orange Grove	5,179	2,057	2,105	327	275	4,764
Lincoln Ave	1,109	952	1,016	33	0	2,002
West Gateway	991	973	959	154	0	2,085
No Specific Plan	115,296	4,389	11,367	5,259	349	21,364
Total	161,180	38,961	86,023	17,519	3,638	146,141

REFINED PROJECT NET CHANGE (2013-2035)

SPECIFIC PLAN AREA	POPULATION AND EMPLOYMENT FORECASTS					
	RESIDENTIAL POPULATION	RETAIL EMPLOYMENT	OFFICE EMPLOYMENT	INSTITUTIONAL EMPLOYMENT	INDUSTRIAL EMPLOYMENT	TOTAL EMPLOYMENT
Central District	10,969	2,166	7,119	316	-183	9,418
South Fair Oaks	1,936	589	4,487	1,546	-927	5,694
East Colorado	969	516	2,739	-82	-309	2,865
East Pasadena	2,342	-623	6,999	0	-714	5,662
North Lake	649	281	629	-64	-75	771
Fair Oaks/Orange Grove	870	1,025	1,560	-1,472	-353	760
Lincoln Ave	433	654	902	-96	-433	1,027
West Gateway	835	347	575	-169	-25	729
No Specific Plan	6,237	1,385	6,958	481	-958	7,866
Total	25,241	6,341	31,968	459	-3,976	34,793

ECONOMIC IMPACTS

Because of differences in how the different alternatives distribute the build-out jobs by sector, the economic multiplier effects will differ. Compared to the Proposed Project alternative, the Existing General Plan alternative has a slightly lower overall job count of 37,184 positions. Compared to all of the other alternatives, the Existing General Plan has a higher concentration of employment in the retail sectors, a lower concentration in industrial and office jobs, and negative job growth in the institutional sectors.



Overall, the Existing General Plan alternative has a multiplied industry output of \$6.5 billion and a labor income of \$2.3 billion. The average employment multiplier effect for this alternative shows that every direct job creates another 0.84 jobs.

**TABLE 4-6
ECONOMIC EFFECTS OF EXISTING GENERAL PLAN**

IMPACT TYPE	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT
Employment	20,183	6,120	10,882	37,184
Labor Income	\$1,262,034,947	\$418,321,729	\$647,653,360	\$2,328,010,037
Output	\$3,749,986,470	\$1,239,790,087	\$1,493,064,947	\$6,482,841,504

Source: ADE, Inc.; data from IMPLAN3 input-output model.

The Reduced Air Quality and Noise Impact alternative has a total employment of 40,096 jobs. This creates an economic impact of \$7.1 billion in industry output and \$2.6 billion in labor income. The average employment multiplier for this alternative indicates that every direct job would create another 0.86 jobs.

TABLE 4-7 ECONOMIC EFFECTS OF REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE				
IMPACT TYPE	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT
Employment	21,558	6,709	11,829	40,096
Labor Income	\$1,450,069,207	\$465,845,884	\$719,163,295	\$2,635,078,386
Output	\$4,099,425,666	\$1,354,462,955	\$1,637,054,582	7,090,943,203

Source: ADE, Inc.; data from IMPLAN3 input-output model.

The CDSFOLA alternative has a total employment of 34,675 jobs, which is the lowest job count among the General Plan alternatives. This creates an economic impact of \$6.0 billion in industry output and \$2.3 billion in labor income. The average employment multiplier for this alternative indicates that every direct job would create another 0.85 jobs.

TABLE 4-8 ECONOMIC EFFECTS OF CDSFOLA ALTERNATIVE				
IMPACT TYPE	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT
Employment	18,742	5,778	10,155	34,675
Labor Income	\$1,266,931,198	\$401,607,248	\$617,489,187	\$2,286,027,633
Output	\$3,493,010,202	\$1,157,344,585	\$1,396,700,831	6,047,055,618

Source: ADE, Inc.; data from IMPLAN3 input-output model.

The Efficient Transportation alternative has a total employment of 37,997 jobs. This creates an economic impact of \$6.6 billion in industry output and \$2.5 billion in labor income. The average employment multiplier for this alternative indicates that every direct job would create another 0.85 jobs.

TABLE 4-9 ECONOMIC EFFECTS OF EFFICIENT TRANSPORTATION ALTERNATIVE				
IMPACT TYPE	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT
Employment	20,524	6,333	11,140	37,997
Labor Income	\$1,390,165,807	\$440,457,315	\$677,825,998	\$2,508,449,120
Output	\$3,837,952,463	\$1,270,237,917	\$1,533,672,358	6,641,862,737

Source: ADE, Inc.; data from IMPLAN3 input-output model

The Refined Project has lower total employment of 34,793 jobs, creating an economic impact of \$6.0 billion in economic output and \$2.3 billion in labor income.

TABLE 4-10 ECONOMIC EFFECTS OF REFINED PROJECT				
IMPACT TYPE	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT
Employment	18,856	5,744	10,193	34,793
Labor Income	\$1,273,270,342	\$398,683,306	\$619,668,915	\$2,291,622,563
Output	\$3,492,714,817	\$1,146,572,903	\$1,399,799,355	6,039,087,075

Source: ADE, Inc.; data from IMPLAN3 input-output model.

FISCAL IMPACTS

The fiscal impact of the Alternatives is highly related to the amount of retail development included in each as well as the overall balance between jobs and housing. For each Alternative, including the Proposed Project, Table 4-9 shows the population and employment along with the total revenue, total expenditures and net annual fiscal impact.

The Existing General Plan would have a significantly better fiscal impact than Proposed Project, with an annual net revenue level of \$22.9 million compared to \$13.2 million for the Proposed Project. This result is almost entirely due to the relatively high amount of new commercial development included in the Existing General Plan, which is 65 percent higher than the Proposed Project. As discussed in the retail market analysis above, Pasadena already has a highly developed commercial sector and serves a market area well beyond its own border. The Proposed Project includes an amount of new retail that is commensurate with the increase in households and population. Therefore, it is unclear whether the additional amounts of retail included in the Existing General Plan could actually be absorbed. If the new retail were not all developed, then the fiscal impact of the Existing Plan would be much more similar to the Proposed Project.

The Reduced Air Quality and Noise Impact Alternative also shows a better fiscal impact than the Proposed Project. This is also the result of higher levels of commercial development included in this Alternative. The process of shifting residential development away from freeway corridors and replacing it with more commercial and mixed-use development results in a higher levels of retail development overall. Again, achieving the higher revenue levels would depend on the market absorption of the additional retail development.

The CDSFOLA Alternative has slightly lower levels of development than the Proposed Project and has lower fiscal benefits as well, about 12 percent below the Proposed Project in Net Fiscal Benefit. This is also slightly below the fiscal benefit of the Efficient Transportation Alternative, which has higher levels of retail and office development and therefore higher overall revenues. However, it also would generate higher costs than the CDSFOLA Alternative, as it includes about the same amount of residential development as the Proposed Project.

TABLE 4-9

FISCAL IMPACT COMPARISON OF PROPOSED PROJECT AND ALTERNATIVES BY LAND USE BASED ON INCREMENTAL GROWTH 2013-2035

ALTERNATIVE	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Proposed Project									
Pop./Emp. Growth		(917)	28,812	(423)	5,800	36,352	(3,904)	459	1,715
Total Revenues	\$70,045,002	(\$1,024,062)	\$33,386,889	(\$388,641)	\$13,752,097	\$22,339,535	(\$3,512,572)	\$339,177	\$5,152,581
Total Costs	\$56,813,987	(\$1,135,153)	\$35,776,877	(\$515,342)	\$4,419,588	\$18,701,910	(\$1,983,776)	\$240,738	\$1,309,145
Net Annual Fiscal Impact	\$13,231,016	\$111,091	(\$2,389,989)	\$126,700	\$9,332,508	\$3,637,626	(\$1,528,796)	\$98,439	\$3,843,436
Existing General Plan									
Pop./Emp. Growth		12	16,781	733	12,345	28,333	(3,336)	(249)	91
Total Revenues	\$66,789,154	\$12,372	\$18,192,716	\$640,477	\$33,868,827	\$16,859,777	(\$3,001,326)	(\$55,972)	\$272,283
Total Costs	\$43,830,339	\$14,276	\$20,726,536	\$890,724	\$9,398,152	\$14,552,383	(\$1,695,042)	(\$125,870)	\$69,181
Net Annual Fiscal Impact	\$22,958,816	(\$1,904)	(\$2,533,820)	(\$250,246)	\$24,470,675	\$2,307,394	(\$1,306,283)	\$69,899	\$203,103
CDSFOLA Alternative									
Pop./Emp. Growth		(924)	25,077	(463)	4,439	31,910	(3,848)	459	1,715
Total Revenues	\$60,333,521	(\$1,050,678)	\$28,943,751	(\$418,468)	\$11,176,171	\$19,652,932	(\$3,461,951)	\$339,183	\$5,152,581
Total Costs	\$48,863,916	(\$1,146,278)	\$31,128,518	(\$564,600)	\$3,390,950	\$16,460,625	(\$1,955,187)	\$240,744	\$1,309,145
Net Annual Fiscal Impact	\$11,469,605	\$95,600	(\$2,184,767)	\$146,132	\$7,785,222	\$3,192,307	(\$1,506,764)	\$98,439	\$3,843,436
Efficient Transportation Alternative									
Pop./Emp. Growth		(987)	28,895	(460)	4,784	35,122	(4,083)	459	1,715
Total Revenues	\$66,959,490	(\$987,581)	\$33,380,875	(\$416,067)	\$11,519,476	\$21,644,841	(\$3,673,817)	\$339,183	\$5,152,581
Total Costs	\$55,423,503	(\$1,074,905)	\$35,813,811	(\$560,635)	\$3,651,278	\$18,118,908	(\$2,074,842)	\$240,744	\$1,309,145
Net Annual Fiscal Impact	\$11,535,986	\$87,324	(\$2,432,936)	\$144,568	\$7,868,198	\$3,525,933	(\$1,598,975)	\$98,439	\$3,843,436
RAQNI Alternative									
Pop./Emp. Growth		(858)	28,939	(456)	7,104	34,902	(4,085)	459	1,715
Total Revenues	\$71,839,545	(\$981,561)	\$33,609,063	(\$412,871)	\$16,543,301	\$21,265,485	(\$3,675,635)	\$339,183	\$5,152,581
Total Costs	\$57,179,332	(\$1,064,963)	\$35,941,220	(\$555,357)	\$5,404,844	\$17,979,569	(\$2,075,868)	\$240,744	\$1,309,145
Net Annual Fiscal Impact	\$14,660,213	\$83,402	(\$2,332,156)	\$142,486	\$11,138,457	\$3,285,916	(\$1,599,766)	\$98,439	\$3,843,436
Refined Project									
Pop./Emp. Growth		(870)	26,583	(472)	4,626	31,968	(3,976)	459	1,715
Total Revenues	\$62,413,596	(\$989,903)	\$30,721,533	(\$426,332)	\$11,499,827	\$19,693,775	(\$3,577,067)	\$339,183	\$5,152,581
Total Costs	\$50,902,247	(\$1,078,740)	\$33,001,733	(\$574,850)	\$3,533,306	\$16,491,110	(\$2,020,201)	\$240,744	\$1,309,145
Net Annual Fiscal Impact	\$11,511,349	\$88,837	(\$2,280,200)	\$148,517	\$7,966,521	\$3,202,665	(\$1,556,866)	\$98,439	\$3,843,436

Source: ADE Inc.

5. CONCLUSION

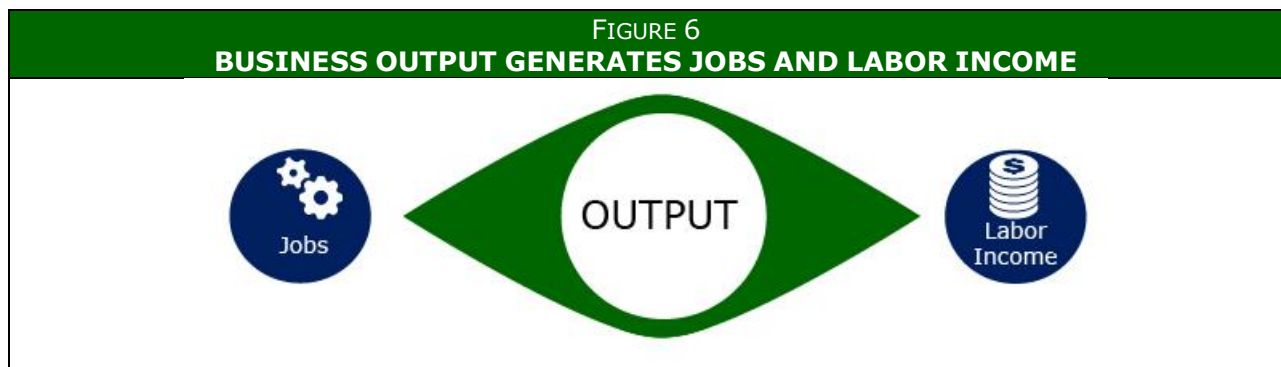
The economic effects of the Proposed Project, the Refined Project and the Alternatives encompass several facets, which must be weighed with other planning concerns including environmental impacts and impacts community character. The economic effects concern both direct impacts to the City itself, in terms of the cost/revenue balance to fund services for its population, and also the opportunities for private sector economic expansion, which creates jobs and income for workers and businesses in the community. Overlaying both of these dimensions is the market feasibility of the proposed land use mix. As noted early in the report, the actual development levels achieved during the General Plan horizon are likely to be lower than the theoretical buildout of the Plan. The actual economic benefit of the Proposed Project, Refined Project or any of the alternatives is dependent on the rate of growth dictated by market forces. This is also true of the level of environmental impacts from growth the City may actually experience by 2035.

From the perspective of the City’s fiscal health, the key market indicator is the amount of retail development that occurs. This is because the added sales tax from retail development has a significant effect on the City’s ability to fund critical services and facilities on an ongoing basis. The first column in the Table below shows the ratio of retail building square feet in Pasadena to the number of housing units, including the estimated levels in 2013 and the growth increment from all the alternatives. In 2013, there were 191 sq.ft. of retail space per dwelling unit. The retail analysis in the report indicates that Pasadena does very well in meeting both local and regional retail demand with this inventory of stores, with a few exceptions. Indeed, Pasadena has an exceptionally high level of sales tax revenues, which benefit the City budget. However, all of the alternatives would support an even higher ratio of retail space to new households in the future. The Existing General Plan, in particular, would support a significant increase in retail development (995 sq.ft. per dwelling unit), but has the lowest increment of new residential growth of any of the alternatives. This calls into question the feasibility of developing this level of retail development if residential purchasing power does not keep pace. This in turn, would dampen the potential fiscal benefit of the Existing General Plan, as shown in the second column of the Table.

ALTERNATIVE	RETAIL SPACE/ DU (SQ.FT.)	ANNUAL FISCAL BENEFIT (\$ MIL)	ANNUAL ECONOMIC OUTPUT (\$ MIL)
Existing 2013	191	\$0.08	NA
Proposed Project	252	\$13.23	\$6,992.98
Existing General Plan	995	\$22.96	\$6,482.84
CDSFOLA	235	\$11.47	\$6,047.05
ETA	214	\$11.54	\$6,641.86
RAQNI	297	\$14.66	\$7,090.94
Refined Project	229	\$11.51	\$6,039.09

Other alternatives that show a high fiscal benefit, such as the Proposed Project and RAQNI Alternative, also have relatively high ratios of retail to residential growth. It is possible that market demand will not support this level of retail development, and thus reduce the actual fiscal benefit of these alternatives.

While the Annual Fiscal Benefit (column 2) indicates the effect on City finances for each alternative, the Annual Economic Output (column 3) indicates the benefits to the private sector economy (Figure 6). These figures essentially represent the potential growth in business revenues, and resulting increases in worker incomes, supported by buildout of the Proposed Project, the Refined Project and each alternative. These output figures are closely tied to the amount of job growth, but are less affected by retail growth than by expansion of “economic base” industries that would typically locate in office space. Economic base industries have a market reach well beyond the City boundaries or even the surrounding cities, but rather make sales on a regional, national or global basis. These kinds of firms draw wealth into the community, which in turn supports the retail sector and other local-serving businesses. The Proposed Project and the RAQNI Alternative, show the highest benefit on this indicator, due to their higher levels of overall employment growth and office development.



The remaining alternatives (Efficient Transportation & CD, SFO, LA Alternative) as well as the Refined Project all offer similar economic benefits. Although they do not represent the highest benefit, these alternatives and the Refined Project would offer substantial benefit in economic effect, specifically considering the Existing General Plan’s excess of retail square footage and its corresponding small fiscal benefit.

All of the alternatives and Refined Project provide for a sound land use mix that would maintain and enhance a strong economic and fiscal foundation for the City of Pasadena, as well as its residents and business community. The increment of development in the alternatives would improve the current jobs/housing balance and support further development of the City as a major jobs center in the San Gabriel Valley. This economic growth would not only enhance prosperity in the private sector economy, but would strengthen the tax base of the City and generate sufficient revenue to expand City services and facilities to meet the needs of the growing population and economic base.

APPENDIX A: LAND USE DATA

The following tables provide the detailed land use data used to calculate the economic and fiscal impacts of the Proposed Project and the Alternatives.

**TABLE A-1
EXISTING LAND USE 2013**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	66	10,333	468	850,860	3,262,830	286,737	516,187	814,455	80,513
South Fair Oaks	28	358	26	0	507,734	81,465	49,913	84,327	73,458
East Colorado	30	427	0	221,592	830,084	102,107	93,862	11,419	476,188
East Pasadena	3	221	0	30,143	1,207,933	12,827	81,384	177,169	305,080
North Lake	93	669	325	0	431,386	12,494	32,512	13,540	45,799
Fair Oaks/Orange Grove	83	1,091	133	3,186	318,699	28,030	25,903	50,458	30,516
Lincoln Ave	77	130	0	9,859	33,503	3,654	0	0	43,664
West Gateway	6	71	0	0	30,182	0	0	28,663	132,438
No Specific Plan	21,052	22,700	1,251	69,810	555,569	51,162	49,626	159,952	243,860
Total	21,438	36,000	2,203	1,185,450	7,177,920	578,476	849,387	1,339,983	1,431,516
SPECIFIC PLAN AREA	OFFICE SQUARE FEET			INSTITUTIONAL SQUARE FEET				INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	9,690,118	114,920	698,327	0	340,315	523,622	35,719	500,165	
South Fair Oaks	723,464	695,287	0	1,373,488	0	0	0	937,617	
East Colorado	716,200	19,862	16,935	0	189,509	0	0	1,221,794	
East Pasadena	979,582	75,271	0	0	0	0	6,863	428,456	
North Lake	173,348	35,929	0	0	238,598	5,850	29,352	44,866	
Fair Oaks/Orange Grove	76,054	64,299	196,676	297,158	63,019	26,106	7,503	376,743	
Lincoln Ave	31,444	0	0	0	48,095	2,751	0	259,653	
West Gateway	105,485	0	100,000	0	0	85,000	0	14,800	
No Specific Plan	1,128,789	72,737	0	421,439	1,086,002	59,919	50,434	784,460	
Total	13,624,484	1,078,305	1,011,938	2,092,085	1,965,538	703,248	129,871	4,568,554	

**TABLE A-2
PROPOSED PROJECT 2035**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	14	16,584	416	1,200,705	3,994,422	255,145	513,971	794,981	55,299
South Fair Oaks	16	1,455	19	60,000	814,524	119,354	66,685	52,602	28,201
East Colorado	1	817	0	175,366	1,374,733	110,135	91,846	7,408	366,965
East Pasadena	3	1,663	0	30,143	903,951	82,398	106,356	78,457	294,918
North Lake	28	1,375	0	0	581,796	51,835	48,173	13,540	900
Fair Oaks/Orange Grove	38	1,592	0	0	788,709	60,253	59,003	50,458	1,590
Lincoln Ave	60	357	0	0	396,698	21,964	24,644	0	0
West Gateway	13	234	248	0	188,202	2,965	2,965	28,663	132,438
No Specific Plan	20,994	24,738	1,289	58,877	1,534,370	74,678	115,814	159,952	24,185
Total	21,167	48,814	1,972	1,525,091	10,577,406	778,728	1,029,456	1,186,061	904,496
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	12,065,923	513,371	797,341	0	344,224	603,622	32,018	390,395	
South Fair Oaks	2,447,901	535,902	72,122	1,713,825	0	0	0	410,143	
East Colorado	1,364,499	106,303	16,935	0	158,121	0	0	1,050,841	
East Pasadena	2,369,666	539,830	0	0	0	0	6,863	0	
North Lake	339,784	41,666	7,519	0	227,978	5,850	0	0	
Fair Oaks/Orange Grove	496,861	71,348	131,990	0	21,869	26,106	0	165,148	
Lincoln Ave	237,403	36,598	0	0	10,978	2,751	0	0	
West Gateway	256,880	5,930	0	0	0	85,000	0	0	
No Specific Plan	2,861,547	229,753	0	569,883	1,032,696	59,919	49,605	209,570	
Total	22,440,464	2,080,701	1,025,907	2,283,708	1,795,866	783,248	88,486	2,226,097	

**TABLE A-3
PROPOSED PROJECT NET CHANGE (2013-2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	-52	6,251	-52	349,845	731,592	-31,592	-2,216	-19,474	-25,214
South Fair Oaks	-12	1,097	-7	60,000	306,790	37,889	16,772	-31,725	-45,257
East Colorado	-29	390	0	-46,226	544,649	8,028	-2,016	-4,011	-109,223
East Pasadena	0	1,442	0	0	-303,982	69,571	24,972	-98,712	-10,162
North Lake	-65	706	-325	0	150,410	39,341	15,661	0	-44,899
Fair Oaks/Orange Grove	-45	501	-133	-3,186	470,010	32,223	33,100	0	-28,926
Lincoln Ave	-17	227	0	-9,859	363,195	18,310	24,644	0	-43,664
West Gateway	7	163	248	0	158,020	2,965	2,965	0	0
No Specific Plan	-58	2,038	38	-10,933	978,801	23,516	66,188	0	-219,675
Total	-271	12,814	-231	339,641	3,399,486	200,252	180,069	-153,922	-527,020
SPECIFIC PLAN AREA	OFFICE SQUARE FEET			INSTITUTIONAL SQUARE FEET				INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	2,375,805	398,451	99,014	0	3,909	80,000	-3,701	-109,770	
South Fair Oaks	1,724,437	-159,385	72,122	340,337	0	0	0	-527,474	
East Colorado	648,299	86,441	0	0	-31,388	0	0	-170,953	
East Pasadena	1,390,084	464,559	0	0	0	0	0	-428,456	
North Lake	166,436	5,737	7,519	0	-10,620	0	-29,352	-44,866	
Fair Oaks/Orange Grove	420,807	7,049	-64,686	-297,158	-41,150	0	-7,503	-211,595	
Lincoln Ave	205,959	36,598	0	0	-37,117	0	0	-259,653	
West Gateway	151,395	5,930	-100,000	0	0	0	0	-14,800	
No Specific Plan	1,732,758	157,016	0	148,444	-53,306	0	-829	-574,890	
Total	8,815,980	1,002,396	13,969	191,623	-169,672	80,000	-41,385	-2,342,457	

**TABLE A-4
EXISTING GENERAL PLAN (2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	60	11,989	513	939,012	5,875,593	238,692	928,305	788,495	55,299
South Fair Oaks	28	564	26	0	562,562	67,721	99,900	52,602	28,201
East Colorado	58	1,257	0	175,366	1,182,987	56,341	181,036	7,408	165,954
East Pasadena	3	423	0	30,143	2,046,263	43,618	266,297	78,457	195,960
North Lake	87	1,277	325	0	560,812	6,785	68,188	13,540	900
Fair Oaks/Orange Grove	75	1,503	107	0	893,791	25,961	137,935	50,458	0
Lincoln Ave	77	132	0	0	386,155	0	46,339	0	0
West Gateway	13	0	248	0	635,350	0	74,479	28,663	0
No Specific Plan	21,040	25,020	1,289	58,877	1,523,510	65,655	189,894	159,952	24,185
Total	21,441	42,164	2,508	1,203,398	13,667,024	504,773	1,992,374	1,179,575	470,499
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	11,882,292	57,370	684,327	0	344,224	603,622	32,018	390,395	
South Fair Oaks	1,965,246	344,272	0	1,480,899	0	0	0	1,130,891	
East Colorado	1,330,114	8,954	16,935	0	158,121	0	0	859,284	
East Pasadena	2,671,724	0	0	0	0	0	6,863	0	
North Lake	300,923	0	7,519	0	227,978	5,850	0	0	
Fair Oaks/Orange Grove	423,673	0	474,504	0	21,869	26,106	0	0	
Lincoln Ave	139,016	0	0	0	10,978	2,751	0	0	
West Gateway	455,291	0	0	0	0	85,000	0	0	
No Specific Plan	2,887,198	112,084	0	569,883	1,032,696	59,919	49,605	186,466	
Total	22,055,476	522,680	1,183,285	2,050,782	1,795,866	783,248	88,486	2,567,036	

**TABLE A-5
EXISTING GENERAL PLAN NET CHANGE (2013-2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	-6	1,656	45	88,152	2,612,763	-48,045	412,118	-25,960	-25,214
South Fair Oaks	0	206	0	0	54,828	-13,744	49,987	-31,725	-45,257
East Colorado	28	830	0	-46,226	352,903	-45,766	87,174	-4,011	-310,234
East Pasadena	0	202	0	0	838,330	30,791	184,913	-98,712	-109,120
North Lake	-6	608	0	0	129,426	-5,709	35,676	0	-44,899
Fair Oaks/Orange Grove	-8	412	-26	-3,186	575,092	-2,069	112,032	0	-30,516
Lincoln Ave	0	2	0	-9,859	352,652	-3,654	46,339	0	-43,664
West Gateway	7	-71	248	0	605,168	0	74,479	0	-132,438
No Specific Plan	-12	2,320	38	-10,933	967,941	14,493	140,268	0	-219,675
Total	3	6,164	305	17,948	6,489,104	-73,703	1,142,987	-160,408	-961,017
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	2,192,174	-57,550	-14,000	0	3,909	80,000	-3,701	-109,770	
South Fair Oaks	1,241,782	-351,015	0	107,411	0	0	0	193,274	
East Colorado	613,914	-10,908	0	0	-31,388	0	0	-362,510	
East Pasadena	1,692,142	-75,271	0	0	0	0	0	-428,456	
North Lake	127,575	-35,929	7,519	0	-10,620	0	-29,352	-44,866	
Fair Oaks/Orange Grove	347,619	-64,299	277,828	-297,158	-41,150	0	-7,503	-376,743	
Lincoln Ave	107,572	0	0	0	-37,117	0	0	-259,653	
West Gateway	349,806	0	-100,000	0	0	0	0	-14,800	
No Specific Plan	1,758,409	39,347	0	148,444	-53,306	0	-829	-597,994	
Total	8,430,992	-555,625	171,347	-41,303	-169,672	80,000	-41,385	-2,001,518	

**TABLE A-6
CDSFOLA ALTERNATIVE (2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	14	15,159	416	1,200,705	3,646,240	218,549	474,273	794,981	55,299
South Fair Oaks	16	1,184	19	60,000	712,265	108,729	57,444	52,602	28,201
East Colorado	1	817	0	175,366	1,374,670	104,608	89,870	7,408	366,965
East Pasadena	4	1,662	0	30,143	903,951	82,398	106,356	78,457	294,918
North Lake	28	1,375	0	0	581,796	51,835	48,173	13,540	900
Fair Oaks/Orange Grove	37	1,593	0	0	804,253	61,464	60,188	50,458	1,590
Lincoln Ave	45	267	0	0	316,515	17,524	19,663	0	0
West Gateway	13	234	248	0	188,202	2,965	2,965	28,663	132,438
No Specific Plan	20,994	24,738	1,289	58,877	1,534,370	74,678	115,814	159,952	24,185
Total	21,151	47,028	1,972	1,525,091	10,062,262	722,751	974,745	1,186,061	904,496
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	11,313,371	405,597	797,341	0	344,224	603,622	32,018	390,395	
South Fair Oaks	2,172,683	508,205	72,122	1,713,825	0	0	0	381,332	
East Colorado	1,402,067	103,670	16,935	0	158,121	0	0	1,110,092	
East Pasadena	2,369,666	539,830	0	0	0	0	6,863	0	
North Lake	339,784	41,666	7,519	0	227,978	5,850	0	0	
Fair Oaks/Orange Grove	506,680	72,781	131,990	0	21,869	26,106	0	168,466	
Lincoln Ave	189,417	29,201	0	0	10,978	2,751	0	0	
West Gateway	256,880	5,930	0	0	0	85,000	0	0	
No Specific Plan	2,861,547	229,753	0	569,883	1,032,696	59,919	49,605	209,570	
Total	21,412,093	1,936,633	1,025,907	2,283,708	1,795,866	783,248	88,486	2,259,855	

**TABLE A-7
CDSFOLA ALTERNATIVE NET CHANGE (2013-2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	-52	4,826	-52	349,845	383,410	-68,188	-41,914	-19,474	-25,214
South Fair Oaks	-12	826	-7	60,000	204,531	27,264	7,531	-31,725	-45,257
East Colorado	-29	390	0	-46,226	544,586	2,501	-3,992	-4,011	-109,223
East Pasadena	1	1,441	0	0	-303,982	69,571	24,972	-98,712	-10,162
North Lake	-65	706	-325	0	150,410	39,341	15,661	0	-44,899
Fair Oaks/Orange Grove	-46	502	-133	-3,186	485,554	33,434	34,285	0	-28,926
Lincoln Ave	-32	137	0	-9,859	283,012	13,870	19,663	0	-43,664
West Gateway	7	163	248	0	158,020	2,965	2,965	0	0
No Specific Plan	-58	2,038	38	-10,933	978,801	23,516	66,188	0	-219,675
Total	-287	11,028	-231	339,641	2,884,342	144,275	125,358	-153,922	-527,020
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	1,623,253	290,677	99,014	0	3,909	80,000	-3,701	-109,770	
South Fair Oaks	1,449,219	-187,082	72,122	340,337	0	0	0	-556,285	
East Colorado	685,867	83,808	0	0	-31,388	0	0	-111,702	
East Pasadena	1,390,084	464,559	0	0	0	0	0	-428,456	
North Lake	166,436	5,737	7,519	0	-10,620	0	-29,352	-44,866	
Fair Oaks/Orange Grove	430,626	8,482	-64,686	-297,158	-41,150	0	-7,503	-208,277	
Lincoln Ave	157,973	29,201	0	0	-37,117	0	0	-259,653	
West Gateway	151,395	5,930	-100,000	0	0	0	0	-14,800	
No Specific Plan	1,732,758	157,016	0	148,444	-53,306	0	-829	-574,890	
Total	7,787,609	858,328	13,969	191,623	-169,672	80,000	-41,385	-2,308,699	

**TABLE A-8
EFFICIENT TRANSPORTATION ALTERNATIVE (2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	14	16,584	416	1,200,705	3,994,422	255,145	513,971	794,981	55,299
South Fair Oaks	16	1,455	19	60,000	822,815	120,216	67,434	52,602	28,201
East Colorado	1	817	0	175,366	1,213,171	94,140	79,176	7,408	366,965
East Pasadena	3	1,663	0	30,143	918,156	83,749	107,736	78,457	294,918
North Lake	28	1,397	0	0	519,749	45,651	42,609	13,540	900
Fair Oaks/Orange Grove	38	1,592	0	0	720,553	54,945	53,805	50,458	1,590
Lincoln Ave	60	357	0	0	312,294	17,290	19,400	0	0
West Gateway	13	173	248	0	133,013	757	757	28,663	132,438
No Specific Plan	20,994	24,738	1,289	58,877	1,533,040	74,617	115,712	159,952	24,185
Total	21,167	48,776	1,972	1,525,091	10,167,216	746,512	1,000,600	1,186,061	904,496
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	12,065,923	513,371	797,341	0	344,224	603,622	32,018	390,395	
South Fair Oaks	2,470,216	538,148	72,122	1,713,825	0	0	0	412,479	
East Colorado	1,205,560	90,810	16,935	0	158,121	0	0	955,663	
East Pasadena	2,405,412	549,460	0	0	0	0	6,863	0	
North Lake	301,277	37,006	7,519	0	227,978	5,850	0	0	
Fair Oaks/Orange Grove	453,811	65,062	131,990	0	21,869	26,106	0	150,599	
Lincoln Ave	186,892	28,811	0	0	10,978	2,751	0	0	
West Gateway	210,521	1,515	0	0	0	85,000	0	0	
No Specific Plan	2,860,909	229,621	0	569,883	1,032,696	59,919	49,605	209,431	
Total	22,160,522	2,053,804	1,025,907	2,283,708	1,795,866	783,248	88,486	2,118,566	

**TABLE A-9
EFFICIENT TRANSPORTATION ALTERNATIVE NET CHANGE (2013-2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	-52	6,251	-52	349,845	731,592	-31,592	-2,216	-19,474	-25,214
South Fair Oaks	-12	1,097	-7	60,000	315,081	38,751	17,521	-31,725	-45,257
East Colorado	-29	390	0	-46,226	383,087	-7,967	-14,686	-4,011	-109,223
East Pasadena	0	1,442	0	0	-289,777	70,922	26,352	-98,712	-10,162
North Lake	-65	728	-325	0	88,363	33,157	10,097	0	-44,899
Fair Oaks/Orange Grove	-45	501	-133	-3,186	401,854	26,915	27,902	0	-28,926
Lincoln Ave	-17	227	0	-9,859	278,791	13,636	19,400	0	-43,664
West Gateway	7	102	248	0	102,831	757	757	0	0
No Specific Plan	-58	2,038	38	-10,933	977,471	23,455	66,086	0	-219,675
Total	-271	12,776	-231	339,641	2,989,296	168,036	151,213	-153,922	-527,020
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	2,375,805	398,451	99,014	0	3,909	80,000	-3,701	-109,770	
South Fair Oaks	1,746,752	-157,139	72,122	340,337	0	0	0	-525,138	
East Colorado	489,360	70,948	0	0	-31,388	0	0	-266,131	
East Pasadena	1,425,830	474,189	0	0	0	0	0	-428,456	
North Lake	127,929	1,077	7,519	0	-10,620	0	-29,352	-44,866	
Fair Oaks/Orange Grove	377,757	763	-64,686	-297,158	-41,150	0	-7,503	-226,144	
Lincoln Ave	155,448	28,811	0	0	-37,117	0	0	-259,653	
West Gateway	105,036	1,515	-100,000	0	0	0	0	-14,800	
No Specific Plan	1,732,120	156,884	0	148,444	-53,306	0	-829	-575,029	
Total	8,536,038	975,499	13,969	191,623	-169,672	80,000	-41,385	-2,449,988	

**TABLE A-10
REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE (2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	14	16,670	416	1,200,705	4,360,162	286,001	539,111	794,981	55,299
South Fair Oaks	16	1,451	19	60,000	804,150	138,522	86,764	52,602	28,201
East Colorado	1	812	0	175,366	1,421,786	99,541	90,062	7,408	366,965
East Pasadena	3	1,673	0	30,143	1,048,104	110,470	137,946	78,457	294,918
North Lake	28	1,365	0	0	498,595	42,571	40,203	13,540	900
Fair Oaks/Orange Grove	38	1,609	0	0	802,046	60,208	59,276	50,458	1,590
Lincoln Ave	60	365	0	0	396,698	21,964	24,644	0	0
West Gateway	13	277	248	0	181,258	2,687	2,687	28,663	132,438
No Specific Plan	20,994	24,718	1,289	58,877	1,537,150	74,002	115,271	159,952	24,185
Total	21,167	48,940	1,972	1,525,091	11,049,949	835,966	1,095,964	1,186,061	904,496
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	12,064,413	181,356	797,341	0	344,224	603,622	32,018	390,395	
South Fair Oaks	2,638,908	369,245	72,122	1,713,825	0	0	0	416,372	
East Colorado	1,481,380	74,647	16,935	0	158,121	0	0	936,627	
East Pasadena	2,270,741	505,801	0	0	0	0	6,863	0	
North Lake	442,803	31,876	7,519	0	227,978	5,850	0	0	
Fair Oaks/Orange Grove	496,527	70,703	131,990	0	21,869	26,106	0	165,914	
Lincoln Ave	237,403	36,598	0	0	10,978	2,751	0	0	
West Gateway	251,047	5,375	0	0	0	85,000	0	0	
No Specific Plan	2,851,051	227,135	0	569,883	1,032,696	59,919	49,605	208,046	
Total	22,734,273	1,502,736	1,025,907	2,283,708	1,795,866	783,248	88,486	2,117,354	

**TABLE A-12
REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE NET CHANGE (2013-2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	-52	6,337	-52	349,845	1,097,332	-736	22,924	-19,474	-25,214
South Fair Oaks	-12	1,093	-7	60,000	296,416	57,057	36,851	-31,725	-45,257
East Colorado	-29	385	0	-46,226	591,702	-2,566	-3,800	-4,011	-109,223
East Pasadena	0	1,452	0	0	-159,829	97,643	56,562	-98,712	-10,162
North Lake	-65	696	-325	0	67,209	30,077	7,691	0	-44,899
Fair Oaks/Orange Grove	-45	518	-133	-3,186	483,347	32,178	33,373	0	-28,926
Lincoln Ave	-17	235	0	-9,859	363,195	18,310	24,644	0	-43,664
West Gateway	7	206	248	0	151,076	2,687	2,687	0	0
No Specific Plan	-58	2,018	38	-10,933	981,581	22,840	65,645	0	-219,675
Total	-271	12,940	-231	339,641	3,872,029	257,490	246,577	-153,922	-527,020
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	2,374,295	66,436	99,014	0	3,909	80,000	-3,701	-109,770	
South Fair Oaks	1,915,444	-326,042	72,122	340,337	0	0	0	-521,245	
East Colorado	765,180	54,785	0	0	-31,388	0	0	-285,167	
East Pasadena	1,291,159	430,530	0	0	0	0	0	-428,456	
North Lake	269,455	-4,053	7,519	0	-10,620	0	-29,352	-44,866	
Fair Oaks/Orange Grove	420,473	6,404	-64,686	-297,158	-41,150	0	-7,503	-210,829	
Lincoln Ave	205,959	36,598	0	0	-37,117	0	0	-259,653	
West Gateway	145,562	5,375	-100,000	0	0	0	0	-14,800	
No Specific Plan	1,722,262	154,398	0	148,444	-53,306	0	-829	-576,414	
Total	9,109,789	424,431	13,969	191,623	-169,672	80,000	-41,385	-2,451,200	

**TABLE A-13
REFINED PROJECT (2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	14	15,886	411	1,200,705	3,646,240	218,549	474,273	794,981	55,299
South Fair Oaks	16	1,315	19	60,000	712,265	108,729	57,444	52,602	28,201
East Colorado	1	924	0	175,366	1,396,369	112,616	95,391	7,408	355,087
East Pasadena	3	1,311	0	30,143	903,951	82,398	106,356	78,457	294,918
North Lake	28	1,375	0	0	581,796	51,835	48,173	13,540	900
Fair Oaks/Orange Grove	38	1,592	0	0	788,709	60,253	59,003	50,458	1,590
Lincoln Ave	60	357	0	0	396,698	21,964	24,644	0	0
West Gateway	13	234	248	0	188,202	2,965	2,965	28,663	132,438
No Specific Plan	20,994	24,738	1,289	58,877	1,534,370	74,678	115,814	159,952	24,185
Total	21,167	47,731	1,967	1,525,091	10,148,601	733,988	984,062	1,186,061	892,618
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	11,313,371	405,597	797,341	0	344,224	603,622	32,018	390,395	
South Fair Oaks	2,172,683	508,205	72,122	1,713,825	0	0	0	381,332	
East Colorado	1,364,971	110,646	16,935	0	158,121	0	0	1,036,642	
East Pasadena	2,369,666	539,830	0	0	0	0	6,863	0	
North Lake	339,784	41,666	7,519	0	227,978	5,850	0	0	
Fair Oaks/Orange Grove	496,861	71,348	131,990	0	21,869	26,106	0	165,148	
Lincoln Ave	237,403	36,598	0	0	10,978	2,751	0	0	
West Gateway	256,880	5,930	0	0	0	85,000	0	0	
No Specific Plan	2,861,547	229,753	0	569,883	1,032,696	59,919	49,605	209,570	
Total	21,413,164	1,949,573	1,025,907	2,283,708	1,795,866	783,248	88,486	2,183,087	

**TABLE A-14
REFINED PROJECT NET CHANGE (2013-2035)**

SPECIFIC PLAN AREA	RESIDENTIAL DU			RETAIL SQUARE FEET					
	SINGLE FAMILY	MULTI-FAMILY	SENIOR	LODGING	RETAIL	PERSONAL SERVICES	RESTAURANT	ENTERTAINMENT	AUTO RELATED
Central District	-52	5,553	-57	349,845	383,410	-68,188	-41,914	-19,474	-25,214
South Fair Oaks	-12	957	-7	60,000	204,531	27,264	7,531	-31,725	-45,257
East Colorado	-29	497	0	-46,226	566,285	10,509	1,529	-4,011	-121,101
East Pasadena	0	1,090	0	0	-303,982	69,571	24,972	-98,712	-10,162
North Lake	-65	706	-325	0	150,410	39,341	15,661	0	-44,899
Fair Oaks/Orange Grove	-45	501	-133	-3,186	470,010	32,223	33,100	0	-28,926
Lincoln Ave	-17	227	0	-9,859	363,195	18,310	24,644	0	-43,664
West Gateway	7	163	248	0	158,020	2,965	2,965	0	0
No Specific Plan	-58	2,038	38	-10,933	978,801	23,516	66,188	0	-219,675
Total	-271	11,731	-236	339,641	2,970,681	155,512	134,675	-153,922	-538,898
SPECIFIC PLAN AREA	OFFICE SQUARE FEET		INSTITUTIONAL SQUARE FEET					INDUSTRIAL SQUARE FEET	
	OFFICE	MEDICAL OFFICE	GOVERNMENT OFFICE	HOSPITAL	RELIGIOUS	CULTURAL	POLICE & FIRE		
Central District	1,623,253	290,677	99,014	0	3,909	80,000	-3,701	-109,770	
South Fair Oaks	1,449,219	-187,082	72,122	340,337	0	0	0	-556,285	
East Colorado	648,771	90,784	0	0	-31,388	0	0	-185,152	
East Pasadena	1,390,084	464,559	0	0	0	0	0	-428,456	
North Lake	166,436	5,737	7,519	0	-10,620	0	-29,352	-44,866	
Fair Oaks/Orange Grove	420,807	7,049	-64,686	-297,158	-41,150	0	-7,503	-211,595	
Lincoln Ave	205,959	36,598	0	0	-37,117	0	0	-259,653	
West Gateway	151,395	5,930	-100,000	0	0	0	0	-14,800	
No Specific Plan	1,732,758	157,016	0	148,444	-53,306	0	-829	-574,890	
Total	7,788,680	871,268	13,969	191,623	-169,672	80,000	-41,385	-2,385,467	

APPENDIX B: METHODOLOGY

ECONOMIC IMPACT ANALYSIS

The application used to interpret the data and generate the economic impact calculations is the IMPLAN3 input-output model. This application calculates impacts and buyer-supplier relationships for 536 individual industry and commodity categories. The industry classification system used in the IMPLAN model roughly approximates, but still differs significantly from the commonly used Standard Industry Classification (SIC) and North American Industry Classification System (NAICS).

The input-output matrices that form the main database come from the 2013 Bureau of Labor Statistics dataset, and the analysis used a dataset that aggregated all of the ZIP codes that comprise Pasadena, according to the U.S. Postal Service. These matrices contain the assumptions regarding economic output per employee, the amount of commodity input that is purchased locally, and the production functions, which define the inputs and supplier services for each industry category.

The economic impacts estimated by the model fall into one of three categories -- direct, indirect, and induced. These impacts are calculated on the basis of annual impacts. In this analysis, direct impacts represent the estimated jobs, labor income, and industry output that result directly from the proposed project activities. Indirect impacts represent the estimated effects that result from demand for commodities and services provided by suppliers. Examples of supplier industries include business services, food products, and other equipment. Induced impacts represent the potential effects resulting from household spending at local businesses by the workers. These impacts generally affect retail businesses, health services, public services, and personal services providers.

The input-output model data files for the Pasadena ZIP codes contain default assumptions regarding the economic relationships between different industries. While ADE did not make any modifications to these defaults, the model did aggregate the sectors so that they matched the land use categories that were used to estimate the employment levels for the General Plan alternatives.

In addition, the input-output model contains a default set of regional purchase coefficients (RPC) that estimate the degree to which the supplier relationships occur with other local businesses within the Pasadena ZIP code boundary. ADE made no modifications to the RPC in the input-output model, other than the sector aggregation.

ADE calculated the economic impacts by the projected employment distribution for each General Plan alternative and the Refined Project into the IMPLAN3 model, and running the impacts. Because the alternatives represent the sum total for all incremental growth through 2035, the employment totals were interpreted as the total multiplied employment growth. The direct, indirect, and induced jobs were scaled so that the job totals match the growth projections for each alternative and the Refined Project, while keeping the multipliers for the employment, industry output, and labor income constant.

In order to complete the analysis, the project team had to first match the land use categories used for the General Plan with individual industry categories. We had to complete this aggregation process

because the IMPLAN3 model includes 536 economic sectors, and the land use categories had to be assigned to the closest matching IMPLAN-defined sector.

The tables below show the land use categories used in the analysis, and the descriptions of the matching sectors found in the IMPLAN3 model.

INDUSTRY SECTORS CLASSIFIED AS AUTO RELATED LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
441	Motor Vehicle Dealers	Auto Related	396
5321	Automobile Rental and Leasing	Auto Related	442
8111	Automotive Repair	Auto Related	504 to 505

INDUSTRY SECTORS CLASSIFIED AS CULTURAL LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
61	Educational Services	Cultural	472 to 474
92	Government - Education	Cultural	532, 534
712	Museums, Historical Sites, and Similar Institutions	Cultural	493
7115	Independent Artists, Writers, and Performers	Cultural	492
7111, 7113	Performing Arts	Cultural	488, 491

INDUSTRY SECTORS CLASSIFIED AS ENTERTAINMENT LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
713	Amusement, Gambling, and Recreation Industries	Entertainment	494 to 498
5121	Motion Picture and Video Industries	Entertainment	423
7112	Commercial Sports	Entertainment	489 to 490
53223	Video Rental	Entertainment	444

INDUSTRY SECTORS CLASSIFIED AS FOOD SERVICE LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
722	Food Services and Drinking Places	Food Service	501 to 503

INDUSTRY SECTORS CLASSIFIED AS GOVERNMENT OFFICE LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
92	Postal Service	Govt. Office	518
92	Other Government Enterprises	Govt. Office	520, 523, 526
92	Government - Non-Education	Govt. Office	531, 533, 535

INDUSTRY SECTORS CLASSIFIED AS HOSPITAL LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
622	Hospitals	Hospitals	482

INDUSTRY SECTORS CLASSIFIED AS INDUSTRIAL LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
22	Utilities	Industrial	41 to 51
23	Construction	Industrial	52 to 64
42	Wholesale Trade	Industrial	395
562	Waste Management and Remediation Services	Industrial	471
31-33	Manufacturing	Industrial	65 to 394
48-49	Transportation and Warehousing	Industrial	408 to 416

INDUSTRY SECTORS CLASSIFIED AS LODGING LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
721	Accommodation	Lodging	499 to 500

INDUSTRY SECTORS CLASSIFIED AS MEDICAL OFFICE LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
621	Ambulatory Health Care Services	Medical Off.	475 to 481
623	Nursing and Residential Care Facilities	Medical Off.	483 to 484
624	Social Assistance	Medical Off.	485 to 487

INDUSTRY SECTORS CLASSIFIED AS OFFICE USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
52	Finance and Insurance	Office	433 to 439
54	Professional, Scientific, and Technical Services	Office	447 to 460
55	Management of Companies and Enterprises	Office	461
511	Publishing	Office	417 to 422
515	Broadcasting	Office	424 to 426
517	Telecommunications	Office	427 to 429
518	Data Processing	Office	430
519	Other Information Services	Office	431 to 432
531	Real Estate	Office	440 to 441
533	Lessors of Nonfinancial Intangible Assets	Office	446
561	Administrative and Support Services	Office	462 to 470
5322	Consumer Goods Rental (ex. Video)	Office	443, 445
5324	Commercial and Industrial Rental and Leasing	Office	445
813 (ex. 8131)	Grantmaking, Civic, Professional, and Similar Organizations	Office	514 to 516

INDUSTRY SECTORS CLASSIFIED AS PERSONAL SERVICES LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
812	Personal Care Services	Personal Svc.	509 to 512
811 (ex. 8111)	Repair Services (ex. Automotive)	Personal Svc.	506 to 508

INDUSTRY SECTORS CLASSIFIED AS RELIGIOUS LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
8131	Religious Organizations	Religious	513

INDUSTRY SECTORS CLASSIFIED AS RETAIL LAND USES

NAICS CODE	INDUSTRY DESCRIPTION	LAND USE CATEGORY	IMPLAN CODES
442 to 454	Retail (ex. Vehicle Dealers)	Retail	397 to 407

RETAIL MARKET ANALYSIS

The demand portion of the retail market analysis consists of three main components of demand – Pasadena households, out-of-town visitors, and commuters. The Pasadena household demand was estimated using ADE’s retail demand model. This model uses source of sales data from the Economic Census and Consumer Expenditure Survey data from the Bureau of Labor Statistics. In addition, in order to capture variations in how household spending characteristics differ between different income levels, the calculation was done separately for nine different household income groups (these groupings are shown in Table 2-2). The household income distribution comes from the 2013 one-year sample from the American Community Survey.

The visitor spending comes from the *Travel Impacts by County* publication from Dean Runyan Associates. This publication is done annually on behalf of the California Travel and Tourism Commission, with May 2014 edition used for this report. The travel impacts datasets include visitor spending estimates by county, and transient occupancy tax (TOT) collections by county and city.

ADE used the countywide visitor spending estimates for Los Angeles County, and estimated the spending capture for Pasadena based on percentage share of the countywide totals. To estimate visitor spending by overnight visitors, ADE used Pasadena’s percent capture of countywide TOT receipts as a benchmark measure. For other out-of-town visitors, ADE used Pasadena’s categorical share of countywide retail sales as the benchmark measure. In order to distribute the categorical visitor spending in greater detail, ADE used the detailed distribution of retail sales in Pasadena.

The future growth in visitor spending is based on the incremental square footage growth projected for each General Plan alternative. As shown in Table B-1, the incremental growth for all of the alternatives, except for the existing General Plan, project a 28.7 percent growth in hotel space.

TABLE B-1 HOTEL SF GROWTH		
GROWTH SCENARIO	HOTEL SQUARE FOOTAGE/ INCREMENTAL GROWTH	PERCENT GROWTH
Existing Conditions	1,185,450	
Proposed Project	339,641	28.7%
Existing General Plan	17,948	1.5%
Air Quality Alternative	339,641	28.7%
CDSFOLA Alternative	339,641	28.7%
Efficient Transportation Alternative	339,641	28.7%

Source: ADE, Inc.

The commuter spending is based on the net in-commute of workers into Pasadena, and data from the International Council of Shopping Centers' (ICSC) *Office Worker Retail Spending in a Digital Age* publication from 2012. The ICSC publication uses survey data of office workers to estimate the average weekly spending by store type. ADE used the distribution of spending by urban workers, and projected it out over a full year.

The in-commute was calculated based on data from the U.S. Census American Community Survey. The net in-commute used in the commuter spending deducts the labor force that lives and works in Pasadena, and those Pasadena residents that commute outside the city. The General Plan alternatives and the Refined Project have different housing and job growth projections, and these were used to estimate the future commute balance. In estimating the projected in-commute, ADE assumed that the future housing growth would not change from the current average number of working adults per household (1.31). This resulted in an increase in the in-commute rate, because the alternatives project faster growth with jobs than with housing.

TABLE B-2 COMMUTE GROWTH					
GROWTH SCENARIO	PASADENA EMPLOYED LABOR FORCE	PASADENA JOBS	LOCAL WORKERS (IN PASADENA)	LOCAL WORKERS (OUT-COMMUTE)	IN-COMMUTERS
Existing Scenario	71,554	111,348	25,125	46,429	39,794
Proposed Project	87,771	151,671	30,819	56,951	63,900
Existing General Plan	80,079	148,532	28,118	51,960	68,453
Air Quality Alternative	87,935	151,444	30,877	57,058	63,509
CDSFOLA Alternative	85,397	146,023	29,986	55,411	60,626
Efficient Transportation Alternative	87,719	149,345	30,801	56,918	61,626

Source: ADE, Inc.; data from U.S. Census American Community Survey.

FISCAL ANALYSIS

The fiscal analysis estimates costs and revenues for the City of Pasadena using a combination of tax rate formulas and per capita estimations. This section describes the data and assumptions used for the fiscal calculations. The General Plan accommodates certain levels of residential and non-residential development. In order to estimate the fiscal impacts, it is necessary to project population and employment levels that would occur from future land use development. The persons per household factors and employee density factors are shown in the first column of Table B-3 below. These factors were derived by the General Plan Land Use Consultant, Placeworks, and transmitted to ADE by the General Plan Traffic Consultant Fehr & Peers.

The property tax and sales tax calculations are based on assumptions about the assessed value of future development and the amount of taxable sales that would be generated by different types of non-residential development. ADE researched recent property sale transactions to derive the factors shown in the middle column of Table B-3 below. The assessed value figures represent estimated 2015 market values for combined land and improvements. In addition, for non-residential land uses, a factor has been added for personal property, based on current averages for Pasadena. The sales tax per sq.ft. figures are estimated using taxable sales records by business type provided by the City’s sales tax audit firm, MuniServices. ADE translated the sales figures to sale tax per sq.ft. using the existing 2013 land use inventory provided by Fehr & Peers and applying a one percent tax rate to the taxable sales amounts. This represents the portion of the sales tax that Pasadena is allocated by state government.

TABLE B-3 ECONOMIC ASSUMPTIONS FOR GENERAL PLAN LAND USES			
LAND USE	POPULATION AND EMPLOYMENT	ASSESSED VALUE	SALES TAX
RESIDENTIAL	POP/UNIT	PER UNIT	PER UNIT
Single Family Residential	3.24	\$500,000	
Multifamily Residential	2.31	\$367,000	
Senior Residential	1.73	\$125,000	
NON-RESIDENTIAL	Sq.Ft./EMP	PER Sq.Ft.	PER SQ. FT.
Retail	475	\$314	\$3.21
Personal Services	400	\$276	\$0.64
Restaurant	400	\$316	\$3.93
Entertainment	548	\$272	\$0.16
Auto Related	260	\$285	\$0.30
Office	275	\$349	\$0.12
Medical Office	239	\$607	\$0.06
Industrial/ Manufacturing	600	\$114	\$0.64
Government Offices	592		\$0.27
Hospital	239	\$327	\$0.06
Religious	385		
Cultural	553		\$0.16
Police & Fire	592		
Lodging	198	\$884	\$0.40

Sources: ADE, Inc., based on data from Fehr & Peers, Real Capital Analytics, Muni-Services.

BUDGET ADJUSTMENTS

The Introduction to the Fiscal Analysis describes the City General Fund Budget as well as several Special Revenue Funds included in the analysis. In preparing the projections of future costs and revenues, several adjustments are made to the budget figures. The fiscal analysis is focused on the ongoing annual fiscal impact of the proposed land uses; therefore, the analysis excludes one-time revenues and costs associated with new development, such as building permit fees and costs to complete the entitlement process (Table B-4). In addition, Pasadena levies a construction tax on new development, which is only paid once when a project is completed. This tax has been removed from the analysis revenues, and on the cost side it is deducted from the Community Development Department budget to balance the ledger. Similarly, certain one-time state and federal grants that are used in the General Fund and the Public Health Fund have been deducted from the revenue base, and also subtracted from the Department’s service costs.

Finally, the analysis is intended to estimate the increase in costs that new development would create. Most City Departments would need to expand as new population and employment is added to the City; however, it is assumed that top management functions such as the City Council and the City Department Directors, would not multiply due to City expansion, so the costs for these top level management positions have been deducted from the analysis.

**TABLE B-4
BUDGET ADJUSTMENTS**

ITEM	AMOUNT	NOTES
General Fund		
Construction Tax	\$2,400,000	One time revenue, deducted from Planning and Community Development
Building Licenses and Permits	\$855,000	One time revenue, deducted from Planning and Community Development
State Grant Direct	\$755,000	One time public safety grants deducted from Police and Fire Departments
City Council Budget	\$2,058,000	Deducted from General Government category
Department Head Salaries	\$2,911,343	Deducted from Departmental budgets
Public Health Fund		
Intergovernmental	\$1,326,000	Federal Grants Direct + State non-grant direct aids

COST AND REVENUE CALCULATIONS

This section describes the methodology used to calculate the specific revenue items and service costs in the analysis. Some of the revenues have legislatively-established formulas based on development project characteristics while other revenues constitute service charges or fees based on the type of service or transaction provided. Since the purpose of the fiscal analysis is to relate land use development to changes in City revenues and costs, some of these budget items are estimated using per capita techniques, rather than actual fee schedules, as described below.

Property Tax. Property owners pay a base property tax rate of one percent of the assessed value of their properties. This revenue is allocated to a number of taxing agencies including not only the City of Pasadena but also Los Angeles County, the local school districts, community colleges, the South Coast Air District and others. The share that the City of Pasadena receives fluctuates slightly from year to

year but has ranged from about 18 to 21 percent. Comparing General Fund Property Tax revenues in the current budget, including state reimbursements for homeowner exemptions, to total assessed valuation for the City, the current effective rate is 17.7 percent, which we have used in this analysis.

In addition to the Base Property Tax, the City receives Property Tax in-Lieu of Motor Vehicle Fees. For Pasadena this revenue equals about 34 percent of the Base Property Tax in the General Fund, of which 30 percent stays in the General Fund and about four percent is allocated to the Public Health Fund. These revenues are allocated by the state to local governments based on increases in assessed value each year. For purposes of this analysis, the revenues are calculated as a percent of the Base Property Tax amount, since both calculations are a function of the assessed value figures for each land use.

An additional component of property tax revenues for the City is the Property Transfer Tax, which the City receives whenever real property in the City is sold. The tax rate is a function of the sales price, which is also related to the assessed value for new development. In the fiscal analysis, this revenue is calculated as a percentage of Base Property Taxes for each land use. This represents the revenue the City receives from the ongoing resale of property based on recent experience in Pasadena. The first time sale of newly developed land uses would add additional amounts to the City budget not shown in the fiscal analysis.

Library Parcel Tax. The Library Parcel tax is charged per parcel, rather than ad valorem as with the property tax. For this analysis, we have assumed that the net increase in new development would lead to a similar proportional increase in the number of parcel paying this tax. The analysis takes into account redevelopment of existing parcels, for example industrial uses converting to new uses such as commercial or residential. However, the parcelization of future development, particularly for multi-family rental development, would be based on a number of factors related to existing parcel configurations and the size of future projects, which cannot be accurately predicted.

Sales Tax. As noted above, the City receives the equivalent of one percent of taxable sales that occur within its jurisdiction. The City tracks the types of businesses that generate sales taxes in Pasadena. Correlating these sales figures with the inventory of building square footage in Pasadena, it is possible to calculate average sales tax per sq.ft. of non-residential development, which is represented in the figures shown above in Table B-3.

Most of the taxable sales are generated at retail businesses from purchases by City residents, commuters and visitors, as described in the retail market analysis. For the fiscal analysis, sales taxes from household taxable spending that occurs in Pasadena is allocated to the residential unit types in the analysis on a per capita basis, following the analysis of household spending patterns and retail sales leakage from the retail market analysis. These amounts are then deducted from the commercial land use category to avoid double counting locally generated sales.

Transient Occupancy Tax (TOT). The City charges 12.11 percent on lodging room revenues. Based on estimates of existing building sq.ft. for hotels in the City, this tax rate generates \$5,200 in TOT per room, which is the rate used in the fiscal analysis to project future TOT. Based on the current average for hotels in Pasadena, it is estimated that hotels have one room for each 500 sq.ft. of building space.

Interest. The City receives a small amount of interest on its bank accounts and investments. This is calculated in the fiscal analysis as a percentage of revenue generated by each land use.

General Government Costs. The fiscal analysis groups a number of City Departments and functions together into a broad category called General Government. These are mostly legislative, management and administrative support functions. Taken together, the costs for these functions are equal to about 43 percent of the General Fund Costs for line Departments such as Police, Fire, Public Works and others. In the fiscal analysis, these costs have been calculated as an overhead factor on direct service costs by land use for the other Departments.

Per Capita Revenues and Costs. Municipal service costs for services provided directly to the population or businesses, as well as other revenues, were allocated based on a formula related to population and employment. First, however, certain services were allocated to residential or non-residential land uses based on their function. Services provided by the Human Services and Recreation Department, as well as the Public Health Department, were allocated 100% to residential land uses. About 90 percent of Library use is allocated near residential uses and 10 percent near non-residential. Business License revenue was allocated 100% to non-residential land uses.

Police services used a combined formula in which jobs in the City, representing non-residential land uses, are assumed to exert one-half the service demand as residential population. This is a standard assumption in fiscal impact analysis and is generally based on the notion that employees working in the City occupy their positions 8 hours per day while residents are there a minimum of 16 hours per day and more if they are not employed.

In Pasadena, there are 140,879 residents and 113,909 jobs.⁴ With the jobs counting 50% of the population, the residential population requires 70.4% of the services that are allocated under this formula. We also assume the residential uses generate approximately the same percentage of incidental service charges and fees.

Within the non-residential land uses, commercial and hospitality land uses were weighted roughly twice as much for police services as other land uses, based on data from other cities that indicate calls for service related to shoplifting, burglary, parking lot incidences and disturbing the peace are higher for retail, restaurant and night club uses.

For fire department services, ten percent of the costs are allocated based on assessed value for each land use, which represents the portion of fire department services related to fire suppression. The other 90 percent represents medical emergency responses, which are allocated based on the per capita formula explained above.

Table B-5 below indicates the specific share of revenues and costs allocated to residential or non-residential land uses and the resulting per capita dollar figures used in the fiscal analysis.

⁴ ADE updated the 2013 figure of 111,348 used in the DEIR based on employment trends for Los Angeles County in 2014, as published by the CA Employment Development Department.

**TABLE B-5
PER CAPITA REVENUE AND COST FACTORS**

REVENUE AND COST CATEGORIES	RESIDENTIAL		NON-RESIDENTIAL	
	PERCENT ALLOCATION	DOLLARS PER CAPITA	PERCENT ALLOCATION	DOLLARS PER CAPITA
REVENUE				
General Fund				
Other Taxes				
St. Light and Traffic Signal Tax	70.35%	\$34.96	29.65%	\$18.22
Business License Tax	0.00%	\$0.00	100.00%	\$51.36
Utility Taxes	70.35%	\$152.82	29.65%	\$79.65
Franchise Taxes	70.35%	\$16.16	29.65%	\$8.43
Permits, Charges, Fees				
Non Building Licenses and Permits	70.35%	\$12.93	29.65%	\$6.74
Charges For Services	70.35%	\$112.79	29.65%	\$58.79
Fines and Forfeitures	70.35%	\$33.77	29.65%	\$17.60
Intergovernmental				
Federal Grants Direct	70.35%	\$0.21	29.65%	\$0.11
State Non Grant Direct	70.35%	\$1.37	29.65%	\$0.72
State Grant Direct	70.35%	\$0.00	29.65%	\$0.00
Local Intergovernmental	70.35%	\$0.81	29.65%	\$0.42
Other Revenue				
Transfers In	70.35%	\$3.68	29.65%	\$1.92
Enterprise Contributions	70.35%	\$91.67	29.65%	\$47.78
Investments and Rents	70.35%	\$13.14	29.65%	\$6.85
Misc. Revenues	70.35%	\$6.84	29.65%	\$3.57
Other Funds				
Library Services Fund				
Library Parcel Tax		\$36.24		\$7.28
Transfers from General Fund	100.00%			
Other Revenues	90.00%	\$0.75	10.00%	\$0.10
Public Health Fund				
Intergovernmental	100.00%	\$45.49		
Other Revenues	100.00%	\$46.12		
Gas Tax Fund				
Gas Tax	100.00%	\$26.90		
Other Revenues	100.00%	\$6.52		
EXPENDITURES				
General Fund				
Fire	70.35%	\$178.82	29.65%	\$93.20
Planning and Community Dev.	70.35%	\$18.70	29.65%	\$9.75
Police	70.35%	\$309.35	29.65%	\$161.24
Human Services and Recreation	100.00%	\$66.08	0.00%	\$0.00
Public Works	70.35%	\$104.23	29.65%	\$54.33
Transportation	70.35%	\$25.35	29.65%	\$13.22
Other Funds				
Library Services Fund	90.00%	\$85.77	10.00%	\$11.79
Public Health Fund	100.00%	\$101.88	0.00%	\$0.00
Gas Tax Fund	70.35%	\$13.18	29.65%	\$6.87

Source: ADE, Inc.

APPENDIX C: DETAILED RETAIL DEMAND TABLES

RETAIL DEMAND AND LEAKAGE BY GENERAL PLAN ALTERNATIVE

This section shows the different retail demand and sales leakage outcomes that result from the different General Plan alternatives. The results and detailed tables are shown below.

EXISTING GENERAL PLAN ALTERNATIVE

The Existing General Plan alternative estimates a total of \$2.3 billion in local demand (Pasadena households, commuters, and visitors) by 2035, as shown in Table C-1. Comparing this against the 2014 retail store sales, this alternative will show an overall net capture of retail sales (Table C-2). This differs from the Proposed Project scenario, which projects a net sales leakage.

REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE

The Reduced Air Quality and Noise Impact alternative shows a total local retail demand of about \$2.8 billion by 2035, as shown in Table C-3. Compared to the 2014 retail sales of about \$2.7 billion, the alternative projects a slight net leakage of sales overall, with the balance between supply and demand more similar to the Preferred alternative (Table C-4).

CDSFOLA ALTERNATIVE

The CDSFOLA alternative projects a total local demand of \$2.7 billion by 2035, as shown in Table C-5. This results in a slight net capture of regional sales when compared to the 2014 retail store sales (Table C-6).

EFFICIENT TRANSPORTATION ALTERNATIVE

The Efficient Transportation alternative shows a total local demand of nearly \$2.8 billion by 2035, and this results in a slight net capture of regional sales when compared to the 2014 retail store sales (Tables C-7 and C-8).

**TABLE C-1
PASADENA LOCAL RETAIL DEMAND, 2035 (EXISTING GENERAL PLAN ALTERNATIVE)**

RETAIL GROUP	PASADENA HOUSEHOLD SPENDING	COMMUTER SPENDING	VISITOR SPENDING	TOTAL LOCAL DEMAND
Total	\$1,721,570,559	\$298,834,648	\$296,542,095	\$2,316,947,302
Apparel Store Group	\$78,039,360	\$14,395,693	\$19,816,822	\$112,251,875
Women's Apparel	\$20,797,322	\$1,355,670	\$3,044,250	\$25,197,242
Men's Apparel	\$5,780,096	\$144,214	\$323,843	\$6,248,153
Family Clothing	\$36,244,180	\$6,763,505	\$15,187,916	\$58,195,601
Shoe Stores	\$15,217,761	\$6,132,304	\$1,260,814	\$22,610,879
General Merchandise Group	\$318,319,449	\$54,494,874	\$26,812,844	\$399,627,167
Department/Discount Stores	\$157,565,784	\$37,639,500	\$18,044,803	\$213,250,087
Other General Merchandise	\$92,918,041	\$1,916,037	\$918,570	\$95,752,648
Drug & Proprietary Stores	\$67,835,624	\$14,939,337	\$7,849,472	\$90,624,432
Specialty Retail Group	\$103,347,207	\$52,984,069	\$28,410,361	\$184,741,637
Gifts & Novelties	\$7,045,638	\$6,091,377	\$1,869,729	\$15,006,745
Sporting Goods	\$11,068,720	\$5,936,592	\$3,136,992	\$20,142,304
Florists	\$2,753,767	\$432,998	\$947,614	\$4,134,378
Photographic Equipment	\$1,342,949	\$0	\$1,360,385	\$2,703,334
Records & Music	\$5,127,211	\$506,543	\$1,108,567	\$6,742,321
Books & Stationery	\$12,129,612	\$8,913,197	\$2,735,878	\$23,778,687
Office Supplies/Computer Eq.	\$15,104,591	\$3,773,414	\$0	\$18,878,005
Jewelry	\$11,887,653	\$7,306,575	\$2,127,213	\$21,321,441
Misc. Specialty Retail	\$36,887,067	\$20,023,371	\$15,123,982	\$72,034,420
Food, Eating and Drinking Group	\$483,574,751	\$101,139,530	\$133,314,093	\$718,028,374
Grocery Stores	\$214,952,392	\$38,632,976	\$12,355,757	\$265,941,125
Specialty Food Stores	\$6,076,360	\$2,098,873	\$671,270	\$8,846,502
Liquor Stores	\$10,809,463	\$2,303,011	\$736,558	\$13,849,032
Eating Places	\$251,736,537	\$58,104,671	\$119,550,507	\$429,391,715
Building Materials And Home Furnishings Group	\$165,875,589	\$11,187,669	\$522,059	\$177,585,317
Furniture & Home Furnishings	\$49,666,681	\$0	\$0	\$49,666,681
Appliances & Electronics	\$34,464,476	\$11,187,669	\$0	\$45,652,144
Used Merchandise	\$3,265,691	\$0	\$522,059	\$3,787,751
Nurseries & Garden Supply	\$16,084,796	\$0	\$0	\$16,084,796
Lumber & Other Building Materials	\$37,467,236	\$0	\$0	\$37,467,236
Home Centers and Hardware	\$22,885,122	\$0	\$0	\$22,885,122
Paint & Wallpaper	\$2,041,588	\$0	\$0	\$2,041,588
Automotive Group	\$572,414,204	\$64,632,813	\$87,665,916	\$724,712,933
New Cars & RVs	\$265,532,562	\$40,189,582	\$0	\$305,722,144
Used Car Dealers	\$19,539,576	\$3,178,306	\$0	\$22,717,882
Gasoline Service Stations	\$262,625,057	\$17,829,953	\$87,665,916	\$368,120,927
Mobile Homes & Trailers	\$128,078	\$297,852	\$0	\$425,930
Auto Parts & Accessories	\$14,954,522	\$3,073,721	\$0	\$18,028,243
Other Vehicles	\$9,634,409	\$63,399	\$0	\$9,697,808

Source: ADE, Inc.; data from California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-2
PASADENA RETAIL SALES AND LEAKAGE, 2035 (EXISTING GENERAL PLAN ALTERNATIVE)**

RETAIL GROUP	TOTAL LOCAL DEMAND	TOTAL RETAIL SALES	SALES LEAKAGES	NET CAPTURE OF REGIONAL SALES
Total	\$2,316,947,302	\$2,711,023,563	\$346,712,025	\$740,788,286
Apparel Store Group	\$112,251,875	\$218,127,300	\$11,416,433	\$117,291,858
Women's Apparel	\$25,197,242	\$33,508,600	\$0	\$8,311,358
Men's Apparel	\$6,248,153	\$3,564,600	\$2,683,553	\$0
Family Clothing	\$58,195,601	\$167,176,100	\$0	\$108,980,499
Shoe Stores	\$22,610,879	\$13,878,000	\$8,732,879	\$0
General Merchandise Group	\$399,627,167	\$295,133,762	\$104,493,406	\$0
Department/Discount Stores	\$213,250,087	\$198,622,364	\$14,627,723	\$0
Other General Merchandise	\$95,752,648	\$10,110,863	\$85,641,785	\$0
Drug & Proprietary Stores	\$90,624,432	\$86,400,535	\$4,223,898	\$0
Specialty Retail Group	\$184,741,637	\$356,607,311	\$0	\$171,865,675
Gifts & Novelties	\$15,006,745	\$20,580,446	\$0	\$5,573,701
Sporting Goods	\$20,142,304	\$34,529,429	\$0	\$14,387,125
Florists	\$4,134,378	\$10,430,553	\$0	\$6,296,174
Photographic Equipment	\$2,703,334	\$14,974,000	\$0	\$12,270,666
Records & Music	\$6,742,321	\$12,202,200	\$0	\$5,459,879
Books & Stationery	\$23,778,687	\$30,114,300	\$0	\$6,335,613
Office Supplies/Computer Eq.	\$18,878,005	\$43,889,400	\$0	\$25,011,395
Jewelry	\$21,321,441	\$23,414,615	\$0	\$2,093,174
Misc. Specialty Retail	\$72,034,420	\$166,472,368	\$0	\$94,437,948
Food, Eating and Drinking Group	\$718,028,374	\$966,376,487	\$0	\$248,348,113
Grocery Stores	\$265,941,125	\$433,173,524	\$0	\$167,232,399
Specialty Food Stores	\$8,846,502	\$23,533,679	\$0	\$14,687,176
Liquor Stores	\$13,849,032	\$25,822,584	\$0	\$11,973,552
Eating Places	\$429,391,715	\$483,846,700	\$0	\$54,454,985
Building Materials And Home Furnishings Group	\$177,585,317	\$318,768,304	\$6,912,852	\$148,095,839
Furniture & Home Furnishings	\$49,666,681	\$51,029,760	\$0	\$1,363,079
Appliances & Electronics	\$45,652,144	\$130,126,200	\$0	\$84,474,056
Used Merchandise	\$3,787,751	\$5,746,400	\$0	\$1,958,649
Nurseries & Garden Supply	\$16,084,796	\$9,171,944	\$6,912,852	\$0
Lumber & Other Building Materials	\$37,467,236	\$42,759,500	\$0	\$5,292,264
Home Centers and Hardware	\$22,885,122	\$77,000,601	\$0	\$54,115,479
Paint & Wallpaper	\$2,041,588	\$2,933,900	\$0	\$892,312
Automotive Group	\$724,712,933	\$556,010,400	\$223,889,335	\$55,186,801
New Cars & RVs	\$305,722,144	\$345,735,000	\$0	\$40,012,856
Used Car Dealers	\$22,717,882	\$27,341,700	\$0	\$4,623,818
Gasoline Service Stations	\$368,120,927	\$153,384,000	\$214,736,927	\$0
Mobile Homes & Trailers	\$425,930	\$2,562,300	\$0	\$2,136,370
Auto Parts & Accessories	\$18,028,243	\$26,442,000	\$0	\$8,413,757
Other Vehicles	\$9,697,808	\$545,400	\$9,152,408	\$0

Source: ADE, Inc.; data from MuniServices, California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-3
PASADENA LOCAL RETAIL DEMAND, 2035 (AIR QUALITY ALTERNATIVE)**

RETAIL GROUP	PASADENA HOUSEHOLD SPENDING	COMMUTER SPENDING	VISITOR SPENDING	TOTAL LOCAL DEMAND
Total	\$1,922,645,434	\$476,920,596	\$375,813,887	\$2,775,379,918
Apparel Store Group	\$87,207,896	\$22,974,587	\$25,114,266	\$135,296,748
Women's Apparel	\$23,261,132	\$2,163,560	\$3,858,040	\$29,282,732
Men's Apparel	\$6,470,033	\$230,157	\$410,413	\$7,110,603
Family Clothing	\$40,516,910	\$10,794,112	\$19,247,958	\$70,558,980
Shoe Stores	\$16,959,821	\$9,786,757	\$1,597,855	\$28,344,434
General Merchandise Group	\$355,067,833	\$86,970,263	\$33,980,468	\$476,018,564
Department/Discount Stores	\$176,154,173	\$60,070,186	\$22,868,549	\$259,092,908
Other General Merchandise	\$103,570,060	\$3,057,870	\$1,164,122	\$107,792,053
Drug & Proprietary Stores	\$75,343,600	\$23,842,207	\$9,947,797	\$109,133,603
Specialty Retail Group	\$115,626,072	\$84,559,117	\$36,005,034	\$236,190,222
Gifts & Novelties	\$7,882,983	\$9,721,441	\$2,369,547	\$19,973,970
Sporting Goods	\$12,405,640	\$9,474,414	\$3,975,574	\$25,855,628
Florists	\$3,090,335	\$691,036	\$1,200,930	\$4,982,302
Photographic Equipment	\$1,507,546	\$0	\$1,724,044	\$3,231,590
Records & Music	\$5,740,426	\$808,410	\$1,404,910	\$7,953,747
Books & Stationery	\$13,565,370	\$14,224,881	\$3,467,235	\$31,257,486
Office Supplies/Computer Eq.	\$16,922,933	\$6,022,123	\$0	\$22,945,056
Jewelry	\$13,348,634	\$11,660,817	\$2,695,861	\$27,705,313
Misc. Specialty Retail	\$41,162,204	\$31,955,994	\$19,166,933	\$92,285,131
Food, Eating and Drinking Group	\$539,432,075	\$161,412,089	\$168,951,688	\$869,795,852
Grocery Stores	\$239,145,226	\$61,655,708	\$15,658,705	\$316,459,639
Specialty Food Stores	\$6,758,303	\$3,349,664	\$850,714	\$10,958,681
Liquor Stores	\$12,071,037	\$3,675,455	\$933,456	\$16,679,947
Eating Places	\$281,457,510	\$92,731,262	\$151,508,813	\$525,697,585
Building Materials And Home Furnishings Group	\$185,844,138	\$17,854,789	\$661,616	\$204,360,543
Furniture & Home Furnishings	\$55,727,755	\$0	\$0	\$55,727,755
Appliances & Electronics	\$38,572,181	\$17,854,789	\$0	\$56,426,970
Used Merchandise	\$3,655,745	\$0	\$661,616	\$4,317,362
Nurseries & Garden Supply	\$18,024,222	\$0	\$0	\$18,024,222
Lumber & Other Building Materials	\$41,932,888	\$0	\$0	\$41,932,888
Home Centers and Hardware	\$25,645,569	\$0	\$0	\$25,645,569
Paint & Wallpaper	\$2,285,777	\$0	\$0	\$2,285,777
Automotive Group	\$639,467,421	\$103,149,752	\$111,100,816	\$853,717,989
New Cars & RVs	\$297,525,091	\$64,139,950	\$0	\$361,665,042
Used Car Dealers	\$21,896,014	\$5,072,368	\$0	\$26,968,382
Gasoline Service Stations	\$292,440,099	\$28,455,442	\$111,100,816	\$431,996,357
Mobile Homes & Trailers	\$142,575	\$475,352	\$0	\$617,927
Auto Parts & Accessories	\$16,658,117	\$4,905,458	\$0	\$21,563,575
Other Vehicles	\$10,805,525	\$101,181	\$0	\$10,906,706

Source: ADE, Inc.; data from California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-4
PASADENA RETAIL SALES AND LEAKAGE, 2035 (AIR QUALITY ALTERNATIVE)**

RETAIL GROUP	TOTAL LOCAL DEMAND	TOTAL RETAIL SALES	SALES LEAKAGES	NET CAPTURE OF REGIONAL SALES
Total	\$2,775,379,918	\$2,711,023,563	\$564,635,986	\$500,279,631
Apparel Store Group	\$135,296,748	\$218,127,300	\$18,012,436	\$100,842,988
Women's Apparel	\$29,282,732	\$33,508,600	\$0	\$4,225,868
Men's Apparel	\$7,110,603	\$3,564,600	\$3,546,003	\$0
Family Clothing	\$70,558,980	\$167,176,100	\$0	\$96,617,120
Shoe Stores	\$28,344,434	\$13,878,000	\$14,466,434	\$0
General Merchandise Group	\$476,018,564	\$295,133,762	\$180,884,803	\$0
Department/Discount Stores	\$259,092,908	\$198,622,364	\$60,470,544	\$0
Other General Merchandise	\$107,792,053	\$10,110,863	\$97,681,190	\$0
Drug & Proprietary Stores	\$109,133,603	\$86,400,535	\$22,733,069	\$0
Specialty Retail Group	\$236,190,222	\$356,607,311	\$5,433,884	\$125,850,973
Gifts & Novelties	\$19,973,970	\$20,580,446	\$0	\$606,476
Sporting Goods	\$25,855,628	\$34,529,429	\$0	\$8,673,801
Florists	\$4,982,302	\$10,430,553	\$0	\$5,448,251
Photographic Equipment	\$3,231,590	\$14,974,000	\$0	\$11,742,410
Records & Music	\$7,953,747	\$12,202,200	\$0	\$4,248,453
Books & Stationery	\$31,257,486	\$30,114,300	\$1,143,186	\$0
Office Supplies/Computer Eq.	\$22,945,056	\$43,889,400	\$0	\$20,944,344
Jewelry	\$27,705,313	\$23,414,615	\$4,290,698	\$0
Misc. Specialty Retail	\$92,285,131	\$166,472,368	\$0	\$74,187,238
Food, Eating and Drinking Group	\$869,795,852	\$966,376,487	\$41,850,885	\$138,431,519
Grocery Stores	\$316,459,639	\$433,173,524	\$0	\$116,713,885
Specialty Food Stores	\$10,958,681	\$23,533,679	\$0	\$12,574,998
Liquor Stores	\$16,679,947	\$25,822,584	\$0	\$9,142,637
Eating Places	\$525,697,585	\$483,846,700	\$41,850,885	\$0
Building Materials And Home Furnishings Group	\$204,360,543	\$318,768,304	\$13,550,274	\$127,958,035
Furniture & Home Furnishings	\$55,727,755	\$51,029,760	\$4,697,996	\$0
Appliances & Electronics	\$56,426,970	\$130,126,200	\$0	\$73,699,230
Used Merchandise	\$4,317,362	\$5,746,400	\$0	\$1,429,038
Nurseries & Garden Supply	\$18,024,222	\$9,171,944	\$8,852,278	\$0
Lumber & Other Building Materials	\$41,932,888	\$42,759,500	\$0	\$826,612
Home Centers and Hardware	\$25,645,569	\$77,000,601	\$0	\$51,355,032
Paint & Wallpaper	\$2,285,777	\$2,933,900	\$0	\$648,123
Automotive Group	\$853,717,989	\$556,010,400	\$304,903,705	\$7,196,116
New Cars & RVs	\$361,665,042	\$345,735,000	\$15,930,042	\$0
Used Car Dealers	\$26,968,382	\$27,341,700	\$0	\$373,318
Gasoline Service Stations	\$431,996,357	\$153,384,000	\$278,612,357	\$0
Mobile Homes & Trailers	\$617,927	\$2,562,300	\$0	\$1,944,373
Auto Parts & Accessories	\$21,563,575	\$26,442,000	\$0	\$4,878,425
Other Vehicles	\$10,906,706	\$545,400	\$10,361,306	\$0

Source: ADE, Inc.; data from MuniServices, California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-5
PASADENA LOCAL RETAIL DEMAND, 2035 (CDSFOLA ALTERNATIVE)**

RETAIL GROUP	PASADENA HOUSEHOLD SPENDING	COMMUTER SPENDING	VISITOR SPENDING	TOTAL LOCAL DEMAND
Total	\$1,857,687,968	\$455,271,674	\$375,813,887	\$2,688,773,529
Apparel Store Group	\$84,245,987	\$21,931,698	\$25,114,266	\$131,291,951
Women's Apparel	\$22,465,194	\$2,065,350	\$3,858,040	\$28,388,583
Men's Apparel	\$6,247,147	\$219,709	\$410,413	\$6,877,269
Family Clothing	\$39,136,598	\$10,304,134	\$19,247,958	\$68,688,689
Shoe Stores	\$16,397,048	\$9,342,506	\$1,597,855	\$27,337,409
General Merchandise Group	\$343,196,245	\$83,022,410	\$33,980,468	\$460,199,123
Department/Discount Stores	\$170,149,165	\$57,343,412	\$22,868,549	\$250,361,126
Other General Merchandise	\$100,128,922	\$2,919,064	\$1,164,122	\$104,212,108
Drug & Proprietary Stores	\$72,918,158	\$22,759,934	\$9,947,797	\$105,625,889
Specialty Retail Group	\$111,659,361	\$80,720,713	\$36,005,034	\$228,385,108
Gifts & Novelties	\$7,612,477	\$9,280,154	\$2,369,547	\$19,262,178
Sporting Goods	\$11,973,745	\$9,044,341	\$3,975,574	\$24,993,659
Florists	\$2,981,606	\$659,668	\$1,200,930	\$4,842,204
Photographic Equipment	\$1,454,373	\$0	\$1,724,044	\$3,178,416
Records & Music	\$5,542,325	\$771,714	\$1,404,910	\$7,718,950
Books & Stationery	\$13,101,546	\$13,579,169	\$3,467,235	\$30,147,949
Office Supplies/Computer Eq.	\$16,335,513	\$5,748,760	\$0	\$22,084,273
Jewelry	\$12,876,659	\$11,131,496	\$2,695,861	\$26,704,017
Misc. Specialty Retail	\$39,781,118	\$30,505,411	\$19,166,933	\$89,453,461
Food, Eating and Drinking Group	\$521,387,331	\$154,085,088	\$168,951,688	\$844,424,106
Grocery Stores	\$231,329,744	\$58,856,962	\$15,658,705	\$305,845,411
Specialty Food Stores	\$6,538,002	\$3,197,612	\$850,714	\$10,586,328
Liquor Stores	\$11,663,484	\$3,508,614	\$933,456	\$16,105,554
Eating Places	\$271,856,102	\$88,521,899	\$151,508,813	\$511,886,814
Building Materials And Home Furnishings Group	\$179,393,249	\$17,044,304	\$661,616	\$197,099,170
Furniture & Home Furnishings	\$53,769,707	\$0	\$0	\$53,769,707
Appliances & Electronics	\$37,245,179	\$17,044,304	\$0	\$54,289,483
Used Merchandise	\$3,529,737	\$0	\$661,616	\$4,191,354
Nurseries & Garden Supply	\$17,397,685	\$0	\$0	\$17,397,685
Lumber & Other Building Materials	\$40,490,250	\$0	\$0	\$40,490,250
Home Centers and Hardware	\$24,753,800	\$0	\$0	\$24,753,800
Paint & Wallpaper	\$2,206,891	\$0	\$0	\$2,206,891
Automotive Group	\$617,805,795	\$98,467,461	\$111,100,816	\$827,374,071
New Cars & RVs	\$287,189,825	\$61,228,437	\$0	\$348,418,262
Used Car Dealers	\$21,134,761	\$4,842,118	\$0	\$25,976,878
Gasoline Service Stations	\$282,808,354	\$27,163,760	\$111,100,816	\$421,072,930
Mobile Homes & Trailers	\$137,891	\$453,774	\$0	\$591,666
Auto Parts & Accessories	\$16,107,771	\$4,682,784	\$0	\$20,790,555
Other Vehicles	\$10,427,192	\$96,588	\$0	\$10,523,781

Source: ADE, Inc.; data from California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-6
PASADENA RETAIL SALES AND LEAKAGE, 2035 (CDSFOLA ALTERNATIVE)**

RETAIL GROUP	TOTAL LOCAL DEMAND	TOTAL RETAIL SALES	SALES LEAKAGES	NET CAPTURE OF REGIONAL SALES
Total	\$2,688,773,529	\$2,711,023,563	\$504,516,867	\$526,766,901
Apparel Store Group	\$131,291,951	\$218,127,300	\$16,772,079	\$103,607,427
Women's Apparel	\$28,388,583	\$33,508,600	\$0	\$5,120,017
Men's Apparel	\$6,877,269	\$3,564,600	\$3,312,669	\$0
Family Clothing	\$68,688,689	\$167,176,100	\$0	\$98,487,411
Shoe Stores	\$27,337,409	\$13,878,000	\$13,459,409	\$0
General Merchandise Group	\$460,199,123	\$295,133,762	\$165,065,361	\$0
Department/Discount Stores	\$250,361,126	\$198,622,364	\$51,738,761	\$0
Other General Merchandise	\$104,212,108	\$10,110,863	\$94,101,246	\$0
Drug & Proprietary Stores	\$105,625,889	\$86,400,535	\$19,225,354	\$0
Specialty Retail Group	\$228,385,108	\$356,607,311	\$3,323,051	\$131,545,255
Gifts & Novelties	\$19,262,178	\$20,580,446	\$0	\$1,318,268
Sporting Goods	\$24,993,659	\$34,529,429	\$0	\$9,535,770
Florists	\$4,842,204	\$10,430,553	\$0	\$5,588,349
Photographic Equipment	\$3,178,416	\$14,974,000	\$0	\$11,795,584
Records & Music	\$7,718,950	\$12,202,200	\$0	\$4,483,250
Books & Stationery	\$30,147,949	\$30,114,300	\$33,649	\$0
Office Supplies/Computer Eq.	\$22,084,273	\$43,889,400	\$0	\$21,805,127
Jewelry	\$26,704,017	\$23,414,615	\$3,289,402	\$0
Misc. Specialty Retail	\$89,453,461	\$166,472,368	\$0	\$77,018,907
Food, Eating and Drinking Group	\$844,424,106	\$966,376,487	\$28,040,114	\$149,992,494
Grocery Stores	\$305,845,411	\$433,173,524	\$0	\$127,328,113
Specialty Food Stores	\$10,586,328	\$23,533,679	\$0	\$12,947,351
Liquor Stores	\$16,105,554	\$25,822,584	\$0	\$9,717,030
Eating Places	\$511,886,814	\$483,846,700	\$28,040,114	\$0
Building Materials And Home Furnishings Group	\$197,099,170	\$318,768,304	\$10,965,689	\$132,634,823
Furniture & Home Furnishings	\$53,769,707	\$51,029,760	\$2,739,947	\$0
Appliances & Electronics	\$54,289,483	\$130,126,200	\$0	\$75,836,717
Used Merchandise	\$4,191,354	\$5,746,400	\$0	\$1,555,046
Nurseries & Garden Supply	\$17,397,685	\$9,171,944	\$8,225,742	\$0
Lumber & Other Building Materials	\$40,490,250	\$42,759,500	\$0	\$2,269,250
Home Centers and Hardware	\$24,753,800	\$77,000,601	\$0	\$52,246,801
Paint & Wallpaper	\$2,206,891	\$2,933,900	\$0	\$727,009
Automotive Group	\$827,374,071	\$556,010,400	\$280,350,573	\$8,986,901
New Cars & RVs	\$348,418,262	\$345,735,000	\$2,683,262	\$0
Used Car Dealers	\$25,976,878	\$27,341,700	\$0	\$1,364,822
Gasoline Service Stations	\$421,072,930	\$153,384,000	\$267,688,930	\$0
Mobile Homes & Trailers	\$591,666	\$2,562,300	\$0	\$1,970,634
Auto Parts & Accessories	\$20,790,555	\$26,442,000	\$0	\$5,651,445
Other Vehicles	\$10,523,781	\$545,400	\$9,978,381	\$0

Source: ADE, Inc.; data from MuniServices, California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-7
PASADENA LOCAL RETAIL DEMAND, 2035 (EFFICIENT TRANSPORTATION ALTERNATIVE)**

RETAIL GROUP	PASADENA HOUSEHOLD SPENDING	COMMUTER SPENDING	VISITOR SPENDING	TOTAL LOCAL DEMAND
Total	\$1,917,117,139	\$462,780,233	\$375,813,887	\$2,755,711,260
Apparel Store Group	\$86,955,818	\$22,293,406	\$25,114,266	\$134,363,490
Women's Apparel	\$23,193,392	\$2,099,412	\$3,858,040	\$29,150,845
Men's Apparel	\$6,451,064	\$223,333	\$410,413	\$7,084,810
Family Clothing	\$40,399,437	\$10,474,074	\$19,247,958	\$70,121,468
Shoe Stores	\$16,911,926	\$9,496,587	\$1,597,855	\$28,006,368
General Merchandise Group	\$354,057,486	\$84,391,656	\$33,980,468	\$472,429,609
Department/Discount Stores	\$175,643,108	\$58,289,147	\$22,868,549	\$256,800,804
Other General Merchandise	\$103,277,198	\$2,967,206	\$1,164,122	\$107,408,526
Drug & Proprietary Stores	\$75,137,180	\$23,135,302	\$9,947,797	\$108,220,279
Specialty Retail Group	\$115,288,479	\$82,051,998	\$36,005,034	\$233,345,510
Gifts & Novelties	\$7,859,961	\$9,433,207	\$2,369,547	\$19,662,715
Sporting Goods	\$12,368,883	\$9,193,504	\$3,975,574	\$25,537,961
Florists	\$3,081,081	\$670,548	\$1,200,930	\$4,952,559
Photographic Equipment	\$1,503,021	\$0	\$1,724,044	\$3,227,065
Records & Music	\$5,723,566	\$784,441	\$1,404,910	\$7,912,918
Books & Stationery	\$13,525,896	\$13,803,123	\$3,467,235	\$30,796,254
Office Supplies/Computer Eq.	\$16,872,940	\$5,843,571	\$0	\$22,716,511
Jewelry	\$13,308,466	\$11,315,082	\$2,695,861	\$27,319,409
Misc. Specialty Retail	\$41,044,665	\$31,008,521	\$19,166,933	\$91,220,118
		\$0	\$0	\$0
Food, Eating and Drinking Group	\$537,896,353	\$156,626,333	\$168,951,688	\$863,474,374
Grocery Stores	\$238,480,080	\$59,827,659	\$15,658,705	\$313,966,444
Specialty Food Stores	\$6,739,554	\$3,250,348	\$850,714	\$10,840,617
Liquor Stores	\$12,036,352	\$3,566,480	\$933,456	\$16,536,287
Eating Places	\$280,640,368	\$89,981,845	\$151,508,813	\$522,131,026
Building Materials And Home Furnishings Group	\$185,295,125	\$17,325,407	\$661,616	\$203,282,148
Furniture & Home Furnishings	\$55,561,112	\$0	\$0	\$55,561,112
Appliances & Electronics	\$38,459,245	\$17,325,407	\$0	\$55,784,652
Used Merchandise	\$3,645,021	\$0	\$661,616	\$4,306,638
Nurseries & Garden Supply	\$17,970,900	\$0	\$0	\$17,970,900
Lumber & Other Building Materials	\$41,810,110	\$0	\$0	\$41,810,110
Home Centers and Hardware	\$25,569,674	\$0	\$0	\$25,569,674
Paint & Wallpaper	\$2,279,063	\$0	\$0	\$2,279,063
Automotive Group	\$637,623,878	\$100,091,434	\$111,100,816	\$848,816,128
New Cars & RVs	\$296,645,493	\$62,238,246	\$0	\$358,883,738
Used Car Dealers	\$21,831,226	\$4,921,976	\$0	\$26,753,202
Gasoline Service Stations	\$291,620,378	\$27,611,758	\$111,100,816	\$430,332,951
Mobile Homes & Trailers	\$142,176	\$461,258	\$0	\$603,434
Auto Parts & Accessories	\$16,611,279	\$4,760,015	\$0	\$21,371,294
Other Vehicles	\$10,773,326	\$98,181	\$0	\$10,871,508

Source: ADE, Inc.; data from California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

**TABLE C-8
PASADENA RETAIL SALES AND LEAKAGE, 2035 (EFFICIENT TRANSPORTATION ALTERNATIVE)**

RETAIL GROUP	TOTAL LOCAL DEMAND	TOTAL RETAIL SALES	SALES LEAKAGES	NET CAPTURE OF REGIONAL SALES
Total	\$2,755,711,260	\$2,711,023,563	\$551,569,605	\$506,881,908
Apparel Store Group	\$134,363,490	\$218,127,300	\$17,648,577	\$101,412,387
Women's Apparel	\$29,150,845	\$33,508,600	\$0	\$4,357,755
Men's Apparel	\$7,084,810	\$3,564,600	\$3,520,210	\$0
Family Clothing	\$70,121,468	\$167,176,100	\$0	\$97,054,632
Shoe Stores	\$28,006,368	\$13,878,000	\$14,128,368	\$0
General Merchandise Group	\$472,429,609	\$295,133,762	\$177,295,848	\$0
Department/Discount Stores	\$256,800,804	\$198,622,364	\$58,178,440	\$0
Other General Merchandise	\$107,408,526	\$10,110,863	\$97,297,664	\$0
Drug & Proprietary Stores	\$108,220,279	\$86,400,535	\$21,819,744	\$0
Specialty Retail Group	\$233,345,510	\$356,607,311	\$4,586,748	\$127,848,549
Gifts & Novelties	\$19,662,715	\$20,580,446	\$0	\$917,731
Sporting Goods	\$25,537,961	\$34,529,429	\$0	\$8,991,468
Florists	\$4,952,559	\$10,430,553	\$0	\$5,477,993
Photographic Equipment	\$3,227,065	\$14,974,000	\$0	\$11,746,935
Records & Music	\$7,912,918	\$12,202,200	\$0	\$4,289,282
Books & Stationery	\$30,796,254	\$30,114,300	\$681,954	\$0
Office Supplies/Computer Eq.	\$22,716,511	\$43,889,400	\$0	\$21,172,889
Jewelry	\$27,319,409	\$23,414,615	\$3,904,795	\$0
Misc. Specialty Retail	\$91,220,118	\$166,472,368	\$0	\$75,252,250
Food, Eating and Drinking Group	\$863,474,374	\$966,376,487	\$38,284,326	\$141,186,438
Grocery Stores	\$313,966,444	\$433,173,524	\$0	\$119,207,080
Specialty Food Stores	\$10,840,617	\$23,533,679	\$0	\$12,693,062
Liquor Stores	\$16,536,287	\$25,822,584	\$0	\$9,286,297
Eating Places	\$522,131,026	\$483,846,700	\$38,284,326	\$0
Building Materials And Home Furnishings Group	\$203,282,148	\$318,768,304	\$13,330,309	\$128,816,464
Furniture & Home Furnishings	\$55,561,112	\$51,029,760	\$4,531,353	\$0
Appliances & Electronics	\$55,784,652	\$130,126,200	\$0	\$74,341,548
Used Merchandise	\$4,306,638	\$5,746,400	\$0	\$1,439,762
Nurseries & Garden Supply	\$17,970,900	\$9,171,944	\$8,798,956	\$0
Lumber & Other Building Materials	\$41,810,110	\$42,759,500	\$0	\$949,390
Home Centers and Hardware	\$25,569,674	\$77,000,601	\$0	\$51,430,927
Paint & Wallpaper	\$2,279,063	\$2,933,900	\$0	\$654,837
Automotive Group	\$848,816,128	\$556,010,400	\$300,423,797	\$7,618,070
New Cars & RVs	\$358,883,738	\$345,735,000	\$13,148,738	\$0
Used Car Dealers	\$26,753,202	\$27,341,700	\$0	\$588,498
Gasoline Service Stations	\$430,332,951	\$153,384,000	\$276,948,951	\$0
Mobile Homes & Trailers	\$603,434	\$2,562,300	\$0	\$1,958,866
Auto Parts & Accessories	\$21,371,294	\$26,442,000	\$0	\$5,070,706
Other Vehicles	\$10,871,508	\$545,400	\$10,326,108	\$0

Source: ADE, Inc.; data from MuniServices, California Department of Finance, U.S. Census American Community Survey, International Council of Shopping Centers, and Dean Runyan Associates.; ADE retail model based on U.S. Economic Census and Consumer Expenditure Survey data.

APPENDIX D: FISCAL TABLES

**TABLE D-1
FISCAL IMPACT OF THE PROPOSED PROJECT BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
REVENUE									
GENERAL FUND									
Property Tax									
Secured and Unsecured	\$16,494,774	(\$240,302)	\$8,335,494	(\$51,208)	\$1,749,656	\$6,530,221	(\$472,889)	\$111,192	\$532,609
In-Lieu of Motor Vehicle Fees	\$4,954,922	(\$72,185)	\$2,503,928	(\$15,383)	\$525,585	\$1,961,636	(\$142,053)	\$33,401	\$159,992
Real Property Transfer Tax	\$477,169	(\$6,952)	\$241,133	(\$1,481)	\$50,615	\$188,909	(\$13,680)	\$3,217	\$15,408
Other Taxes									
St. Light and Traffic Signal Tax	\$1,695,012	(\$32,048)	\$1,007,158	(\$14,770)	\$105,670	\$660,510	(\$71,132)	\$8,370	\$31,254
Business License Tax	\$2,070,842	\$0	\$0	\$0	\$297,856	\$1,861,798	(\$200,502)	\$23,594	\$88,095
Sales Tax	\$11,017,483	(\$83,479)	\$2,623,455	(\$38,474)	\$8,733,007	\$1,082,436	(\$1,460,346)	\$27,852	\$133,032
Transient Occupancy Tax	\$3,507,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,507,660
Utility Taxes	\$7,410,106	(\$140,105)	\$4,403,006	(\$64,571)	\$461,961	\$2,887,560	(\$310,969)	\$36,593	\$136,632
Franchise Taxes	\$783,822	(\$14,820)	\$465,738	(\$6,830)	\$48,865	\$305,439	(\$32,893)	\$3,871	\$14,453
Permits, Charges, Fees									
Non Building Licenses and Permits	\$627,154	(\$11,858)	\$372,648	(\$5,465)	\$39,098	\$244,389	(\$26,319)	\$3,097	\$11,564
Charges For Services	\$5,469,076	(\$103,405)	\$3,249,666	(\$47,657)	\$340,953	\$2,131,182	(\$229,512)	\$27,007	\$100,842
Fines and Forfeitures	\$1,637,623	(\$30,963)	\$973,058	(\$14,270)	\$102,093	\$638,147	(\$68,724)	\$8,087	\$30,195
Intergovernmental									
Federal Grants Direct	\$10,170	(\$192)	\$6,043	(\$89)	\$634	\$3,963	(\$427)	\$50	\$188
State Non Grant Direct	\$66,590	(\$1,259)	\$39,567	(\$580)	\$4,151	\$25,949	(\$2,794)	\$329	\$1,228
Local Intergovernmental	\$39,470	(\$746)	\$23,452	(\$344)	\$2,461	\$15,380	(\$1,656)	\$195	\$728
Other Revenue									
Transfers In	\$178,461	(\$3,374)	\$106,039	(\$1,555)	\$11,126	\$69,542	(\$7,489)	\$881	\$3,291
Enterprise Contributions	\$4,444,805	(\$84,039)	\$2,641,055	(\$38,732)	\$277,098	\$1,732,046	(\$186,528)	\$21,949	\$81,956
Investments and Rents	\$637,082	(\$12,045)	\$378,547	(\$5,552)	\$39,717	\$248,257	(\$26,735)	\$3,146	\$11,747
Misc. Revenues	\$331,738	(\$6,272)	\$197,115	(\$2,891)	\$20,681	\$129,271	(\$13,922)	\$1,638	\$6,117
Total General Fund Revenue	\$61,853,956	(\$844,045)	\$27,567,103	(\$309,852)	\$12,811,228	\$20,716,636	(\$3,268,571)	\$314,469	\$4,866,988
OTHER FUNDS									
Library Services Fund									
Library Parcel Tax	\$661,184	(\$9,821)	\$384,466	(\$6,935)	\$42,211	\$263,849	(\$28,415)	\$3,344	\$12,485
Transfer from General Fund	\$3,144,213	(\$42,905)	\$1,401,315	(\$15,751)	\$651,231	\$1,053,086	(\$166,151)	\$15,985	\$247,403
Other Revenues	\$24,887	(\$691)	\$21,720	(\$319)	\$601	\$3,755	(\$404)	\$48	\$178
Public Health Fund									
Sales Tax	\$216,427	(\$1,640)	\$51,535	(\$756)	\$171,551	\$21,263	(\$28,687)	\$547	\$2,613
Motor Vehicle in Lieu tax	\$709,646	(\$10,338)	\$358,613	(\$2,203)	\$75,275	\$280,946	(\$20,345)	\$4,784	\$22,914
Intergovernmental	\$1,249,616	(\$41,702)	\$1,310,537	(\$19,219)					

**TABLE D-1
FISCAL IMPACT OF THE PROPOSED PROJECT BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Other Revenues	\$1,267,167	(\$42,287)	\$1,328,944	(\$19,489)					
Gas Tax Fund									
Gas Tax	\$738,888	(\$24,658)	\$774,910	(\$11,364)					
Other Revenues	\$179,018	(\$5,974)	\$187,745	(\$2,753)					
Total Other Fund Revenue	\$8,191,046	(\$180,017)	\$5,819,785	(\$78,789)	\$940,869	\$1,622,899	(\$244,002)	\$24,707	\$285,593
Total Revenue	\$70,045,002	(\$1,024,062)	\$33,386,889	(\$388,641)	\$13,752,097	\$22,339,535	(\$3,512,572)	\$339,177	\$5,152,581
EXPENDITURES									
GENERAL FUND									
General Government	\$15,136,905	(\$284,812)	\$8,981,498	(\$128,920)	\$1,291,163	\$5,398,257	(\$572,284)	\$69,529	\$382,475
Fire	\$10,189,478	(\$186,065)	\$5,919,537	(\$80,271)	\$701,651	\$3,980,066	(\$407,412)	\$53,056	\$208,916
Planning and Community Dev.	\$906,880	(\$17,147)	\$538,858	(\$7,903)	\$56,537	\$353,392	(\$38,058)	\$4,478	\$16,722
Police	\$16,212,190	(\$283,618)	\$8,913,104	(\$130,713)	\$1,870,316	\$5,845,354	(\$629,501)	\$74,075	\$553,173
Human Services and Recreation	\$1,815,517	(\$60,587)	\$1,904,027	(\$27,923)	\$0	\$0	\$0	\$0	\$0
Public Works	\$5,054,089	(\$95,559)	\$3,003,085	(\$44,041)	\$315,082	\$1,969,471	(\$212,097)	\$24,958	\$93,190
Transportation	\$1,229,416	(\$23,245)	\$730,506	(\$10,713)	\$76,644	\$479,077	(\$51,593)	\$6,071	\$22,669
Total General Fund Expenditure	\$50,544,476	(\$951,033)	\$29,990,617	(\$430,485)	\$4,311,393	\$18,025,616	(\$1,910,945)	\$232,167	\$1,277,145
OTHER FUNDS									
Library Services Fund	\$2,831,572	(\$78,634)	\$2,471,191	(\$36,241)	\$68,358	\$427,281	(\$46,015)	\$5,415	\$20,218
Public Health Fund	\$2,798,919	(\$93,404)	\$2,935,372	(\$43,048)	\$0	\$0	\$0	\$0	\$0
Gas Tax Fund	\$639,019	(\$12,082)	\$379,698	(\$5,568)	\$39,838	\$249,012	(\$26,817)	\$3,156	\$11,783
Total Other Fund Expenditure	\$6,269,511	(\$184,121)	\$5,786,261	(\$84,857)	\$108,195	\$676,293	(\$72,832)	\$8,570	\$32,000
Total Expenditures	\$56,813,987	(\$1,135,153)	\$35,776,877	(\$515,342)	\$4,419,588	\$18,701,910	(\$1,983,776)	\$240,738	\$1,309,145
ANNUAL SURPLUS/(DEFICIT)	\$13,231,016	\$111,091	(\$2,389,989)	\$126,700	\$9,332,508	\$3,637,626	(\$1,528,796)	\$98,439	\$3,843,436

**TABLE D-2
FISCAL IMPACT OF THE EXISTING GENERAL PLAN BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
REVENUE									
GENERAL FUND									
Property Tax									
Secured and Unsecured	\$11,948,494	\$2,660	\$4,011,867	\$67,613	\$3,651,773	\$4,614,464	(\$404,061)	(\$23,967)	\$28,145

TABLE D-2
FISCAL IMPACT OF THE EXISTING GENERAL PLAN BY LAND USE

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
In-Lieu of Motor Vehicle Fees	\$3,589,249	\$799	\$1,205,139	\$20,310	\$1,096,969	\$1,386,155	(\$121,377)	(\$7,199)	\$8,455
Real Property Transfer Tax	\$345,652	\$77	\$116,057	\$1,956	\$105,640	\$133,489	(\$11,689)	(\$693)	\$814
Other Taxes									
St. Light and Traffic Signal Tax	\$1,290,100	\$404	\$586,593	\$25,609	\$224,934	\$516,229	(\$60,779)	(\$4,543)	\$1,652
Business License Tax	\$1,909,669	\$0	\$0	\$0	\$634,028	\$1,455,110	(\$171,319)	(\$12,805)	\$4,655
Sales Tax	\$24,334,413	\$1,053	\$1,527,964	\$66,706	\$22,980,118	\$943,715	(\$1,247,796)	\$55,621	\$7,030
Transient Occupancy Tax	\$185,359	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$185,359
Utility Taxes	\$5,639,948	\$1,768	\$2,564,419	\$111,955	\$983,347	\$2,256,807	(\$265,708)	(\$19,859)	\$7,220
Franchise Taxes	\$596,579	\$187	\$271,258	\$11,842	\$104,016	\$238,719	(\$28,106)	(\$2,101)	\$764
Permits, Charges, Fees									
Non Building Licenses and Permits	\$477,337	\$150	\$217,040	\$9,475	\$83,226	\$191,005	(\$22,488)	(\$1,681)	\$611
Charges For Services	\$4,162,599	\$1,305	\$1,892,685	\$82,629	\$725,765	\$1,665,651	(\$196,107)	(\$14,657)	\$5,329
Fines and Forfeitures	\$1,246,421	\$391	\$566,733	\$24,742	\$217,318	\$498,751	(\$58,721)	(\$4,389)	\$1,596
Intergovernmental									
Federal Grants Direct	\$7,741	\$2	\$3,520	\$154	\$1,350	\$3,097	(\$365)	(\$27)	\$10
State Non Grant Direct	\$50,682	\$16	\$23,045	\$1,006	\$8,837	\$20,280	(\$2,388)	(\$178)	\$65
Local Intergovernmental	\$30,041	\$9	\$13,659	\$596	\$5,238	\$12,021	(\$1,415)	(\$106)	\$38
Other Revenue									
Transfers In	\$135,829	\$43	\$61,760	\$2,696	\$23,682	\$54,352	(\$6,399)	(\$478)	\$174
Enterprise Contributions	\$3,383,010	\$1,061	\$1,538,215	\$67,154	\$589,841	\$1,353,701	(\$159,380)	(\$11,912)	\$4,331
Investments and Rents	\$484,893	\$152	\$220,475	\$9,625	\$84,543	\$194,028	(\$22,844)	(\$1,707)	\$621
Misc. Revenues	\$252,491	\$79	\$114,805	\$5,012	\$44,023	\$101,033	(\$11,895)	(\$889)	\$323
Total General Fund Revenue	\$60,070,507	\$10,156	\$14,935,233	\$509,081	\$31,564,646	\$15,638,609	(\$2,792,838)	(\$51,571)	\$257,191
OTHER FUNDS									
Library Services Fund									
Library Parcel Tax	\$464,941	\$109	\$185,043	\$9,156	\$89,853	\$206,214	(\$24,279)	(\$1,815)	\$660
Transfer from General Fund	\$3,053,556	\$516	\$759,201	\$25,878	\$1,604,521	\$794,955	(\$141,968)	(\$2,622)	\$13,074
Other Revenues	\$17,063	\$9	\$12,650	\$552	\$1,279	\$2,935	(\$346)	(\$26)	\$9
Public Health Fund									
Sales Tax	\$478,024	\$21	\$30,015	\$1,310	\$451,420	\$18,538	(\$24,512)	\$1,093	\$138
Motor Vehicle in Lieu tax	\$514,053	\$114	\$172,600	\$2,909	\$157,108	\$198,526	(\$17,384)	(\$1,031)	\$1,211
Intergovernmental	\$797,138	\$526	\$763,289	\$33,323					
Other Revenues	\$808,334	\$534	\$774,009	\$33,791					
Gas Tax Fund									
Gas Tax	\$471,342	\$311	\$451,327	\$19,704					

TABLE D-2

FISCAL IMPACT OF THE EXISTING GENERAL PLAN BY LAND USE

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Other Revenues	\$114,197	\$75	\$109,348	\$4,774					
Total Other Fund Revenue	\$6,718,647	\$2,215	\$3,257,482	\$131,397	\$2,304,181	\$1,221,168	(\$208,488)	(\$4,400)	\$15,092
Total Revenue	\$66,789,154	\$12,372	\$18,192,716	\$640,477	\$33,868,827	\$16,859,777	(\$3,001,326)	(\$55,972)	\$272,283
EXPENDITURES									
GENERAL FUND									
General Government	\$11,864,422	\$3,579	\$5,197,864	\$222,690	\$2,745,558	\$4,199,810	(\$488,989)	(\$36,302)	\$20,212
Fire	\$7,699,578	\$2,314	\$3,370,069	\$137,226	\$1,486,875	\$3,065,613	(\$348,114)	(\$25,445)	\$11,040
Planning and Community Dev.	\$690,240	\$216	\$313,844	\$13,701	\$120,346	\$276,197	(\$32,518)	(\$2,430)	\$884
Police	\$13,422,301	\$3,579	\$5,191,210	\$226,633	\$3,981,222	\$4,568,505	(\$537,879)	(\$40,202)	\$29,232
Human Services and Recreation	\$1,158,130	\$765	\$1,108,952	\$48,413	\$0	\$0	\$0	\$0	\$0
Public Works	\$3,846,746	\$1,206	\$1,749,071	\$76,359	\$670,695	\$1,539,263	(\$181,227)	(\$13,545)	\$4,925
Transportation	\$935,728	\$293	\$425,465	\$18,574	\$163,148	\$374,429	(\$44,084)	(\$3,295)	\$1,198
Total General Fund Expenditure	\$39,617,146	\$11,952	\$17,356,476	\$743,597	\$9,167,843	\$14,023,818	(\$1,632,811)	(\$121,219)	\$67,489
OTHER FUNDS									
Library Services Fund	\$1,941,376	\$992	\$1,439,282	\$62,835	\$145,509	\$333,947	(\$39,318)	(\$2,939)	\$1,068
Public Health Fund	\$1,785,449	\$1,179	\$1,709,633	\$74,637	\$0	\$0	\$0	\$0	\$0
Gas Tax Fund	\$486,368	\$152	\$221,146	\$9,655	\$84,800	\$194,618	(\$22,914)	(\$1,713)	\$623
Total Other Fund Expenditure	\$4,213,193	\$2,323	\$3,370,060	\$147,127	\$230,309	\$528,565	(\$62,231)	(\$4,651)	\$1,691
Total Expenditures	\$43,830,339	\$14,276	\$20,726,536	\$890,724	\$9,398,152	\$14,552,383	(\$1,695,042)	(\$125,870)	\$69,181
ANNUAL SURPLUS/(DEFICIT)	\$22,958,816	(\$1,904)	(\$2,533,820)	(\$250,246)	\$24,470,675	\$2,307,394	(\$1,306,283)	\$69,899	\$203,103

TABLE D-3

FISCAL IMPACTS OF THE CDSFOLA ALTERNATIVE BY LAND USE

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
REVENUE									
GENERAL FUND									
Property Tax									
Secured and Unsecured	\$14,193,880	(\$254,489)	\$7,177,623	(\$51,208)	\$1,404,971	\$5,739,256	(\$466,074)	\$111,192	\$532,609
In-Lieu of Motor Vehicle Fees	\$4,263,748	(\$76,447)	\$2,156,111	(\$15,383)	\$422,044	\$1,724,035	(\$140,005)	\$33,401	\$159,992

**TABLE D-3
FISCAL IMPACTS OF THE CDSFOLA ALTERNATIVE BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Real Property Transfer Tax	\$410,608	(\$7,362)	\$207,638	(\$1,481)	\$40,644	\$166,028	(\$13,483)	\$3,217	\$15,408
Other Taxes									
St. Light and Traffic Signal Tax	\$1,459,849	(\$32,317)	\$876,587	(\$16,201)	\$80,869	\$581,393	(\$70,107)	\$8,371	\$31,254
Business License Tax	\$1,780,815	\$0	\$0	\$0	\$227,947	\$1,638,790	(\$197,612)	\$23,594	\$88,095
Sales Tax	\$9,036,528	(\$84,180)	\$2,283,343	(\$42,200)	\$7,203,447	\$954,533	(\$1,439,301)	\$27,854	\$133,032
Transient Occupancy Tax	\$3,507,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,507,660
Utility Taxes	\$6,382,042	(\$141,281)	\$3,832,189	(\$70,825)	\$353,535	\$2,541,686	(\$306,487)	\$36,594	\$136,632
Franchise Taxes	\$675,076	(\$14,944)	\$405,359	(\$7,492)	\$37,396	\$268,853	(\$32,419)	\$3,871	\$14,453
Permits, Charges, Fees									
Non Building Licenses and Permits	\$540,144	(\$11,957)	\$324,337	(\$5,994)	\$29,921	\$215,116	(\$25,940)	\$3,097	\$11,564
Charges For Services	\$4,710,307	(\$104,273)	\$2,828,371	(\$52,273)	\$260,929	\$1,875,907	(\$226,205)	\$27,008	\$100,842
Fines and Forfeitures	\$1,410,423	(\$31,223)	\$846,908	(\$15,652)	\$78,131	\$561,709	(\$67,733)	\$8,087	\$30,195
Intergovernmental									
Federal Grants Direct	\$8,759	(\$194)	\$5,260	(\$97)	\$485	\$3,488	(\$421)	\$50	\$188
State Non Grant Direct	\$57,351	(\$1,270)	\$34,437	(\$636)	\$3,177	\$22,840	(\$2,754)	\$329	\$1,228
Local Intergovernmental	\$33,994	(\$753)	\$20,412	(\$377)	\$1,883	\$13,538	(\$1,632)	\$195	\$728
Other Revenue									
Transfers In	\$153,701	(\$3,403)	\$92,292	(\$1,706)	\$8,514	\$61,212	(\$7,381)	\$881	\$3,291
Enterprise Contributions	\$3,828,141	(\$84,744)	\$2,298,662	(\$42,483)	\$212,061	\$1,524,580	(\$183,840)	\$21,950	\$81,956
Investments and Rents	\$548,695	(\$12,147)	\$329,472	(\$6,089)	\$30,395	\$218,521	(\$26,350)	\$3,146	\$11,747
Misc. Revenues	\$285,713	(\$6,325)	\$171,561	(\$3,171)	\$15,827	\$113,787	(\$13,721)	\$1,638	\$6,117
Total General Fund Revenue	\$53,287,432	(\$867,307)	\$23,890,562	(\$333,269)	\$10,412,177	\$18,225,272	(\$3,221,466)	\$314,475	\$4,866,988
OTHER FUNDS									
Library Services Fund									
Library Parcel Tax	\$566,097	(\$10,401)	\$331,061	(\$6,935)	\$32,304	\$232,245	(\$28,005)	\$3,344	\$12,485
Transfer from General Fund	\$2,708,752	(\$44,088)	\$1,214,426	(\$16,941)	\$529,281	\$926,443	(\$163,756)	\$15,986	\$247,403
Other Revenues	\$21,450	(\$697)	\$18,904	(\$349)	\$460	\$3,306	(\$399)	\$48	\$178
Public Health Fund									
Sales Tax	\$177,513	(\$1,654)	\$44,854	(\$829)	\$141,504	\$18,751	(\$28,274)	\$547	\$2,613
Motor Vehicle in Lieu tax	\$610,655	(\$10,949)	\$308,799	(\$2,203)	\$60,445	\$246,917	(\$20,052)	\$4,784	\$22,914
Intergovernmental	\$1,077,503	(\$42,052)	\$1,140,636	(\$21,081)					
Other Revenues	\$1,092,637	(\$42,642)	\$1,156,656	(\$21,377)					
Gas Tax Fund									
Gas Tax	\$637,119	(\$24,865)	\$674,449	(\$12,465)					
Other Revenues	\$154,361	(\$6,024)	\$163,406	(\$3,020)					
Total Other Fund Revenue	\$7,046,088	(\$183,371)	\$5,053,189	(\$85,200)	\$763,994	\$1,427,660	(\$240,485)	\$24,708	\$285,593

**TABLE D-3
FISCAL IMPACTS OF THE CDSFOLA ALTERNATIVE BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Total Revenue	\$60,333,521	(\$1,050,678)	\$28,943,751	(\$418,468)	\$11,176,171	\$19,652,932	(\$3,461,951)	\$339,183	\$5,152,581
EXPENDITURES									
GENERAL FUND									
General Government	\$13,015,168	(\$287,681)	\$7,814,073	(\$141,211)	\$990,714	\$4,751,303	(\$564,036)	\$69,530	\$382,475
Fire	\$8,774,664	(\$188,747)	\$5,145,002	(\$87,589)	\$543,043	\$3,502,522	(\$401,540)	\$53,057	\$208,916
Planning and Community Dev.	\$781,061	(\$17,291)	\$468,999	(\$8,668)	\$43,267	\$311,062	(\$37,509)	\$4,478	\$16,722
Police	\$13,911,568	(\$285,997)	\$7,757,586	(\$143,373)	\$1,431,339	\$5,145,192	(\$620,429)	\$74,077	\$553,173
Human Services and Recreation	\$1,565,461	(\$61,095)	\$1,657,184	(\$30,627)	\$0	\$0	\$0	\$0	\$0
Public Works	\$4,352,894	(\$96,361)	\$2,613,758	(\$48,306)	\$241,130	\$1,733,566	(\$209,041)	\$24,959	\$93,190
Transportation	\$1,058,849	(\$23,440)	\$635,801	(\$11,751)	\$58,655	\$421,693	(\$50,850)	\$6,071	\$22,669
Total General Fund Expenditure	\$43,459,666	(\$960,612)	\$26,092,403	(\$471,525)	\$3,308,149	\$15,865,339	(\$1,883,405)	\$232,173	\$1,277,145
OTHER FUNDS									
Library Services Fund	\$2,440,470	(\$79,294)	\$2,150,819	(\$39,751)	\$52,314	\$376,101	(\$45,352)	\$5,415	\$20,218
Public Health Fund	\$2,413,417	(\$94,188)	\$2,554,823	(\$47,217)	\$0	\$0	\$0	\$0	\$0
Gas Tax Fund	\$550,363	(\$12,183)	\$330,473	(\$6,108)	\$30,488	\$219,185	(\$26,430)	\$3,156	\$11,783
Total Other Fund Expenditure	\$5,404,250	(\$185,665)	\$5,036,115	(\$93,076)	\$82,801	\$595,286	(\$71,782)	\$8,571	\$32,000
Total Expenditures	\$48,863,916	(\$1,146,278)	\$31,128,518	(\$564,600)	\$3,390,950	\$16,460,625	(\$1,955,187)	\$240,744	\$1,309,145
ANNUAL SURPLUS/(DEFICIT)	\$11,469,605	\$95,600	(\$2,184,767)	\$146,132	\$7,785,222	\$3,192,307	(\$1,506,764)	\$98,439	\$3,843,436

**TABLE D-4
FISCAL IMPACTS OF THE EFFICIENT TRANSPORTATION ALTERNATIVE BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
REVENUE									
GENERAL FUND									
Property Tax									
Secured and Unsecured	\$15,990,684	(\$240,302)	\$8,315,317	(\$51,208)	\$1,489,499	\$6,328,173	(\$494,597)	\$111,192	\$532,609
In-Lieu of Motor Vehicle Fees	\$4,803,496	(\$72,185)	\$2,497,867	(\$15,383)	\$447,436	\$1,900,942	(\$148,574)	\$33,401	\$159,992
Real Property Transfer Tax	\$462,586	(\$6,952)	\$240,550	(\$1,481)	\$43,089	\$183,064	(\$14,308)	\$3,217	\$15,408
Other Taxes									
St. Light and Traffic Signal	\$1,654,217	(\$30,298)	\$1,008,307	(\$16,086)	\$87,155	\$639,912	(\$74,397)	\$8,371	\$31,254

**TABLE D-4
FISCAL IMPACTS OF THE EFFICIENT TRANSPORTATION ALTERNATIVE BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Tax									
Business License Tax	\$1,951,388	\$0	\$0	\$0	\$245,665	\$1,803,739	(\$209,706)	\$23,594	\$88,095
Sales Tax	\$9,493,237	(\$78,922)	\$2,626,449	(\$41,900)	\$7,305,745	\$1,048,363	(\$1,527,384)	\$27,854	\$133,032
Transient Occupancy Tax	\$3,507,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,507,660
Utility Taxes	\$7,231,763	(\$132,456)	\$4,408,031	(\$70,322)	\$381,015	\$2,797,513	(\$325,244)	\$36,594	\$136,632
Franchise Taxes	\$764,957	(\$14,011)	\$466,270	(\$7,438)	\$40,303	\$295,914	(\$34,403)	\$3,871	\$14,453
Permits, Charges, Fees									
Non Building Licenses and Permits	\$612,060	(\$11,210)	\$373,074	(\$5,952)	\$32,247	\$236,767	(\$27,527)	\$3,097	\$11,564
Charges For Services	\$5,337,448	(\$97,760)	\$3,253,375	(\$51,901)	\$281,210	\$2,064,722	(\$240,048)	\$27,008	\$100,842
Fines and Forfeitures	\$1,598,210	(\$29,273)	\$974,169	(\$15,541)	\$84,204	\$618,247	(\$71,878)	\$8,087	\$30,195
Intergovernmental									
Federal Grants Direct	\$9,925	(\$182)	\$6,050	(\$97)	\$523	\$3,839	(\$446)	\$50	\$188
State Non Grant Direct	\$64,987	(\$1,190)	\$39,612	(\$632)	\$3,424	\$25,139	(\$2,923)	\$329	\$1,228
Local Intergovernmental	\$38,520	(\$706)	\$23,479	(\$375)	\$2,029	\$14,901	(\$1,732)	\$195	\$728
Other Revenue									
Transfers In	\$174,165	(\$3,190)	\$106,160	(\$1,694)	\$9,176	\$67,374	(\$7,833)	\$881	\$3,291
Enterprise Contributions	\$4,337,829	(\$79,451)	\$2,644,070	(\$42,181)	\$228,544	\$1,678,033	(\$195,091)	\$21,950	\$81,956
Investments and Rents	\$621,749	(\$11,388)	\$378,979	(\$6,046)	\$32,758	\$240,516	(\$27,963)	\$3,146	\$11,747
Misc. Revenues	\$323,754	(\$5,930)	\$197,340	(\$3,148)	\$17,057	\$125,240	(\$14,561)	\$1,638	\$6,117
Total General Fund Revenue	\$58,978,635	(\$815,405)	\$27,559,100	(\$331,384)	\$10,731,078	\$20,072,397	(\$3,418,615)	\$314,475	\$4,866,988
OTHER FUNDS									
Library Services Fund									
Library Parcel Tax	\$643,325	(\$9,821)	\$383,536	(\$6,935)	\$34,815	\$255,621	(\$29,719)	\$3,344	\$12,485
Transfer from General Fund	\$2,998,053	(\$41,449)	\$1,400,908	(\$16,845)	\$545,491	\$1,020,337	(\$173,778)	\$15,986	\$247,403
Other Revenues	\$24,680	(\$653)	\$21,744	(\$347)	\$496	\$3,638	(\$423)	\$48	\$178
Public Health Fund									
Sales Tax	\$186,485	(\$1,550)	\$51,594	(\$823)	\$143,514	\$20,594	(\$30,004)	\$547	\$2,613
Motor Vehicle in Lieu tax	\$687,958	(\$10,338)	\$357,745	(\$2,203)	\$64,082	\$272,254	(\$21,279)	\$4,784	\$22,914
Intergovernmental	\$1,251,677	(\$39,425)	\$1,312,033	(\$20,931)					
Other Revenues	\$1,269,257	(\$39,979)	\$1,330,460	(\$21,225)					
Gas Tax Fund									
Gas Tax	\$740,107	(\$23,312)	\$775,795	(\$12,376)					
Other Revenues	\$179,313	(\$5,648)	\$187,960	(\$2,999)					
Total Other Fund Revenue	\$7,980,854	(\$172,176)	\$5,821,775	(\$84,684)	\$788,397	\$1,572,444	(\$255,202)	\$24,708	\$285,593
Total Revenue	\$66,959,490	(\$987,581)	\$33,380,875	(\$416,067)	\$11,519,476	\$21,644,841	(\$3,673,817)	\$339,183	\$5,152,581
EXPENDITURES									

**TABLE D-4
FISCAL IMPACTS OF THE EFFICIENT TRANSPORTATION ALTERNATIVE BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
GENERAL FUND									
General Government	\$14,730,757	(\$269,780)	\$8,990,581	(\$140,221)	\$1,066,749	\$5,229,977	(\$598,555)	\$69,530	\$382,475
Fire	\$9,934,381	(\$177,115)	\$5,923,560	(\$87,000)	\$582,981	\$3,856,096	(\$426,114)	\$53,057	\$208,916
Planning and Community Dev.	\$885,053	(\$16,211)	\$539,473	(\$8,606)	\$46,630	\$342,371	(\$39,805)	\$4,478	\$16,722
Police	\$15,687,305	(\$268,134)	\$8,923,278	(\$142,354)	\$1,542,594	\$5,663,069	(\$658,398)	\$74,077	\$553,173
Human Services and Recreation	\$1,818,512	(\$57,279)	\$1,906,200	(\$30,410)	\$0	\$0	\$0	\$0	\$0
Public Works	\$4,932,449	(\$90,342)	\$3,006,513	(\$47,963)	\$259,872	\$1,908,054	(\$221,834)	\$24,959	\$93,190
Transportation	\$1,199,827	(\$21,976)	\$731,340	(\$11,667)	\$63,214	\$464,138	(\$53,961)	\$6,071	\$22,669
Total General Fund Expenditure	\$49,188,284	(\$900,836)	\$30,020,946	(\$468,221)	\$3,562,041	\$17,463,705	(\$1,998,667)	\$232,173	\$1,277,145
OTHER FUNDS									
Library Services Fund	\$2,808,044	(\$74,341)	\$2,474,011	(\$39,468)	\$56,380	\$413,956	(\$48,127)	\$5,415	\$20,218
Public Health Fund	\$2,803,536	(\$88,305)	\$2,938,722	(\$46,882)	\$0	\$0	\$0	\$0	\$0
Gas Tax Fund	\$623,640	(\$11,423)	\$380,132	(\$6,064)	\$32,857	\$241,247	(\$28,048)	\$3,156	\$11,783
Total Other Fund Expenditure	\$6,235,219	(\$174,069)	\$5,792,865	(\$92,414)	\$89,237	\$655,203	(\$76,175)	\$8,571	\$32,000
Total Expenditures	\$55,423,503	(\$1,074,905)	\$35,813,811	(\$560,635)	\$3,651,278	\$18,118,908	(\$2,074,842)	\$240,744	\$1,309,145
ANNUAL SURPLUS/(DEFICIT)	\$11,535,986	\$87,324	(\$2,432,936)	\$144,568	\$7,868,198	\$3,525,933	(\$1,598,975)	\$98,439	\$3,843,436

**TABLE D-5
FISCAL IMPACTS OF THE REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
REVENUE									
GENERAL FUND									
Property Tax									
Secured and Unsecured	\$16,447,543	(\$240,302)	\$8,422,708	(\$51,208)	\$2,077,875	\$6,089,510	(\$494,841)	\$111,192	\$532,609
In-Lieu of Motor Vehicle Fees	\$4,940,734	(\$72,185)	\$2,530,126	(\$15,383)	\$624,180	\$1,829,249	(\$148,647)	\$33,401	\$159,992
Real Property Transfer Tax	\$475,803	(\$6,952)	\$243,656	(\$1,481)	\$60,110	\$176,160	(\$14,315)	\$3,217	\$15,408

TABLE D-5
FISCAL IMPACTS OF THE REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE BY LAND USE

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Other Taxes									
St. Light and Traffic Signal Tax	\$1,696,193	(\$30,010)	\$1,011,597	(\$15,932)	\$129,432	\$635,916	(\$74,434)	\$8,371	\$31,254
Business License Tax	\$2,059,188	\$0	\$0	\$0	\$364,835	\$1,792,473	(\$209,810)	\$23,594	\$88,095
Sales Tax	\$12,732,822	(\$78,170)	\$2,635,019	(\$41,501)	\$10,503,140	\$1,081,587	(\$1,528,139)	\$27,854	\$133,032
Transient Occupancy Tax	\$3,507,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,507,660
Utility Taxes	\$7,415,272	(\$131,194)	\$4,422,415	(\$69,652)	\$565,842	\$2,780,041	(\$325,405)	\$36,594	\$136,632
Franchise Taxes	\$784,368	(\$13,877)	\$467,792	(\$7,368)	\$59,853	\$294,066	(\$34,420)	\$3,871	\$14,453
Permits, Charges, Fees									
Non Building Licenses and Permits	\$627,591	(\$11,104)	\$374,291	(\$5,895)	\$47,890	\$235,289	(\$27,541)	\$3,097	\$11,564
Charges For Services	\$5,472,889	(\$96,828)	\$3,263,991	(\$51,407)	\$417,623	\$2,051,827	(\$240,167)	\$27,008	\$100,842
Fines and Forfeitures	\$1,638,765	(\$28,994)	\$977,348	(\$15,393)	\$125,050	\$614,385	(\$71,914)	\$8,087	\$30,195
Intergovernmental									
Federal Grants Direct	\$10,177	(\$180)	\$6,070	(\$96)	\$777	\$3,815	(\$447)	\$50	\$188
State Non Grant Direct	\$66,636	(\$1,179)	\$39,741	(\$626)	\$5,085	\$24,982	(\$2,924)	\$329	\$1,228
Local Intergovernmental	\$39,497	(\$699)	\$23,556	(\$371)	\$3,014	\$14,808	(\$1,733)	\$195	\$728
Other Revenue									
Transfers In	\$178,585	(\$3,160)	\$106,507	(\$1,677)	\$13,627	\$66,953	(\$7,837)	\$881	\$3,291
Enterprise Contributions	\$4,447,903	(\$78,694)	\$2,652,697	(\$41,779)	\$339,409	\$1,667,552	(\$195,188)	\$21,950	\$81,956
Investments and Rents	\$637,526	(\$11,279)	\$380,216	(\$5,988)	\$48,648	\$239,013	(\$27,977)	\$3,146	\$11,747
Misc. Revenues	\$331,969	(\$5,873)	\$197,984	(\$3,118)	\$25,332	\$124,458	(\$14,568)	\$1,638	\$6,117
Total General Fund Revenue	\$63,511,122	(\$810,679)	\$27,755,714	(\$328,875)	\$15,411,721	\$19,722,084	(\$3,420,306)	\$314,475	\$4,866,988
OTHER FUNDS									
Library Services Fund									
Library Parcel Tax	\$663,555	(\$9,821)	\$388,489	(\$6,935)	\$51,703	\$254,024	(\$29,734)	\$3,344	\$12,485
Transfer from General Fund	\$3,228,452	(\$41,209)	\$1,410,902	(\$16,718)	\$783,422	\$1,002,530	(\$173,864)	\$15,986	\$247,403
Other Revenues	\$24,978	(\$647)	\$21,815	(\$344)	\$736	\$3,616	(\$423)	\$48	\$178
Public Health Fund									
Sales Tax	\$250,123	(\$1,536)	\$51,762	(\$815)	\$206,323	\$21,247	(\$30,019)	\$547	\$2,613
Motor Vehicle in Lieu tax	\$707,614	(\$10,338)	\$362,366	(\$2,203)	\$89,395	\$261,986	(\$21,289)	\$4,784	\$22,914
Intergovernmental	\$1,256,533	(\$39,049)	\$1,316,314	(\$20,732)					
Other Revenues	\$1,274,181	(\$39,598)	\$1,334,802	(\$21,023)					
Gas Tax Fund									
Gas Tax	\$742,978	(\$23,090)	\$778,326	(\$12,258)					
Other Revenues	\$180,009	(\$5,594)	\$188,573	(\$2,970)					
Total Other Fund Revenue	\$8,328,423	(\$170,882)	\$5,853,349	(\$83,997)	\$1,131,579	\$1,543,402	(\$255,329)	\$24,708	\$285,593
Total Revenue	\$71,839,545	(\$981,561)	\$33,609,063	(\$412,871)	\$16,543,301	\$21,265,485	(\$3,675,635)	\$339,183	\$5,152,581

TABLE D-5
FISCAL IMPACTS OF THE REDUCED AIR QUALITY AND NOISE IMPACT ALTERNATIVE BY LAND USE

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
EXPENDITURES									
GENERAL FUND									
General Government	\$15,238,440	(\$267,299)	\$9,023,076	(\$138,904)	\$1,578,938	\$5,189,474	(\$598,851)	\$69,530	\$382,475
Fire	\$10,191,174	(\$175,638)	\$5,950,279	(\$86,216)	\$853,425	\$3,813,676	(\$426,325)	\$53,057	\$208,916
Planning and Community Dev.	\$907,512	(\$16,056)	\$541,234	(\$8,524)	\$69,250	\$340,233	(\$39,824)	\$4,478	\$16,722
Police	\$16,432,936	(\$265,579)	\$8,952,394	(\$140,997)	\$2,290,892	\$5,627,700	(\$658,724)	\$74,077	\$553,173
Human Services and Recreation	\$1,825,567	(\$56,733)	\$1,912,420	(\$30,120)	\$0	\$0	\$0	\$0	\$0
Public Works	\$5,057,612	(\$89,481)	\$3,016,323	(\$47,506)	\$385,934	\$1,896,137	(\$221,943)	\$24,959	\$93,190
Transportation	\$1,230,273	(\$21,766)	\$733,726	(\$11,556)	\$93,879	\$461,239	(\$53,988)	\$6,071	\$22,669
Total General Fund Expenditure	\$50,883,514	(\$892,553)	\$30,129,452	(\$463,824)	\$5,272,318	\$17,328,458	(\$1,999,656)	\$232,173	\$1,277,145
OTHER FUNDS									
Library Services Fund	\$2,841,941	(\$73,633)	\$2,482,084	(\$39,092)	\$83,729	\$411,371	(\$48,151)	\$5,415	\$20,218
Public Health Fund	\$2,814,413	(\$87,464)	\$2,948,311	(\$46,435)	\$0	\$0	\$0	\$0	\$0
Gas Tax Fund	\$639,465	(\$11,314)	\$381,372	(\$6,006)	\$48,796	\$239,740	(\$28,062)	\$3,156	\$11,783
Total Other Fund Expenditure	\$6,295,818	(\$172,410)	\$5,811,767	(\$91,533)	\$132,525	\$651,111	(\$76,213)	\$8,571	\$32,000
Total Expenditures	\$57,179,332	(\$1,064,963)	\$35,941,220	(\$555,357)	\$5,404,844	\$17,979,569	(\$2,075,868)	\$240,744	\$1,309,145
ANNUAL SURPLUS/(DEFICIT)	\$14,660,213	\$83,402	(\$2,332,156)	\$142,486	\$11,138,457	\$3,285,916	(\$1,599,766)	\$98,439	\$3,843,436

**TABLE D-6
FISCAL IMPACTS OF THE REFINED PROJECT BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
REVENUE									
GENERAL FUND									
Property Tax									
Secured and Unsecured In-Lieu of Motor Vehicle Fees	\$14,716,366	(\$240,302)	\$7,635,174	(\$52,317)	\$1,457,729	\$5,753,852	(\$481,571)	\$111,192	\$532,609
Real Property Transfer Tax	\$425,722	(\$6,952)	\$220,874	(\$1,513)	\$42,170	\$166,450	(\$13,931)	\$3,217	\$15,408
Other Taxes									
St. Light and Traffic Signal Tax	\$1,516,257	(\$30,410)	\$929,240	(\$16,494)	\$84,284	\$582,451	(\$72,438)	\$8,371	\$31,254
Business License Tax	\$1,786,852	\$0	\$0	\$0	\$237,575	\$1,641,771	(\$204,183)	\$23,594	\$88,095
Sales Tax	\$9,305,415	(\$79,212)	\$2,420,493	(\$42,964)	\$7,377,934	\$955,438	(\$1,487,160)	\$27,854	\$133,032
Transient Occupancy Tax	\$3,507,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,507,660
Utility Taxes	\$6,628,642	(\$132,943)	\$4,062,370	(\$72,108)	\$368,467	\$2,546,309	(\$316,678)	\$36,594	\$136,632
Franchise Taxes	\$701,160	(\$14,062)	\$429,707	(\$7,627)	\$38,976	\$269,342	(\$33,497)	\$3,871	\$14,453
Permits, Charges, Fees									
Non Building Licenses and Permits	\$561,015	(\$11,252)	\$343,819	(\$6,103)	\$31,185	\$215,507	(\$26,802)	\$3,097	\$11,564
Charges For Services	\$4,892,311	(\$98,119)	\$2,998,258	(\$53,220)	\$271,950	\$1,879,319	(\$233,727)	\$27,008	\$100,842
Fines and Forfeitures	\$1,464,921	(\$29,380)	\$897,778	(\$15,936)	\$81,431	\$562,731	(\$69,985)	\$8,087	\$30,195
Intergovernmental									
Federal Grants Direct	\$9,098	(\$182)	\$5,575	(\$99)	\$506	\$3,495	(\$435)	\$50	\$188
State Non Grant Direct	\$59,567	(\$1,195)	\$36,506	(\$648)	\$3,311	\$22,882	(\$2,846)	\$329	\$1,228
Local Intergovernmental	\$35,307	(\$708)	\$21,638	(\$384)	\$1,963	\$13,563	(\$1,687)	\$195	\$728
Other Revenue									
Transfers In	\$159,640	(\$3,202)	\$97,836	(\$1,737)	\$8,874	\$61,324	(\$7,627)	\$881	\$3,291
Enterprise Contributions	\$3,976,059	(\$79,743)	\$2,436,732	(\$43,252)	\$221,018	\$1,527,352	(\$189,953)	\$21,950	\$81,956
Investments and Rents	\$569,896	(\$11,430)	\$349,261	(\$6,199)	\$31,679	\$218,918	(\$27,226)	\$3,146	\$11,747
Misc. Revenues	\$296,753	(\$5,952)	\$181,865	(\$3,228)	\$16,496	\$113,994	(\$14,177)	\$1,638	\$6,117
Total General Fund Revenue	\$55,033,341	(\$817,228)	\$25,360,681	(\$339,545)	\$10,713,438	\$18,263,116	(\$3,328,585)	\$314,475	\$4,866,988
OTHER FUNDS									
Library Services Fund									
Library Parcel Tax	\$588,486	(\$9,821)	\$352,165	(\$7,085)	\$33,668	\$232,667	(\$28,936)	\$3,344	\$12,485
Transfer from General Fund	\$2,797,502	(\$41,542)	\$1,289,156	(\$17,260)	\$544,595	\$928,366	(\$169,201)	\$15,986	\$247,403
Other Revenues	\$22,632	(\$656)	\$20,039	(\$356)	\$479	\$3,312	(\$412)	\$48	\$178
Public Health Fund									
Sales Tax	\$182,795	(\$1,556)	\$47,548	(\$844)	\$144,932	\$18,769	(\$29,214)	\$547	\$2,613

**TABLE D-6
FISCAL IMPACTS OF THE REFINED PROJECT BY LAND USE**

REVENUE AND EXPENDITURE ITEMS	TOTAL	SINGLE FAMILY RESIDENTIAL	MULTIFAMILY RESIDENTIAL	SENIOR HOUSING	RETAIL	OFFICE	INDUSTRIAL	INSTITUTIONAL	HOSPITALITY
Motor Vehicle in Lieu tax	\$633,134	(\$10,338)	\$328,484	(\$2,251)	\$62,715	\$247,545	(\$20,718)	\$4,784	\$22,914
Intergovernmental	\$1,148,116	(\$39,570)	\$1,209,148	(\$21,463)					
Other Revenues	\$1,164,241	(\$40,126)	\$1,226,131	(\$21,764)					
Gas Tax Fund									
Gas Tax	\$678,872	(\$23,397)	\$714,960	(\$12,691)					
Other Revenues	\$164,477	(\$5,669)	\$173,221	(\$3,075)					
Total Other Fund Revenue	\$7,380,255	(\$172,675)	\$5,360,851	(\$86,787)	\$786,389	\$1,430,658	(\$248,482)	\$24,708	\$285,593
Total Revenue	\$62,413,596	(\$989,903)	\$30,721,533	(\$426,332)	\$11,499,827	\$19,693,775	(\$3,577,067)	\$339,183	\$5,152,581
EXPENDITURES									
GENERAL FUND									
General Government	\$13,531,578	(\$270,736)	\$8,284,468	(\$143,775)	\$1,032,299	\$4,760,108	(\$582,792)	\$69,530	\$382,475
Fire	\$9,111,323	(\$177,685)	\$5,456,470	(\$89,192)	\$565,373	\$3,509,276	(\$414,892)	\$53,057	\$208,916
Planning and Community Dev.	\$811,241	(\$16,270)	\$497,170	(\$8,825)	\$45,095	\$311,628	(\$38,756)	\$4,478	\$16,722
Police	\$14,440,993	(\$269,119)	\$8,223,547	(\$145,970)	\$1,491,794	\$5,154,550	(\$641,059)	\$74,077	\$553,173
Human Services and Recreation	\$1,668,051	(\$57,490)	\$1,756,723	(\$31,182)	\$0	\$0	\$0	\$0	\$0
Public Works	\$4,521,088	(\$90,674)	\$2,770,754	(\$49,181)	\$251,314	\$1,736,719	(\$215,992)	\$24,959	\$93,190
Transportation	\$1,099,763	(\$22,057)	\$673,991	(\$11,963)	\$61,133	\$422,460	(\$52,540)	\$6,071	\$22,669
Total General Fund Expenditure	\$45,184,037	(\$904,031)	\$27,663,122	(\$480,089)	\$3,447,008	\$15,894,741	(\$1,946,032)	\$232,173	\$1,277,145
OTHER FUNDS									
Library Services Fund	\$2,575,004	(\$74,614)	\$2,280,008	(\$40,471)	\$54,523	\$376,785	(\$46,860)	\$5,415	\$20,218
Public Health Fund	\$2,571,576	(\$88,630)	\$2,708,279	(\$48,072)	\$0	\$0	\$0	\$0	\$0
Gas Tax Fund	\$571,629	(\$11,464)	\$350,323	(\$6,218)	\$31,775	\$219,584	(\$27,309)	\$3,156	\$11,783
Total Other Fund Expenditure	\$5,718,210	(\$174,708)	\$5,338,610	(\$94,761)	\$86,298	\$596,369	(\$74,169)	\$8,571	\$32,000
Total Expenditures	\$50,902,247	(\$1,078,740)	\$33,001,733	(\$574,850)	\$3,533,306	\$16,491,110	(\$2,020,201)	\$240,744	\$1,309,145
ANNUAL SURPLUS/(DEFICIT)	\$11,511,349	\$88,837	(\$2,280,200)	\$148,517	\$7,966,521	\$3,202,665	(\$1,556,866)	\$98,439	\$3,843,436