



# Grass Valley Economic and Fiscal Conditions Study

Presentation to Grass Valley City Council

October 27, 2005



# Overview of Presentation

- Baseline Data
- Household and Employment Growth Projections
- Land Demand Projections
- Grass Valley Capacity to Absorb Growth



# Overview of Presentation

- SDA Project Descriptions and Proposed Land Use Changes
- Jobs/Housing Balance and Fiscal Impacts of Three Land Use Alternatives
- Recommendations and Principles to Guide Future Annexations



## Purpose of the Study

- Designed to Inform Council and Public of the Market, Fiscal and Job-Housing Impacts of altering the land use mix of the SDA's
- 100% Informational



## What the Study Does Not Accomplish

- Does not analyze environmental constraints, traffic impacts or quality of life issues.
- Presents no recommendations on changing the General Plan or accepting any of the proposed SDA Master Plans.



## Examples of Similar Projects

- Bocca Sierra Estates Impact Analysis (Truckee)
- Skyway Plaza Impact Analysis (Paradise)
- Higgins Marketplace Impact Analysis (Nevada County)
- Wal-Mart Impact Analysis in Dinuba, Lodi, Red Bluff, and Willows
- Weaverville Highway Bypass Impact Analysis



# Study Area Geographies

- City of Grass Valley
- Western Nevada County (5 zip codes)
- Nevada County
- Sierra Economic Development District Region (SEDD)
- Sacramento Region (SACOG)
- California



## Baseline Data

Displays Past Trends and is based on actual data and current estimates.



**TABLE 1**  
**Population Growth Trends Within Nevada County**  
**1990 - 2003**

	Population 1990	Population 2003	Percent New Growth Within Western Nevada County	Annual Growth Rate 1990 - 2003
<b>Nevada County</b>	78,510	95,700		1.5%
<b>Western Nevada County</b>	68,432	78,518		1.1%
<b>Grass Valley (City)</b>	9,048	12,000	29.3%	2.2%

Note: Taken from Table 6 of Report. Based on data from the U.S. Census and the California Department of Finance



**TABLE 2**

**Employment Growth Trends Within Western Nevada County**

**1997 - 2003**

	<b>1997</b>	<b>2003</b>	<b>Percent Regional Growth 1997 - 2003</b>	<b>Annual Growth Rate 1997 - 2003</b>
<b>Western Nevada County</b>	19,936	22,899		2.3%
<b>Grass Valley (City)</b>	7,924	9,644	56.4%	3.2%

Note: Taken from Table 16 of Report. Employment data starts in 1997 because of changes in data collection methods.

Source: California Employment Development Department and U.S. County Business Patterns



**TABLE 3**  
**Employment by Industry in Grass Valley, 2003**

	<b>Number Firms</b>	<b>Number Jobs</b>	<b>Percent Total</b>
<b>Mining</b>	4	47	0.5%
<b>Construction</b>	138	625	6.5%
<b>Manufacturing</b>	48	920	9.5%
<b>T.C.P.U.</b>	13	182	1.9%
<b>Wholesale Trade</b>	49	191	2.0%
<b>Retail Trade</b>	250	2,800	29.0%
<b>F.I.R.E.</b>	132	718	7.4%
<b>Services</b>			
<b>Information</b>	16	215	2.2%
<b>Professional &amp; Business Services</b>	294	931	9.7%
<b>Education &amp; Health Services</b>	159	1,664	17.3%
<b>Art, Entertainment, &amp; Education</b>	13	79	0.8%
<b>Other Services</b>	27	329	3.4%
<b>Government</b>	n/a	943	9.8%
<b>Total</b>	<b>1,142</b>	<b>9,644</b>	

Source: California Labor Market Information Division and U.S. County Business Patterns  
 Note: Data taken from Table 16 of the report



**TABLE 4**  
**Jobs-Housing Balance Data in Grass Valley**  
**and Surrounding Region, 2003**

	Jobs	Housing Units	Current Ratio	State HCD Goal
<b>California Total (millions)</b>	14.41	12.6	1.1	1.5
<b>Western Nevada County</b>	22,830	32,949	0.7	1.5
<b>Grass Valley (City)</b>	9,644	5,790	1.7	1.5
<b>Nevada City</b>	4,792	1,439	3.3	1.5

Note: Taken from Table 19 of Report. Sources: California Employment Development Department, U.S. County Business Patterns, California Department of Finance



**TABLE 5**  
**Existing Commercial Land Use Patterns in Grass Valley**  
**2003**

Land Use	Employment	Occupied Acres	Existing Business Space	Floor Area Ratio
<b>Retail &amp; Other Commercial</b>				
Retail	2,123	204.8	1,058,769	0.12
Commercial Service Establishments	1,401	68.3	698,790	0.24
<b>Business Park Space</b>				
Office/Research & Development	2,236	138.4	960,507	0.16
Light Industrial/Distribution	1,382	124.3	593,700	0.11
<b>Institutional Uses</b>	2,501	77.7	449,104	0.13
<b>Total</b>	<b>9,643</b>	<b>613.35</b>	<b>3,760,870</b>	0.14

Notes: Taken from Table 22 of Report

Sources: Column (1) Employment by Zip Code translated into land use codes  
 Column (2) City's General Plan  
 Column (3) County's Assessors office



**TABLE 6**  
**Existing Residential Land Use In Grass Valley, 2003**

	<b>Number Units</b>	<b>Occupied Acres</b>
<b>Housing</b>	<b>5,790</b>	<b>498.8</b>

Note: Taken from Table 22 of Report

Sources: Column (1) – California Department of Finance

Column (2) County Assessor's Office



**TABLE 7**  
**Summary of Baseline Data**

		<b>% of Western</b>	<b>Western</b>
	<b>Grass Valley</b>	<b>Nevada County</b>	<b>Nevada County</b>
<b>Total Population (2003)</b>	12,000	15%	78,518
<b>Total Jobs (2003)</b>	9,644	42%	22,830
<b>Total # of Firms (2003)</b>	1,112		n/a
<b>Annual Growth Rates of Population [90 - 03]</b>	2.2%		1.1%
<b>Annual Growth Rates of Employment [97 - 03]</b>	3.2%		2.3%
<b>Jobs/Housing Balance Ratio</b>	1.7		0.7
<b>Occupied Business Space</b>	3.76 Million S.F.		n/a
<b>Floor Area Ratios</b>	0.14		n/a



# Baseline Survey Data Collected During the Study

- Survey of more than 557 Grass Valley area residents that are also employees to collect data on pent up demand for housing.
- Survey of more than 300 businesses to collect data on pent up demand for business space.
- Completed survey of vacant infill sites in City limits greater than 1 acre and zoned for business uses to determine acreages that could be developed.



**TABLE 8**  
**Pent Up Demand for Housing in Grass Valley**

	<b>Total</b>	<b>Owners</b>	<b>Renters</b>	<b>Percent Total</b>
<b>Pent Up Demand for Homes by Price Range</b>				
\$140,000 to \$175,000	224	25	198	26%
\$175,000 to \$210,000	148	54	94	17%
More than \$210,000	475	234	240	56%
<b>Totals</b>	<b>846</b>	<b>314</b>	<b>532</b>	
<b>Pent Up Demand for Housing by Type of Residence</b>				
Midsize Single Family (3 to 4 bedrooms)	508	215	293	60%
Small Single Family (1 to 2 bedrooms)	203	46	154	24%
Live/work space	51	29	22	6%
Large Single Family (5 or more bedrooms)	51	51	0	6%
Multi-family	34	8	26	4%
<b>Totals</b>	<b>846</b>	<b>348</b>	<b>498</b>	
Note: Data collected from a survey of 557 Grass Valley area residents and 100 local employers Data taken from Table 26 of Report				



**TABLE 9**  
**Pent Up Demand for Business Park Space in Grass Valley**  
**2003**

	<b>Office/Research &amp; Development</b>	<b>Light Industrial/ Distribution</b>	<b>Business Park Total</b>
<b>Existing Space</b>	960,507	593,700	1,554,207
<b>Space per Establishment</b>	2,575	3,855	6,430
<b>Percent Firms need expansion</b>	22%	22%	22%
<b>Percent Additional space required</b>	115%	115%	115%
<b>Pent up Demand for Space</b>	243,000	150,200	393,200

Note: Data based on Survey of Grass Valley area employers

Taken from Table 31 of Report



# Survey of Vacant Lands Zoned for Business Uses

- Evaluated 162 Sites Based on 4 Criteria
  - Parcel Size
  - Slope
  - Flood Hazards
  - Wetlands
  - Infrastructure Access



# Survey of Vacant Lands Zoned for Business Uses

- Results
  - 298 vacant infill properties sized at 1 acre or larger
  - 40 percent are buildable
  - 132 buildable acres



# Population and Employment Growth Projections



# Methodologies and Assumptions

## Population, Household & Employment

- Population Growth Projections
  - Consistent with California Department of Finance for County
  - Assumes a continuation of past growth rates within County



# Methodologies and Assumptions

## Population, Household & Employment

- Household Growth Projections
  - Assumes historical continuation of population growth projections within Nevada County.
  - Assumes smaller household sizes as projected by the California Department of Finance.



# Methodologies and Assumptions

## Population, Household & Employment

- Employment Growth Projections
  - Projections assume past employment growth trends within Nevada County will continue to be projected in the future.



**TABLE 10**  
**Projected Population Growth Within Western Nevada County**  
**2003 - 2020**

	<b>Population 2003</b>	<b>Population 2020</b>	<b>Annual Growth Rate 2003 - 2020</b>
<b>Nevada County</b>	28,800	40,800	2.1%
<b>Western Nevada County</b>	22,830	28,922	1.4%
<b>Grass Valley (City)</b>	9,644	13,448	2.0%

Note: Taken from Table 23 of Report

Source: California Department of Finance Population Projection Models

Assumes that Western Nevada County will continue to grow more slowly than Nevada County

Assumes that relatively high rates of new people moving to Western Nevada County will desire to live in Grass Valley



**TABLE 11**  
**Projected Household Growth Within Western Nevada County, 2003 - 2020**

			<b>Projected New Households</b>	<b>Annual Demand for New Housing</b>	<b>Annual Growth Rate</b>
	<b>2003</b>	<b>2020</b>	<b>2003 - 2020</b>	<b>2003 - 2020</b>	<b>2003 - 2020</b>
<b>Nevada County</b>	38,744	55,067	16,323	960	2.1%
<b>Western Nevada County</b>	31,923	41,501	9,578	563	1.6%
<b>Grass Valley (City)</b>	4,901	7,791	2,890	170	2.8%
Note: Taken from Table 27 of report					
Source: California Department of Finance Population Projections					
Assumptions:					
Assumes that Western Nevada County will continue to grow more slowly than Nevada County					
Assumes that relatively high rates of new households moving to Western Nevada County will want to live in Grass Valley					



**TABLE 12**  
**Projected Reduction of Household Size in Nevada County**  
**2003 - 2020**

	<b>2003</b>	<b>2020</b>
<b>Household Size</b>	2.47	2.38
Note: Taken from Table 28 of Report		
Source: California Department of Finance		



**TABLE 13**  
**Projections of Employment Growth**  
**Within Western Nevada County and the Region**  
**2003 - 2020**

	<b>2003</b>	<b>2020</b>	<b>Annual Growth Rate 2003 – 2020</b>
<b>California (millions)</b>	14.41	17.79	1.2%
<b>Nevada County</b>	28,800	40,800	2.1%
<b>Western Nevada County</b>	22,830	28,922	1.4%
<b>Grass Valley (City)</b>	9,644	13,448	2.0%

Note: Taken from Table 24 of Report

Source: Woods & Poole Economics; U.S. Bureau of Economic Analysis

Assumes that employment in Western Nevada County will continue to grow more slowly than Nevada County

Assumes that relatively high rates of new job growth in Western Nevada County will be located in Grass Valley



**TABLE 14**  
**Projected Employment Growth by Industry in Grass Valley**  
**2003 - 2020**

	<b>2003</b>	<b>2020</b>	<b>Job Growth 2003 - 20</b>	<b>Annual Growth Rate 2003 - 20</b>
<b>Mining</b>	47	45	-3	-0.3%
<b>Construction</b>	625	776	151	1.3%
<b>Manufacturing</b>	920	968	48	.3%
<b>T.C.P.U.</b>	182	235	53	1.5%
<b>Wholesale Trade</b>	191	251	60	1.6%
<b>Retail Trade</b>	2,800	3,261	461	.9%
<b>F.I.R.E.</b>	718	995	278	1.9%
<b>Services</b>	3,217	5,575	2,357	3.3%
<b>Government</b>	943	1,342	399	2.1%
<b>Total</b>	9,644	13,448	3,804	2.0%

Note: Taken from Table 25 of Report

Source: U.S. County Business Patterns and Woods & Poole Economics

Assumes that the employment by industry mix in Grass Valley will be the same as throughout Nevada County.



<b>TABLE 15</b>		
<b>Summary Table</b>		
<b>Comparison of Past Growth Rates and Future Projections</b>		
	<b>Annual Growth Rates 1990 – 2003</b>	<b>Projected Growth Rates 2003 – 2020</b>
<b>Population Growth</b>		
Western Nevada County	1.1%	1.6%
Grass Valley	2.2%	2.8%
<b>Employment Growth</b>		
Western Nevada County	2.3%	1.4%
Grass Valley	3.2%	2.0%



# Land Demand Projections



# Land Demand Methodologies and Assumptions

- Utilizes data from employer surveys to project pent up demand business space.
- Employment growth estimates are translated in a demand for land and space using the Anderson standard land use categories.
- Space demand estimates assume a continuation of current Floor Area Ratios.



**TABLE 16**  
**Projected Demand for New Business Space in Grass Valley**  
**2003 – 2020**

Land Use	Employment 2003	Employment 2020	New Demand for Commercial Space in Grass Valley 2003 – 2020	Annual Demand for New Commercial Space in Grass Valley
<b>Retail &amp; Other Commercial</b>				
Retail	2,213	2,518	197,600	11,600
Commercial Service Establishments	1,401	2,470	534,500	31,400
<b>Business Park Space</b>				
Office/Research & Development	2,236	3,772	660,700	38,900
Light Industrial/Distribution	1,382	1,728	148,600	8,700
<b>Institutional Uses</b>	2,501	2,972	84,800	5,000
<b>Totals</b>	<b>9,643</b>	<b>13,460</b>	<b>1,626,100</b>	<b>95,700</b>

Note: Taken from Table 32 of Report

Sources: Employment is translated into Anderson land use code categories.

Assumptions: Space demand assumes standard employment - space ratios



**TABLE 17**  
**Pent Up Demand for Business Park Space in Grass Valley**  
**2003**

	<b>Office/Research &amp; Development</b>	<b>Light Industrial/ Distribution</b>	<b>Business Park Total</b>
<b>Pent up Demand for Space</b>	243,000	150,200	393,200

Note: Data based on Survey of Grass Valley area employers

Taken from Table 31 of Report



## Total Demand for New Business Space

- Projected Employment Growth for 17 years- 1.626 million square feet of new space.
- Annual demand for 95,700 square feet of new space (includes Retail).



# Grass Valley's Capacity to Absorb Growth



# Methodologies and Assumption

- Demand for Business Space
  - Demand for business space summarizes projected growth & pent up demand for space.
  - Supply of available infill land within City limit is based on recently completed "Vacant Land Survey" (40% is buildable).
  - Amount of space that can be developed on infill properties assumes a continuation of existing Floor Area Ratios.



# Methodologies and Assumption

- Demand for Housing
  - Demand for housing summarizes projected growth & pent up demand for market rate housing.
  - Supply of available infill land within City limits is based on 2003 Housing Element, which assumes 70% is buildable.



**TABLE 18**  
**Grass Valley's Capacity to Absorb New Business Space**

	SF Demand for New Business Space in Grass Valley 2003 – 2020	Buildable Business Infill Acres Within Grass Valley City Limits	Buildable Business Infill S.F. Within Grass Valley City Limits
<b>Retail &amp; Other Commercial</b>			
Retail & Commercial	732,100	34	222,156
<b>Business Park Space</b>			
Office/Research & Development	903,700	78	509,652
Light Industrial/Distribution	298,800	20	130,680
<b>Totals</b>	<b>1,934,600</b>	<b>132</b>	<b>862,488</b>

Note: Taken from Table 34 of Report

Column (1) includes pent up demand. Does not include employment growth for institutional uses.

Column (2) Utilizes data from the vacant lands survey



**TABLE 19**  
**Grass Valley's Capacity to Absorb New Housing**  
**Within the City Limits**

Pent up Demand for Housing, 2003 .....	475
Projected Demand for Housing Units 2003 - 2020/1 .....	2,890
<b>Total Demand for Housing by 2020 .....</b>	<b>3,365</b>
Projected Average Annual Growth of Housing Units .....	170
Number Housing Units Which can be Absorbed on Residential Land Within City Limits/3 .....	840
Number Housing Units Which Cannot be Absorbed on Residential Land Within City Limits .....	2,525
<p>Note: Taken from Table 33 of Report</p> <p>Projected Demand for Housing is Consistent with Table 11</p> <p>Pent up demand is for market rate housing priced at more than \$210,000</p>	



**TABLE 20**

**Summary Table of Grass Valley's Ability to Absorb the Demand for Growth**

<b>Business Space Demand 2003 - 2020</b>	<b>S.F.</b>
<b>Total Demand</b>	1,934,600
<b>Amount of Space that Can be absorbed by Infill</b>	862,450
<b>Total Demand that cannot be captured by Vacant Infill</b>	1,072,150
<b>Housing Demand 2003 - 2020</b>	<b># of Units</b>
<b>Total Demand</b>	3,365
<b># of Units that Can be absorbed by Infill</b>	840
<b># of Units that cannot be captured by Vacant Infill</b>	2,525



# SDA Project Descriptions and Proposed Land Use Changes



**TABLE 21  
Land Uses Allowed by the Current Grass Valley General Plan**

Project Area	Acreage	Commercial & Retail		Business Park and Industrial		Residential
		Allocated Acreage	Allocated SF	Allocated Acreage	Allocated SF	Number Units
Loma Rica	452	0	0	115	751,410	185
Southhill Village	66	0	0	0	0	0
Northstar	762	28	182,952	240	1,568,160	363
Kenny Ranch	356	22	143,748	88	574,992	100
<b>Totals</b>	<b>1,636</b>	<b>50</b>	<b>326,700</b>	<b>443</b>	<b>2,894,562</b>	<b>648</b>

Note: Taken from Table 35 of Report

Source: 2020 General Plan. Southhill Village had no land use designations upon completion of the General Plan.



**TABLE 22**  
**Proposed SDA Land Uses (High Range)**

	Loma Rica	Southhill Village	Northstar	Kenny Ranch	Total
<b>Retail &amp; Other Commercial (S.F.)</b>					
Retail & Commercial	178,000	143,900	45,000	70,000	436,900
<b>Business Park Space (S.F.)</b>					
Office/Research & Development	299,400	41,900	485,000	120,000	946,300
<b>Total Commercial Space (S.F.)</b>	<b>477,400</b>	<b>185,800</b>	<b>530,000</b>	<b>190,000</b>	<b>1,383,200</b>
<b>Residential (Units)</b>	1,229	279	2,140	463	4,111
<b>Total Acres</b>	<b>452</b>	<b>66</b>	<b>762</b>	<b>356</b>	<b>1,636</b>

Note: Taken from Table 36 of Report.

Source: SDA Master and Specific Plans



**TABLE 23**

**Summary Chart  
Comparison of Allowed Uses and Proposed Land Use Changes**

	<b>Allowed by General Plan</b>	<b>Proposed Land Uses (High Range)</b>
<b><u>Includes Southhill Village</u></b>		
<b>Commercial and Retail Space</b>	326,700	436,900
<b>Business Park and Industrial Space</b>	2,894,562	946,300
<b>Housing</b>	648	4,111
<b><u>Excludes Southhill Village</u></b>		
<b>Commercial and Retail Space</b>	326,700	293,000
<b>Business Park and Industrial Space</b>	2,894,562	904,400
<b>Housing</b>	648	3,832



# Jobs/Housing Balance and Fiscal Impacts of Three Land Use Alternatives



# Land Use Alternatives Summary

- Alternative #1: Retain 2020 General Plan
  - Retain General Plan Land Use Designations for the SDAs which allow for the development of 648 housing units and 3.22 million square feet of business space.



# Land Use Alternatives Summary

- Alternative #2: Revise 2020 General Plan to Match SDA Plans
  - Change General Plan to match SDA Master Plan which would allow for the development of 4,111 housing units and 1.38 million square feet of business space.



# Land Use Alternatives Summary

- Alternative #3: Revise 2020 General Plan to Meet Job-Housing Demand
  - Change the General Plan to allow a land use mix that achieves a 1.7 jobs/housing balance ratio by allowing for the development of 1,238 residential units and 1.38 million square feet of business space.



**Table 24**  
**Economic and Fiscal Impact Summary of Land Use Alternatives**

	Land Use Alternative #1 Retain G.P.	Land Use Alternative #2 Change G.P.	Land Use Alternative #3 Balanced
<b>Housing</b>			
<b>Market Demand</b>	2,525	2,525	2,525
Absorbed by SDA Project Areas	648	2,525	1,138
Demand Absorbed Outside City Limits	1,877	0	1,387
<b>Business Space</b>			
Average Reserved for Business Uses	493	211	211
Estimated Business Space Allowed (Million S.F.)	3.22	1.38	1.38
Total Demand for Business Space (Million S.F.)	1.93	1.93	1.93
Business Space to be Captured by Infill (Million S.F.)	0.86	0.86	0.86
Business Space to be Captured Elsewhere (Million S.F.)	1.07	1.07	1.07
<b>Jobs/Housing Balance Impacts</b>			
Job Creation Absorbed by New Annexations	1,752	1,936	1,936
Jobs/Housing Balance	2.7	0.8	1.7
<b>Fiscal Impacts</b>			
Net Fiscal Revenue (\$millions)	\$1.55	\$0.36	\$0.64



## Summary of Alternatives

- All three alternatives can absorb the projected growth of business space.
- It may take until 2080 to absorb the supply of SDA land that is designated for business uses.
- Retaining the General Plan land uses will create very long term open space which is designated for business uses.



## Summary of Alternatives

- The three alternatives control the supply of housing.
- The number of housing units proposed by the SDAs exceeds the market demand.
- It may take until 2030 before all the housing units that are proposed by the SDAs can be absorbed.



**TABLE 25**  
**Economic and Fiscal Impact Summary of Land Use Alternatives**  
**Annual Growth Rates**

	Land Use Alternative #1 Retain G.P.	Land Use Alternative #2 Change G.P.	Land Use Alternative #3 Balanced
<b>Housing</b>			
Market Demand not captured by Infill Properties	149	149	149
Absorbed within SDA Project Areas	38	149	73
Demand Absorbed Outside City Limits	111	0	76
<b>Business Space</b>			
Total Demand for Business Space (Million S.F.)	113,530	113,530	113,530
Demand to be Captured by Infill (Million S.F.)	50,590	50,590	50,590
Demand Left to be Captured by New Annexation	62,940	62,940	62,940
<b>Jobs/Housing Balance Impacts</b>			
Job Creation Absorbed by New Annexations	124	124	124
Jobs/Housing Balance	3.3	0.8	1.7



# Pros & Cons of Land Use

- Alternative #1: Retain 2020 General Plan
  - Positives
    - Limits the number of housing units, environmental and traffic impacts by SDA development.
    - Retains SDAs as open space until property owners are willing to develop the areas consistent with the General Plan.
  - Negatives
    - Encourages potential for unplanned development and sprawl within region to meet market demand.



## Pros & Cons of Land Use

- Alternative #2: Change General Plan to Match SDA Master and Specific Plans
  - Positives
    - Will create planned development.
    - Will attract private sector investment to construct business park infrastructure.
  - Negatives
    - Will substantially weaken City's fiscal base
    - Will substantially alter economics of community and jobs-housing balance



# Pros & Cons of Land Use

- Alternative #3: Balanced Land Use Mix
  - Positives
    - Improves the fiscal impacts of proposed SDA projects.
    - Maintains Grass Valley's role as a regional employment center.
  - Negatives
    - Shifts the 50 percent of new housing development to other sub-areas of Western Nevada County.



# Recommendations and Principles to Guide Future Annexation Decisions



# Principles to Guide Decision Making About Annexations

- City of Grass Valley should acknowledge the existence of a 1.7 Jobs/Housing Balance and use the number as a benchmark for evaluating requests for annexations and general plan changes.
- The City should encourage the attraction and retention of jobs in order to achieve the desired jobs/housing balance.



# Principles to Guide Decision Making About Annexations

- City of Grass Valley should maintain a fiscally healthy budget.
- City of Grass Valley should retain an economically healthy downtown.
- City's requirements for economic analysis should utilize successful models from other local governments.
- The SDAs and other annexation areas should be planned to meet the long-term community needs of the City and the region, beyond the lifetime of the 2020 General Plan.



## Recommendations for Project Specific Impact Analysis

- Project applicants seeking General Plan change should be required to submit a Job/Housing Balance and Fiscal Impact Report.
- New commercial shopping center proposals that require a General Plan change should submit a downtown impact report.