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**AN ASSESSMENT OF THE EMPLOYMENT,
HOUSING AND POPULATION IMPACTS OF
ALTERNATIVE #10: NO RESIDENTIAL ALTERNATIVE
FOR THE NBC UNIVERSAL EVOLUTION PLAN**

Prepared for:
The Department of City Planning
City of Los Angeles

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TABLE OF CONTENTS

	<u>Page</u>
List of Figures.....	iv
List of Tables.....	iv
I. EXECUTIVE SUMMARY	1
A. Overview	1
B. Economic and Employment Impacts.....	2
C. Housing Setting and Project Impacts	3
D. Population Setting and Project Impacts	4
II. PURPOSE AND SCOPE OF THE ANALYSIS.....	5
A. Introduction	5
B. Description of Alternative 10	5
C. Organization of the Report	10
III. EMPLOYMENT IMPACTS	11
A. Introduction.....	11
B. Project Impacts	11
C. Cumulative Impacts	22
D. Mitigation Measures	24
E. Level of Significance After Mitigation	24
IV. HOUSING IMPACTS	25
A. Introduction.....	25
B. Housing Impacts.....	25
C. Cumulative Impacts	39
D. Mitigation Measures	30
E. Level of Significance After Mitigation	30
V. POPULATION IMPACTS	31
A. Introduction.....	31
B. Population Impacts.....	31
C. Cumulative Impacts	33

	<u>Page</u>
D. Mitigation Measures	34
E. Level of Significance After Mitigation	35

Appendices

- A. IMPLAN Analysis Results for Construction of Alternative 10
- B. IMPLAN Analysis Results for Annual Operation of Alternative 10
- C. Qualifications of HR&A Advisors, Inc.

LIST OF FIGURES

<u>No.</u>	<u>Title</u>	<u>Page</u>
II-1	Alternative 10 Conceptual Plan	7

LIST OF TABLES

<u>No.</u>	<u>Title</u>	<u>Page</u>
II-1	Project vs. Alternative 10 Net New Development	8
III-1	Project vs. Alternative 10 Construction Jobs.....	13
III-2	Project vs. Alternative 10 Construction Worker Compensation and Economic Output	14
III-3	Project vs. Alternative 10 Annual Operations Jobs	15
III-4	Project vs. Alternative 10 Direct On-Site Jobs by Land Use.....	16
III-5	Project vs. Alternative 10 Annual Operations Worker Compensation and Economic Output	17
III-6	Comparison of Alternative 10 Annual Operations Employment With Adopted SCAG Forecast	18
III-7	Comparison of Alternative 10 Annual Operations Employment and Related Project Employment With Adopted SCAG Forecast	23
IV-1	Comparison of Alternative 10 Indirect Households With Adopted SCAG Households Forecast	27
IV-2	Comparison of Alternative 10 Indirect Households and Related Project Households With Adopted SCAG Households Forecast	30
V-1	Comparison of Alternative 10 Indirect Population With Adopted SCAG Population Forecast	33
V-2	Comparison of Alternative 10 Indirect Population and Related Project Population With Adopted SCAG Population Forecast.....	34

I. EXECUTIVE SUMMARY

A. OVERVIEW

This Report presents an assessment of the economic, employment, housing and population impacts of the Alternative 10: No Residential Alternative (“Alternative 10”) for the NBC Universal Evolution Plan (“Project”). In summary, Alternative 10 represents a significant reduction in the overall density of the proposed Project by eliminating the entire residential portion of the Project and increasing the studio production and entertainment elements of the Project. Alternative 10 would eliminate the proposed 2,937 residential units and 180,000 square feet of neighborhood retail and community-serving commercial uses of the proposed Project and add approximately 210,000 additional net new square feet of Studio Office uses, an additional 150,000 net new square feet of Entertainment uses in the Entertainment Area, and an additional 450,000 square feet of Hotel uses (up to 500 additional guest rooms) in the Entertainment Area. In addition, Alternative 10 would include additional parking structures.

Due to the elimination of the proposed residential, neighborhood and community-serving commercial uses in the existing Back Lot Area, Alternative 10 also would retain the existing 42,240 square feet of Entertainment uses in the existing Back Lot Area proposed to be demolished under the proposed Project. Thus, Alternative 10 would result in an additional 192,240 net new square feet of Entertainment uses as compared to the proposed Project (the 150,000 new square feet described above and the retained 42,240 existing square feet).

Overall, the approximately 852,240 additional square feet of net new Studio Office, Hotel, and Entertainment uses under Alternative 10 would be in addition to the approximately 1.8 million square feet of net new Studio, Studio Office, Office, Entertainment, Entertainment Retail, Child Care and Hotel uses proposed under the Project.

Under Alternative 10, changes in existing jurisdictional boundaries also would occur (i.e., annexation and detachment), but not to the same extent as the proposed Project. Most significantly, due to this alternative’s elimination of the proposed residential, neighborhood retail and community-serving commercial uses of the proposed Project, no annexation or detachment actions would occur in the proposed Mixed-Use Residential Area (existing Back Lot Area) of the Project Site. Other jurisdictional boundary adjustments as provided for in the Project would be made with refinements to reflect the land use configurations associated with this Alternative.

The assessment presented in this Report is intended to provide data and analysis for use in preparing a Final Environmental Impact Report (EIR) on the Project, pursuant to the California Environmental Quality Act (CEQA). This Report was prepared by HR&A Advisors, Inc., an economic development, real estate advisory, public policy and sustainability consultant.

The analysis presented in this Report relies on the same analysis techniques and data sources that were utilized in preparing the economic, employment, housing and population impacts of the proposed Project, as presented in the Project’s Draft EIR, including Appendix P (Employment, Housing and Population Report). As in the Draft EIR, the quantitative analysis of potential impacts

is presented in terms of the Southeast San Fernando Valley and the City of Los Angeles Subregion. The Southeast San Fernando Valley corresponds to the City Community Plan areas of Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass, Van Nuys-North Sherman Oaks and North Hollywood-Valley Village. The City of Los Angeles Subregion is the geographic area defined by the Southern California Association of Governments (SCAG) that is relevant to the Project for regional planning purposes. It includes the City of Los Angeles, the City of San Fernando, several small unincorporated County "islands" and other small unincorporated areas (e.g., property that is owned by the federal or state government).

B. ECONOMIC AND EMPLOYMENT IMPACTS

Alternative 10 consists of the development of 2,677,186 net new square feet for entertainment, entertainment retail, film and television studio production facilities, studio-related and other office uses, and 1,000 hotel rooms and related hotel facilities, but no residential development.

Using the same land use-specific construction cost assumptions that were applied in the Draft EIR analysis of the Project, it is estimated that construction of the land uses in Alternative 10 would require a construction cost investment of \$1.619 billion, or about half of the \$3.041 billion cost for the Project. Using the same IMPLAN input-output modeling approach used for the Project, this scale of construction cost investment for Alternative 10 translates to about 18,551 part-time and full-time jobs in the Los Angeles County economy, of which 11,048 jobs are directly related to construction of Alternative 10 improvements. Total economic output impacts in the Los Angeles County economy from constructing Alternative 10 would be about \$2.783 billion, compared with \$5.239 billion for the Project (all in 2007 dollars).

Applying the same employment density factors used in the Draft EIR analysis of Project impacts, Alternative 10's net new floor area is estimated to accommodate 6,368 direct jobs, or about 1,175 (+22.6%) more on-site jobs than the proposed project. Unlike the proposed Project, there will not be any jobs associated with spending by households, or any jobs associated with neighborhood retail or community-serving uses. About two-thirds (66.2%) of the net new jobs in Alternative 10 will be associated with film, television and video related production and management activities. Entertainment and entertainment retail jobs represent one-fifth of net new jobs, and new hotel rooms represent about 13.3 percent of the total number of net new on-site jobs in this Alternative. Accordingly, the larger number of direct jobs, most of which are concentrated in high-multiplier entertainment industry jobs results in a total number of Alternative 10 jobs (11,769) that is only about three percent less than the number of total jobs (12,115) associated with the Project. Economic output generated in the Los Angeles County economy by annual operation of Alternative 10 would total about \$1.900 billion, as compared with \$1.928 billion from the Project.

In scale terms, Alternative 10's direct total of 6,368 jobs will account for about 3.06 percent of SCAG's employment forecast for the Southeast San Fernando Valley in 2030, and about 21.84 percent of employment growth between 2008 and 2030. These jobs also account for 0.28 percent of the jobs forecast for the City of Los Angeles Subregion in 2030, and about 2.04

percent of employment growth between 2008 and 2030. Because the Project does not exceed forecasted employment growth in the SCAG Subregion, it is consistent with the regional growth forecast, as was also the case for the Project.

Inasmuch as these employment and economic impacts are measured at the scale of the Los Angeles County economy, they are the same under any annexation or no-annexation scenarios.

Like the Project, Alternative 10 would help anchor the state's and region's entertainment and tourism sector in Los Angeles County for the foreseeable future. It would be consistent with all applicable growth forecasts and regional and local economic development and employment policies. Therefore, like the Project, Alternative 10's economic and employment effects are beneficial and not adverse within the meaning of CEQA, and no mitigation is required or recommended. Project employment plus a proxy measure of employment for "related projects" represent approximately 14.3 percent of forecasted employment in the City of Los Angeles Subregion in 2030, which is the same percentage as the Project. Alternative 10's incremental employment effect, like the effect for the Project, is not "cumulatively considerable" within the meaning of CEQA, and its cumulative employment impact is therefore less than significant.

C. HOUSING IMPACTS

Alternative 10 does not include any residential development, and therefore it would not have any direct housing impacts. As with the Project, however, the residential location choices of net new employees under Alternative 10 could result in new indirect housing and households impacts.

Due to the employment patterns of construction workers in Southern California, and the operation of the market for construction labor, construction workers are not likely, to any significant degree, to relocate their households as a consequence of the job opportunities presented by Alternative 10. Thus, like the Project, there will not be any adverse housing impacts associated with construction of Alternative 10.

Using the same employee characteristics assumptions that were utilized in the Draft EIR analysis of the Project, it is estimated that employees associated with Alternative 10 would generate additional housing demand for about 382 units in the general housing market area surrounding the Project Site, as compared with 232 units of indirect housing demand for the Project. This difference is a function of Alternative 10's larger number of direct jobs, a different distribution of jobs by industry sector, and a different mix of employee preferences for home locations, as derived from the survey for existing Project Site employees used for analyzing the Project. As with the Project, the scale of Alternative 10's indirect housing impact falls within the applicable SCAG household forecasts for the Southeast San Fernando Valley and the City of Los Angeles Subregion.

However, unlike the Project, Alternative 10 would not assist the City (under the Project's annexation scenario), or the County and the City (with no annexation), in meeting its fair share of regional housing need, or assist the Subregion to achieve a better overall balance between jobs and housing, or provide new ownership housing opportunities.

In sum, the indirect housing impacts of Alternative 10 would not be adverse within the meaning of CEQA and no mitigation is required or recommended for Alternative 10 indirect housing impacts. The housing impacts of the Project, on the other hand, were considered not only not adverse, but beneficial, because the Project would help achieve the household growth targets for SCAG's City of Los Angeles Subregion.

Alternative 10's indirect housing demand plus the same proxy measure for households in "related projects" as was used in the Draft EIR analysis represent approximately 17.7 percent of forecasted households in the City of Los Angeles Subregion in 2030, as compared with 17.9 percent for the Project. Alternative 10's incremental housing effect, like the Project effect, is not "cumulatively considerable" within the meaning of CEQA, and its cumulative housing impact is therefore less than significant.

D. POPULATION IMPACTS

For the reasons described above with respect to housing, no adverse population impacts are predicted as a result of construction of Alternative 10, because construction workers are not expected to relocate their households as a consequence of working on Alternative 10.

Because Alternative 10 does not include any new housing, it would have no direct population impact. As discussed in the Draft EIR, research on the characteristics of existing Project Site employees indicates that few workers in the Project's non-residential uses are likely to relocate their households to a site closer to the Project as a direct result of taking a job there. Using an allowance for 382 units of employee-related housing demand, as discussed above, it is estimated that these units would result in an indirect population impact of 1,146 persons, as compared with the Project's indirect population impact of 696 persons.

In scale terms, this Alternative's total population impact of 1,146 persons is equal to about 0.27 percent of the 2030 population in SCAG's forecast for the Southeast San Fernando Valley and 4.31 percent of 2008-2030 population growth. This impact is also equal to about 0.03 percent of the City of Los Angeles Subregion population in 2030 (compared with 0.2% for the Project), and about 0.39 percent of 2008-2030 population growth (compared with 2.4% for the Project).

Alternative 10, including the proposed General Plan amendment and zone change, would not induce substantial population growth, because it would not exceed the population growth forecast for SCAG's City of Los Angeles Subregion. Therefore, Alternative 10, like the Project, would not have a significant adverse population impact within the meaning of CEQA. No mitigation for Project impacts is required or recommended.

Project population plus a proxy measure of population for "related projects" represent approximately 6.7 percent of forecasted population in the City of Los Angeles Subregion in 2030, as compared with 6.8 percent for the Project. Alternative 10's incremental population effect is not "cumulatively considerable" within the meaning of CEQA, and its cumulative population impact is therefore less than significant, as is the case for the Project.

II. PURPOSE AND SCOPE OF THE ANALYSIS

A. INTRODUCTION

This Report presents an assessment of the economic, employment, housing and population impacts of the Alternative 10: No Residential Alternative ("Alternative 10") for the NBC Universal Evolution Plan ("Project"). In summary, Alternative 10 represents a significant reduction in the overall density of the proposed Project by eliminating the entire residential portion of the Project and increasing the studio production and entertainment elements of the Project. Alternative 10 would eliminate the proposed 2,937 residential units and 180,000 square feet of neighborhood retail and community-serving commercial uses of the proposed Project and add approximately 210,000 additional net new square feet of Studio Office uses, an additional 150,000 net new square feet of Entertainment uses in the Entertainment Area, and an additional 450,000 square feet of Hotel uses (up to 500 guest rooms) in the Entertainment Area. In addition, Alternative 10 would include additional parking structures.

The assessment presented in this Report is intended to provide data and analysis for use in preparing a Final Environmental Impact Report (EIR) on the Project, pursuant to the California Environmental Quality Act (CEQA). This Report was prepared by HR&A Advisors, Inc., an economic development, real estate advisory, public policy and sustainability consultant. A summary of HR&A Advisors' qualifications is included as Appendix C.

The analysis presented in this Report relies on the same analysis techniques and data sources that were utilized in preparing the economic, employment, housing and population impacts of the proposed Project, as presented in the Project's Draft EIR, including Appendix P (Employment, Housing and Population Report).

As in the Draft EIR, the quantitative analysis of potential impacts is presented in terms of the City of Los Angeles Subregion and the Southeast San Fernando Valley. The City of Los Angeles Subregion is the geographic area defined by the Southern California Association of Governments (SCAG) that is relevant to the Project for regional planning policy consistency evaluation purposes. It includes the City of Los Angeles, the City of San Fernando, several small unincorporated County "islands" and other small unincorporated areas (e.g., property that is owned by the federal or state government). The Southeast San Fernando Valley corresponds to the City Community Plan areas of Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass, Van Nuys-North Sherman Oaks and North Hollywood-Valley Village. Overall, the analysis for the Southeast San Fernando Valley area is provided for informational purposes, and the analysis for the City of Los Angeles Subregion serves as the basis for assessing the significance of any environmental impacts of Alternative 10.

B. DESCRIPTION OF ALTERNATIVE 10

Alternative 10 represents a significant reduction in the overall density of the proposed Project by eliminating the entire residential portion of the Project and increasing the studio production and entertainment elements of the Project. Alternative 10 would eliminate the proposed 2,937

residential units and 180,000 square feet of neighborhood retail and community-serving commercial uses of the proposed Project and add approximately 210,000 additional net new square feet of Studio Office uses, an additional 150,000 net new square feet of Entertainment uses in the Entertainment Area, and an additional 450,000 square feet of Hotel uses (up to 500 additional guest rooms) in the Entertainment Area. In addition, Alternative 10 would include additional parking structures.

Due to the elimination of the proposed residential, neighborhood and community-serving commercial uses in the existing Back Lot Area, Alternative 10 also would retain the existing 42,240 square feet of Entertainment uses in the existing Back Lot Area proposed to be demolished under the proposed Project. Thus, Alternative 10 would result in an additional 192,240 net new square feet of Entertainment uses as compared to the proposed Project (the 150,000 new square feet described above and the retained 42,240 existing square feet).

Overall, the approximately 852,240 additional square feet of net new Studio Office, Hotel, and Entertainment uses under Alternative 10 would be in addition to the approximately 1.8 million square feet of net new Studio, Studio Office, Office, Entertainment, Entertainment Retail, Child Care and Hotel uses proposed under the Project.

In addition, under Alternative 10, no permanent structures or parking facilities would be permitted within 100 feet of the portion of the eastern property boundary that abuts the Hollywood Manor (Blair Drive) community, although existing film set structures within the 100-foot-wide area would be permitted to remain and be maintained and rebuilt. The 100-foot-wide area would be maintained as a natural landscaped buffer. Alternative 10 also would not include the proposed North-South Road.

Figure II-1 provides an illustration of the conceptual site plan for Alternative 10.

**Figure II-1
Alternative 10 Conceptual Plan**



The following is a tabular comparison of the proposed net new square footage by land use under Alternative 10 and the proposed Project.

Land Use	Net New Project Development	Net New Alternative 10 Development
Studio (sq. ft.)	307,949	307,949
Studio Office (sq. ft.)	437,326	642,320
Office (sq. ft.)	495,406	495,406
Entertainment (sq. ft.)	145,655	337,895
Entertainment Retail (sq. ft.)	39,216	39,216
Amphitheater (sq. ft.)	-50,600	-50,600
Hotel	450,000 ^a	900,000 ^b
Neighborhood Retail and Community-Serving Commercial (sq. ft.)	180,000	0
Child Care Center	15,000	5,000 ^c
Residential	2,937 units	0 units
Totals		
Commercial (sq. ft.)	2,019,952	2,677,186
Residential (dwelling units)	2,937 units	0 units

^a Includes up to 500 hotel guest rooms and related hotel facilities.
^b Includes up to 1,000 hotel guest rooms and related hotel facilities.
^c Child care center under Alternative 10 is an expansion of the existing child care center.
Sources: NBC Universal; Rios Celemente Hale Studios; Matrix Environmental
Prepared by: HR&A Advisors, Inc.

Under Alternative 10, changes in existing jurisdictional boundaries also would occur (i.e., annexation and detachment), but not to the same extent as the proposed Project. Most significantly, due to this alternative's elimination of the proposed residential, neighborhood retail and community-serving commercial uses of the proposed Project, no annexation or detachment actions would occur in the proposed Mixed-Use Residential Area (existing Back Lot Area) of the Project Site.

Other jurisdictional boundary adjustments as provided for in the Project would be made with refinements to reflect the land use configurations associated with this alternative. For example, similar to the proposed Project, portions of the Project Site along the Hollywood Freeway and Universal Hollywood Drive would be annexed into the City to reflect the Applicant's anticipated use of these portions of the Project Site and to correct the current situation in which the jurisdictional boundary runs through the middle of certain existing structures. Compared with the proposed Project, the portion of the Project Site along Universal Hollywood Drive which would be

annexed into the City would be shifted east slightly, so as to include a different area of frontage along the north side of Universal Hollywood Drive.

Overall, this alternative would involve the annexation of approximately 3 acres of the Project Site from the County's jurisdiction into the City of Los Angeles. This alternative would also involve detachment of approximately 31 acres of the Project Site from the City's jurisdiction into the County. The jurisdictional boundary adjustments proposed under Alternative 10 will therefore result in an overall net change of approximately 28 acres from the City to the County. Should the annexation and detachment process be completed, approximately 67 acres of the Project Site would be located within the City of Los Angeles, and the remaining approximately 324 acres of the Project Site would be located within the unincorporated area of Los Angeles County.

Should the proposed annexation and detachment not occur under this alternative, the 95 acres within the Project Site currently located within the City of Los Angeles would remain located in the City of Los Angeles, while the balance, 296 acres, would remain under the jurisdiction of the County of Los Angeles. If the proposed annexation and detachment does not occur, this alternative's proposed development of approximately 2.67 million square feet of net new Studio, Studio Office, Office, Entertainment, Entertainment Retail, Amphitheater, Hotel and related space that supports the various on-site production and entertainment activities would still occur; however, these uses would be situated based on existing jurisdictional boundaries.

Under Alternative 10, development in the County portions of the Project Site would occur in accordance with the provisions set forth in a modified County Specific Plan, the boundaries of which would reflect the above discussed annexation and detachment actions. Development in the County portions of the Project Site would include Studio, Studio Office, Office, Entertainment, Entertainment Retail, and Amphitheater uses proposed in the County under the Project, and 450,000 square feet of Hotel uses proposed in the County under the Project, plus an additional 192,240 net new square feet of Entertainment uses. In addition, due to Alternative 10's eastward shift of area fronting Universal Hollywood Drive that would be annexed to the City, 250,000 square feet of Studio Office uses proposed to be in City jurisdiction under the Project will shift to County jurisdiction under Alternative 10. As with the proposed Project, Alternative 10 would also include an equivalency program in the County that allows for the development of a different land use mix as long as the overall character of development within the County Specific Plan area and each Development Area located in the County is maintained.

Development in the City portions of the Project Site under Alternative 10 would occur in accordance with a modified City Specific Plan, the boundaries of which would reflect the above discussed annexation and detachment actions. Development in the City portions of the Project Site would include the 50,000 square feet of Studio uses proposed in the City under the Project, plus 450,000 square feet of Hotel uses in the Entertainment Area, as well as approximately 200,000 new square feet of Studio Office uses, which would be located in the northeastern portion of the Project Site near Barham Boulevard and Lakeside Plaza Drive. Alternative 10 would also include a 5,000 square foot expansion to the existing child care center in the northeastern portion of the Project Site, which would be located entirely within the City. Accordingly, under Alternative 10, the existing child care center would not be demolished and relocated to County jurisdiction, as it would be under the proposed Project. Furthermore, Alternative 10 would include an equivalency program in the City that would allow flexibility for modifications to land uses and square footages.

C. ORGANIZATION OF THE REPORT

The remaining Chapters of this Report are:

- *Economic and Employment Impacts.* This Chapter evaluates the number and character of jobs supported by construction and operation of a completed Alternative 10, and the relationships between these impacts and adopted employment growth and economic development policies and, in particular, its relationship to SCAG's 2030 employment growth forecast for the Southeast San Fernando Valley and the City of Los Angeles Subregion. These impacts are also compared with those for the proposed Project.
- *Indirect Housing Impacts.* Because Alternative 10 does not include any residential development, its housing impacts are limited to those resulting from indirect housing demand associated with the number of net new jobs that would result from implementation of this Alternative. Accordingly, this Chapter provides an estimate of indirect housing demand and then evaluates the result in terms of adopted County and City housing growth policies and SCAG's households growth forecast for the Southeast San Fernando Valley and the City of Los Angeles Subregion. Cumulative impacts are also evaluated. These impacts are also compared with those for the proposed Project.
- *Indirect Population Impacts.* Once again, because Alternative 10 does not include any housing, its population impacts are limited to those resulting from indirect housing demand associated with the number of net new jobs that would result from implementation of this Alternative. Accordingly, this Chapter provides an estimate of the indirect population impact associated with the indirect housing demand, and then evaluates the result in terms of SCAG's population growth forecast for the Southeast San Fernando Valley and the City of Los Angeles Subregion. Cumulative impacts are also evaluated. These impacts are also compared with those for the proposed Project.

III. ECONOMIC AND EMPLOYMENT IMPACTS

A. INTRODUCTION

This Chapter evaluates the economic and employment impacts associated with Alternative 10 against the applicable CEQA thresholds, individually and together with related projects, and compares these results with the proposed Project. As noted in Chapter II, the analysis presented in this Chapter relies on the same analysis techniques and data sources that were utilized in preparing the economic impacts analysis of the proposed Project, as presented in the Project's Draft EIR, including Appendix P (Employment, Housing and Population Report).

B. ALTERNATIVE 10 IMPACTS

1. Threshold of Significance

As in the Draft EIR analysis of the Project's impacts, the following thresholds of significance are used with respect to employment:

- Would the Project cause growth (i.e., new employment), or accelerate development in an undeveloped area, that exceeds projected/planned levels for the year of Project buildout?
- Would the Project be incompatible with adopted local and regional employment growth policies, including jobs/housing balance, as set forth in the County's General Plan, the City's General Plan and the Southern California Association of Government's Regional Comprehensive Plan and Guide?

Operationally, employment growth impacts are assessed in terms of the Alternative 10's relationship to applicable adopted growth forecasts, economic development policies and certain other growth inducement issues, as discussed below.

2. Impact Analysis Methodology

As discussed in the Draft EIR, the "economic impact" of a new development project refers to the incremental difference that its construction and operation make in terms of people employed, employee compensation paid and total value of goods and services circulating in the economy (i.e., "total economic output"). These impacts are generally classified into three categories, as follows:

- *Direct Impacts.* These include, for example, all jobs, compensation and spending resulting directly from the Applicant's substantial investment in development and construction of Alternative 10. Direct impacts also include those net new jobs, compensation and spending that will occur on the Project Site once it is completed. These impacts represent the "first round" of impact on the County's economy.
- *Indirect Impacts.* Indirect impacts are created by business purchases of goods and services that are used as inputs to the construction process and the on-going operation of the

completed Alternative 10, as well as successive rounds of spending to produce these goods and services. This impact category includes, for example, jobs, compensation paid and total spending that result when construction contractors purchase materials, supplies and services, or when the Applicant or other business entities located in the completed Alternative 10 purchase goods and services to supply, repair and maintain their operations.

- *Induced Impacts.* Induced impacts are created when direct and indirect employees spend their earnings for a variety of household goods and services, including convenience goods (e.g., supermarkets), comparison shopping goods (e.g., car dealers, household appliances and furniture stores) and consumer services (e.g., banks). These impacts typically occur near to where direct and indirect employee households reside, and therefore may be spread over a large geographic area.

Indirect and induced impacts were estimated for employment, compensation (i.e., wages and benefits) and total economic output, for both the construction of Alternative 10 and its annual operation after construction of all proposed improvements are completed and they achieve stabilized operation.

As in the Draft EIR analysis of the Project, construction and operational employment, compensation and total economic output for Alternative 10 were estimated using the IMPLAN input-output model of the Los Angeles County economy, as of 2007, the most recent year for which IMPLAN data on the County economy were available at the time the Draft EIR was prepared. Direct employment, following completion of construction, was estimated by HR&A based on a detailed analysis of existing employment and floor area by land use at the project Site, which generated employment density factors by land use, that were then applied to the characteristics of Alternative 10, as discussed below.

3. Construction-Related Economic and Employment Impacts

Using the same construction cost factors utilized in preparing the economic and employment impact analysis in the Draft EIR, but applied to the specific gross new floor area by land use that is associated with Alternative 10, it is estimated that Alternative 10 will require a hard cost construction budget of about \$1.619 billion or about 47 percent less than the proposed Project overall. Construction spending for non-residential floor area would be twice the amount for the Project, but Alternative 10 would not include about \$1.878 billion associated with the Project's residential and neighborhood retail and community-serving uses.

a. *Construction Employment Impacts*

Entering the Project's estimated construction cost as final demand into the relevant "new construction" sectors of the IMPLAN model produced an estimate of 11,048 jobs directly associated with the construction of Alternative 10, as compared with 16,559 direct jobs associated with Project construction. Alternative 10's direct construction jobs will support another 3,137 indirect jobs (compared with 7,668 for the Project) in a wide range of industries throughout the County resulting from purchases of construction-related supplies, goods and services.

Compensation paid to Alternative 10's number of direct and indirect workers will support another 4,366 induced jobs in the County economy, compared with 7,170 for the Project. These results are summarized in Table III-1. The details of the IMPLAN construction investment impacts are included in Appendix A.

	Project	Alternative 10
Direct Jobs		
Non-Residential Construction	8,309	11,048
Residential Construction	<u>8,250</u>	<u>-</u>
Subtotal Direct Jobs	16,559	11,048
Indirect Jobs	7,668	3,137
Induced Jobs	<u>7,170</u>	<u>4,366</u>
Totals	31,397	18,551

*Sources: IMPLAN v.2; HR&A Advisors, Inc.
Prepared by: HR&A Advisors, Inc.*

b. Other Construction Economic Impacts

Based on IMPLAN model analysis, it is estimated that construction-related employee earnings (wages and benefits) in Los Angeles County will total about \$878.2 million for Alternative 10, as compared with \$1.458 billion for the Project (all in 2007 dollars). About 61 percent of the earnings (\$534.8 million) associated with Alternative 10 construction would be paid to workers directly involved in construction of Alternative 10, as compared with \$802.3 million for the Project. These results are shown in the top panel of Table III-2.

**Table III-2
Project vs. Alternative 10 Construction
Worker Compensation and Total Economic Output**

	Project	Alternative 10
Worker Compensation		
Direct Compensation	\$ 802,321,152	\$ 534,842,016
Indirect Compensation	\$ 364,104,462	\$ 165,535,930
Induced Compensation	\$ 291,818,499	\$ 177,793,899
Total Compensation [a]	\$ 1,458,224,115	\$ 878,171,843
Total Economic Output		
Direct Output	\$ 3,041,409,024	\$ 1,619,319,040
Indirect Output	\$ 1,184,295,741	\$ 546,726,496
Induced Output	\$ 1,013,119,397	\$ 617,425,467
Total Output [a]	\$ 5,238,824,155	\$ 2,783,471,001

*[a] Subtotals and totals may not sum precisely due to independent rounding.
Sources: IMPLAN v.2; HR&A Advisors, Inc.
Prepared by: HR&A Advisors, Inc.*

"Total economic output" refers to total economic activity associated with either the construction or annual operation of completed development, including employee earnings, profits and indirect business taxes. The total one-time, economic output impact within Los Angeles County resulting from the construction of Alternative 10 is estimated to be \$2.783 billion, as compared with \$5.238 billion for the Project (all in 2007 dollars), as shown in the bottom panel of Table III-2.

4. Project Operational Economic and Employment Impacts

The economic and employment impacts of the completed Project are analyzed from several different, but related, perspectives. First, the analysis presents a projection of the number of direct jobs that would be associated with net new floor area constructed as part of Alternative 10, using current employment density factors for similar uses and the number of jobs on site. Next, the projected scale of Project employment is compared with applicable local and regional employment growth forecasts. Finally, the scale of Alternative 10 employment is compared with applicable local and regional economic development and employment policies.

a. *Annual Employment Impacts*

Using employment density factors for similar uses that were utilized in preparing the Draft EIR analysis of the Project, it is estimated that Alternative 10 would add 6,368 new on-site jobs once all proposed non-residential improvements have been constructed by the year 2030, as compared with 5,193 direct on-site jobs for the Project (i.e., not including an additional 2,635 jobs that would be generated by household spending from the Project's 2,937 dwelling units). Table III-3 presents an estimate of the number of direct, indirect and induced jobs for Alternative 10 and compares the results with the Project, as presented in the Draft EIR. Table III-4 presents a comparison between the number of direct new jobs for each of Alternative 10's general land use

categories and land uses in the proposed Project. The details of the IMPLAN annual operations impacts are included in Appendix B.

Table III-3		
Project vs. Alternative 10 Annual Operations Jobs Impact		
	Project	Alternative 10
Non-Residential Uses		
Direct Jobs	5,193	6,368
Indirect Jobs	2,140	2,728
Induced Jobs	<u>2,147</u>	<u>2,673</u>
Subtotal Non-Residential Uses [a]	9,481	11,769
Household Spending		
Direct Jobs	1,718	-
Indirect Jobs	460	-
Induced Jobs	<u>457</u>	<u>-</u>
Subtotal Non-Residential Uses [a]	2,635	-
Total Jobs		
Direct Jobs	6,911	6,368
Indirect Jobs	2,600	2,728
Induced Jobs	<u>2,604</u>	<u>2,673</u>
Totals [a]	<u>12,115</u>	<u>11,769</u>
<i>[a] Subtotals and totals may not sum precisely due to independent rounding.</i>		
<i>Sources: IMPLAN v.3; HR&A Advisors, Inc.</i>		
<i>Prepared by: HR&A Advisors, Inc.</i>		

**Table III-4
Project vs. Alternative 10 Direct On-Site Jobs by Land Use**

Land Use	Project [a]	Alternative 10
Studio	953	953
Studio Office	1,133	1,723
Office	1,329	1,329
Entertainment	561	1,302
Entertainment Retail	193	193
Amphitheater	-	-
Hotel	424	848
Neighborhood Retail and Community-Serving Commercial	540	0
Child Care Center	60	20
Residential	-	-
Total	5,193	6,368

[a] Does not include 1718 direct off-site jobs associated with household spending generated by the Project's residential units.

Sources: NBC Universal; Rios Clementi Hale Studios; Matrix Environmental

Prepared by: HR&A Advisors, Inc.

b. Other Annual Economic Impacts

Table III-5 compares the worker compensation and total economic output impacts for annual operation of Alternative 10 and the Project.

Employee earnings associated with the ongoing operation of Alternative 10 (direct, indirect and induced employees within Los Angeles County) are estimated to total \$647.8 million annually, as compared with \$540.3 million for the Project's on-site uses (all in 2007 dollars) and \$646.4 million overall, including earnings associated with the Project's household spending. About 61.2 percent of Alternative 10 earnings (\$396.2 million) would go to employees directly located on the Project Site, as compared with \$332.1 for the Project's on-site uses only. About \$251.5 million for Alternative 10 would go to employees whose jobs are indirectly created and induced by direct, on-site employment, as compared with \$208.3 million for the Project's on-site uses, and \$249.9 million for the Project overall, including the impact of the project's household spending.

The on-going operation of the Alternative 10 is expected to contribute an additional \$1.900 billion (in 2007 dollars) annually to the Los Angeles County economy, as compared with \$1.927 billion for the Project.

**Table III-5
Project vs. Alternative 10 Annual Operations
Worker Compensation and Total Economic Output**

	Project	Alternative 10
Worker Compensation		
Non-Residential Uses		
Direct Compensation	\$ 332,129,669	\$ 396,209,148
Indirect Compensation	\$ 116,026,691	\$ 142,696,122
Induced Compensation	<u>\$ 92,276,703</u>	<u>\$ 108,842,986</u>
Subtotal Non-Residential Uses [a]	\$ 540,433,070	\$ 647,748,256
Household Spending		
Direct Compensation	\$ 64,351,854	\$ -
Indirect Compensation	\$ 23,048,624	\$ -
Induced Compensation	<u>\$ 18,592,224</u>	<u>\$ -</u>
Subtotal Non-Residential Uses [a]	\$ 105,992,702	\$ -
Totals Compensation		
Direct Compensation	\$ 396,481,523	\$ 396,209,148
Indirect Compensation	\$ 139,075,315	\$ 142,696,122
Induced Compensation	<u>\$ 110,868,927</u>	<u>\$ 108,842,986</u>
Totals [a]	\$ 646,425,772	\$ 647,748,256
Total Economic Output		
Non-Residential Uses		
Direct Output	\$ 865,565,700	\$ 1,068,400,810
Indirect Output	\$ 369,998,395	\$ 453,906,256
Induced Output	<u>\$ 319,272,082</u>	<u>\$ 377,978,576</u>
Subtotal Non-Residential Uses [a]	\$ 1,554,836,231	\$ 1,900,285,642
Household Spending		
Direct Output	\$ 228,489,888	\$ -
Indirect Output	\$ 79,757,031	\$ -
Induced Output	<u>\$ 64,547,359</u>	<u>\$ -</u>
Subtotal Non-Residential Uses [a]	\$ 372,794,279	\$ -
Totals Economic Output		
Direct Output	\$ 1,094,055,588	\$ 1,068,400,810
Indirect Output	\$ 449,755,426	\$ 453,906,256
Induced Output	<u>\$ 383,819,441</u>	<u>\$ 377,978,576</u>
Totals [a]	\$ 1,927,630,510	\$ 1,900,285,642
<i>[a] Subtotals and totals may not sum precisely due to independent rounding.</i>		
<i>Sources: IMPLAN v.3; HR&A Advisors, Inc.</i>		
<i>Prepared by: HR&A Advisors, Inc.</i>		

5. Project Employment Consistency With Adopted Employment Growth Forecasts

Table III-6 shows that the 6,368 full-time and part-time jobs directly associated with the Alternative 10's net new floor area represent about 3.1 percent of 2030 employment in the Southeast San Fernando Valley (as compared with 3.3% for the Project), and 21.8 percent of employment growth between 2008 and 2030 (as compared with 23.7% for the Project).

Table III-6 also shows that Alternative 10's direct employment equals about 0.3 percent of projected 2030 employment in the City of Los Angeles Subregion (as compared with 0.3% for the Project), and 2.0 percent of employment growth between 2008 and 2030 (as compared with 2.2% for the Project). Alternative 10 employment is therefore consistent with SCAG's forecast for the City of Los Angeles Subregion.

Projection	Employment
SCAG Forecasts [a]	
SCAG City of Los Angeles Subregion 2030	2,265,000
SCAG City of Los Angeles Subregion 2008-2030 Growth	312,764
Southeast San Fernando Valley 2030	207,920
Southeast San Fernando Valley 2008-2030 Growth	29,160
Alternative 10 Jobs [b]	
Direct Jobs	6,368
Proposed Project [c]	6,911
<i>Change from Proposed Project</i>	
<i>Number</i>	(543)
<i>Percent</i>	-7.9%
Alternative 10 Percentage of SCAG Forecasts	
Share of SCAG City of Los Angeles Subregion 2030	0.28%
Share of SCAG City of Los Angeles Subregion 2008-2030 Growth	2.04%
Share of Southeast San Fernando Valley 2030	3.06%
Share of Southeast San Fernando Valley 2008-2030 Growth	21.84%
<i>[a] See Draft EIR analysis of Project.</i>	
<i>[b] From Table III-4.</i>	
<i>[c] Includes direct on-site jobs associated with non-residential uses and direct off-site jobs associated with household spending.</i>	
<i>Sources: SCAG 2008 Regional Growth Forecast; HR&A Advisors, Inc.</i>	
<i>Prepared by: HR&A Advisors, Inc.</i>	

6. Consistency With Adopted Plans and Policies

In addition to the foregoing assessment of consistency with adopted local and regional employment growth forecasts, the following sections provide a qualitative assessment of the degree to which Alternative 10 is consistent with economic development and employment policies in the County General Plan, City General Plan and SCAG's Regional Comprehensive Plan and Guide.

a. *Consistency With the County General Plan*

As noted in the Draft EIR analysis of the Project, the County General Plan includes several employment-related policies: encourage the location of employment opportunities in regional centers (Policy #50); encourage a strong diversified economy that will provide business opportunities, an adequate number of jobs for the County's labor force and an improved standard of living (Policy #64); and promote jobs within commuting range of urban residential areas (Policy #65). Alternative 10, like the Project, is consistent with these County General Plan goals and policies in that it: (i) concentrates growth in an urbanized regional center, proximate to the Universal City Metro Red Line Station and the regional highway system; (ii) would support the creation of a number of new jobs (direct, indirect and induced; construction-related and permanent); and (iii) supports the growth and retention of one of the most important industries in the region's economic base.

The Economic Development Chapter of the County General Plan also includes an Economic Development and Revitalization Policy map. The Project Site is located in an area designated as "major industrial revitalization/intensification" area and is identified as a "major office/commercial job center." The jobs goal of the Chapter is to create jobs and increase incomes for County residents. Alternative 10, like the Project, is consistent with these policies in that it would directly create 6,368 net new job opportunities in an area already designated for concentrated employment growth.

b. *Consistency With the City of Los Angeles General Plan Framework Element*

Alternative 10: (i) concentrates growth in one of the City's urbanized regional centers, which also features the Universal City Metro Red Line Station; (ii) would support the creation of new jobs; (iii) would include a mix of entertainment retail, entertainment, studio, office and hotel uses, all in the same development (i.e., mixed-use); (iv) involves the expansion of relatively "clean" industry; and (v) is a type of project that will yield a net fiscal surplus for the City. Thus, Alternative 10, like the Project, is consistent with the non-quantitative policies in the City's General Plan Framework Element.

More specifically, Alternative 10 compares with each of the Framework Element's economic development polices as follows:

7.2.2 Concentrate commercial development entitlements in areas best able to support them, including community and regional centers, transit stations, and mixed-use corridors. This concentration prevents commercial development from encroaching on existing residential neighborhoods.

Like the Project, Alternative 10 would be located immediately adjacent to an area designated as a regional center in the Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass Community Plan, and adjacent to the Universal City Metro Red Line Station. The relatively undeveloped Back Lot area provides a buffer between the non-residential uses and the existing Blair Drive residential neighborhood. Alternative 10, like the Project, is therefore consistent with this Framework Element objective.

7.2.3 Encourage new commercial development in proximity to rail and bus transit corridors and stations.

Like the Project, Alternative 10 would be immediately adjacent to the Universal City Metro Red Line Station and Metro park-and-ride facility on Lankershim Boulevard, and therefore Alternative 10, like the Project, is consistent with this objective.

7.2.5 Promote and encourage the development of retail facilities appropriate to serve the shopping needs of the local population when planning new residential neighborhoods or major residential developments.

For the following reasons, this policy is no longer applicable to Alternative 10. Alternative 10 would not include any of the Project's neighborhood retail and community-serving uses that were intended to serve the Project's residential population. Although Alternative 10 would include additional entertainment, and perhaps some convenience retail to meet the needs of Project Site visitors and employees, this retail is not intended to serve the consumer needs of the off-site residential population surrounding the Project Site.

7.2.6 Concentrate office development in regional mixed-use centers, around transit stations, and within community centers.

Like the Project, Alternative 10's net additional floor area for studio office and office space would be located adjacent to a regional center with the Universal City Metro Red Line Station. Alternative 10, like the Project, is therefore consistent with this Framework Element policy.

7.5.4 Proactively market Los Angeles to emerging industries to encourage them to locate within the City, with an emphasis on the attraction of environmentally-oriented and "clean" industries.

The entertainment industry and visitor-serving uses planned for the Project Site will help anchor these industry sectors in the region. Like the Project, Alternative 10 would also incorporate Universal's existing environmental management strategies, and implement feasible mitigation measures required to reduce environmental impacts. Alternative 10, like the Project, is therefore consistent with this policy.

7.6.3 Facilitate the inclusion of shopping facilities in mixed-use developments that serve the needs of local residents and workers. If necessary, consider utilizing financing techniques such as land write-downs and density bonuses.

As noted above with respect to Policy 7.2.5, this policy is no longer applicable to Alternative 10. Alternative 10 does not include any of the Project's neighborhood retail and community-serving uses that were intended to serve the Project's residential population. Alternative 10 would include additional entertainment retail, and perhaps some convenience retail, but only to meet the needs of Project Site visitors and employees.

7.8.1 Place the highest priority on attracting new development projects to Los Angeles which have the potential to generate a net fiscal surplus for the City.

Like the Project, Alternative 10 would include a number of land uses that generally generate more tax and other revenues than they consume in City services, thereby producing a net positive fiscal impact. Therefore, Alternative 10, like the Project, would be consistent with this policy.

7.8.3 Encourage mixed-use development projects, which include revenue generating retail, to offset the fiscal costs associated with residential development.

This policy is no longer applicable to Alternative 10, because Alternative 10 does not include any residential uses whose net fiscal costs might need to be offset with revenues from non-residential uses. Alternative 10 would, however, include a number of land uses that generate more tax and other revenues than they consume in City services, thereby producing an overall net positive fiscal impact for the City.

c. *Consistency with the Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass Community Plan*

As with the Project, Alternative 10's entertainment industry uses are part of a relatively "clean" industry that creates a variety of employment opportunities for City residents. Therefore, like the Project, Alternative 10 is consistent with the applicable industrial land use goals, policies and objectives in the Community Plan, as listed above.

d. *Consistency With SCAG's 1996 Regional Comprehensive Plan and Guide*

Like the Project, Alternative 10 would: (i) concentrate growth in one of the City's urbanized regional centers, which also features a the Universal City Metro Red Line Station; (ii) support the creation of new jobs; and (iii) include a mix of entertainment retail, entertainment, hotel, studio, and office uses, all in the same development (i.e., mixed-use). Thus, like the Project, Alternative 10 is consistent with the non-quantitative policies of the 1996 RCPG's Growth Management Chapter.

Furthermore, the Project and Alternative 10 would directly support the growth and retention of the entertainment industry in southern California, which is consistent with other themes in the Economy Chapter. The 1996 RCPG identifies this industry as one of several "industrial clusters" that should be the focus of a regional economic development strategy. The 1996 RCPG identifies the entertainment and entertainment-related industries, which include the Project, as particularly important to the region's economic base because they combine relatively minimal demands on infrastructure and the environment with large and diverse expenditures and high-wage employment (in its film, television and commercial components), and they are on the brink of a technological transition that is closely linked with the State's computer and telecommunications industries. These advances have resulted in expansions by the film industry into themed entertainment and merchandising enterprises with yet additional multiplier potential for the regional economy.

Like the Project, Alternative 10's variety of lower-wage jobs provides important employment opportunities for students, part-time workers and low-skill workers, and provides a possible career path to higher-skilled, higher-wage positions within the entertainment industry.

It can therefore be concluded that, like the Project, Alternative 10 is consistent with the qualitative policies in the Economy Chapter of the 1996 RCPG.

7. Conclusions Regarding Significance of Impacts

In sum, Alternative 10 would be consistent with applicable SCAG, County, and City employment growth plans and policies. Like the Project, Alternative 10 would: (1) concentrate growth in an urbanized regional center, proximate to the Universal City Metro Red Line Station as well as numerous regional and local bus lines; (2) support the creation of new jobs (construction-related and permanent; direct, indirect, and induced); and (3) support the growth and retention of one of the most important industries in the region. The Project would result not only in a substantial number of new jobs and new economic activity, but it would also help to anchor the entertainment and tourism sector in Los Angeles County. The variety of jobs generated by Alternative 10 and the Project would provide important employment opportunities for students, part-time and entry level workers, whose numbers are increasing and who are not likely to find sufficient employment in the region's new high technology sectors. Alternative 10 would similarly create career paths to higher-skilled, higher-wage positions in the increasingly multi-dimensional entertainment industry. In addition, both Alternative 10 and the Project would constitute a new source of revenue for the City and County of Los Angeles, both of which face on-going challenges in balancing revenues and the costs of the public's demand for services. In sum, Alternative 10, like the Project, would have a less-than-significant impact with respect to employment.

8. Other Growth Inducement Issues

While Alternative 10's addition of new employment is consistent with various regional and local policies, it will not, in and of itself, foster new growth in the area by removing impediments to growth, as was the case with the Project. As described in the land use section of the Draft EIR, the property surrounding the Project Site is already developed with single-family and multi-family homes, and commercial uses. All roads planned for the Project Site are planned primarily for internal circulation and would not open any large undeveloped areas for new use. Similarly, utility and other infrastructure upgrades planned for the Project Site are intended primarily to meet demand. Alternative 10 would not create any new household demand for commercial goods and services. No new development specifically to meet Alternative 10's scale of commercial demand would be needed. On the contrary, and like the Project, Alternative 10's new uses would help support the viability of existing businesses in the Project Site vicinity.

C. CUMULATIVE IMPACTS

The sum of direct, indirect and induced Alternative 10 employment is projected to total 11,769 full-time and part-time jobs across a wide range of industry sectors. Although these jobs would be spread over the entire County, even if they were concentrated in just the City of Los Angeles Subregion, Alternative 10's total employment impact would be less than SCAG's employment forecast for the Subregion in 2030 (i.e., 2,265,000 jobs), and forecasted employment growth over the period 2008-2030 (312,754). Further, development of studio and theme park uses would also help anchor the entertainment industry in the Los Angeles area, and therefore would

not cause any growth shifts from, or to, other areas. The net additional specialized entertainment retail floor area would not cause any change in current retail market dynamics.

Table III-7 shows the cumulative employment impact of total Alternative 10 employment with all other forecasted employment growth for the City of Los Angeles Subregion between 2008 and 2030. The 2008-2030 forecasted employment growth is used as a proxy for “related projects,” because the employment impacts of individual developments that may actually occur between 2008 and 2030 cannot be reasonably foreseen over the period of Alternative 10 buildout.

Table III-7	
Comparison of Alternative 10 Employment With Adopted SCAG Employment Forecast	
Projection	Employment
SCAG Forecasts [a]	
SCAG City of Los Angeles Subregion 2030	2,265,000
SCAG City of Los Angeles Subregion 2008-2030 Growth	312,764
Alternative 10 Jobs [b]	
Direct Jobs	6,368
Indirect Jobs	2,728
Induced Jobs	2,673
Total Alternative 10 Jobs	11,769
"Related Project" Jobs	312,764
Cumulative Employment	324,533
	Proposed Project [c] 324,879
	<i>Change from Proposed Project</i>
	<i>Number</i> (346)
	<i>Percent</i> -0.1%
Alternative 10 Percentage of SCAG Forecasts	
Alternative 10 Share of SCAG City of Los Angeles Subregion 2030	0.52%
Alternative 10 Share of SCAG City of Los Angeles Subregion 2008-2030 Growth	3.76%
Cumulative Share of SCAG City of Los Angeles Subregion 2030	14.33%
<i>[a] See Draft EIR analysis of Project.</i>	
<i>[b] From Table III-4.</i>	
<i>[c] Includes direct on-site jobs associated with non-residential uses and direct off-site jobs associated with household spending.</i>	
<i>Sources: SCAG 2008 Regional Growth Forecast; HR&A Advisors, Inc.</i>	
<i>Prepared by: HR&A Advisors, Inc.</i>	

Table III-7 compares the resulting sum of total employment and the forecasted employment growth, with the employment forecasted in the Subregion for 2030. Table III-7 shows that: (1) Alternative 10’s total employment impact accounts for 0.52 percent of 2030 employment in the Subregion (compared with 0.53% for the Project); (2) total employment impact also accounts for 3.76 percent of the 2008-2030 employment growth forecast in the Subregion (compared with 3.87% for the Project); and (3) cumulative employment (i.e., total employment plus forecasted

2008-2030 employment growth in the Subregion) represents 14.33 percent of 2030 employment in the Subregion (compared with 14.34% for the Project).

Thus, like the Project, Alternative 10's incremental effect is not "cumulatively considerable" within the meaning of CEQA, and hence its cumulative impact is less than significant.

D. MITIGATION MEASURES

As Alternative 10 employment impacts, like Project impacts, are less than significant, no mitigation measures are required or recommended.

E. LEVEL OF SIGNIFICANCE AFTER MITIGATION

Like the Project, neither Alternative 10 considered alone, nor Alternative 10 in combination with "related projects," would exceed SCAG's adopted employment forecast for the City of Los Angeles Subregion. Alternative 10, like the Project, would be consistent with adopted economic and employment policies of SCAG's RCPG, the Los Angeles County General Plan and the City of Los Angeles General Plan Framework Element and the Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass Community Plan. Therefore, Alternative 10, like the Project, would not result in any significant and unavoidable environmental impacts with respect to employment.

IV. HOUSING IMPACTS

A. INTRODUCTION

This Chapter evaluates the indirect housing impacts of Alternative 10 against the applicable CEQA threshold, focusing on consistency between Alternative 10 and applicable housing growth policies and growth forecasts, as compared to Project impacts. As noted in Chapter II, the analysis presented in this Chapter relies on the same analysis techniques and data sources that were utilized in preparing the housing impacts analysis of the proposed Project, as presented in the Project's Draft EIR, including Appendix P (Employment, Housing and Population Report).

B. HOUSING IMPACTS

Alternative 10 does not include construction of any residential units, but could result in an indirect need for housing due to the residential location choices made by some direct employees.

1. Threshold of Significance

Based on the criteria set forth in the City of Los Angeles 2006 CEQA Thresholds Guide, the Project would have a significant impact on housing if:

- It would cause growth or accelerate development in an undeveloped area that exceeds projected/planned levels for the year of projected occupancy/buildout, and that would result in an adverse physical change in the environment.
- It is not compatible with adopted local and regional housing growth policies, including jobs/housing balance, as set forth in the County's General Plan, the City's General Plan and the Southern California Association of Government's Regional Comprehensive Plan and Guide.
- It would introduce unplanned infrastructure that was not previously evaluated in the adopted Community Plan or General Plan; and
- It represents a substantial amount of growth to occur which would not occur without implementation of the Project.

Operationally, housing growth impacts are assessed in terms of the Project's relationship to applicable adopted growth forecasts, County and City housing policies and certain other growth inducement issues, as discussed below.

2. Construction-Related Housing Impacts

Due to the employment patterns of construction workers in southern California, and the operation of the market for construction labor, construction workers are not likely, to any significant degree, to relocate their households as a consequence of the job opportunities presented by the Project.

The construction industry differs from most other industry sectors in several important ways that are relevant to potential impacts on housing:

- There is no regular place of work. Construction workers commute to job sites that change many times in the course of a year. These often lengthy daily commutes are made possible by the off-peak starting and ending times of the typical construction work day.
- Many construction workers are highly specialized (e.g., crane operators, steel workers, masons), and move from job site to job site as dictated by the demand for their skills.
- The work requirements of most construction projects are also highly specialized and workers are employed on a job site only as long as their skills are needed to complete a particular phase of the construction process.

It is reasonable to assume, therefore, that construction workers for Alternative 10 would not relocate their households' places of residence as a consequence of their work, and there would not be any significant housing impacts on City or Subregional housing due to construction of this Alternative.

3. Indirect Housing Impacts of Project Employees

Based on the results of the 2008 employee survey results for existing Project Site employees reported in the Draft EIR analysis of the Project, it is estimated that about six percent of Alternative 10 direct employees, or 382 employees, would move to a city that is closer to the Project Site, as compared with 232 for the Project.

4. Project Dwelling Units Housing Impacts

a. *Consistency With Adopted Growth Forecasts*

As shown in Table IV-1, an allowance for 382 households of indirect housing demand generated by Alternative 10 employees represent about two-tenths of one percent (0.21%) of the households forecasted for 2030 in the Southeast San Fernando Valley (compared with 1.7% for the Project), and about 1.2 percent of the remaining household growth forecasted between 2008 and 2030 (compared with 10.3% for the Project).

As also shown in Table IV-1, the households associated with indirect housing demand generated by Alternative 10's direct new employees, represent about two one-hundredths of one percent (0.02%) of the households forecasted for 2030 in the City of Los Angeles Subregion (as compared with 0.19% for the Project's on-site housing and indirect housing demand), or just over one-tenth of one percent (0.13%) of the remaining growth forecasted between 2008 and 2030 (as compared with about 1.08% for the Project). Therefore, like the Project, Alternative 10 would not induce substantial housing growth, because it would meet a portion of forecasted housing need rather than exceeding the households growth forecast for the Southeast San Fernando Valley and SCAG's City of Los Angeles Subregion.

Table IV-1	
Comparison of Alternative 10 Indirect Households With Adopted SCAG Households Forecast	
Projection	Households
SCAG Forecasts [a]	
SCAG City of Los Angeles Subregion 2030	1,663,000
SCAG City of Los Angeles Subregion 2008-2030 Growth	294,530
Southeast San Fernando Valley 2030	182,541
Southeast San Fernando Valley 2008-2030 Growth	30,826
Alternative 10 Households [b]	
Indirect Households	382
Proposed Project [c]	3,169
<i>Change from Proposed Project</i>	
<i>Number</i>	(2,787)
<i>Percent</i>	-87.9%
Alternative 10 Percentage of SCAG Forecasts	
Share of SCAG City of Los Angeles Subregion 2030	0.02%
Share of SCAG City of Los Angeles Subregion 2008-2030 Growth	0.13%
Share of Southeast San Fernando Valley 2030	0.21%
Share of Southeast San Fernando Valley 2008-2030 Growth	1.24%
<i>[a] See Draft EIR analysis of Project.</i>	
<i>[b] 6% x 6,368 Alternative 10 direct jobs = 382 indirect households.</i>	
<i>[c] Includes direct on-site households and indirect households associated with employment.</i>	
<i>Sources: SCAG 2008 Regional Growth Forecast; HR&A Advisors, Inc.</i>	
<i>Prepared by: HR&A Advisors, Inc.</i>	

b. Consistency With City, County and Regional Housing Policies

(1) Consistency With City of Los Angeles General Plan Housing Goals and Policies

Because Alternative 10 does not include any residential development, none of the housing goals or policies in the City's General Plan, including the Housing Element and the Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass Community Plan, applies to Alternative 10.

(2) Consistency With County of Los Angeles Housing Element Goals

Here again, because Alternative 10 does not include any residential development, none of the goals or policies in the 1998-2005 County Housing Element, or the 2008-2014 County Housing Element, apply.

(3) Consistency With SCAG Housing Policies

The degree to which the Project is consistent with policies included in the Growth Management Chapter of the 1996 RCPG relevant to population and housing is presented below.

3.01 The population, housing and jobs forecasts, which are adopted by SCAG's Regional Council and reflect local plans and policies, shall be used by SCAG in all phases of implementation review.

The Project Site is located in the City of Los Angeles Subregion. As presented in the above analysis, as well as the preceding Chapter III analysis of Alternative 10 employment impacts, and the subsequent Chapter V analysis of population impacts, Alternative 10 falls within all SCAG forecasts. Alternative 10's 6,368 on-site jobs represents 2.03 percent of forecasted employment growth for the City of Los Angeles Subregion between 2008 and 2030; its 382 households from indirect housing demand represent approximately 0.13 percent of forecasted households growth between 2008 and 2030; and the indirect employment-related population impact of 1,146 persons represents about 0.39 percent of SCAG's population growth forecast for the Subregion between 2008 and 2030. The Project would be consistent with this policy.

3.04 Encourage local jurisdictions' efforts to achieve a balance between the types of jobs they seek to attract and housing prices.

According to the SCAG regional growth forecast, the Los Angeles Subregion's ratio of jobs to households (1.38) currently exceeds the regional ratio (1.34), and it is therefore considered "jobs rich-housing poor." By 2030, the SCAG forecast indicates the Subregional ratio will decline to 1.36, rendering it slightly "housing rich-jobs poor," as compared to the region in that year (i.e., 1.36 vs. 1.38). Alternative 10 would add jobs and only a small amount of indirect households, which would result in a 2030 Subregional jobs/housing ratio of 1.37. This result would slightly exceed the forecasted Subregional jobs/housing balance ratio of 1.36 in 2030, but remains below the 1.38 ratio for the region as a whole. Alternative 10, like the Project, would be consistent with this policy.

3.24 Encourage efforts of local jurisdictions in the implementation of programs that increase the supply and quality of housing and provide affordable housing as evaluated in the 2007 Regional Housing Needs Assessment (RHNA).

Because Alternative 10 does not include any residential development, the 1996 RCPG housing goals do not apply to Alternative 10.

c. Other Growth Inducement Issues

Like the Project, Alternative 10 would not, in and of itself, foster new growth in the area by removing impediments to growth. As described in the land use section of the Draft EIR, the property surrounding the Project Site is already developed with single-family and multi-family homes. Roads planned for the Project are primarily for internal circulation and would not open any large undeveloped areas for new use. Similarly, utility and other infrastructure upgrades planned for the Project Site are intended primarily to meet Project-related demand. No new development specifically to meet Alternative 10's scale of indirect household demand would be needed.

5. Conclusions Regarding Significance of Impacts

Due to the employment patterns of construction workers in southern California, and the operation of the market for construction labor, construction workers are not likely, to any significant degree, to relocate their households as a consequence of the job opportunities presented by the Project.

As discussed above, even assuming some new Alternative 10 employees would relocate their households closer to the Project Site to be closer to their work, thereby indirectly generating demand for new households, the number of such households would fall within applicable forecasts of housing or household growth.

For all these reasons, Alternative 10's housing effects would not be adverse and thus are less than significant. The Project's housing effects were, however, considered beneficial, due to the number of on-site dwelling units included in the Project.

C. CUMULATIVE IMPACTS

Table IV-2 shows the cumulative housing impact of indirect households associated with net new Alternative 10 direct employment, in combination with all other forecasted household growth for the City of Los Angeles Subregion between 2008 and 2030. The 2008-2030 forecasted household growth is used as a proxy for "related projects," because the housing impacts of individual developments that may actually occur between 2008 and 2030 cannot be reasonably foreseen over the period of Project buildout. Table IV-6 compares the resulting total of indirect Alternative 10 households and forecasted household growth with the number of households forecasted to exist in the Subregion in 2030.

Table IV-2 shows that: (1) Alternative 10 indirect households account for 0.02 percent of households in the Subregion in 2030 (compared with 0.19% for the Project); (2) the Project's households account for 0.13 percent projected household growth in the Subregion between 2008 and 2030 (compared with 1.08% for the Project); and (3) cumulative households (i.e., Project households plus forecasted 2008-2030 household growth in the Subregion) represents 17.7 percent of the forecasted number of households in the Subregion in 2030 (compared with 17.9% for the Project).

Thus, Alternative 10's incremental housing effect, like the effect of the Project, is not "cumulatively considerable" within the meaning of CEQA, and hence its cumulative housing impact is less than significant.

Table IV-2	
Comparison of Alternative 10 Indirect Households With Adopted SCAG Households Forecast	
Projection	Households
SCAG Forecasts [a]	
SCAG City of Los Angeles Subregion 2030	1,663,000
SCAG City of Los Angeles Subregion 2008-2030 Growth	294,530
Alternative 10 Indirect Households [b]	
Total Alternative 10 Indirect Households	382
"Related Project" Households	294,530
Cumulative Households	294,912
Proposed Project [c]	297,699
<i>Change from Proposed Project</i>	
<i>Number</i>	(2,787)
<i>Percent</i>	-0.9%
Alternative 10 Percentage of SCAG Forecasts	
Alternative 10 Share of SCAG City of Los Angeles Subregion 2030	0.02%
Alternative 10 Share of SCAG City of Los Angeles Subregion 2008-2030	0.13%
Cumulative Share of SCAG City of Los Angeles Subregion 2030	17.73%
<i>[a] See Draft EIR analysis of Project.</i>	
<i>[b] See Footnote [b], Table IV-1.</i>	
<i>[c] Includes the Project's direct on-site households and off-site households indirectly associated with on-site employment.</i>	
<i>Sources: SCAG 2008 Regional Growth Forecast; HR&A Advisors, Inc.</i>	
<i>Prepared by: HR&A Advisors, Inc.</i>	

D. MITIGATION MEASURES

For all of the reasons described above, Alternative 10, like the Project would not have an adverse housing effect and would not cause any significant adverse Project impacts to housing; therefore, no mitigation measures are required or recommended.

E. LEVEL OF SIGNIFICANCE AFTER MITIGATION

Like the proposed Project, neither Alternative 10 taken alone, nor in combination with “related projects,” would exceed SCAG’s housing forecast for the City of Los Angeles Subregion. Therefore, Alternative 10 would not result in any significant and unavoidable environmental impacts with respect to housing.

V. POPULATION IMPACTS

A. INTRODUCTION

This Chapter evaluates Alternative 10's indirect population impacts, and cumulative impacts, against the applicable CEQA thresholds and regional population growth forecasts, as compared to Project impacts. As noted in Chapter II, the analysis presented in this Chapter relies on the same analysis techniques and data sources that were utilized in preparing the population impacts analysis of the proposed Project, as presented in the Project's Draft EIR, including Appendix P (Employment, Housing and Population Report).

B. POPULATION IMPACTS

As noted in Chapter IV, Alternative 10 does not include any new residential development, and therefore it will not have any direct population impacts. But indirect housing demand associated with net new employees could generate indirect housing impacts, and hence indirect population impacts.

1. Threshold of Significance

Based on the criteria set forth in the City of Los Angeles 2006 CEQA Thresholds Guide, the Project would have a significant impact on population if:

- It would cause growth or accelerate development in an undeveloped area that exceeds projected/planned levels for the year of projected occupancy/buildout, and that would result in an adverse physical change in the environment.
- It is not compatible with adopted local and regional population growth policies, including jobs/housing balance, as set forth in the County's General Plan, the City's General Plan and the Southern California Association of Government's Regional Comprehensive Plan and Guide.
- It would introduce unplanned infrastructure that was not previously evaluated in the adopted Community Plan or General Plan; and
- It represents a substantial amount of growth to occur which would not occur without implementation of the Project.

Operationally, population impacts are assessed in terms of Alternative 10's relationship to applicable adopted population growth forecasts only, because there are no other population growth policies *per se* in City, County or regional plans.

a. *Construction-Related Population Impacts*

For the reasons described in Chapter IV with respect to housing impacts, no adverse population impacts are predicted as a result of construction, since few construction workers are expected to relocate their households as a consequence of working on Alternative 10.

b. Indirect Population Impacts

Based on the analysis in Chapter IV, it is predicted that the scale of any population impacts associated with Alternative 10 would be proportional to the number of employee households who are likely to move closer to Universal City within one year after the employee takes a job at the Project Site. All other household moves would occur for reasons unrelated to development.

The analysis presented in Chapter IV estimates that 382 employee households would move closer to Universal City under Alternative 10. To the extent that such demand is not met by then-existing housing supply, a resulting increase in the number of housing units, and hence population, may occur. If, as a worst case estimate, all such employees form themselves into separate households and they are equal in size to the overall average forecasted by SCAG in 2030 (i.e., 3.0 persons/household, as assumed in the Draft EIR analysis of the Project), the resulting numerical indirect population impact of Alternative employment would total 1,146 persons (as compared with 696 for the Project).

As shown in Table V-1, an Alternative 10 indirect population impact of 1,146 persons, were they to be realized by 2030, would represent 0.3 percent of the forecasted population of the Southeast San Fernando Valley in that year (compared with 1.7% for the Project's on-site households and indirect household demand). Alternative 10's indirect population impact also represents about 4.3 percent of the remaining population growth forecasted between 2008 and 2030 for the Southeast San Fernando Valley (compared with 26.9% for the Project).

As also shown in Table V-1, Alternative 10's indirect population impact also represents about 0.03 percent of the population forecasted for 2030 in the City of Los Angeles Subregion (compared with 0.2% for the Project), and 0.4 percent of the remaining population growth forecasted between 2008 and 2030 in that Subregion (compared with 2.4% for the Project).

c. Conclusions Regarding Significance of Impacts

For the reasons noted above, and in Chapter IV with regard to housing, Alternative 10, like the Project, would not induce substantial population growth, nor would it exceed the population forecast for SCAG's City of Los Angeles Subregion.

With regard to infrastructure-induced population growth, the roads planned for the Project Site are primarily for internal circulation and would not open any large undeveloped areas for new use. Similarly, utility and other infrastructure upgrades planned for the Project Site are intended primarily to meet demand. No new development specifically to meet the indirect household or commercial demand would be needed. Therefore, Alternative 10, like the Project, would not have a significant impact on population.

Table V-1
Comparison of Alternative 10 Indirect Population With Adopted SCAG Population Forecast

Projection	Population
SCAG Forecasts [a]	
SCAG City of Los Angeles Subregion 2030	4,413,000
SCAG City of Los Angeles Subregion 2008-2030 Growth	294,363
Southeast San Fernando Valley 2030	424,658
Southeast San Fernando Valley 2008-2030 Growth	26,577
Alternative 10 Population [b]	
Indirect Population	1,146
Proposed Project [c]	7,146
<i>Change from Proposed Project</i>	
<i>Number</i>	(6,000)
<i>Percent</i>	-84.0%
Alternative 10 Percentage of SCAG Forecasts	
Share of SCAG City of Los Angeles Subregion 2030	0.03%
Share of SCAG City of Los Angeles Subregion 2008-2030 Growth	0.39%
Share of Southeast San Fernando Valley 2030	0.27%
Share of Southeast San Fernando Valley 2008-2030 Growth	4.31%

[a] See Draft EIR analysis of Project.

[b] 382 indirect households x 3.00 persons per household.

[c] Includes direct on-site population and indirect population associated with employment.

Sources: SCAG 2008 Regional Growth Forecast; HR&A Advisors, Inc.

Prepared by: HR&A Advisors, Inc.

C. CUMULATIVE IMPACTS

Table V-2 shows the cumulative population impact of indirect Alternative 10 population in combination with all other forecasted population growth for the City of Los Angeles Subregion between 2008 and 2030. The 2008-2030 forecasted population growth is used as a proxy for “related projects,” because the population impacts of individual developments that may actually occur between 2008 and 2030 cannot be reasonably foreseen over the period of buildout. Table V-2 compares the resulting total of indirect population and the forecasted population growth in the Subregion with the number of people forecasted to reside in the Subregion in 2030.

Table V-2	
Comparison of Alternative 10 Indirect Population With Adopted SCAG Population Forecast	
Projection	Population
SCAG Forecasts [a]	
SCAG City of Los Angeles Subregion 2030	4,413,000
SCAG City of Los Angeles Subregion 2008-2030 Growth	294,363
Alternative 10 Indirect Population [b]	
Total Alternative 10 Indirect Population	1,146
"Related Project" Population	294,363
Cumulative Population	295,509
Proposed Project [c]	301,509
<i>Change from Proposed Project</i>	
<i>Number</i>	(6,000)
<i>Percent</i>	-2.0%
Alternative 10 Percentage of SCAG Forecasts	
Alternative 10 Share of SCAG City of Los Angeles Subregion 2030	0.03%
Alternative 10 Share of SCAG City of Los Angeles Subregion 2008-2030 Growth	0.39%
Cumulative Share of SCAG City of Los Angeles Subregion 2030	6.70%
<i>[a] See Draft EIR analysis of Project.</i>	
<i>[b] See Footnote [b], Table V-1.</i>	
<i>[c] Includes population from the Project's direct on-site households and population from off-site households indirectly associated with on-site employment.</i>	
<i>Sources: SCAG 2008 Regional Growth Forecast; HR&A Advisors, Inc.</i>	
<i>Prepared by: HR&A Advisors, Inc.</i>	

Table V-2 shows that: (1) Alternative 10 indirect population represents 0.03 percent of the population in the Subregion in 2030 (compared with 0.16% for the Project); (2) 0.39 percent of forecasted population growth in the Subregion between 2008 and 2030 (compared with 2.43% for the Project); and (3) cumulative population (i.e., Alternative 10 indirect population plus 2008-2030 forecasted population growth in the Subregion) represents 6.7 percent of the forecasted population in the Subregion in 2030 (compared with 6.8% for the Project).

Thus, like the Project, Alternative 10's incremental population effect is not "cumulatively considerable" within the meaning of CEQA, and hence its cumulative population impact is less than significant.

D. MITIGATION MEASURES

For all of the reasons described above, Alternative 10 would not cause any significant adverse impacts on population; therefore, no mitigation measures are required or recommended.

E. LEVEL OF SIGNIFICANCE AFTER MITIGATION

Like the Project, neither Alternative 10, nor Alternative 10 in combination with “related projects,” would exceed SCAG’s population forecasts for the City of Los Angeles Subregion. In addition, Alternative 10 would be consistent with adopted policies of the 1996 Regional Comprehensive Plan and Guide, the Los Angeles County General Plan and the City of Los Angeles General Plan Framework and General Plan Housing Elements. Therefore, Alternative 10, like the Project, would not result in any significant environmental impacts with respect to population.

APPENDIX A
IMPLAN Analysis Results for Alternative 10 Construction
A-1 Employment
A-2 Worker Compensation
A-3 Total Economic Output

IMPLAN Industry Sector	Direct	Indirect	Induced	Total	% Total	Cum %
34 Construct new nonresidential commercial and h	11,047.60	0	0	11,047.60	59.6%	59.6%
369 Architectural- engineering- and related servi	0	774.3	12.9	787.1	4.2%	63.8%
413 Food services and drinking places	0	123.1	478	601.2	3.2%	67.0%
319 Wholesale trade businesses	0	337.5	216.1	553.6	3.0%	70.0%
394 Offices of physicians- dentists- and other he	0	0	259.9	259.9	1.4%	71.4%
360 Real estate establishments	0	90.9	151.5	242.4	1.3%	72.7%
382 Employment services	0	134.2	82.9	217.1	1.2%	73.9%
397 Private hospitals	0	0	199.4	199.4	1.1%	75.0%
329 Retail Stores - General merchandise	0	16.1	136.9	153	0.8%	75.8%
324 Retail Stores - Food and beverage	0	15.7	136.3	152.1	0.8%	76.6%
426 Private household operations	0	0	133.7	133.7	0.7%	77.3%
398 Nursing and residential care facilities	0	0	129.2	129.2	0.7%	78.0%
354 Monetary authorities and depository credit in	0	68.5	56.1	124.6	0.7%	78.7%
320 Retail Stores - Motor vehicle and parts	0	14.7	104.9	119.6	0.6%	79.4%
367 Legal services	0	69.3	49.3	118.6	0.6%	80.0%
335 Transport by truck	0	80.2	33.5	113.7	0.6%	80.6%
414 Automotive repair and maintenance- except car	0	62.5	48.5	111	0.6%	81.2%
388 Services to buildings and dwellings	0	65.4	44.8	110.2	0.6%	81.8%
425 Civic- social- professional- and similar orga	0	51.6	50.5	102.2	0.6%	82.3%
356 Securities- commodity contracts- investments-	0	36.9	60.5	97.4	0.5%	82.9%
400 Individual and family services	0	0	95.1	95.1	0.5%	83.4%
368 Accounting- tax preparation- bookkeeping- and	0	57.1	35.9	93	0.5%	83.9%
392 Private junior colleges- colleges- universiti	0	1.2	89.5	90.7	0.5%	84.4%
331 Retail Nonstores - Direct and electronic sale	0	8.3	75.5	83.7	0.5%	84.8%
327 Retail Stores - Clothing and clothing accesso	0	6.7	70.9	77.6	0.4%	85.2%
330 Retail Stores - Miscellaneous	0	8.5	66.7	75.1	0.4%	85.7%
381 Management of companies and enterprises	0	45.7	27.6	73.3	0.4%	86.0%
357 Insurance carriers	0	11.3	55.4	66.7	0.4%	86.4%
325 Retail Stores - Health and personal care	0	7.1	57.3	64.4	0.3%	86.8%
411 Hotels and motels- including casino hotels	0	32.6	31.1	63.6	0.3%	87.1%
396 Medical and diagnostic labs and outpatient an	0	0	61.5	61.5	0.3%	87.4%
323 Retail Stores - Building material and garden	0	5.5	52.6	58.1	0.3%	87.7%
295 Wood kitchen cabinet and countertop manufactu	0	53.8	3.3	57.1	0.3%	88.0%
399 Child day care services	0	0	56.8	56.8	0.3%	88.4%
387 Investigation and security services	0	38.3	15.4	53.7	0.3%	88.6%
355 Nondepository credit intermediation and relat	0	16.7	35.3	52	0.3%	88.9%
374 Management- scientific- and technical consult	0	30.2	21.6	51.8	0.3%	89.2%
39 Maint & repair construct of nonresident struc	0	31.9	19.4	51.3	0.3%	89.5%
351 Telecommunications	0	25.6	24.9	50.4	0.3%	89.8%
99 Wood windows and doors and millwork manufactu	0	47.2	1.1	48.3	0.3%	90.0%
419 Personal care services	0	0	45.4	45.4	0.2%	90.3%
395 Home health care services	0	0	44.2	44.2	0.2%	90.5%
393 Other private educational services	0	0.9	43.2	44.1	0.2%	90.7%
417 Commercial and industrial machinery and equip	0	38.2	5.6	43.8	0.2%	91.0%
391 Private elementary and secondary schools	0	0	43.7	43.7	0.2%	91.2%
386 Business support services	0	30.1	12.9	43	0.2%	91.4%
427 US Postal Service	0	18.2	24	42.2	0.2%	91.7%
149 Other plastics product manufacturing	0	34.4	5	39.4	0.2%	91.9%
401 Community food- housing- and other relief ser	0	0	39	39	0.2%	92.1%
302 Showcase- partition- shelving- and locker man	0	36.7	0.9	37.6	0.2%	92.3%
409 Amusement parks- arcades- and gambling indust	0	0	36.3	36.3	0.2%	92.5%
365 Commercial and industrial machinery and equip	0	34	2.2	36.2	0.2%	92.7%
328 Retail Stores - Sporting goods- hobby- book a	0	4.2	31.4	35.6	0.2%	92.9%
321 Retail Stores - Furniture and home furnishing	0	8	27.5	35.5	0.2%	93.1%
336 Transit and ground passenger transportation	0	11.1	22.2	33.3	0.2%	93.2%
372 Computer systems design services	0	24.2	9.1	33.3	0.2%	93.4%
338 Scenic and sightseeing transportation and sup	0	18.9	14.3	33.2	0.2%	93.6%
322 Retail Stores - Electronics and appliances	0	4.6	27.9	32.5	0.2%	93.8%
339 Couriers and messengers	0	16.7	15.5	32.2	0.2%	94.0%
407 Fitness and recreational sports centers	0	7.6	24.2	31.8	0.2%	94.1%
424 Grantmaking- giving- and social advocacy orga	0	0	30.5	30.5	0.2%	94.3%
432 Other state and local government enterprises	0	5.2	25.2	30.4	0.2%	94.4%
377 Advertising and related services	0	13.7	15.9	29.6	0.2%	94.6%
358 Insurance agencies- brokerages- and related a	0	5.2	23.1	28.4	0.2%	94.8%
431 * Not unique commod (S&LG electricity)	0	11.6	15.2	26.8	0.1%	94.9%
326 Retail Stores - Gasoline stations	0	2.1	22.9	25	0.1%	95.0%
340 Warehousing and storage	0	11.1	13.2	24.4	0.1%	95.2%
159 Glass product manufacturing made of purchased	0	22.8	1.3	24.1	0.1%	95.3%
421 Dry-cleaning and laundry services	0	2.3	21.6	24	0.1%	95.4%
376 Scientific research and development services	0	11.4	12.4	23.8	0.1%	95.6%
384 Office administrative services	0	14.6	8.4	22.9	0.1%	95.7%
422 Other personal services	0	1.3	21	22.3	0.1%	95.8%
403 Spectator sports companies	0	6.8	15.2	22	0.1%	95.9%
All Other Sectors	0.00	372.60	383.70	756.30	4.1%	100.0%
Total	11,047.60	3,137.10	4,365.90	18,550.60	100.0%	

IMPLAN Industry Sector	Direct	Indirect	Induced	Total	% Total	Cum %
34 Construct new nonresidential commercial and h	534,842,016	0	0	534,842,016	60.9%	60.9%
369 Architectural- engineering- and related servi	0	49,387,208	820,049	50,207,256	5.7%	66.6%
319 Wholesale trade businesses	0	20,178,704	12,919,539	33,098,244	3.8%	70.4%
394 Offices of physicians- dentists- and other he	0	46	14,117,061	14,117,107	1.6%	72.0%
397 Private hospitals	0	57	14,083,311	14,083,368	1.6%	73.6%
413 Food services and drinking places	0	2,657,271	10,315,286	12,972,556	1.5%	75.1%
356 Securities- commodity contracts- investments-	0	3,678,367	6,038,945	9,717,311	1.1%	76.2%
354 Monetary authorities and depository credit in	0	4,634,823	3,790,447	8,425,269	1.0%	77.1%
381 Management of companies and enterprises	0	5,241,184	3,159,335	8,400,519	1.0%	78.1%
367 Legal services	0	4,858,167	3,452,177	8,310,344	0.9%	79.0%
320 Retail Stores - Motor vehicle and parts	0	770,044	5,506,752	6,276,796	0.7%	79.8%
382 Employment services	0	3,414,513	2,109,809	5,524,322	0.6%	80.4%
357 Insurance carriers	0	884,820	4,328,755	5,213,574	0.6%	81.0%
324 Retail Stores - Food and beverage	0	482,583	4,181,968	4,664,551	0.5%	81.5%
335 Transport by truck	0	2,980,602	1,245,237	4,225,840	0.5%	82.0%
425 Civic- social- professional- and similar orga	0	2,115,738	2,068,694	4,184,432	0.5%	82.5%
355 Nondepository credit intermediation and relat	0	1,337,378	2,835,527	4,172,906	0.5%	82.9%
329 Retail Stores - General merchandise	0	415,361	3,540,084	3,955,445	0.5%	83.4%
351 Telecommunications	0	1,970,486	1,915,449	3,885,936	0.4%	83.8%
368 Accounting- tax preparation- bookkeeping- and	0	2,303,975	1,449,214	3,753,189	0.4%	84.3%
427 US Postal Service	0	1,533,012	2,018,592	3,551,604	0.4%	84.7%
431 * Not unique commod (S&LG electricity)	0	1,534,857	1,998,242	3,533,099	0.4%	85.1%
360 Real estate establishments	0	1,284,774	2,141,592	3,426,367	0.4%	85.5%
392 Private junior colleges- colleges- universiti	0	41,633	3,233,238	3,274,870	0.4%	85.8%
414 Automotive repair and maintenance- except car	0	1,708,046	1,325,757	3,033,803	0.3%	86.2%
374 Management- scientific- and technical consult	0	1,711,250	1,223,220	2,934,470	0.3%	86.5%
388 Services to buildings and dwellings	0	1,656,073	1,134,780	2,790,853	0.3%	86.8%
396 Medical and diagnostic labs and outpatient an	0	1,307	2,738,100	2,739,407	0.3%	87.1%
432 Other state and local government enterprises	0	450,164	2,201,198	2,651,363	0.3%	87.5%
295 Wood kitchen cabinet and countertop manufactu	0	2,424,471	150,762	2,575,233	0.3%	87.7%
39 Maint & repair construct of nonresident struc	0	1,563,272	949,101	2,512,373	0.3%	88.0%
398 Nursing and residential care facilities	0	0	2,472,816	2,472,816	0.3%	88.3%
325 Retail Stores - Health and personal care	0	262,890	2,126,878	2,389,768	0.3%	88.6%
338 Scenic and sightseeing transportation and sup	0	1,330,325	1,003,624	2,333,949	0.3%	88.8%
411 Hotels and motels- including casino hotels	0	1,142,584	1,090,097	2,232,681	0.3%	89.1%
400 Individual and family services	0	0	2,199,169	2,199,169	0.3%	89.4%
323 Retail Stores - Building material and garden	0	204,694	1,970,169	2,174,864	0.2%	89.6%
149 Other plastics product manufacturing	0	1,816,134	264,150	2,080,284	0.2%	89.8%
327 Retail Stores - Clothing and clothing accesso	0	172,640	1,827,076	1,999,716	0.2%	90.1%
358 Insurance agencies- brokerages- and related a	0	357,744	1,580,789	1,938,534	0.2%	90.3%
365 Commercial and industrial machinery and equip	0	1,809,683	116,963	1,926,646	0.2%	90.5%
417 Commercial and industrial machinery and equip	0	1,673,467	247,439	1,920,906	0.2%	90.7%
31 Electric power generation- transmission- and	0	792,444	1,041,702	1,834,146	0.2%	90.9%
117 Asphalt shingle and coating materials manufac	0	1,806,341	26,606	1,832,947	0.2%	91.1%
302 Showcase- partition- shelving- and locker man	0	1,743,584	43,161	1,786,744	0.2%	91.3%
384 Office administrative services	0	1,096,496	631,521	1,728,016	0.2%	91.5%
322 Retail Stores - Electronics and appliances	0	243,442	1,471,987	1,715,429	0.2%	91.7%
372 Computer systems design services	0	1,221,188	460,088	1,681,275	0.2%	91.9%
99 Wood windows and doors and millwork manufactu	0	1,625,060	37,818	1,662,878	0.2%	92.1%
115 Petroleum refineries	0	1,103,649	536,501	1,640,150	0.2%	92.3%
377 Advertising and related services	0	756,357	881,585	1,637,943	0.2%	92.5%
20 Extraction of oil and natural gas	0	1,059,245	577,942	1,637,187	0.2%	92.7%
424 Grantmaking- giving- and social advocacy orga	0	308	1,596,192	1,596,500	0.2%	92.9%
386 Business support services	0	1,106,061	473,234	1,579,295	0.2%	93.0%
391 Private elementary and secondary schools	0	0	1,577,518	1,577,518	0.2%	93.2%
330 Retail Stores - Miscellaneous	0	171,418	1,352,961	1,524,378	0.2%	93.4%
376 Scientific research and development services	0	717,537	782,599	1,500,136	0.2%	93.6%
332 Transport by air	0	510,448	937,859	1,448,306	0.2%	93.7%
395 Home health care services	0	0	1,341,690	1,341,690	0.2%	93.9%
346 Motion picture and video industries	0	220,574	1,104,741	1,325,314	0.2%	94.0%
321 Retail Stores - Furniture and home furnishing	0	285,067	974,489	1,259,557	0.1%	94.2%
387 Investigation and security services	0	883,010	355,234	1,238,245	0.1%	94.3%
331 Retail Nonstores - Direct and electronic sale	0	121,870	1,111,102	1,232,972	0.1%	94.5%
393 Other private educational services	0	24,089	1,182,123	1,206,212	0.1%	94.6%
340 Warehousing and storage	0	538,636	640,852	1,179,488	0.1%	94.7%
339 Couriers and messengers	0	603,191	558,010	1,161,200	0.1%	94.9%
409 Amusement parks- arcades- and gambling indust	0	602	1,149,067	1,149,669	0.1%	95.0%
159 Glass product manufacturing made of purchased	0	1,067,087	59,749	1,126,837	0.1%	95.1%
426 Private household operations	0	0	1,075,313	1,075,313	0.1%	95.2%
399 Child day care services	0	0	1,025,235	1,025,235	0.1%	95.4%
336 Transit and ground passenger transportation	0	331,997	664,136	996,133	0.1%	95.5%
328 Retail Stores - Sporting goods- hobby- book a	0	112,314	833,385	945,699	0.1%	95.6%
401 Community food- housing- and other relief ser	0	1	916,637	916,638	0.1%	95.7%
All Other Sectors	0	17,403,567	20,481,471	37,885,037	4.3%	100.0%
Total	534,842,016	165,535,930	177,793,899	878,171,843	100.0%	

IMPLAN Industry Sector	Direct	Indirect	Induced	Total	% Total	Cum %
34 Construct new nonresidential commercial and h	1,619,319,040	0	0	1,619,319,040	58.2%	58.2%
369 Architectural- engineering- and related servi	0	104,858,960	1,741,129	106,600,088	3.8%	62.0%
319 Wholesale trade businesses	0	58,991,120	37,769,424	96,760,544	3.5%	65.5%
361 Imputed rental activity for owner-occupied dw	0	0	68,272,376	68,272,376	2.5%	67.9%
115 Petroleum refineries	0	38,918,364	18,918,804	57,837,168	2.1%	70.0%
360 Real estate establishments	0	18,093,984	30,160,882	48,254,864	1.7%	71.7%
413 Food services and drinking places	0	7,605,977	29,525,722	37,131,700	1.3%	73.1%
354 Monetary authorities and depository credit in	0	18,181,770	14,869,400	33,051,170	1.2%	74.3%
394 Offices of physicians- dentists- and other he	0	103	31,244,516	31,244,618	1.1%	75.4%
397 Private hospitals	0	102	25,180,172	25,180,274	0.9%	76.3%
356 Securities- commodity contracts- investments-	0	8,819,906	14,480,048	23,299,954	0.8%	77.1%
351 Telecommunications	0	11,633,872	11,308,930	22,942,802	0.8%	78.0%
367 Legal services	0	13,198,075	9,378,452	22,576,528	0.8%	78.8%
357 Insurance carriers	0	3,555,283	17,393,316	20,948,598	0.8%	79.5%
381 Management of companies and enterprises	0	10,929,432	6,588,157	17,517,588	0.6%	80.1%
335 Transport by truck	0	11,751,294	4,909,462	16,660,756	0.6%	80.7%
320 Retail Stores - Motor vehicle and parts	0	1,713,031	12,250,257	13,963,288	0.5%	81.2%
365 Commercial and industrial machinery and equip	0	11,797,543	762,497	12,560,040	0.5%	81.7%
355 Nondepository credit intermediation and relat	0	3,805,221	8,067,880	11,873,100	0.4%	82.1%
20 Extraction of oil and natural gas	0	7,434,220	4,056,236	11,490,456	0.4%	82.5%
324 Retail Stores - Food and beverage	0	1,187,692	10,292,302	11,479,994	0.4%	83.0%
414 Automotive repair and maintenance- except car	0	6,061,576	4,704,896	10,766,471	0.4%	83.3%
31 Electric power generation- transmission- and	0	4,541,638	5,970,182	10,511,820	0.4%	83.7%
396 Medical and diagnostic labs and outpatient an	0	4,586	9,604,864	9,609,450	0.3%	84.1%
144 Plastics pipe and pipe fitting manufacturing	0	9,188,309	221,776	9,410,085	0.3%	84.4%
368 Accounting- tax preparation- bookkeeping- and	0	5,691,758	3,580,150	9,271,908	0.3%	84.7%
329 Retail Stores - General merchandise	0	934,313	7,963,063	8,897,376	0.3%	85.1%
149 Other plastics product manufacturing	0	7,648,692	1,112,472	8,761,164	0.3%	85.4%
99 Wood windows and doors and millwork manufactu	0	8,479,837	197,341	8,677,178	0.3%	85.7%
295 Wood kitchen cabinet and countertop manufactu	0	7,777,357	483,623	8,260,980	0.3%	86.0%
432 Other state and local government enterprises	0	1,329,848	6,502,647	7,832,495	0.3%	86.3%
349 Cable and other subscription programming	0	3,263,561	4,374,000	7,637,560	0.3%	86.5%
380 All other miscellaneous professional- scienti	0	5,391,490	2,234,958	7,626,448	0.3%	86.8%
32 Natural gas distribution	0	2,964,226	4,523,888	7,488,114	0.3%	87.1%
382 Employment services	0	4,591,211	2,836,884	7,428,095	0.3%	87.3%
374 Management- scientific- and technical consult	0	4,266,504	3,049,745	7,316,249	0.3%	87.6%
117 Asphalt shingle and coating materials manufac	0	7,082,228	104,317	7,186,545	0.3%	87.9%
411 Hotels and motels- including casino hotels	0	3,583,280	3,418,676	7,001,956	0.3%	88.1%
388 Services to buildings and dwellings	0	4,145,096	2,840,316	6,985,412	0.3%	88.4%
302 Showcase- partition- shelving- and locker man	0	6,649,193	164,595	6,813,788	0.2%	88.6%
425 Civic- social- professional- and similar orga	0	3,375,278	3,300,228	6,675,505	0.2%	88.9%
431 * Not unique commod (S&LG electricity)	0	2,886,678	3,758,188	6,644,866	0.2%	89.1%
392 Private junior colleges- colleges- universiti	0	84,245	6,542,533	6,626,778	0.2%	89.3%
327 Retail Stores - Clothing and clothing accesso	0	571,669	6,050,063	6,621,732	0.2%	89.6%
331 Retail Nonstores - Direct and electronic sale	0	649,203	5,918,868	6,568,071	0.2%	89.8%
417 Commercial and industrial machinery and equip	0	5,638,410	833,694	6,472,104	0.2%	90.0%
39 Maint & repair construct of nonresident struc	0	3,723,737	2,260,774	5,984,511	0.2%	90.2%
384 Office administrative services	0	3,739,510	2,153,750	5,893,260	0.2%	90.5%
323 Retail Stores - Building material and garden	0	530,088	5,102,072	5,632,160	0.2%	90.7%
325 Retail Stores - Health and personal care	0	598,528	4,842,310	5,440,838	0.2%	90.9%
159 Glass product manufacturing made of purchased	0	5,119,409	286,651	5,406,061	0.2%	91.1%
359 Funds- trusts- and other financial vehicles	0	106,853	5,088,073	5,194,926	0.2%	91.2%
398 Nursing and residential care facilities	0	0	5,110,787	5,110,787	0.2%	91.4%
332 Transport by air	0	1,787,786	3,284,743	5,072,529	0.2%	91.6%
228 Material handling equipment manufacturing	0	4,995,886	15,121	5,011,008	0.2%	91.8%
427 US Postal Service	0	2,013,362	2,651,092	4,664,454	0.2%	92.0%
377 Advertising and related services	0	2,066,700	2,408,878	4,475,578	0.2%	92.1%
358 Insurance agencies- brokerages- and related a	0	825,650	3,648,355	4,474,005	0.2%	92.3%
338 Scenic and sightseeing transportation and sup	0	2,507,852	1,891,976	4,399,828	0.2%	92.4%
409 Amusement parks- arcades- and gambling indust	0	2,295	4,382,837	4,385,132	0.2%	92.6%
422 Other personal services	0	243,556	3,972,218	4,215,775	0.2%	92.7%
400 Individual and family services	0	0	4,207,369	4,207,369	0.2%	92.9%
362 Automotive equipment rental and leasing	0	1,808,012	2,359,324	4,167,336	0.1%	93.0%
330 Retail Stores - Miscellaneous	0	467,743	3,691,795	4,159,538	0.1%	93.2%
372 Computer systems design services	0	2,915,741	1,098,518	4,014,259	0.1%	93.3%
321 Retail Stores - Furniture and home furnishing	0	885,705	3,027,738	3,913,443	0.1%	93.5%
326 Retail Stores - Gasoline stations	0	303,679	3,284,193	3,587,872	0.1%	93.6%
386 Business support services	0	2,454,150	1,050,021	3,504,171	0.1%	93.7%
322 Retail Stores - Electronics and appliances	0	483,538	2,923,747	3,407,285	0.1%	93.9%
376 Scientific research and development services	0	1,593,880	1,738,405	3,332,286	0.1%	94.0%
346 Motion picture and video industries	0	553,358	2,771,487	3,324,845	0.1%	94.1%
59 Animal (except poultry) slaughtering- renderi	0	80,839	3,236,406	3,317,245	0.1%	94.2%
146 Polystyrene foam product manufacturing	0	2,821,754	207,881	3,029,635	0.1%	94.3%
All Other Sectors	0	64,820,750	93,267,017	158,087,769	5.7%	100.0%
Total	1,619,319,040	546,726,496	617,425,467	2,783,471,001	100.0%	

APPENDIX B
IMPLAN Analysis Results for Annual Operations of
Alternative 10

B-1 Employment
B-2 Worker Compensation
B-3 Total Economic Output

IMPLAN Industry Sector	Direct	Indirect	Induced	Total	% Total	Cum %
346 Motion picture and video industries	3,009.00	333.5	7.6	3,350.00	28.5%	28.5%
409 Amusement parks- arcades- and gambling indust	1,302.00	0	22.2	1,324.30	11.3%	39.7%
411 Hotels and motels- including casino hotels	848	23.3	19	890.3	7.6%	47.3%
377 Advertising and related services	332	114	9.8	455.8	3.9%	51.2%
368 Accounting- tax preparation- bookkeeping- and	332	100.1	22	454.1	3.9%	55.0%
374 Management- scientific- and technical consult	332	104.4	13.2	449.6	3.8%	58.8%
413 Food services and drinking places	0	145.2	292.6	437.8	3.7%	62.6%
382 Employment services	0	309.4	50.8	360.1	3.1%	65.6%
360 Real estate establishments	0	206.6	92.8	299.4	2.5%	68.2%
329 Retail Stores - General merchandise	193	1.9	83.8	278.7	2.4%	70.5%
319 Wholesale trade businesses	0	39.3	132.3	171.5	1.5%	72.0%
394 Offices of physicians- dentists- and other he	0	0	159.1	159.1	1.4%	73.3%
388 Services to buildings and dwellings	0	110.6	27.4	138	1.2%	74.5%
397 Private hospitals	0	0	122.1	122.1	1.0%	75.5%
367 Legal services	0	75.3	30.2	105.5	0.9%	76.4%
324 Retail Stores - Food and beverage	0	1.5	83.5	84.9	0.7%	77.2%
381 Management of companies and enterprises	0	65.2	16.9	82.1	0.7%	77.9%
426 Private household operations	0	0	81.8	81.8	0.7%	78.6%
398 Nursing and residential care facilities	0	0	79.1	79.1	0.7%	79.2%
427 US Postal Service	0	63.8	14.7	78.5	0.7%	79.9%
354 Monetary authorities and depository credit in	0	40.6	34.3	74.9	0.6%	80.5%
320 Retail Stores - Motor vehicle and parts	0	1.4	64.2	65.6	0.6%	81.1%
357 Insurance carriers	0	30.4	33.9	64.3	0.5%	81.6%
400 Individual and family services	0	0	58.2	58.2	0.5%	82.1%
356 Securities- commodity contracts- investments-	0	19	37	56.1	0.5%	82.6%
392 Private junior colleges- colleges- universiti	0	0.4	54.8	55.2	0.5%	83.1%
399 Child day care services	20	0	34.8	54.8	0.5%	83.5%
414 Automotive repair and maintenance- except car	0	24.8	29.7	54.5	0.5%	84.0%
39 Maint & repair construct of nonresident struc	0	41.1	11.9	52.9	0.4%	84.5%
387 Investigation and security services	0	43.4	9.4	52.9	0.4%	84.9%
405 Independent artists- writers- and performers	0	51.5	1.1	52.6	0.4%	85.4%
425 Civic- social- professional- and similar orga	0	20.2	30.9	51.1	0.4%	85.8%
339 Couriers and messengers	0	40.3	9.5	49.8	0.4%	86.2%
335 Transport by truck	0	27.3	20.5	47.8	0.4%	86.6%
331 Retail Nonstores - Direct and electronic sale	0	0.8	46.2	47	0.4%	87.0%
327 Retail Stores - Clothing and clothing accesso	0	0.6	43.4	44	0.4%	87.4%
355 Nondepository credit intermediation and relat	0	21.2	21.6	42.8	0.4%	87.8%
330 Retail Stores - Miscellaneous	0	0.8	40.8	41.6	0.4%	88.1%
384 Office administrative services	0	36.1	5.1	41.2	0.4%	88.5%
386 Business support services	0	30.4	7.9	38.3	0.3%	88.8%
396 Medical and diagnostic labs and outpatient an	0	0.1	37.6	37.7	0.3%	89.1%
325 Retail Stores - Health and personal care	0	0.7	35.1	35.8	0.3%	89.4%
404 Promoters of performing arts and sports and a	0	28.9	5.8	34.7	0.3%	89.7%
351 Telecommunications	0	19.3	15.2	34.6	0.3%	90.0%
403 Spectator sports companies	0	24.3	9.3	33.6	0.3%	90.3%
323 Retail Stores - Building material and garden	0	0.5	32.2	32.7	0.3%	90.6%
372 Computer systems design services	0	27.1	5.6	32.7	0.3%	90.8%
380 All other miscellaneous professional- scienti	0	27.9	3.9	31.8	0.3%	91.1%
375 Environmental and other technical consulting	0	28.1	3.5	31.6	0.3%	91.4%
340 Warehousing and storage	0	20.5	8.1	28.6	0.2%	91.6%
419 Personal care services	0	0	27.8	27.8	0.2%	91.9%
393 Other private educational services	0	0.8	26.4	27.3	0.2%	92.1%
358 Insurance agencies- brokerages- and related a	0	13.1	14.2	27.2	0.2%	92.3%
395 Home health care services	0	0	27.1	27.1	0.2%	92.5%
369 Architectural- engineering- and related servi	0	19.1	7.9	27	0.2%	92.8%
336 Transit and ground passenger transportation	0	13.2	13.6	26.8	0.2%	93.0%
391 Private elementary and secondary schools	0	0	26.8	26.8	0.2%	93.2%
431 * Not unique commod (S&LG electricity)	0	15.9	9.3	25.2	0.2%	93.4%
362 Automotive equipment rental and leasing	0	17.5	7	24.6	0.2%	93.7%
432 Other state and local government enterprises	0	9.1	15.4	24.5	0.2%	93.9%
338 Scenic and sightseeing transportation and sup	0	15.4	8.7	24.1	0.2%	94.1%
421 Dry-cleaning and laundry services	0	10.9	13.3	24.1	0.2%	94.3%
401 Community food- housing- and other relief ser	0	0	23.9	23.9	0.2%	94.5%
348 Radio and television broadcasting	0	21.6	2	23.6	0.2%	94.7%
113 Printing	0	20.7	2.6	23.3	0.2%	94.9%
349 Cable and other subscription programming	0	21.2	2.1	23.3	0.2%	95.1%
407 Fitness and recreational sports centers	0	5	14.8	19.8	0.2%	95.2%
328 Retail Stores - Sporting goods- hobby- book a	0	0.4	19.2	19.6	0.2%	95.4%
424 Grantmaking- giving- and social advocacy orga	0	0	18.7	18.7	0.2%	95.6%
417 Commercial and industrial machinery and equip	0	14.5	3.5	18	0.2%	95.7%
321 Retail Stores - Furniture and home furnishing	0	0.8	16.8	17.6	0.1%	95.9%
322 Retail Stores - Electronics and appliances	0	0.4	17.1	17.5	0.1%	96.0%
422 Other personal services	0	3.7	12.9	16.6	0.1%	96.2%
All Other Sectors	0.00	222.40	229.20	451.80	3.8%	100.0%
Total	6,368.00	2,727.50	2,672.70	11,768.30	100.0%	

IMPLAN Industry Sector	Direct	Indirect	Induced	Total	% Total	Cum %
346 Motion picture and video industries	269,314,080	29,846,672	676,294	299,837,056	46.3%	46.3%
409 Amusement parks- arcades- and gambling indust	41,189,796	776	703,445	41,894,016	6.5%	52.8%
411 Hotels and motels- including casino hotels	29,765,624	818,255	667,320	31,251,198	4.8%	57.6%
374 Management- scientific- and technical consult	18,812,454	5,914,938	748,846	25,476,238	3.9%	61.5%
377 Advertising and related services	18,372,090	6,311,019	539,677	25,222,784	3.9%	65.4%
368 Accounting- tax preparation- bookkeeping- and	13,402,962	4,040,025	887,202	18,330,190	2.8%	68.2%
319 Wholesale trade businesses	0	2,347,092	7,908,465	10,255,556	1.6%	69.8%
413 Food services and drinking places	0	3,133,244	6,314,587	9,447,831	1.5%	71.3%
381 Management of companies and enterprises	0	7,473,585	1,934,142	9,407,727	1.5%	72.7%
382 Employment services	0	7,871,134	1,291,623	9,162,757	1.4%	74.1%
394 Offices of physicians- dentists- and other he	0	163	8,642,658	8,642,821	1.3%	75.5%
397 Private hospitals	0	200	8,622,712	8,622,912	1.3%	76.8%
367 Legal services	0	5,275,279	2,113,474	7,388,753	1.1%	78.0%
329 Retail Stores - General merchandise	4,991,100	48,444	2,166,947	7,206,490	1.1%	79.1%
427 US Postal Service	0	5,370,467	1,235,736	6,606,203	1.0%	80.1%
356 Securities- commodity contracts- investments-	0	1,900,043	3,696,978	5,597,021	0.9%	80.9%
354 Monetary authorities and depository credit in	0	2,744,204	2,320,483	5,064,686	0.8%	81.7%
357 Insurance carriers	0	2,375,247	2,649,834	5,025,081	0.8%	82.5%
360 Real estate establishments	0	2,920,691	1,311,314	4,232,006	0.7%	83.2%
405 Independent artists- writers- and performers	0	4,121,303	89,144	4,210,447	0.7%	83.8%
388 Services to buildings and dwellings	0	2,802,889	694,686	3,497,574	0.5%	84.4%
320 Retail Stores - Motor vehicle and parts	0	73,232	3,370,778	3,444,010	0.5%	84.9%
355 Nondepository credit intermediation and relat	0	1,699,442	1,735,785	3,435,227	0.5%	85.4%
431 * Not unique commod (S&LG electricity)	0	2,102,909	1,223,446	3,326,354	0.5%	85.9%
348 Radio and television broadcasting	0	2,884,691	264,653	3,149,344	0.5%	86.4%
384 Office administrative services	0	2,720,240	386,616	3,106,855	0.5%	86.9%
351 Telecommunications	0	1,489,445	1,172,701	2,662,146	0.4%	87.3%
324 Retail Stores - Food and beverage	0	45,894	2,559,854	2,605,748	0.4%	87.7%
39 Maint & repair construct of nonresident struc	0	2,011,626	581,048	2,592,674	0.4%	88.1%
432 Other state and local government enterprises	0	793,024	1,347,631	2,140,656	0.3%	88.4%
425 Civic- social- professional- and similar orga	0	828,452	1,266,411	2,094,863	0.3%	88.8%
392 Private junior colleges- colleges- universiti	0	14,339	1,979,315	1,993,654	0.3%	89.1%
349 Cable and other subscription programming	0	1,809,339	181,392	1,990,731	0.3%	89.4%
358 Insurance agencies- brokerages- and related a	0	894,378	967,677	1,862,056	0.3%	89.7%
339 Couriers and messengers	0	1,451,448	341,593	1,793,041	0.3%	89.9%
335 Transport by truck	0	1,014,347	762,340	1,776,687	0.3%	90.2%
369 Architectural- engineering- and related servi	0	1,217,734	502,038	1,719,772	0.3%	90.5%
31 Electric power generation- transmission- and	0	1,079,219	637,793	1,717,012	0.3%	90.7%
338 Scenic and sightseeing transportation and sup	0	1,078,753	614,400	1,693,153	0.3%	91.0%
396 Medical and diagnostic labs and outpatient an	0	4,573	1,676,392	1,680,965	0.3%	91.3%
372 Computer systems design services	0	1,367,643	281,658	1,649,302	0.3%	91.5%
398 Nursing and residential care facilities	0	0	1,514,045	1,514,045	0.2%	91.8%
414 Automotive repair and maintenance- except car	0	678,704	811,600	1,490,305	0.2%	92.0%
386 Business support services	0	1,115,890	289,703	1,405,593	0.2%	92.2%
340 Warehousing and storage	0	992,407	392,294	1,384,701	0.2%	92.4%
400 Individual and family services	0	0	1,346,417	1,346,417	0.2%	92.6%
325 Retail Stores - Health and personal care	0	25,001	1,301,898	1,326,899	0.2%	92.8%
375 Environmental and other technical consulting	0	1,147,531	144,808	1,292,339	0.2%	93.0%
323 Retail Stores - Building material and garden	0	19,467	1,205,974	1,225,441	0.2%	93.2%
387 Investigation and security services	0	1,002,007	217,470	1,219,477	0.2%	93.4%
113 Printing	0	1,082,748	136,111	1,218,859	0.2%	93.6%
327 Retail Stores - Clothing and clothing accesso	0	16,418	1,118,384	1,134,802	0.2%	93.8%
380 All other miscellaneous professional- scienti	0	993,703	139,700	1,133,404	0.2%	93.9%
404 Promoters of performing arts and sports and a	0	884,210	177,221	1,061,431	0.2%	94.1%
342 Periodical publishers	0	888,147	147,164	1,035,310	0.2%	94.3%
257 Software- audio- and video media for reproduc	0	982,654	7,077	989,731	0.2%	94.4%
399 Child day care services	361,042	0	627,658	988,701	0.2%	94.6%
424 Grantmaking- giving- and social advocacy orga	0	175	977,247	977,422	0.2%	94.7%
391 Private elementary and secondary schools	0	0	965,548	965,548	0.1%	94.9%
332 Transport by air	0	390,592	574,125	964,717	0.1%	95.0%
322 Retail Stores - Electronics and appliances	0	23,152	901,029	924,181	0.1%	95.2%
376 Scientific research and development services	0	373,843	479,080	852,923	0.1%	95.3%
403 Spectator sports companies	0	614,746	235,892	850,638	0.1%	95.4%
330 Retail Stores - Miscellaneous	0	16,302	828,170	844,472	0.1%	95.6%
395 Home health care services	0	0	821,448	821,448	0.1%	95.7%
336 Transit and ground passenger transportation	0	395,753	406,626	802,379	0.1%	95.8%
417 Commercial and industrial machinery and equip	0	635,617	151,478	787,095	0.1%	95.9%
390 Waste management and remediation services	0	481,583	289,852	771,435	0.1%	96.0%
393 Other private educational services	0	22,587	723,607	746,194	0.1%	96.2%
362 Automotive equipment rental and leasing	0	531,985	213,237	745,222	0.1%	96.3%
350 Internet publishing and broadcasting	0	655,179	81,598	736,777	0.1%	96.4%
331 Retail Nonstores - Direct and electronic sale	0	11,590	680,125	691,715	0.1%	96.5%
426 Private household operations	0	0	658,224	658,224	0.1%	96.6%
All Other Sectors	0	8,817,733	13,209,088	22,026,821	3.4%	100.0%
Total	396,209,148	142,696,122	108,842,986	647,748,265	100.0%	

IMPLAN Industry Sector	Direct	Indirect	Induced	Total	% Total	Cum %
346 Motion picture and video industries	675,634,048	74,876,992	1,696,634	752,207,680	39.6%	39.6%
409 Amusement parks- arcades- and gambling indust	157,108,416	2,960	2,683,118	159,794,496	8.4%	48.0%
411 Hotels and motels- including casino hotels	93,348,560	2,566,144	2,092,795	98,007,496	5.2%	53.2%
377 Advertising and related services	50,200,608	17,244,472	1,474,634	68,919,712	3.6%	56.8%
374 Management- scientific- and technical consult	46,903,396	14,747,180	1,867,030	63,517,608	3.3%	60.1%
360 Real estate establishments	0	41,133,244	18,467,756	59,601,000	3.1%	63.3%
368 Accounting- tax preparation- bookkeeping- and	33,110,782	9,980,510	2,191,751	45,283,044	2.4%	65.6%
361 Imputed rental activity for owner-occupied dw	0	0	41,791,300	41,791,300	2.2%	67.8%
319 Wholesale trade businesses	0	6,861,569	23,119,878	29,981,446	1.6%	69.4%
349 Cable and other subscription programming	0	26,708,708	2,677,634	29,386,342	1.5%	71.0%
413 Food services and drinking places	0	8,968,368	18,074,412	27,042,780	1.4%	72.4%
357 Insurance carriers	0	9,543,952	10,647,265	20,191,216	1.1%	73.4%
367 Legal services	0	14,331,235	5,741,629	20,072,864	1.1%	74.5%
354 Monetary authorities and depository credit in	0	10,765,132	9,102,933	19,868,064	1.0%	75.5%
381 Management of companies and enterprises	0	15,584,654	4,033,262	19,617,916	1.0%	76.6%
394 Offices of physicians- dentists- and other he	0	360	19,128,320	19,128,680	1.0%	77.6%
115 Petroleum refineries	0	4,988,622	11,582,277	16,570,899	0.9%	78.5%
329 Retail Stores - General merchandise	11,226,979	108,969	4,874,329	16,210,277	0.9%	79.3%
351 Telecommunications	0	8,793,771	6,923,699	15,717,470	0.8%	80.1%
397 Private hospitals	0	357	15,416,927	15,417,284	0.8%	81.0%
356 Securities- commodity contracts- investments-	0	4,555,881	8,864,533	13,420,414	0.7%	81.7%
382 Employment services	0	10,583,658	1,736,737	12,320,395	0.6%	82.3%
405 Independent artists- writers- and performers	0	11,138,283	240,921	11,379,204	0.6%	82.9%
380 All other miscellaneous professional- scienti	0	9,732,076	1,368,187	11,100,262	0.6%	83.5%
384 Office administrative services	0	9,277,157	1,318,522	10,595,679	0.6%	84.0%
31 Electric power generation- transmission- and	0	6,185,197	3,655,307	9,840,504	0.5%	84.6%
355 Nondepository credit intermediation and relat	0	4,835,394	4,938,801	9,774,194	0.5%	85.1%
388 Services to buildings and dwellings	0	7,015,538	1,738,776	8,754,313	0.5%	85.5%
427 US Postal Service	0	7,053,235	1,622,938	8,676,172	0.5%	86.0%
320 Retail Stores - Motor vehicle and parts	0	162,911	7,498,594	7,661,506	0.4%	86.4%
348 Radio and television broadcasting	0	6,976,549	640,055	7,616,604	0.4%	86.8%
335 Transport by truck	0	3,999,155	3,005,594	7,004,749	0.4%	87.2%
324 Retail Stores - Food and beverage	0	112,951	6,300,094	6,413,045	0.3%	87.5%
432 Other state and local government enterprises	0	2,342,705	3,981,091	6,323,795	0.3%	87.8%
431 * Not unique commod (\$&LG electricity)	0	3,955,040	2,300,992	6,256,032	0.3%	88.2%
39 Maint & repair construct of nonresident struc	0	4,791,724	1,384,065	6,175,788	0.3%	88.5%
396 Medical and diagnostic labs and outpatient an	0	16,041	5,880,544	5,896,585	0.3%	88.8%
414 Automotive repair and maintenance- except car	0	2,408,611	2,880,238	5,288,848	0.3%	89.1%
32 Natural gas distribution	0	2,505,984	2,769,726	5,275,710	0.3%	89.4%
362 Automotive equipment rental and leasing	0	3,603,337	1,444,334	5,047,670	0.3%	89.6%
358 Insurance agencies- brokerages- and related a	0	2,064,165	2,233,334	4,297,499	0.2%	89.9%
392 Private junior colleges- colleges- universiti	0	29,015	4,005,191	4,034,207	0.2%	90.1%
339 Couriers and messengers	0	3,225,442	759,096	3,984,538	0.2%	90.3%
375 Environmental and other technical consulting	0	3,520,385	444,240	3,964,625	0.2%	90.5%
372 Computer systems design services	0	3,265,423	672,495	3,937,918	0.2%	90.7%
20 Extraction of oil and natural gas	0	1,362,763	2,483,291	3,846,054	0.2%	90.9%
257 Software- audio- and video media for reproduc	0	3,785,293	27,261	3,812,553	0.2%	91.1%
342 Periodical publishers	0	3,248,691	538,300	3,786,991	0.2%	91.3%
327 Retail Stores - Clothing and clothing accesso	0	54,366	3,703,346	3,757,712	0.2%	91.5%
331 Retail Nonstores - Direct and electronic sale	0	61,740	3,623,039	3,684,779	0.2%	91.7%
369 Architectural- engineering- and related servi	0	2,585,493	1,065,928	3,651,421	0.2%	91.9%
332 Transport by air	0	1,368,003	2,010,807	3,378,811	0.2%	92.1%
425 Civic- social- professional- and similar orga	0	1,321,646	2,020,330	3,341,976	0.2%	92.2%
359 Funds- trusts- and other financial vehicles	0	153,421	3,114,297	3,267,718	0.2%	92.4%
338 Scenic and sightseeing transportation and sup	0	2,033,604	1,158,231	3,191,835	0.2%	92.6%
323 Retail Stores - Building material and garden	0	50,412	3,123,065	3,173,477	0.2%	92.7%
398 Nursing and residential care facilities	0	0	3,129,210	3,129,210	0.2%	92.9%
422 Other personal services	0	696,735	2,431,692	3,128,427	0.2%	93.1%
386 Business support services	0	2,475,960	642,798	3,118,758	0.2%	93.2%
350 Internet publishing and broadcasting	0	2,745,744	341,962	3,087,705	0.2%	93.4%
325 Retail Stores - Health and personal care	0	56,921	2,964,061	3,020,981	0.2%	93.6%
347 Sound recording industries	0	2,474,246	515,114	2,989,360	0.2%	93.7%
365 Commercial and industrial machinery and equip	0	2,473,778	466,792	2,940,570	0.2%	93.9%
113 Printing	0	2,409,204	302,857	2,712,061	0.1%	94.0%
417 Commercial and industrial machinery and equip	0	2,141,581	510,376	2,651,957	0.1%	94.1%
59 Animal (except poultry) slaughtering- renderi	0	608,477	1,981,516	2,589,993	0.1%	94.3%
400 Individual and family services	0	0	2,575,915	2,575,915	0.1%	94.4%
340 Warehousing and storage	0	1,829,662	723,258	2,552,919	0.1%	94.6%
390 Waste management and remediation services	0	1,589,493	956,675	2,546,169	0.1%	94.7%
404 Promoters of performing arts and sports and a	0	2,108,040	422,512	2,530,552	0.1%	94.8%
399 Child day care services	868,021	0	1,509,022	2,377,043	0.1%	94.9%
330 Retail Stores - Miscellaneous	0	44,483	2,259,811	2,304,294	0.1%	95.1%
383 Travel arrangement and reservation services	0	1,822,369	387,776	2,210,145	0.1%	95.2%
All Other Sectors	0	33,841,075	57,717,346	91,558,428	4.8%	100.0%
Total	1,068,400,810	453,906,256	377,978,576	1,900,285,644	100.0%	

APPENDIX C
HR&A Advisors, Inc.
Summary of Qualifications



2800 28th Street, Suite 325, Santa Monica, CA 90405
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SERVICES TO THE PUBLIC AND PRIVATE DEVELOPMENT COMMUNITY

HR&A Advisors, Inc. (HR&A) is a full service economic development, real estate advisory and public policy consulting firm. Founded in 1976, the firm has a distinguished track record of providing realistic answers to complex housing, real estate, economic development, public finance and strategic planning problems. HR&A clients include Fortune 500 corporations, all levels of government, the nation's leading foundations and not-for-profit agencies. The firm has extensive experience working for the legal community in such roles as court-appointed special master, consent decree monitor, technical advisor and expert witness.

HR&A practice lines include real estate analysis and advisory services, local and regional economic analysis, economic development program formulation and analysis, fiscal impact analysis, land use policy analysis, development impact fees, housing policy research and analysis, population forecasting and demographic analysis, and transportation system and other capital facilities analysis and financing.

Among the qualities for which HR&A is widely known and respected are the impeccable quality of its analysis, ability to invent new analytic methods and approaches to suit the needs of a particular client, independent professional judgment honed through extensive exposure to the rigors of the public review process and the scrutiny of the judicial system, the ability to translate complex technical analysis for a variety of non-technical audiences, and the extensive involvement of its Partners in every project it accepts.

HR&A's domestic and international consulting is provided by a staff of 20 people located in offices in the Los Angeles area and New York City. Staff members include public finance professionals, planners, economists, architects, lawyers and experienced project managers. Virtually every member of the firm has substantial public or private sector experience in financial and policy analysis, real estate development and planning.

HR&A provides the following analytic services to the real estate development community:

- ***Strategic Positioning and Project Management.*** HR&A has been retained by developers and public agencies to perform a variety of management assignments ranging from project conceptualization to management of the technical team responsible for project development. In addition to a thorough understanding of the development business, our clients particularly value our ability to think strategically about their projects. This has propelled the firm into the forefront of reuse planning for closed military bases and development of downtown and urban waterfront revitalization strategies. HR&A has been awarded multiple assignments to manage the interdisciplinary teams of architects, urban designers, engineers and others to develop market-sensitive urban development and redevelopment strategies such projects require.

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- **Financial Feasibility Analysis.** HR&A has frequently been retained to provide specialized analytic services in all areas of real estate feasibility analysis. This includes pro forma development and review, cash flow modeling, investment return analysis, deal structuring, and the identification of equity, debt and subsidy resources. We have led and/or been key participants in negotiating many different kinds of real estate transactions on behalf of private and public clients, including experience with public ground lease deals.
 - **Economic and Fiscal Impact Analysis.** HR&A regularly prepares analyses of the impacts development projects and planning proposals may have on the revenues and expenditures of local public agencies, and/or the regional economies in which they are situated. HR&A has analyzed the impacts of high-rise office buildings, shopping centers, hospital campuses, regional performing arts centers, museums, convention centers, major airports, large single-family subdivisions and condominium developments, and mixed-use developments.
 - **Developer Negotiations.** All of HR&A's principles and senior staff are very experienced negotiators, and the firm has particular expertise in negotiating real estate transactions, often in the context of public-private development projects. These services have been performed on behalf of both private and public real estate clients, owing to our keen understanding of each party's interests and needs. HR&A has been involved in all aspects of the formal real estate negotiations process, from structuring the process through direct participation on behalf of clients and/or acting as technical advisor during the negotiation process. HR&A has participated in drafting Exclusive Negotiating Agreements, Memoranda of Understanding, Owner-Participation Agreements and Development Agreements, particularly with respect to financial terms and conditions.
 - **Other Socio-Economic Impacts Analyses.** HR&A has a long history of experience in all aspects of population, housing, employment forecasting and analysis and public school impacts analysis. This includes special expertise in dealing with regional planning policies promoting "jobs-housing balance." The firm's population and public school enrollment forecasting has been relied on by several school districts in making long-term facilities decisions, and was cited in a State Appellate court case which determined that the Santa Barbara campus of the University of California was exempt from school impact fees.
 - **Developer Fees and Exactions.** In the early 1980s HR&A was retained by several jurisdictions to design exaction systems in which the firm followed the basic principles of nexus and "fair share" later codified in the Nollan and Dolan decisions by the U.S. Supreme Court, the Ehrlich decision by the California Supreme Court and California Government Code Section 66000, et seq. More recently HR&A has been retained by a number of developers and developer/owner organizations to evaluate, critique and participate in seeking changes to adopted and proposed developer fee programs. The firm's technical rigor and thoughtfulness about these issues is respected by all sides in the continuing debate about this method of infrastructure financing. A related area of expertise is in the analysis of project impacts on school facilities, a topic of significant interest for many developers and school districts.

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- **Energy Efficiency Solutions.** HR&A is one of the few national consulting firms able to blend its practices in real estate and economic development advisory services into energy efficiency program development for our clients' benefit. Our work achieves environmental benefits while maximizing the opportunities for job creation and workforce development. In the past decade, we have emerged as a leader in economic feasibility assessment and management of large-scale energy efficiency initiatives for existing buildings, helping clients advance environmental responsibility through innovative strategies grounded in market pragmatism. We work with government clients to design meaningful public policy that adequately addresses private risk and advances public energy efficiency objectives. As experienced project leaders, we bring together the brightest minds in multidisciplinary fields and fuse their efforts into a cohesive whole. We also work with property owners and managers to project the accrual of energy savings given current lease structures and investment objectives, and quantify the combined impact of the investments on net operating income and overall asset value. HR&A carried out this practice area through **G.Works**, a unique partnership with global leader Buro Happold Engineers to provide a single source for energy efficiency projects from planning through implementation.

Private commercial development-related clients have included 20th Century Fox, Universal Studios, The Walt Disney Company, Olympia & York, Maguire Thomas Partners, JMB Realty Corporation, Gerald Hines Interests, Trammell Crow Company, General Growth Properties, Westfield Corporation, The Maserich Company, Tishman Speyer Properties, Reliance Development Group, Millenium Partners and the Trump Organization. Residential development clients include Centex Homes, K. Hovnanian Companies of California, Castle & Cook, Newhall Land & Farming Co., Olympia & York, Starrett Housing Corp., William Lyon Homes, Casden Properties, Inc., and Bisno Development Company.

Public clients have included a variety of cities, counties, redevelopment agencies, school districts, universities and colleges, special authorities and transportation agencies. HR&A has also represented large foundations with land holdings that need to be converted to cash to further their charitable purposes.

The firm also has a long history of consulting for all of the players in the housing development business, including private housing developers, HUD, private housing lenders, public lenders, national intermediaries (e.g., NEF, CEF, LISC, Enterprise Foundation) and community-based, non-profit developers around the nation.

REPRESENTATIVE LIST OF CLIENTS
Real Estate Advisory Services

Financial Institutions & Investment Companies

American Council on Life Insurance
Citibank Private Banking Group
Citicorp Real Estate, Inc.
Community Preservation Corporation
First Union National Bank
Fleet Financial Group
Goldman Sachs
Hartland Asset Management
Lehman Bros.
Shorebank Corporation

Real Estate Development Organizations and Private Companies

ARC Development
ARCORP Properties
Bermant Development Company
Boeing Realty Corporation
Casden Properties, Inc.
Castle & Cook Development Company
Centex Homes
Continental Development Corporation
Daniel Island Development Company
Disney Development Corporation
Edward J. Minskoff Equities
Gaylord Entertainment
General Growth Properties
Gibson Speno LLC
Home Depot Company
JMB Urban Realty Corporation
K. Hovnanian Companies of California
Landmark Land Company
Madison Square Garden
Maefield Development Corporation
Maserich Company
Maguire Thomas Partners
Millennium Partners
Newhall Land & Farming Company
New York Times Company
Olympia & York (USA)
The Related Companies
Reliance Development Group
Santa Monica Beach Development Corporation
Starrett Housing Corporation
Sunset Development Corporation
Tishman Speyer Properties
Trammell Crow Company
Trammell Crow Residential
TransAction Companies, Ltd.
Twentieth Century Fox
Universal Studios, Inc.
The Walt Disney Company
Westfield Corporation, Inc.
William Lyon Homes
World Financial Properties

Public Development Agencies

Alliance for Downtown New York
Battery Park City Authority
Brooklyn Bridge Park Development
Brooklyn Navy Yard Development Corporation
Catskill Watershed Corporation
Catholic Charities of Brooklyn
Cincinnati Business Committee
Columbus Downtown Redevelopment Corporation
Downtown Brooklyn Local Development Corporation
Economic Development Growth Enterprises, Oneida Co., NY
Empire State Development Corporation
Inland Valley Development Agency
Memphis Riverfront Development Corp.
National Capital Revitalization Corp.
New York City Economic Development Corporation
New York State Urban Development Corporation
Penmar Development Corporation
Port Authority of New York and New Jersey
Queens West Development Corporation

Cultural, Recreational & Special Events Clients

American Museum of Natural History
Brooklyn Academy of Music Corporation
Brooklyn Museum of Art
City of New Haven Arts & Entertainment Facilities Committee
Lincoln Center for the Performing Arts
Madison Square Garden
New Jersey Performing Arts Center
NYC2008
Public Space for Public Life
Randall's Island Sports Foundation
The Trust for Public Land

Other Quasi-Public and Non-Profit Organizations and Foundations

Apartment Association of Greater Los Angeles
The Bowery Mission
Common Ground Community
Cornell University
Corporation for Supportive Housing
Community Services Society of New York
The Enterprise Foundation
Ford Foundation
Gay Men's Health Crisis

Griffiss Local Development Corporation
Harry Frank Guggenheim Foundation
Kaiser Permanente
Local Initiatives Support Corporation
Los Angeles Collaborative for Community
Development
Metropolitan Boston Housing Partnership
Metropolitan Jewish Geriatric Center
National Equity Fund
Neighborhood Progress, Inc.
New York Blood Center
Newark Alliance
Saint John's Hospital and Health Center
Saint Vincent's Hospital
San Gabriel Valley Council of Governments
Spanish-American Merchant's Assoc.
University of California, Los Angeles
University of California, Santa Barbara
Upper Manhattan Empowerment Zone
Development Corp.
Williamsburg Affordable Housing
Westside Urban Forum

Governmental Agencies

Boulder Urban Renewal Authority
City of Berkeley Rent Stabilization Board
City of Beverly Hills
City of Chester (PA)
City of Columbus
City of Culver City (CA)
City of Detroit
City of Houston
City of Huntington Beach (CA)
City of Indianapolis
City of Los Angeles
City of New York
City of Olathe (KS)
City of Phoenix
City of San Luis Obispo (CA)
City of Santa Monica
City of West Hollywood (CA)
City of Yonkers
Community Redevelopment Agency of the City of
Los Angeles
Compton Unified School District (CA)
County of Santa Barbara
District of Columbia
New Jersey Department of Commerce and
Economic Development
Redevelopment Authority of the
City of Philadelphia
San Diego Association of Governments

Santa Ana Unified School District (CA)
Santa Monica-Malibu Unified
School District
Southern California Association of Governments
Yonkers Office of Downtown &
Waterfront Development

Transportation Agencies

City of Chicago Department of Airports
Connecticut Dept. of Transportation
Delaware Dept. of Transportation
Los Angeles County Metropolitan
Transportation Authority
Los Angeles World Airports
Massachusetts Bay Transportation
Authority
New Jersey Transportation Corp.
New York Metropolitan Transportation
Authority
San Diego County Regional Airport Authority
U.S. Dept. of Transportation

Housing Agencies

Chicago Housing Authority
Community Redevelopment Agency of the City of
Los Angeles
Cuyahoga Metropolitan Housing Authority (IN)
Detroit Housing Commission
Housing Authority of Baltimore City
Housing Authority of the City of Houston
Housing Authority of the County of Los Angeles
Housing Authority of the City of Santa Monica
Housing Bureau, City of Long Beach
Indianapolis Housing Authority
Los Angeles Housing Department
New York City Housing Authority
New York City Housing Development Corporation
New York State Housing Finance Agency
Omaha Housing Authority (NE)
Philadelphia Housing Authority
Redevelopment Authority of the City of
Philadelphia
St. Louis Housing Authority (MO)
United States Department of Housing and Urban
Development