

The Miller Avenue Plan



An Alternative Analysis
of Future Development

FOREWORD

This analysis seeks to offer a reasonable starting point for constructive investigation of a plan for Miller Avenue, and address the lack of fundamental analysis and unfounded assumptions that have handicapped the MAPP process since its inception. It is not intended to be an exhaustive study of the subject of planning and growth on Miller Avenue or in the City of Mill Valley.

The study provides an overview of the dynamics of real estate development as the foundation for a decision-making methodology, and demonstration of how an Alternative Proposal could be pursued. Any solution will need to be tested as they are further developed.

Due to cost constraints and limited time available, this analysis only covers the “Gateway” and “Main Street” rooms.

*To be successful any Plan must be grounded in
Mill Valley's shared community values
and sound financial analysis.*

NEED FOR THIS ANALYSIS

The Miller Avenue Precise Plan (MAPP), as it is presently proposed, will not adequately ensure the protection of Mill Valley's small town character and quality of life.

It will adversely effect local-serving businesses, increase traffic and over-burden our schools' capacity by promoting inappropriate density and over-development. And it will not adequately address our affordable housing needs.

PURPOSE OF THIS ANALYSIS

1. To demonstrate that MAPP, as presently proposed, will induce development far in excess of current projections, over the next 30 years.
2. To use fundamental analysis to evaluate actual potential development impacts.
3. To establish clear goals for a plan for Miller Avenue.
4. To offer the community a decision-making tool so we can move forward in a positive and productive way.

What have you got?

What do you want?

How do you get there?

What have you got?

Community Values - Physical Assets - Fundamentals

(not sufficiently evaluated during the MAPP process)

What do you want?

Needs - Visions

How do you get there?

Proposals – Options - Opportunities

Each question is a lens through which we answer the next.

WHAT IS "OPPORTUNITY?"

Superficially observed "opportunities" are not a good indicator of future development potential.

MAPP CURRENT PROPOSAL

“Opportunity Sites”

MAPP "OPPORTUNITY SITES"Gateway

THE GATEWAY

MAPP Opportunity Analysis



LEGEND

- MAPP Opportunities: Parcels presently included in MAPP.

MAPP "OPPORTUNITY SITES"

Gateway



MAPP "OPPORTUNITY SITES"Main Street

MAIN STREET

MAPP Opportunity Analysis



LEGEND

MAPP Opportunities:
Parcels presently included
in MAPP.

MAPP "OPPORTUNITY SITES"

Main Street



MAPP "OPPORTUNITY SITES" Main Street



MAPP "OPPORTUNITY SITES"

Main Street



*If you grant development rights to property owners,
sooner or later they will use them.*

FLAWED ASSUMPTIONS IN MAPP

1. MAPP fails to recognize all potential “opportunity” sites within the Miller Avenue corridor or contiguous to it, using a 30 year time horizon.
2. The designation of “opportunity” sites in MAPP was based on arbitrary criteria and not the result of sound analysis.

DEFINING "OPPORTUNITY"

THE BASIC VALUE / RETURN EQUATION
OF REAL ESTATE DEVELOPMENT

$$I / V = R$$

Net Operating Income (I) divided by Value (V) = Capitalization Rate (R)

MAJOR FACTORS EFFECTING “OPPORTUNITY”

ECONOMICS

PUBLIC INITIATIVES

OUTSIDE INFLUENCES

THE “DEAL”

ECONOMICS

Inflation or deflation trends

Cost of money

Tax law and incentives (*deductions, tax credits, depreciation rules, etc.*)

*** These are generally not locally influenced**

PUBLIC INITIATIVES

Major public works (*street improvements, public parks, bridges, etc.*).

New public institutions (*schools, libraries, community centers, etc.*).

Public utilities improvements (*water, sewer, power, etc.*).

Planning regulations and initiatives (*re-zoning, special districts, etc.*).

*** All of these increase opportunity and drive up valuations**

OUTSIDE INFLUENCES

Cultural – a location gains or loses historical or cultural significance

Social – a location becomes “chic” or out of favor

Political - a location becomes “protected” or loses uniqueness

The “Market” – supply and demand for land and building types

THE "DEAL"

Terms of the investment (*low purchase price, attractive financing, leverage, etc.*). *

- May have no relationship to what is currently on the site, or whether occupied or vacant, etc.
- May be related to "functional" obsolescence of structures, but that is not the deciding factor. Often referred to as "highest and best use."

* Expressed as "IRR" (Internal Rate of Return), a formula that makes a true comparison of return on investment based on discounted cash flows.

"THE TIPPING POINT"

When “Major Factors” combine to cause projected income (rewards) to rise faster than purchase and development costs (risks), development opportunities reach a “tipping point.”

ANALYZING “OPPORTUNITY” ON MILLER AVENUE

ECONOMIC

- Inflation trends flat but stable
- Cost of money still relatively inexpensive
- Tax laws very favorable

PUBLIC IMPROVEMENTS

- Major street improvements with Measure A funding increases values
- MAPP special zoning incentives increases values
- The Mill Valley Community Center enhances values on lower Miller Avenue

OUTSIDE INFLUENCES

- Mill Valley is a “highly desirable” location, with limited supply – a “floor” on valuations.

CONCLUSION

MAJOR TRENDS IN MILL VALLEY REMAIN HIGHLY FAVORABLE

BOTTOM LINE

When the “tipping point” is reached, almost every property on Miller Avenue will become an “opportunity site*,” depending on “the deal.”

* Any parcel that can be redeveloped (torn down) or renovated and increased in height and density.

“OPPORTUNITY” SITES
OMITTED FROM MAPP

“OPPORTUNITY SITES” OMITTED FROM MAPP Gateway



A number of small sites in the Gateway are likely to be redeveloped as mixed-use, adding more residential density than anticipated.

"OPPORTUNITY SITES" OMITTED FROM MAPP Gateway



All parcels located in the Gateway presently having CN zoning have equal potential for mixed-use development, adding significant mixed-use and residential units not contemplated in MAPP.

“OPPORTUNITY SITES” OMITTED FROM MAPP

Main Street



Service stations and aging structures on smaller parcels are potential redevelopment and assemblage sites. Parcels that are currently vacant land for Whole Foods parking will be pressured to be developed as mixed-use / parking structures as income potential rises.

"OPPORTUNITY SITES" OMITTED FROM MAPP

Main Street



Well located "local landmarks" and other functionally obsolete buildings will be prime targets for new multi-story development as rents trend higher along Miller Avenue.

"OPPORTUNITY SITES" OMITTED FROM MAPP

Main Street



Parcels presently having CN zoning have equal potential for mixed-use development, adding additional multi-story residential units not considered in MAPP.

"OPPORTUNITY SITES" OMITTED FROM MAPP

Main Street



Parcels presently having CN and PA zoning have potential for mixed-use development, adding multi-story residential units not considered in MAPP.

"OPPORTUNITY SITES" OMITTED FROM MAPP

Main Street @ The Parkway



Under-developed parcels adjacent to Main Street, with new higher density zoning will come under economic pressure to be redeveloped.

CONTIGUOUS "OPPORTUNITY SITES" OMITTED FROM MAPP Gateway & Main Street



Parcels contiguous to Miller Avenue on Montford Avenue and on Camino Alto will be impacted by increasing valuations and become targets for higher density redevelopment (**with recent emphasis on affordable housing, the County may allow greater density than MAPP*).

CONTIGUOUS "OPPORTUNITY SITES" OMITTED FROM MAPP

Main Street



Parcels on County land* contiguous to Miller Avenue on Evergreen Avenue will be impacted by rising valuations and become targets for redevelopment (**with recent emphasis on affordable housing, the County may allow greater mixed-use density than MAPP*).

CONTIGUOUS “OPPORTUNITY SITES” OMITTED FROM MAPP

Main Street



Parcels contiguous to Miller Avenue with CN zoning, on Locust Avenue, will be impacted by rising valuations and become targets for mixed-use redevelopment (*with increased height and density*).

**“OPPORTUNITY” SITES
INCORRECTLY ANALYZED IN MAPP**

“OPPORTUNITY SITES” INCORRECTLY ANALYZED IN MAPP Gateway & Main Street



It is highly probable that the Marin Theater Co. expansion will not occur and adjacent commercial parcels will instead be redeveloped as multi-story, mixed use projects, having greater ongoing impacts on traffic, parking, City services and the environment.

RE-ASSESSMENT OF MAPP “OPPORTUNITIES”

MAPP “Opportunity Sites” compared to “Actual Opportunity Sites”
that would result from MAPP in its present form.

"OPPORTUNITY SITES" IDENTIFIED IN MAPP

Gateway

THE GATEWAY

MAPP Opportunity Analysis



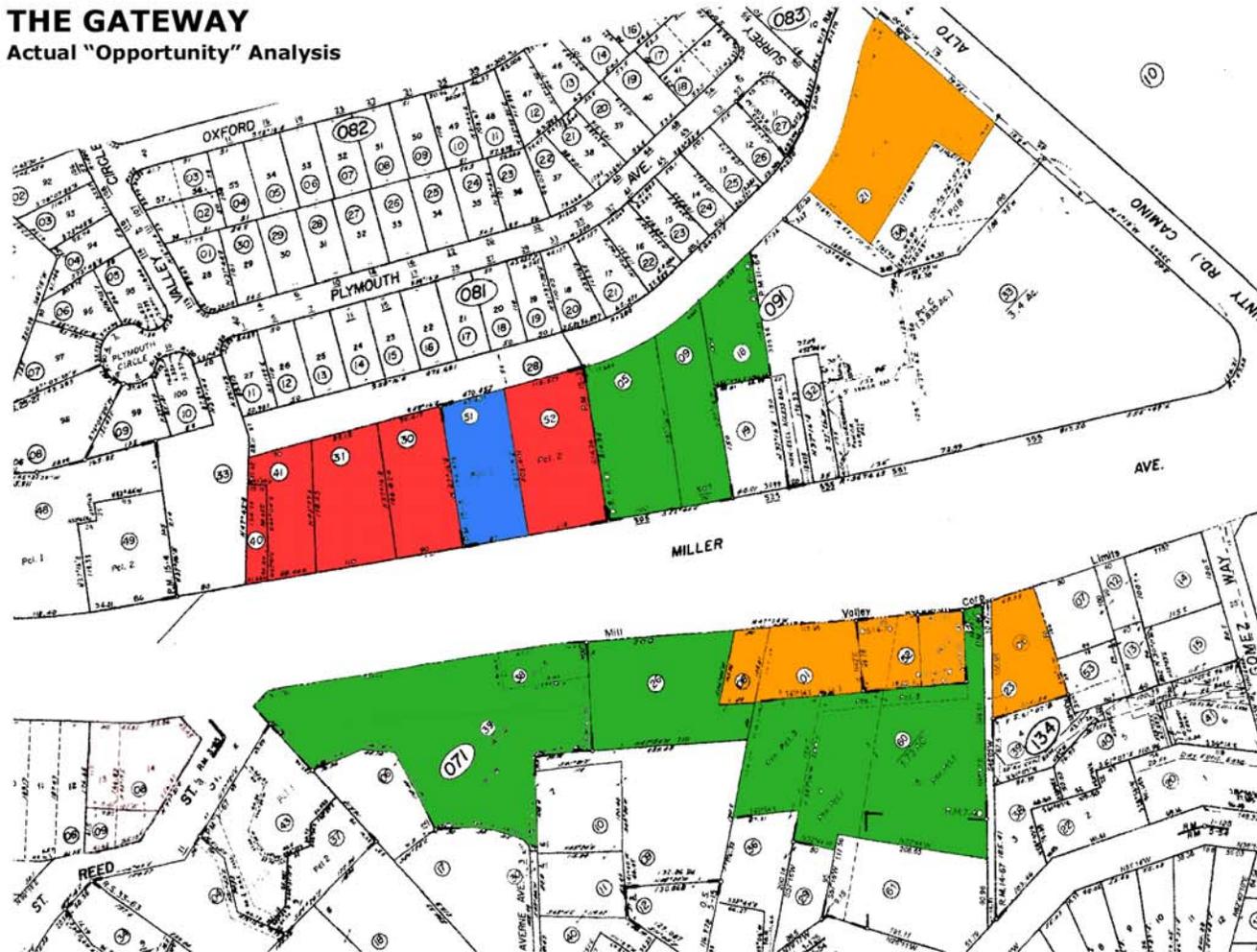
LEGEND

- MAPP Opportunities:
Parcels presently included
in MAPP.

ACTUAL MAPP "OPPORTUNITY SITES"

Gateway

THE GATEWAY Actual "Opportunity" Analysis



LEGEND

- **MAPP Opportunities:**
Parcels presently included in MAPP.
- **Omitted Opportunities:**
Parcels included in Alternative MAPP analysis.
- **Contiguous Opportunities:**
Parcels in the County that fall within MAPP's economic influence.
- **Secondary Opportunities:**
Parcels that have potential for moderate increases in residential density.
- **Incorrectly Analyzed Opportunities:** Parcels where MAPP development assumptions are questionable.

"OPPORTUNITY SITES" IDENTIFIED IN MAPP

Main Street

MAIN STREET

MAPP Opportunity Analysis

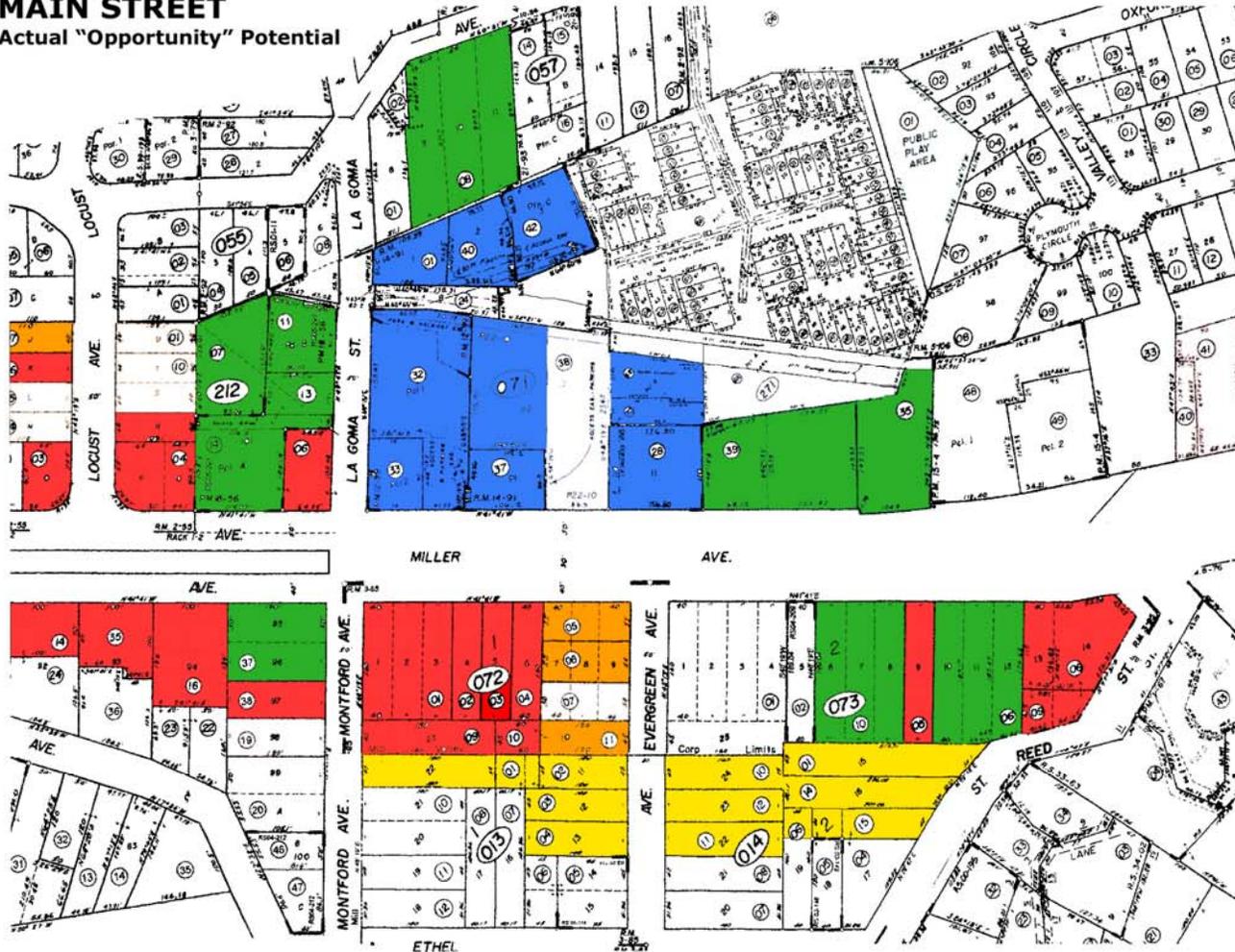


LEGEND

- MAPP Opportunities:
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ACTUAL MAPP "OPPORTUNITY SITES" Main Street

MAIN STREET
Actual "Opportunity" Potential



LEGEND

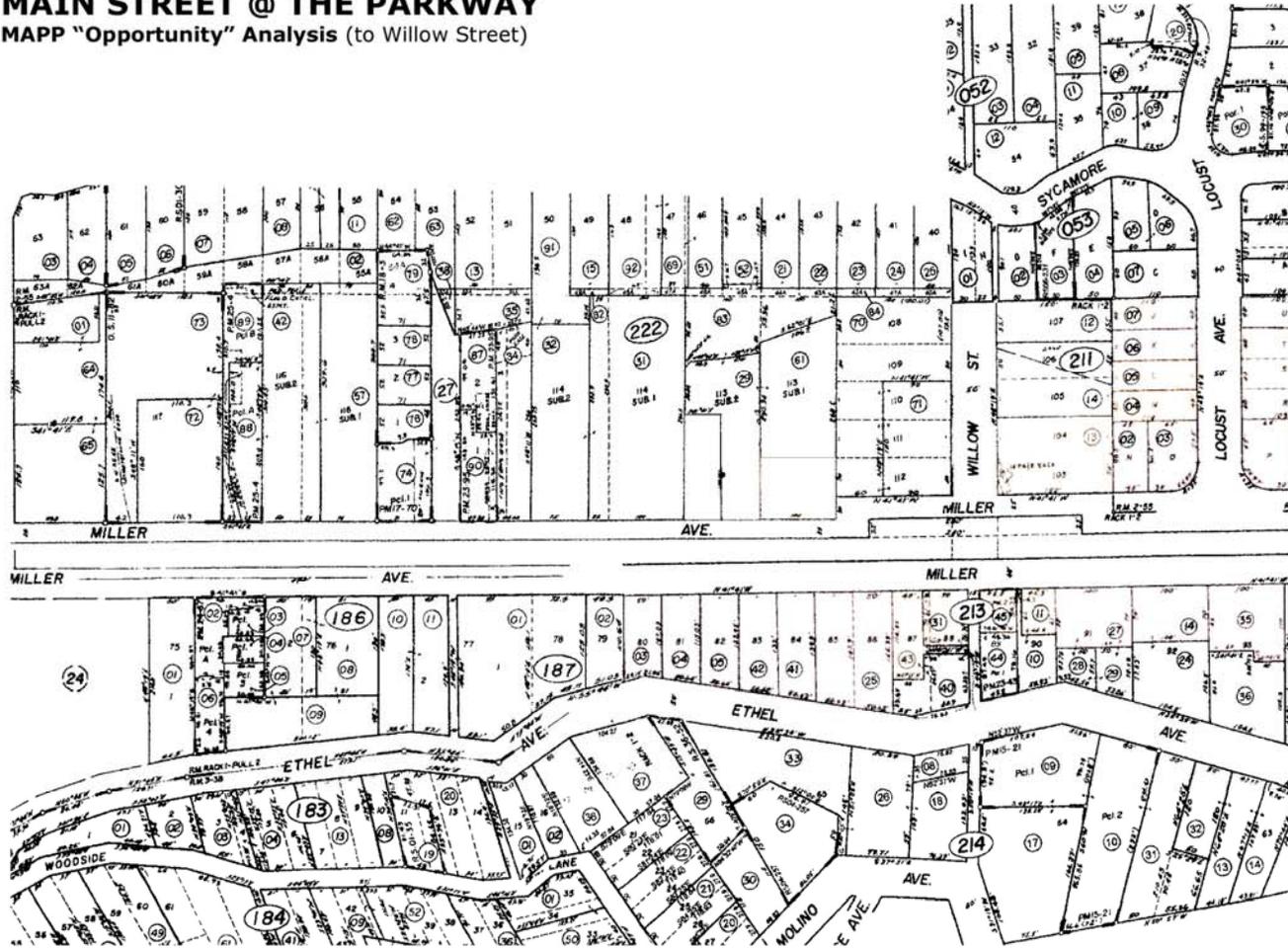
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"OPPORTUNITY SITES" IDENTIFIED IN MAPP

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

MAPP "Opportunity" Analysis (to Willow Street)



LEGEND

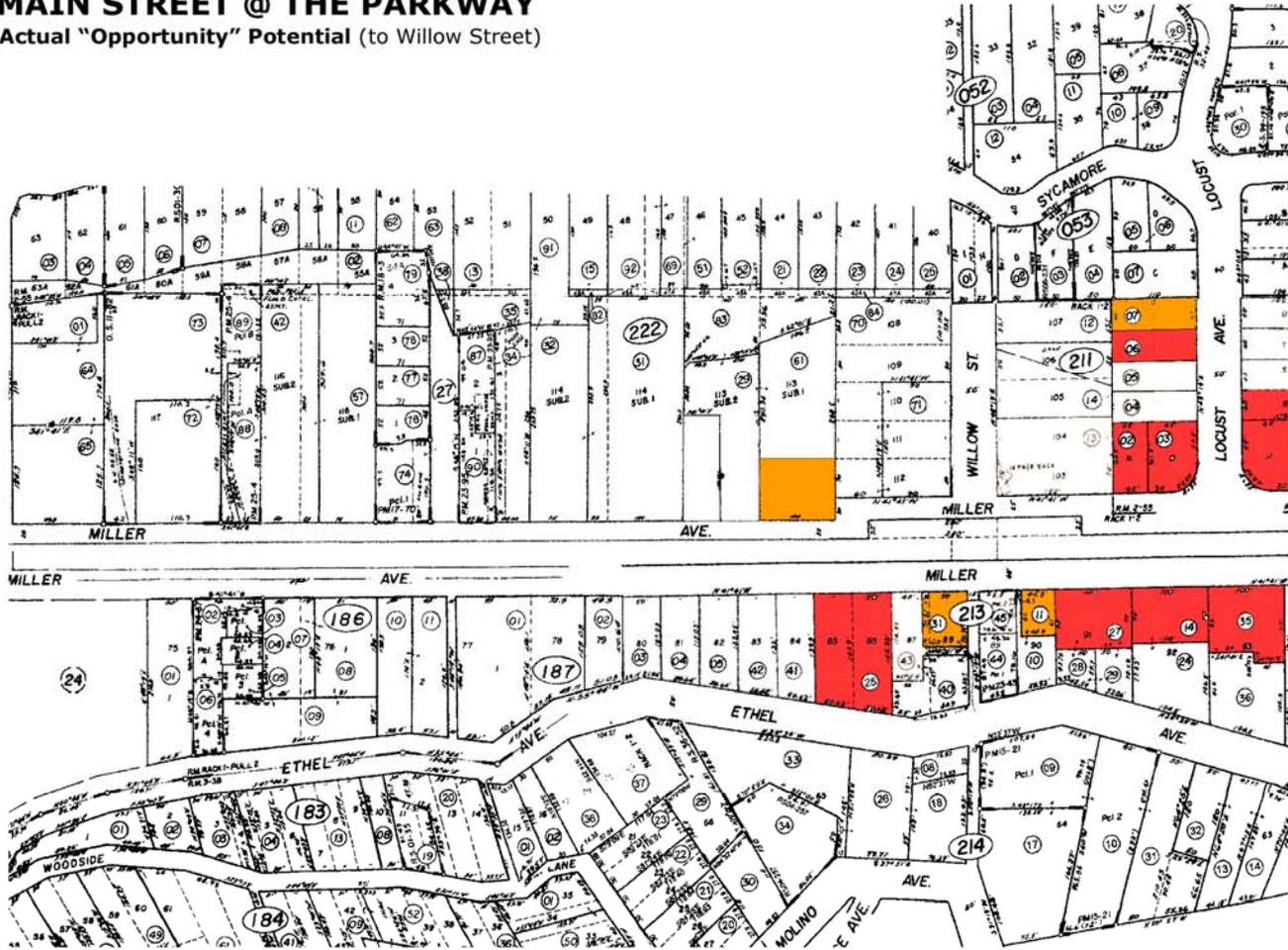
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ACTUAL MAPP "OPPORTUNITY SITES"

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

Actual "Opportunity" Potential (to Willow Street)



LEGEND

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MAPP'S STATED IMPACTS
COMPARED WITH ACTUAL
POTENTIAL IMPACTS

STATED MAPP IMPACTS

Gateway

THE GATEWAY MAPP "Opportunity" Analysis

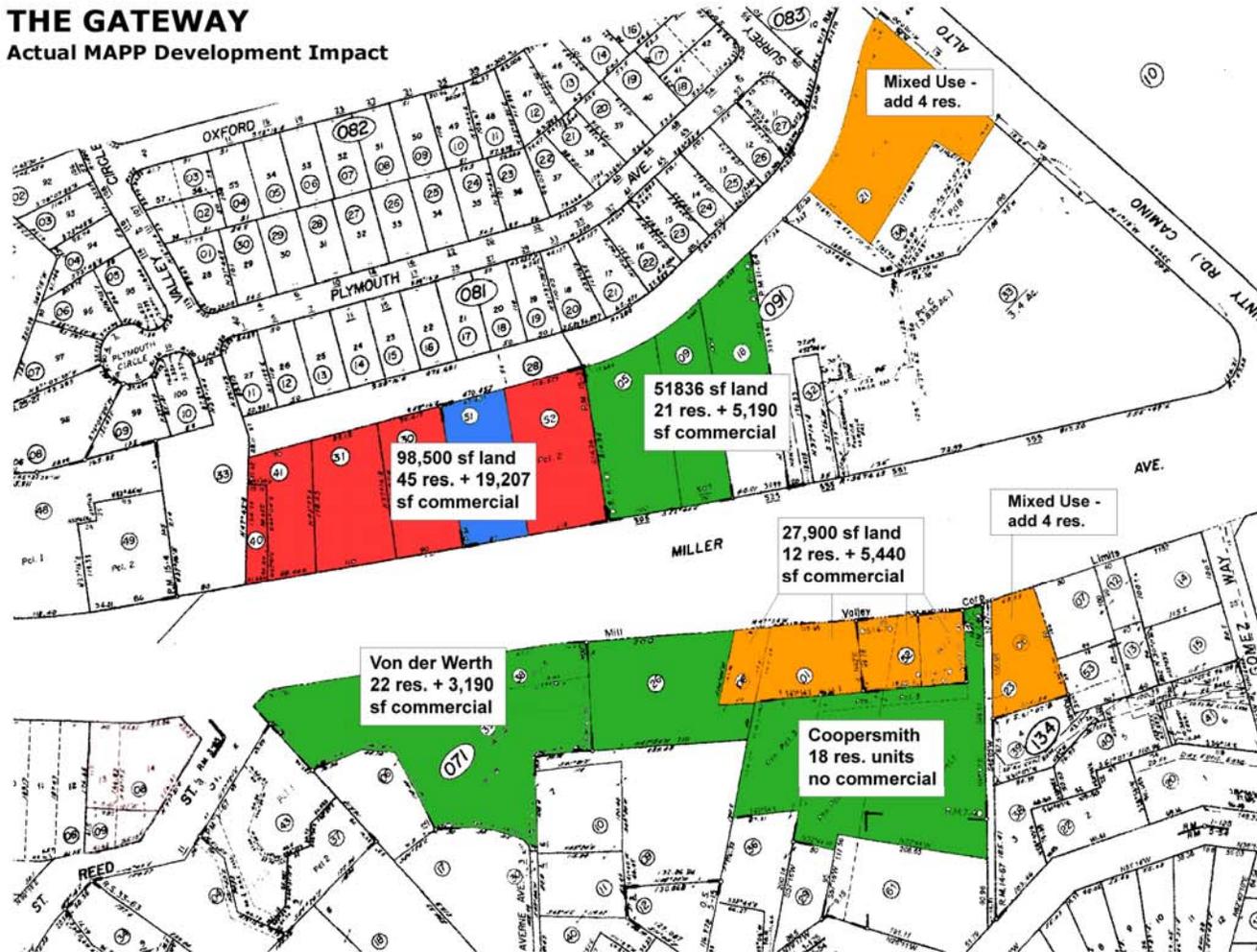


ACTUAL MAPP IMPACTS

Gateway

THE GATEWAY

Actual MAPP Development Impact



LEGEND

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ACTUAL MAPP DEVELOPMENT

HEIGHT: 3 Stories (40 feet)
Commercial FAR: .65
Residential FAR: None

RESIDENTIAL: 20 units per acre
(505 Miller Avenue density - unit sizes 750 to 2,350 sf).

COMMERCIAL: 30% of FAR (required for service businesses on remaining sites)

126 Residential Units
28,131 SF Commercial

STATED MAPP IMPACTS

Main Street

MAIN STREET MAPP "Opportunity" Analysis



LEGEND

- MAPP Opportunities:
Parcels presently included
in MAPP.

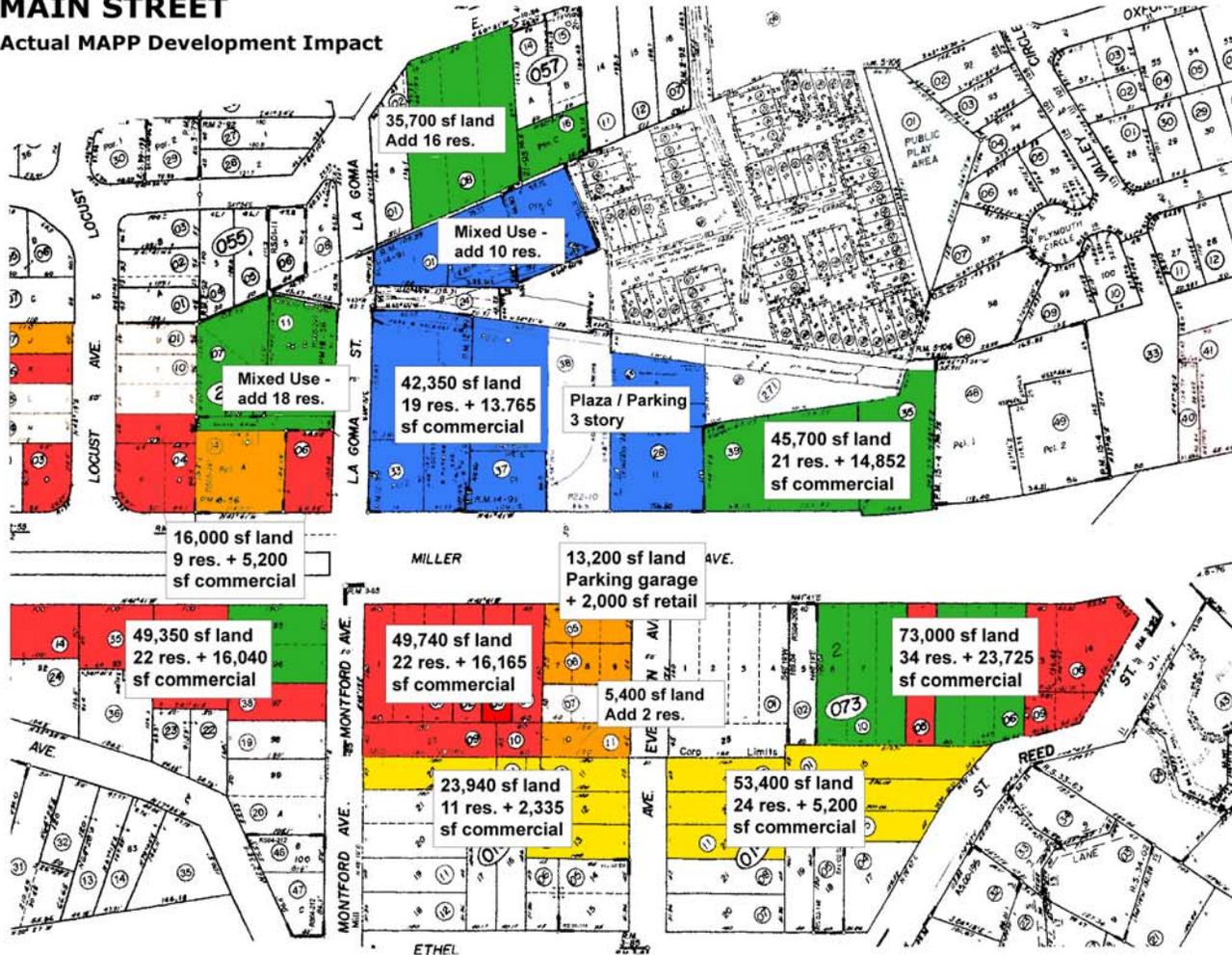
**Stated MAPP Development
Impact:**
66 Residential Units
**Commercial Projections are
Incomplete**

ACTUAL MAPP IMPACTS

Main Street

MAIN STREET

Actual MAPP Development Impact



LEGEND

- **MAPP Opportunities:**
Parcels presently included in MAPP.
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ACTUAL MAPP DEVELOPMENT

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Commercial FAR: .65
Residential FAR: None

RESIDENTIAL: 20 units per acre
(420 Miller Ave. is 23 units/acre)

COMMERCIAL: 50% of FAR - City
(reflects existing street usage).
15% of FAR - County.

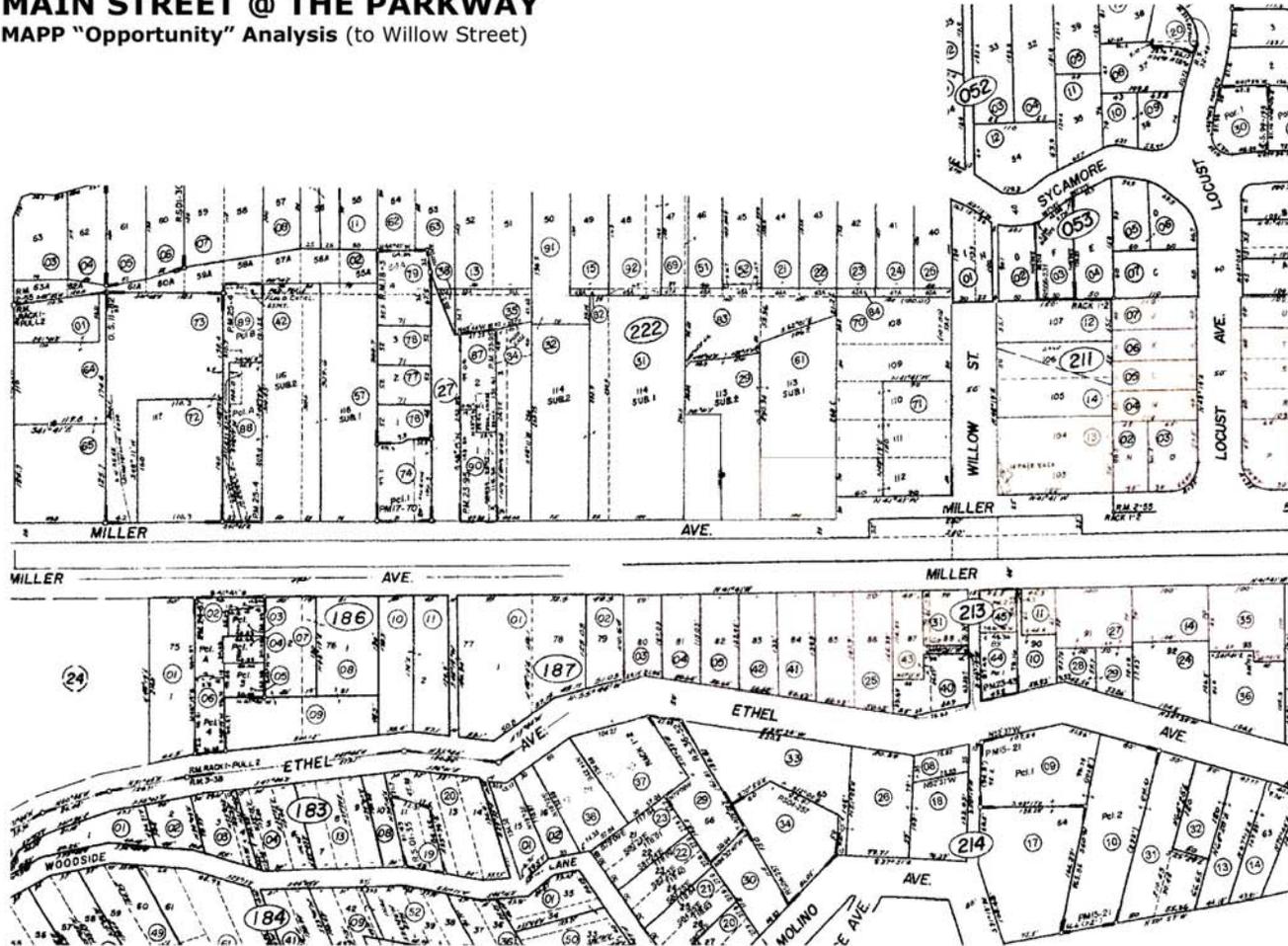
173 Res. Units - City
35 Res. Units - County
99,282 SF Commercial

STATED MAPP IMPACTS

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

MAPP "Opportunity" Analysis (to Willow Street)



LEGEND

- MAPP Opportunities:
Parcels presently included
in MAPP.

Stated MAPP Development Impact:

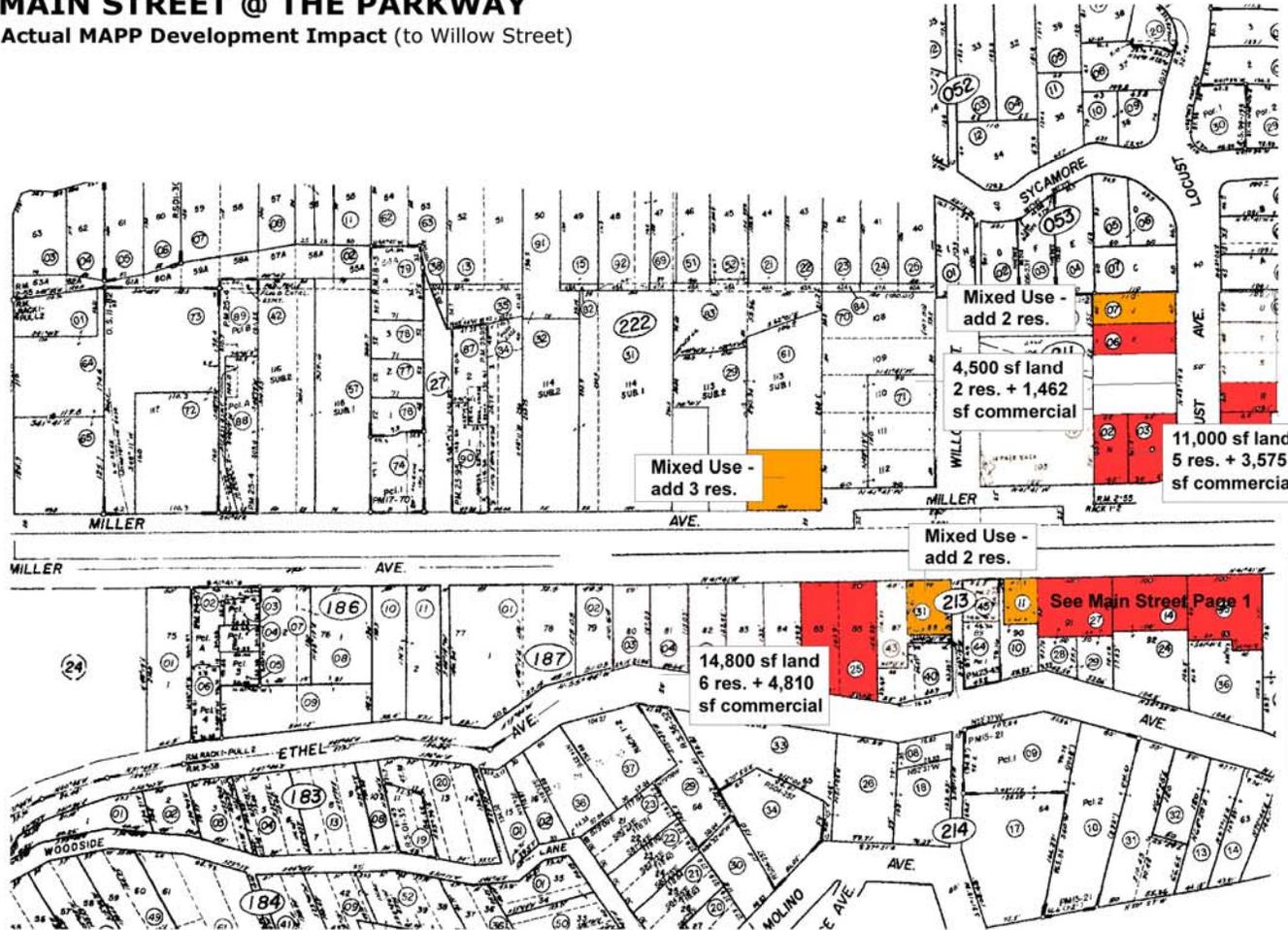
0 Residential Units
Commercial Projections are Incomplete

ACTUAL MAPP IMPACTS

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

Actual MAPP Development Impact (to Willow Street)



LEGEND

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COMMERCIAL: 50% of FAR - City
 (reflects existing street usage).
15% of FAR - County.

20 Residential Units
9,847 SF Commercial

FLAWS IN MAPP LOGIC

1. MAPP only contemplates “one” future outcome. It fails to recognize alternative future outcomes that might also result from the same guidelines.
2. Future development shown in MAPP is dramatically inconsistent even between identical parcels (*i.e. it bears no relationship to proposed zoning guidelines and is not based on any documentable methodology*).
3. MAPP offers generous commercial FAR but fails to even account for its development impacts.
4. MAPP fails to consider the possibility of other types of development strategies, such as “assemblages” (*combining sites*).
5. MAPP’s assumptions about the ratio of future commercial vs. residential development are unsustainable if Miller Avenue is to serve community needs and remain viable for local serving businesses.

CONCLUSIONS

IMPACTS GREATER THAN ANTICIPATED

1. When all potential opportunity sites are included, MAPP's impacts will greatly exceed current projections (*overall density, congestion, traffic, parking, schools and demand on City services*).
2. MAPP planning guidelines are inadequate to protect public interests (*i.e. on a one acre parcel in the Gateway, abutting the creek, a developer could build one 69,000 sf structure by the rights granted in MAPP*).
3. The level of development that will result from MAPP will almost certainly require undesirable public works projects, including signalized intersections and multi-story parking facilities.

ALTERNATIVE
ANALYSIS OF MILLER AVENUE

The original planning concept of defining “rooms” was an acknowledgment of existing physical characteristics and historical land use patterns, to help inform future growth.

GOALS

1. Manage an appropriate level of growth, while maintaining the small town character of Mill Valley.
2. Preserve an appropriate mix of commercial and residential development that maintains the viability of local neighborhood serving businesses.
3. Develop sustainable affordable housing solutions for those most in need (*low and very low income*).
4. Establish a planning process that is fully transparent and ensures adequate public participation.
5. Establish development guidelines that are simple and clearly aligned with these goals.

REVISED ASSUMPTIONS

1. Accurately designate all potential opportunity sites within the Miller Avenue corridor and assume that sites with similar characteristics have equal development potential.
2. Clearly assess the potential for increased commercial development, in addition to residential development, based on zoning guidelines offered.
3. Assess how “assemblages” and other types of development strategies may impact development.
4. Establish realistic assumptions regarding ratio of future commercial vs. residential development to best serve community needs and retain local neighborhood-serving businesses.
5. Examine alternative future development possibilities within any proposed guidelines.
6. Consider that unforeseen changes might effect future development potential (*i.e. with a 30 year horizon one must assume technological and social changes that could increase development capacity within fixed guidelines*).

ASSESSING REAL IMPACTS

1. Projected cumulative impacts must be consistent with the overall capacity of the City to manage the long term effects of increased density, congestion, traffic, parking, schools' capacity and the demand on City services.
2. Projected cumulative impacts must be based on a documentable methodology in order to have real predictive value.
3. Projected development must be consistent with community values and avoid undesirable public works projects, including signalized intersections and obtrusive multi-story parking facilities.

ALTERNATIVE PROFORMA ASSUMPTIONS

NOTE: THIS IS NOT “BY RIGHT” ZONING – THESE ARE GUIDELINES ONLY FOR PROFORMA PURPOSES

GATEWAY ROOM

- Maintain current FAR at .45 combined residential and commercial.
- Maintain current 36 foot height limits (*4 ft. bonus for flood issues*).
- Allow up to 12 units per acre.

MAIN STREET

- Maintain current FAR at .45 combined residential and commercial.
- Maintain current 36 foot height limits: Decrease allowable from 3 story to 2 story.
- Allow up to 10 units per acre (*to maintain higher % of commercial / retail use*).

*** Neither this Proforma nor MAPP's projections account for State Density Bonuses, which can increase density by up to 30% over those shown.**

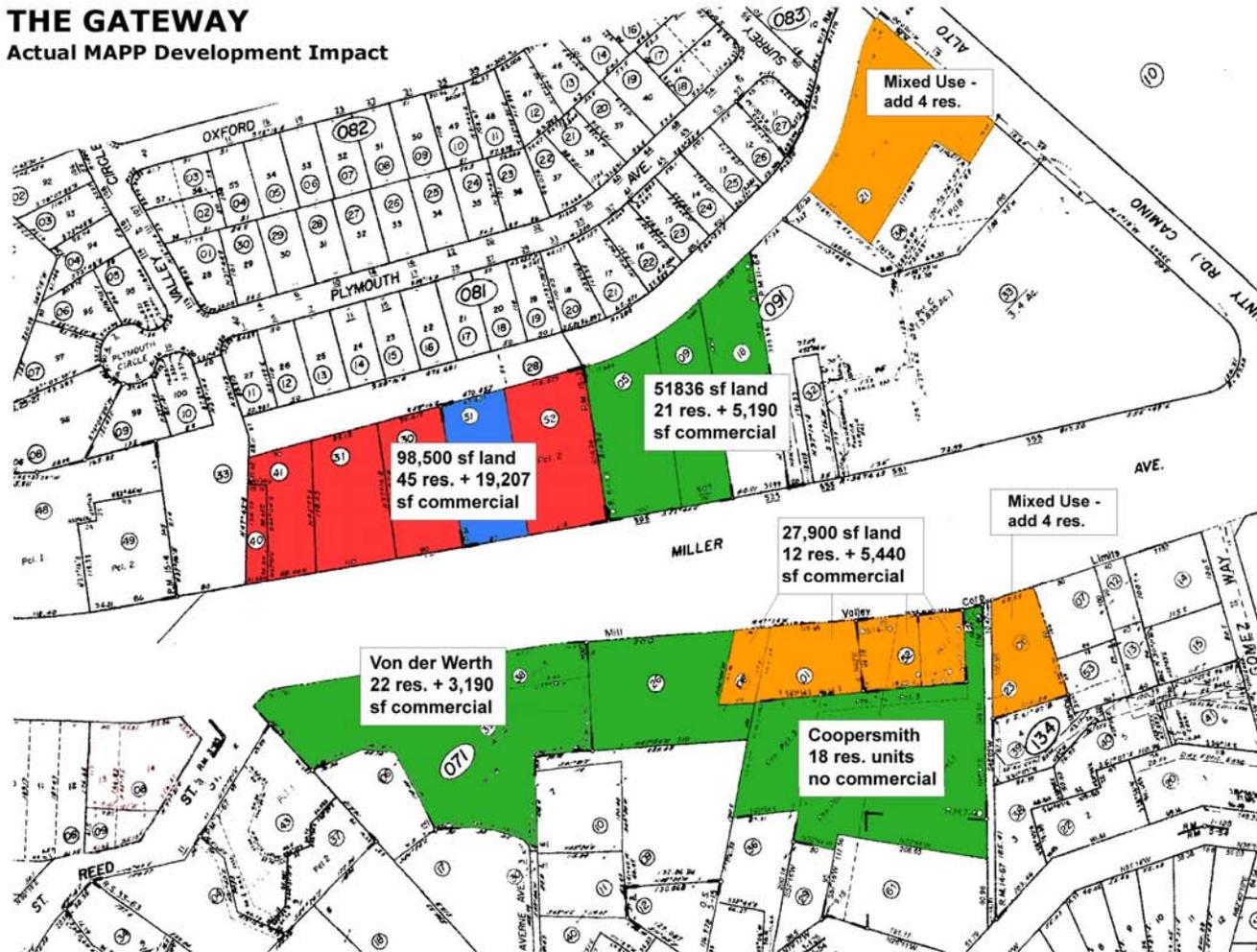
MAPP & ALTERNATIVE ANALYSIS COMPARED

ACTUAL MAPP IMPACTS

Gateway

THE GATEWAY

Actual MAPP Development Impact



LEGEND

- **MAPP Opportunities:**
Parcels presently included in MAPP.
- **Omitted Opportunities:**
Parcels included in Alternative MAPP analysis.
- **Secondary Opportunities:**
Parcels that have potential for moderate increases in residential density.
- **Incorrectly Analyzed Opportunities:** Parcels where MAPP development assumptions are questionable.

ACTUAL MAPP DEVELOPMENT

HEIGHT: 3 Stories (40 feet)
Commercial FAR: .65
Residential FAR: None

RESIDENTIAL: 20 units per acre
 (505 Miller Avenue density - unit sizes 750 to 2,350 sf).

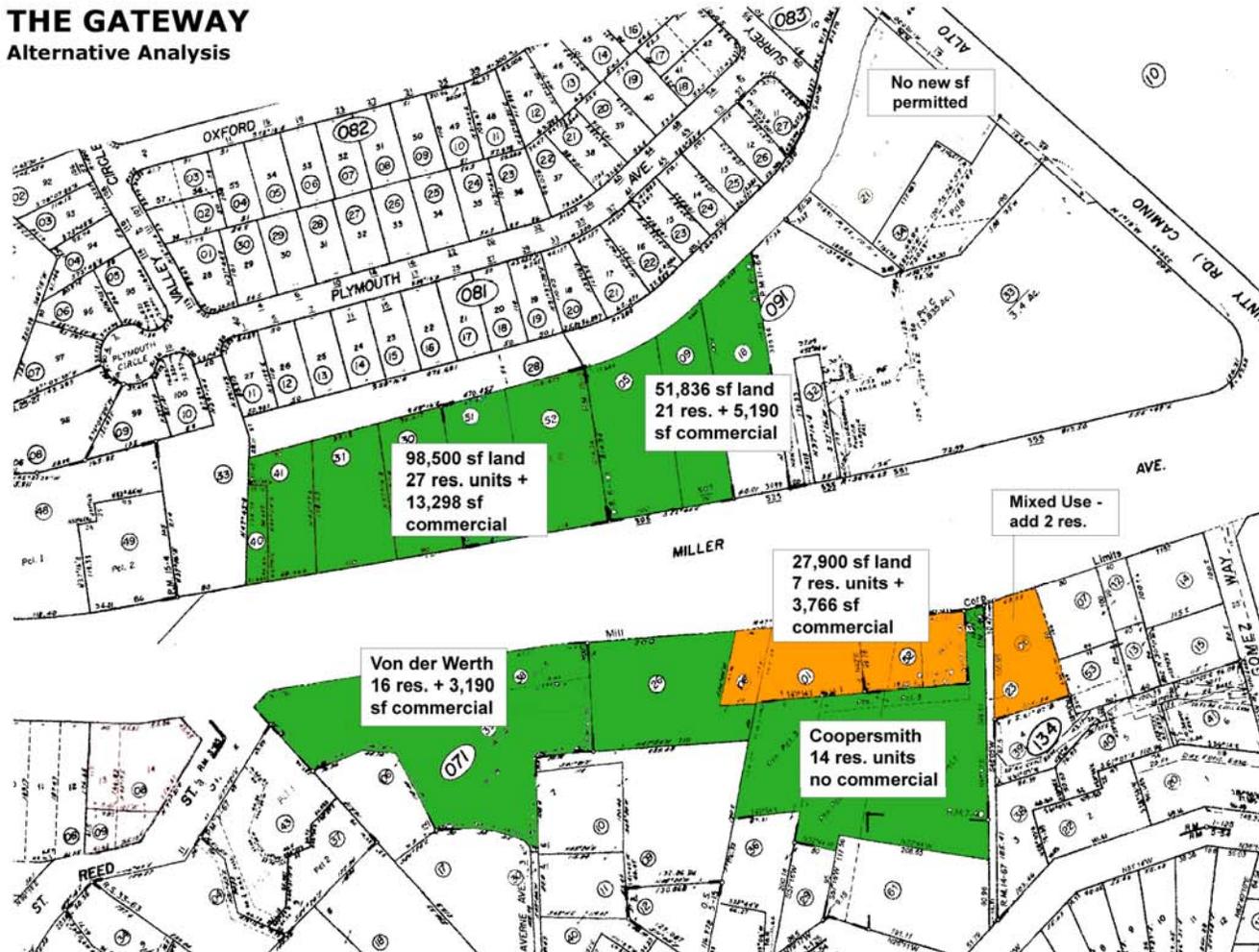
COMMERCIAL: 30% of FAR (required for service businesses on remaining sites)

126 Residential Units
28,131 SF Commercial

ALTERNATIVE ANALYSIS IMPACTS

Gateway

THE GATEWAY Alternative Analysis



LEGEND

- **MAPP Opportunities:**
Parcels presently included in MAPP.
- **Secondary Opportunities:**
Parcels that have potential for moderate increases in residential density.

ALTERNATIVE ASSUMPTIONS

HEIGHT: 3 Stories - 36 feet with Exception to 40 ft. for flood.

FAR: Commercial & Residential: .45 combined

RESIDENTIAL: 12 units per acre

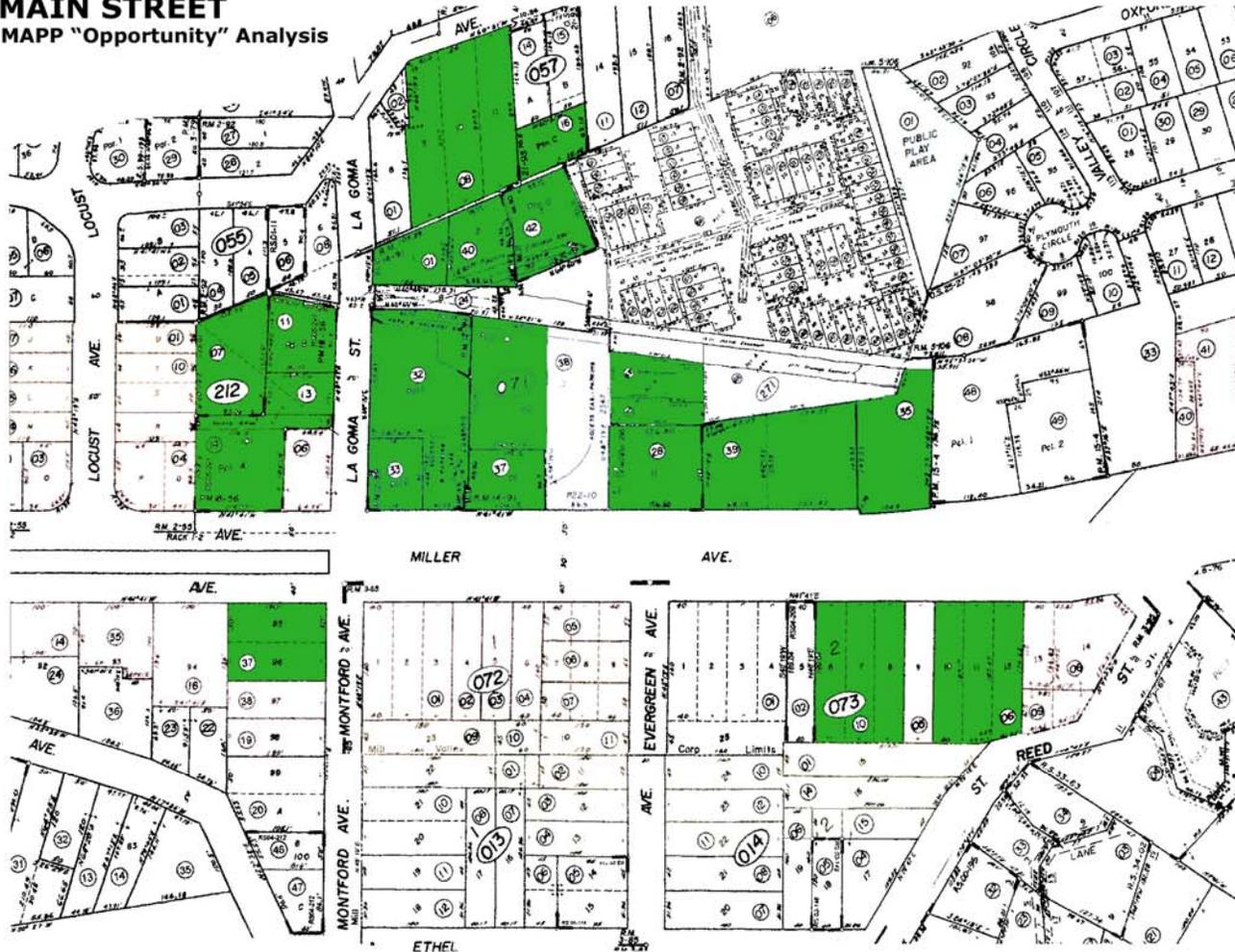
COMMERCIAL: 30% of FAR (required for service businesses on remaining sites).

87 Residential Units
25,444 SF Commercial

STATED MAPP IMPACTS

Main Street

MAIN STREET MAPP "Opportunity" Analysis



LEGEND

- MAPP Opportunities:
Parcels presently included
in MAPP.

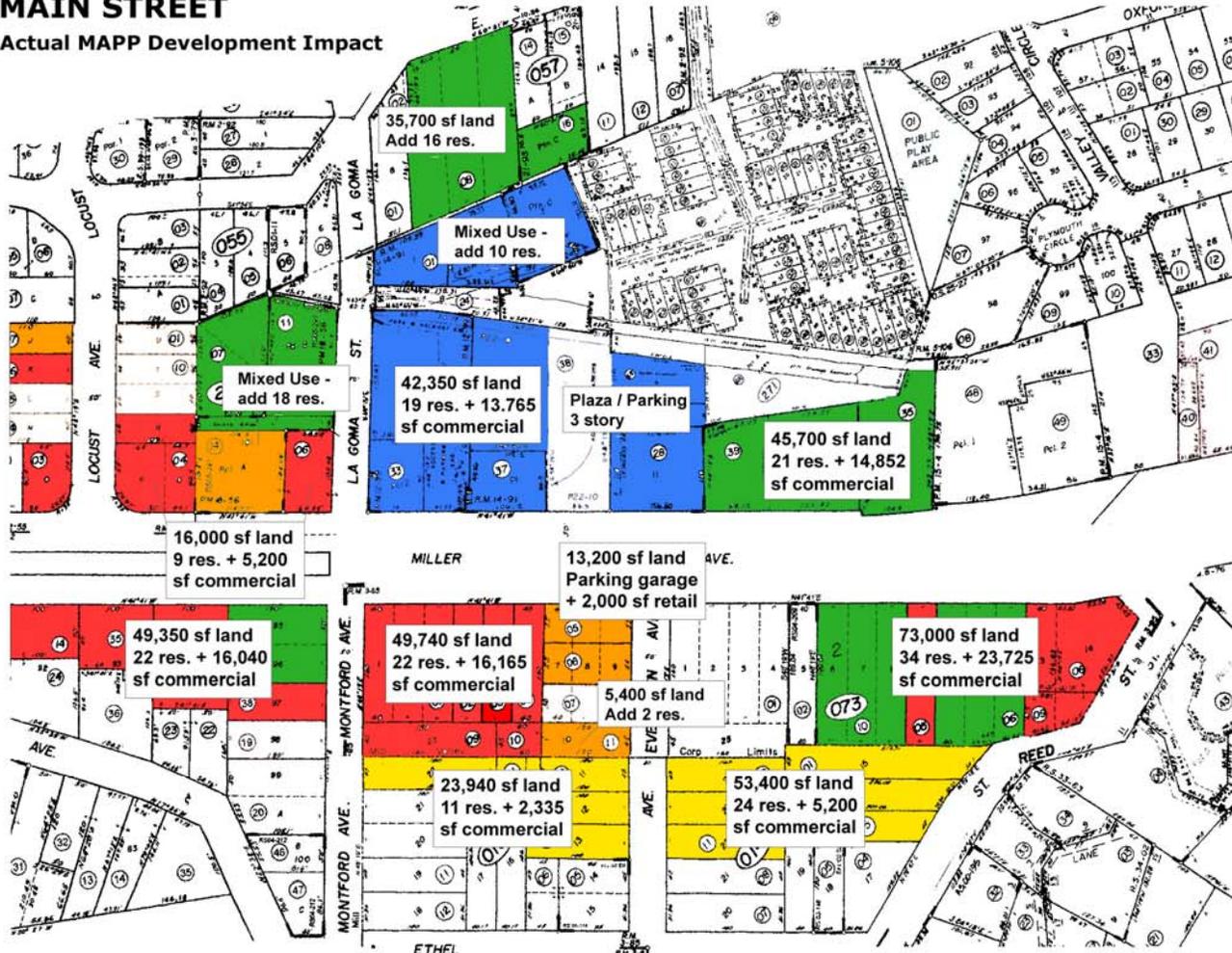
Stated MAPP Development Impact:
66 Residential Units
Commercial Projections are Incomplete

ACTUAL MAPP IMPACTS

Main Street

MAIN STREET

Actual MAPP Development Impact



LEGEND

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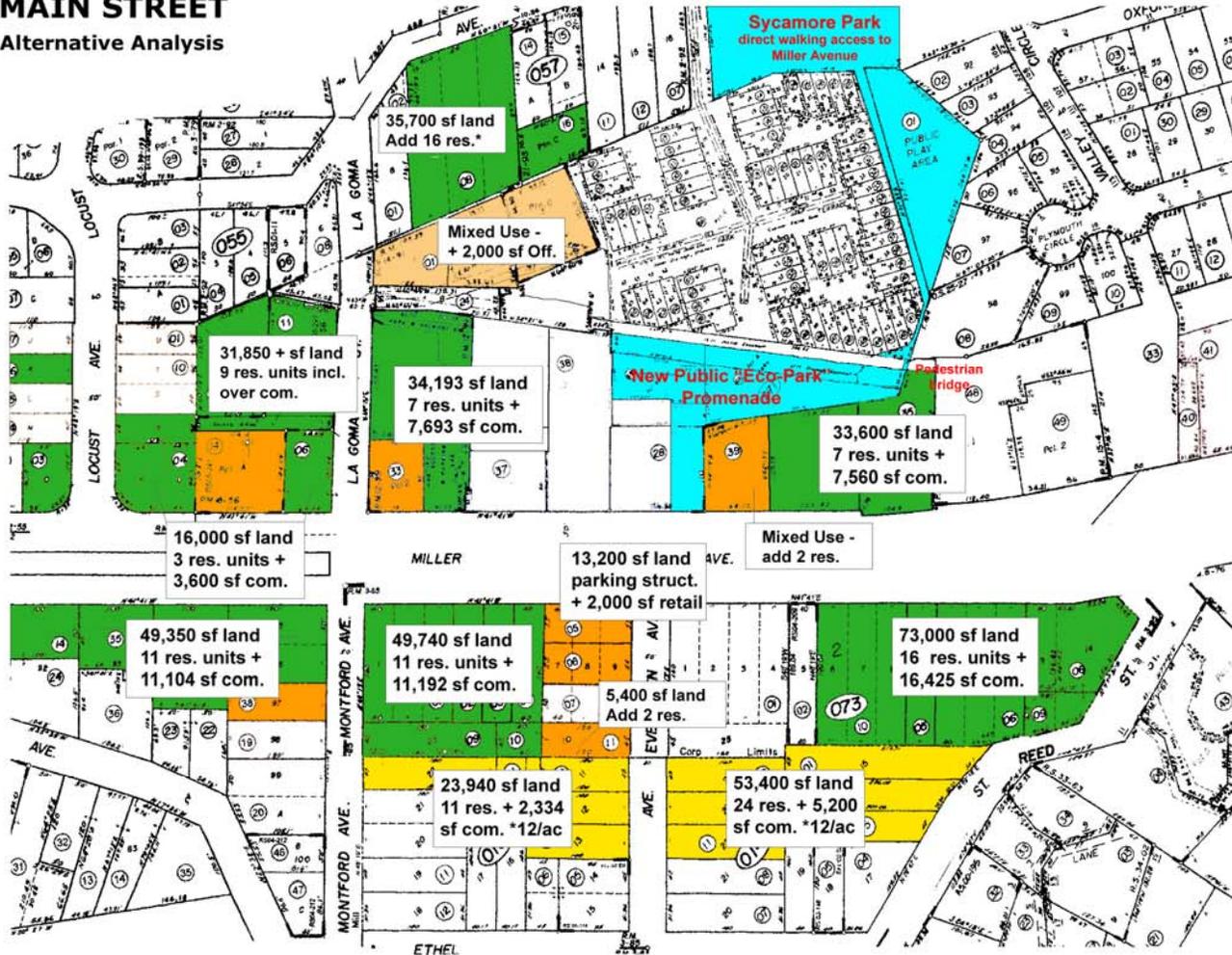
COMMERCIAL: 50% of FAR - City
(reflects existing street usage).
15% of FAR - County.

173 Res. Units - City
35 Res. Units - County
99,282 SF Commercial

ALTERNATIVE ANALYSIS

Main Street

MAIN STREET Alternative Analysis



LEGEND

- Primary Development Opportunities: Proforma
- Contiguous Opportunities: Parcels in the County that fall within MAPP's economic influence.
- Secondary Opportunities: Parcels that have potential for moderate increases in residential density.
- Secondary Opportunities: Commercial

ALTERNATIVE ASSUMPTIONS

HEIGHT: 2 Story max. - Maintain existing 36 foot height limit.

FAR: Commercial & Residential: Maintain existing .45 combined.

RESIDENTIAL: 10 units per acre;

COMMERCIAL: 50% of FAR on Miller Ave. / 15% average adjacent to Miller Ave.

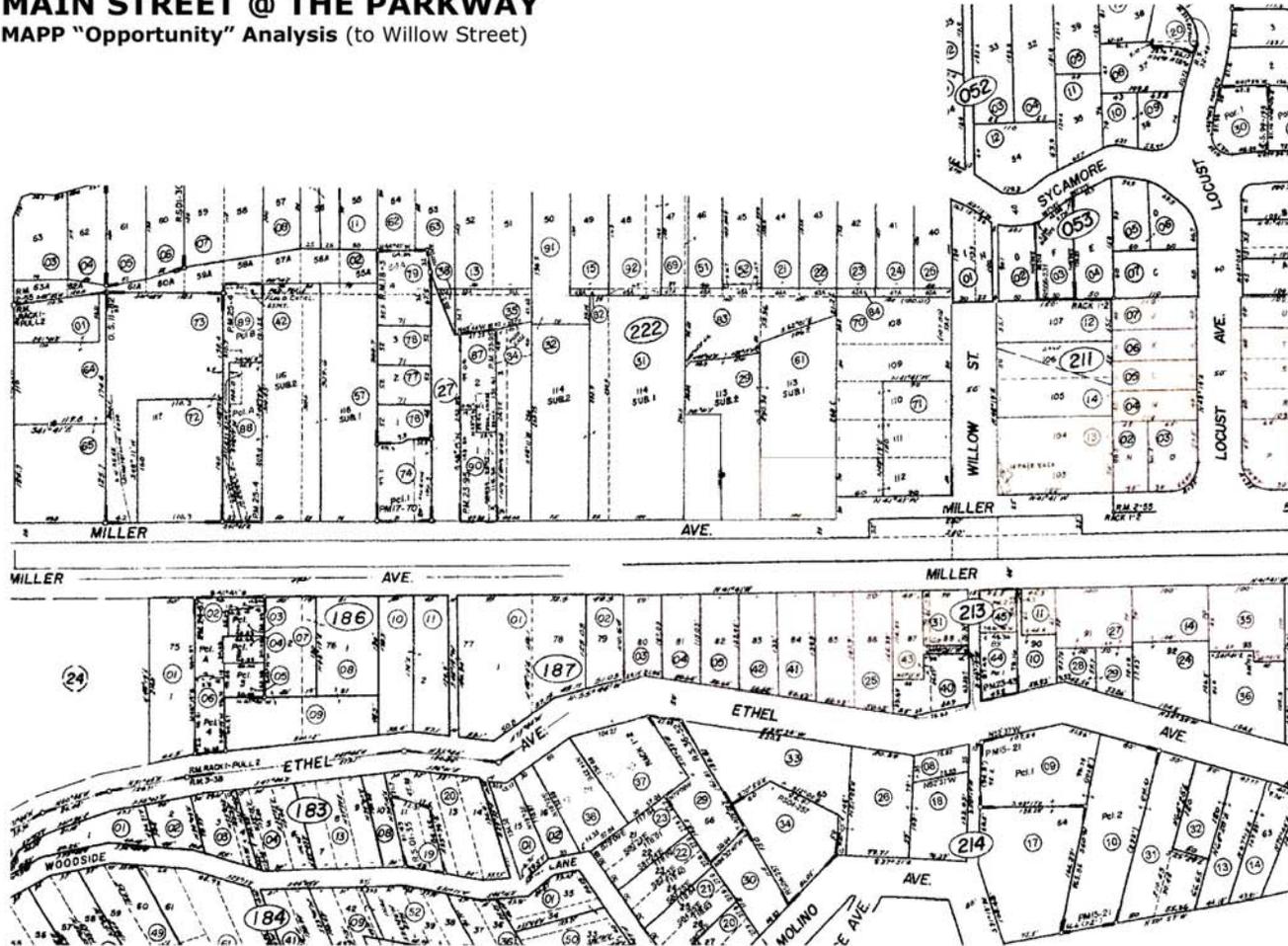
84 Res. Units - City
35 Res. Units - County
66,108 SF Commercial Total

STATED MAPP IMPACTS

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

MAPP "Opportunity" Analysis (to Willow Street)



LEGEND

- MAPP Opportunities:
 Parcels presently included
 in MAPP.

Stated MAPP Development Impact:

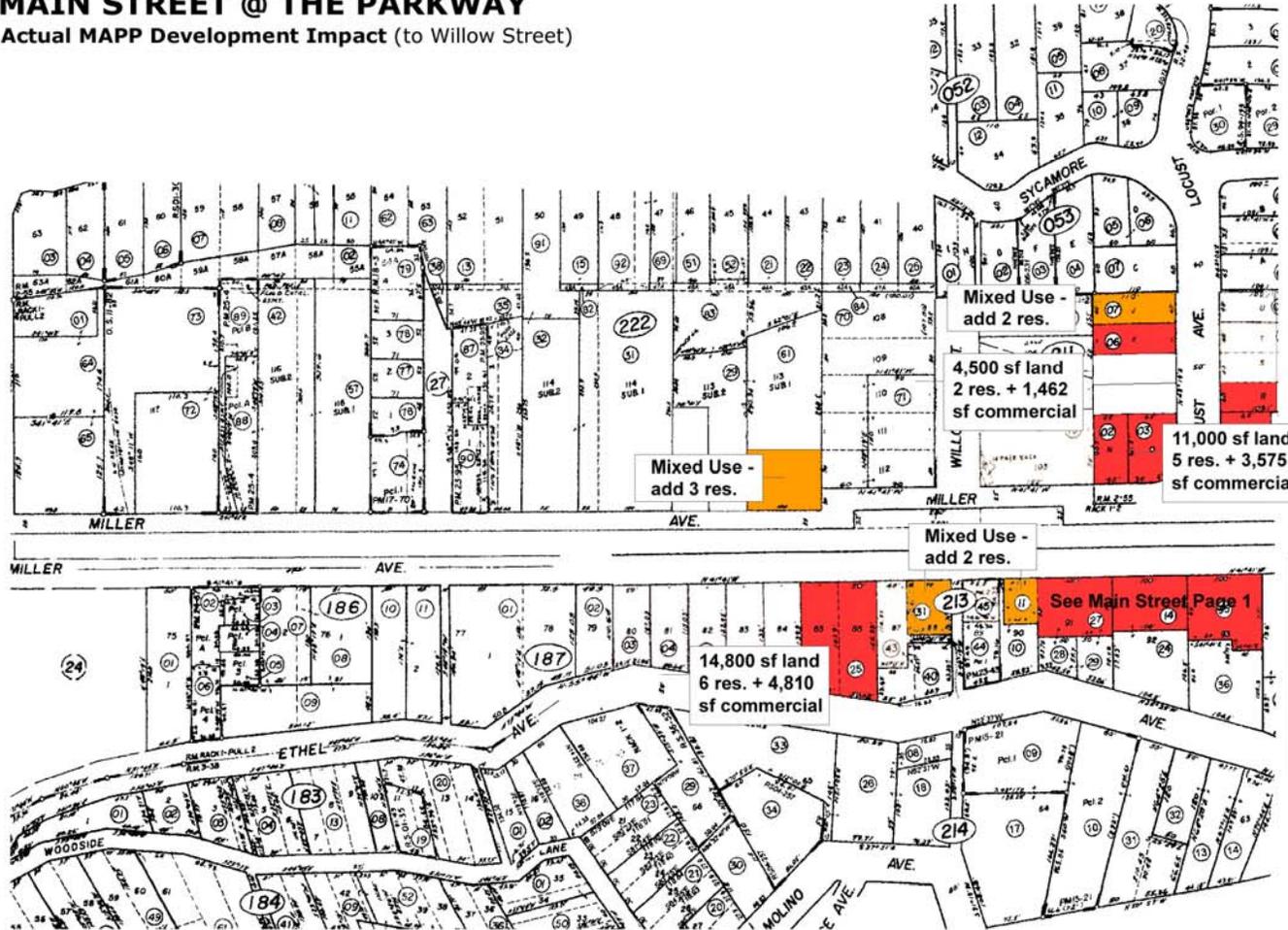
0 Residential Units
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ACTUAL MAPP IMPACTS

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

Actual MAPP Development Impact (to Willow Street)



LEGEND

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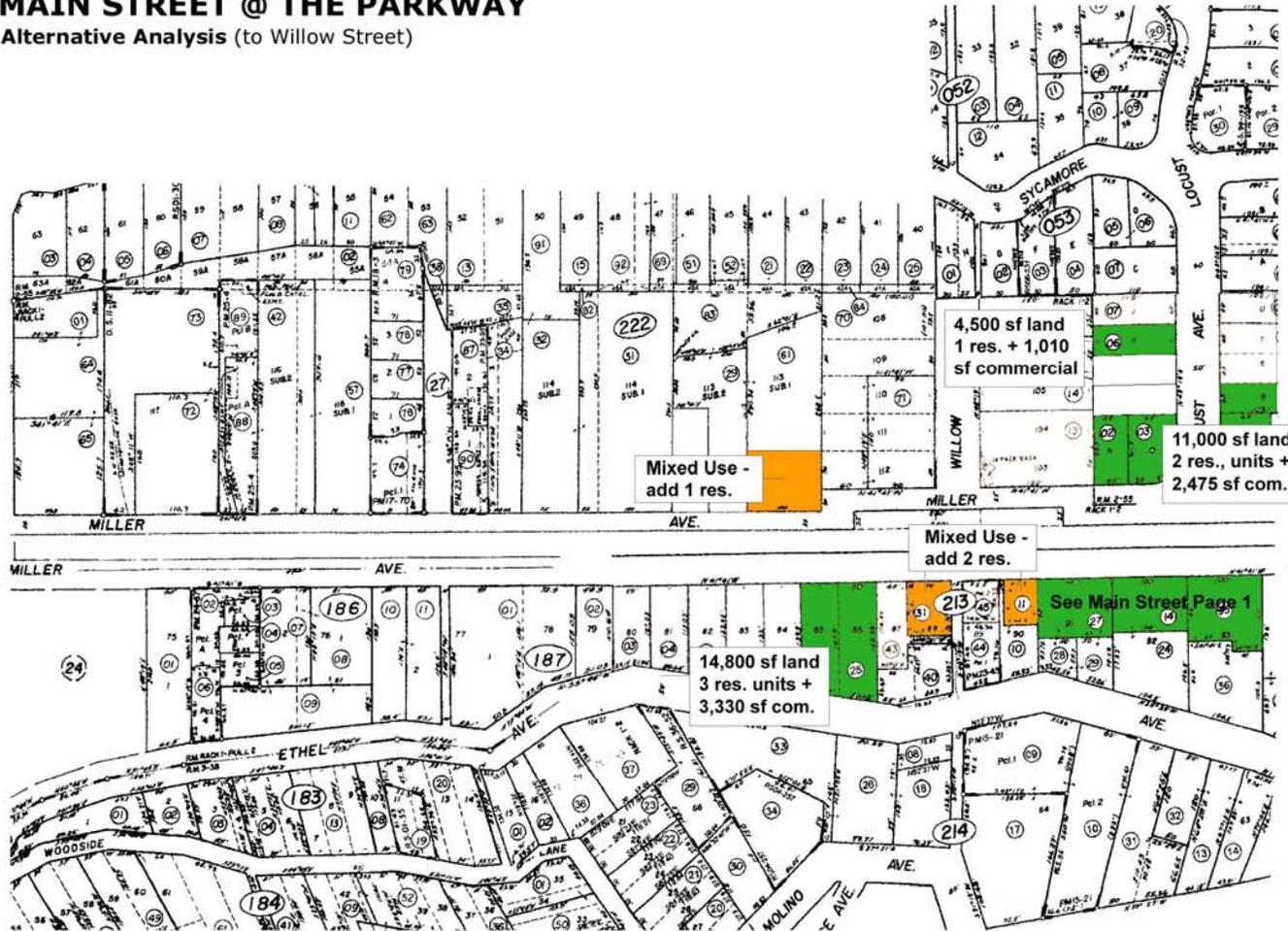
20 Residential Units
9,847 SF Commercial

ALTERNATIVE ANALYSIS

Main Street @ The Parkway

MAIN STREET @ THE PARKWAY

Alternative Analysis (to Willow Street)



LEGEND

- MAPP Opportunities: Parcels presently included in MAPP.
- Secondary Opportunities: Parcels that have potential for moderate increases in residential density.

ALTERNATIVE ASSUMPTIONS

- HEIGHT: 2 story max. - Maintain existing 36 foot height limit.
 - FAR: Commercial & Residential: Maintain existing .45 combined
 - RESIDENTIAL: 10 units per acre;
 - COMMERCIAL: 50% of FAR on Miller Avenue and adjacent.
- 9 Residential Units**
6,815 SF Commercial

IMPACT ANALYSIS

30 Year Time Horizon **

Gateway & Main Street “rooms” only

Stated MAPP Impacts:	145 Residential units
Actual MAPP Impacts:	354 Residential units
Alternative Impacts:	178 Residential units*

* Even with more restrictive zoning guidelines, the impacts of development exceed MAPP projections and may still be unacceptably high.

** Projected residential unit counts do not include possible State Density Bonuses, which can increase total units allowed in each case.

MAPP & ALTERNATIVE ANALYSIS PROJECTIONS COMPARED				
ROOM	MAPP STATED	MAPP ACTUAL	PROJECTED	NOTES
GATEWAY				
FAR	0.65	0.65	0.45	
Height	40	40	36	3 story in both cases
Height Bonus			4	Bonus tied to identified flood plain issues - but not "by right."
Units per acre	20	20	12	
Projected Residential Units	Total Units	Total Units	Total Units	
By Right MAPP / Proforma Alt.	79	126	87	
Projected Commercial SF				
By Right MAPP / Proforma Alt.	0	28,131	25,444	
MAIN STREET				
FAR	0.65	0.65	0.45	No bonuses
Height	40	40	36	MAPP is 3 story. 2 story maximum in Alternative; No bonuses.
Units per acre	20	20	10	
Projected Residential Units	Total Units	Total Units	Total Units	
City - By Right MAPP / Proforma Alt.	66	193	91	
County	0	35	35	12 units per acre assumed
Projected Commercial SF				
City - By Right MAPP / Proforma Alt.		109,129	72,923	
TOTALS				
Projected Residential Units	MAPP STATED	MAPP ACTUAL	PROJECTED	
By Right MAPP / Proforma Alt.	145	354	178	* Even with greater restrictions, impacts of development exceed MAPP projections and may still exceed the City's capability to mitigate.
Projected Commercial SF				
By Right MAPP / Proforma Alt.	incomplete data	137,260	98,367	

ANALYSIS CONCLUSIONS

1. A successful plan will need to have clear goals and have its fundamental assumptions based on sound analysis.
2. Significant levels of growth and the preservation of Mill Valley's small town character can both be achieved with planning and zoning guidelines that are more restrictive than those proposed in MAPP.
3. MAPP surrenders the public process protections afforded by the PD planning process by offering "as of right" zoning incentives without any guarantee of the benefits it hopes to achieve, so it must be used very judiciously, if at all, and needs further study.
4. Affordable housing goals may be better achieved through a voucher-based system (*possible County wide*) funded by voluntary in-lieu fees from larger projects to off-set inclusionary zoning requirements (*in-lieu fees to only apply to projects of 5 residential units or more, or 1,500 sf commercial or more*).

continued...

ANALYSIS CONCLUSIONS

5. A maximum height of 2 stories in the Main Street room maintains an appropriate scale and supports neighborhood-serving businesses, without restricting growth.
6. An appropriate mix of residential and commercial development can be achieved through a balance of zoning restrictions and trade-off development bonuses.
7. Pedestrian-friendly and environmentally themed public spaces, as the centerpiece of the Main Street room (*enhancing pedestrian access to Miller Avenue*), is a more appropriate expression of our shared community values than a large-scaled regional serving entertainment complex.

continued...

ANALYSIS CONCLUSIONS

8. The scope of any Environmental Impact Report for MAPP must consider the full extent of all potential impacts, derived from sound analytical methods.
9. The long term, cumulative effects of increased density, congestion, traffic, parking, public improvements, schools' capacity and the demand on City services of any proposal will require more in-depth study in addition to an EIR.

NEXT STEPS

CONSIDERATIONS GOING FORWARD

PUBLIC PROCESS

MEASURE “A” FUNDING

AFFORDABLE HOUSING

THE FUTURE OF MAPP

PUBLIC PROCESS

RECOMMENDATION: Create a permanent “Community Review Committee” (CRC) to ensure ongoing community involvement in the planning decision-making process.

Guidelines: Mandatory CRC review of all new residential projects exceeding 4 units, and all commercial projects exceeding 1,500 square feet (*new or renovation*) prior to Planning Commission hearings.

Outcomes:

1. CRC review results to be non-binding, but its recommendations become a part of every application to the Planning Commission.
2. Early input and community involvement eliminates costly and time consuming “fire drills” later in the review process.

MEASURE “A” FUNDING

RECOMMENDATION:

Offer the public an honest choice: Separating street improvements from planning accurately reflects the political, practical and financial facts and re-establishes public trust.

Offer workable solutions: Separate the timelines, planning review, environmental impact evaluations and public approval processes for Measure “A” funded street improvements from MAPP and all other components of any Plan (*i.e. affordable housing, General Plan, Housing Element, etc.*).

Move forward on each, separately, without sacrificing quality of outcomes.

AFFORDABLE HOUSING

RECOMMENDATION: Establish an Affordable Housing Task Force to study solutions appropriate for Mill Valley and Marin County.

“Housing affordability” and “Affordable Housing” are not the same thing.

Housing affordability is a function of economics, markets, income distribution, taxes, and local lending practices.

Affordable Housing is a social justice / moral choice to provide subsidized housing opportunities to the disadvantaged.

Affordable Housing programs require subsidy: These may include grants, low cost loans, tax credits, or government subsidies to developers or individuals (vouchers).

Think globally, act locally: Affordable Housing solutions are a national problem but require locally tailored solutions to succeed.

THE FUTURE OF MAPP

RECOMMENDATION: Appoint a Special Planning Committee to re-evaluate MAPP. This is advised because:

- A. MAPP never established clear goals or purposes.
- B. MAPP was never grounded in community values.
- C. MAPP was not derived from sound fundamental analysis.
- D. MAPP creates more problems than it solves.

THE FUTURE OF MAPP

GOALS OF THE SPECIAL PLANNING COMMITTEE (*working with the CRC*):

- A. Establish clear goals and realistic objectives for a “Plan.”
- B. Undertake a thorough fundamental analysis and assessment of the future development potential on Miller Avenue, and citywide cumulative impacts of any planning initiatives.
- C. Present the community with several planning options for the future of Miller Avenue. Our future is a “choice,” not an inevitability.

THE FUTURE OF MAPP

When you can't make a good decision, don't make a bad one.

A “Framework For The Future”

vs.

A “Precise Plan”

It may be advisable to seek a middle ground that integrates process and clear guidelines, and allows for a planning flexibility and community input in responding to future changes.

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- Howard Noble – Noble Properties, LLC
- Rick Ronald – Skyline Pacific Properties, Inc.

Contact:

Bob Silvestri

Tiburongroup@comcast.net

73 Surrey Avenue Mill Valley, CA 94941