City Council Agenda Report

Item # 20

Meeting Date: October 11, 2004

Subject: **COW PALACE / CARTER MARTIN AREA MASTER PLAN**

RECOMMENDED ACTION

Accept the Cow Palace / Carter Martin Area Master Plan.

BACKGROUND

The Cow Palace Carter Martin Area (CPCMA) is composed of a group of properties that include the 77.58 acre Cow Palace, owned by the State of California and operated by the Cow Palace Board of Directors; the 11.16 acre vacant former Geneva Drive- In property, owned by the Syufy family; and, approximately 12.5 acres of adjacent property fronting Carter and Martin streets owned by the City of Daly. These properties have been identified by the City of Daly City as opportunity sites for planning and future development consistent with the objectives of the Bayshore Redevelopment Plan.

The Draft Master Plan provides a key component for a strategy to revitalize and to bring neighborhood serving businesses to the Bayshore neighborhood. The City of Daly City's Redevelopment Agency intends to work in cooperation with the Cow Palace and the Syufy family to master plan the development of Cow Palace, Syufy and Redevelopment Agency-owned property along the east side of Carter Street between Geneva Avenue and Martin Street. By master planning the area the ability to recruit businesses and developers to provide essential services in the area that are lacking, e.g. a major grocery store, drug store and lending and banking institutions, will be enhanced.

DISCUSSION

The City of Daly City has prepared a Draft Master Plan for the Cow Palace / Carter Martin Area in conjunction with the Cow Palace Board of Directors and Syufy Enterprises, private land owner of parcel located on Cater Street. The primary goal of the Master Plan is to identify the optimal location and mix of land uses in the Cow Palace/Carter-Martin area and to establish design guidelines and planning techniques to encourage development of a preferred land use plan.

The Master Plan contains land use alternatives, which provide a framework for future planning and development decisions for the future of the Cow Palace/Carter Martin Area. The guidelines for development alternatives consider land use, acreage, density, access, housing type, design and linkages. The first three alternatives discussed below assume the Cow Palace is retained on a portion of the existing Cow Palace property and any unnecessary or surplus land is put to a use other than the Cow Palace use itself. The fourth alternative assumes the Cow Palace relocates out of the neighborhood and the entire Cow Palace property is redeveloped as a part of the Bayshore neighborhood.

Alternative 1 - Community Commercial Center: This alternative includes 120,000 square feet of neighborhood serving supermarket anchored commercial service uses combined with 140,000 square feet of community serving "big box" commercial uses.

Alternative 2 - Mixed -Use Neighborhood Commercial Center: This alternative includes the supermarket anchored neighborhood-serving center integrated with 150-225 residential dwelling units.

It also preserves a portion of the properties owned by Syufy Enterprises and the City to supplement event parking at the Cow Palace.

Alternative 3 - Mixed-Use Neighborhood Commercial Center: This alternative includes the supermarket anchored neighborhood-serving commercial integrated with 250-425 residential dwelling units and assumes parking requirements are met by a new parking action plan at the Cow Palace.

Alternative 4 - Neighborhood Business Core District: Assuming the relocation of the Cow Palace, this alternative includes the supermarket and other neighborhood serving business locations. The focal point would be Bayshore Center, a town square open space near the neighborhood's center point. Single-family houses would adjoin the single-family homes that are to the east along Rio Verde Street. At the same time, an open space system consisting of promenades, parks, paths, courtyards and other categories of open space is maintained within the Core District.

The Bayshore Revitalization Committee comprised of Vice-Mayor Klatt and Councilmember Guingona met with the Cow Palace Board of Directors' Committee to discuss the draft Master Plan on July 28, 2004. The Cow Palace Board Committee was pleased that the draft was completed and expressed their support for a joint development approach between all landowners. Their primary concern was to preserve an adequate supply of parking spaces for the Cow Palace. The Committee also held a Community meeting with the Bayshore residents on September 14, 2004, where a summary of the draft Master Plan was presented and well received by the community

SUMMARY

A market-based economic review of conceptualized development alternatives for approximately 37.2 acres of land consisting of three separately-owned parcels adjoining the Cow Palace within the Bayshore Redevelopment Area, found that value of all the parcels would be significantly higher if redeveloped under one integrated master plan than if redeveloped separately. The joint use of the three sites permits a more market-responsive and more efficiently laid out combination of retail and residential uses than could be built on any one of the individual parcels. The Bayshore Revitalization Committee is recommending the Council accept the Master Plan, with the next steps to solicit development proposals for the area, with staff bringing a draft Request for Proposals for review by the Redevelopment Agency.

Staff is available to provide any information desired by the answer questions the Mayor or Council members.

Respectfully submitted,

Terry Sedik /gd

Terry Sedik, Director
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July 28, 2004

Draft Master Plan

Cow Palace / Carter Martin Area

Potential Redevelopment of Sites within the Bayshore Neighborhood
Daly City, California

Daly City Redevelopment Agency in cooperation with the Cow Palace Board of Directors and Syufy Properties

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Draft **Master Plan**

Contents

I. Executive Summary

In June, 1999 the City completed a series of formal, legal actions creating a new redevelopment Project Area that includes the entirety of the Bayshore neighborhood. On November 23, 1998 the Redevelopment Agency adopted the Preliminary Plan for the Bayshore Redevelopment Project. The Preliminary Plan is a brief document that "outlines the basic concept for redevelopment" and represents a formal statement of the purpose and scope for the proposed redevelopment program. Since adoption of the redevelopment Plan, the Agency has completed preparation of several reports for the Geneva Avenue corridor and has proceeded with establishing a number of programs intended to revitalize the area.

This report provides a key component for a strategy to revitalize and to bring neighborhood serving businesses to the Bayshore neighborhood in Daly City, California. The overall strategy recognizes the City's intention to reinvest in the area commercially; to retain, promote and support the residential uses in the area including expanded residential programs; increase the public services and facilities, including the new community center and library; and to form a partnership with the community and community leaders in the formation of a strategy for reinvestment.

The Redevelopment Agency intends to work in cooperation with the Cow Palace and the Syufy family to master plan the development of Cow Palace, Syufy and Redevelopment Agency-owned property along the east side of Carter Street between Geneva Avenue and Martin street. By master planning the area the ability to recruit businesses and developers to provide essential services in the area that are lacking, e.g. a major grocery store, drug store and lending and banking institutions, will be enhanced.

Value of an Integrated Development

A market-based economic review of conceptualized development alternatives for approximately 37.2 acres of land consisting of three separately-owned parcels adjoining the Cow Palace within the Bayshore Redevelopment Area, found that value of all the parcels would be significantly higher if redeveloped under one integrated master plan than if redeveloped separately. The joint use of the three sites permits a more market-responsive and more efficiently laid out combination of retail and residential uses than could be built on any one of the individual parcels.

Under the costs and market conditions that exist in early 2004, and ignoring demolition or remediation costs, the range of supportable land value for a development along the lines of the mixed-use neighborhood commercial and residential program referred to as Alternative 2 in this report is estimated to be between $20 and $28 per square foot of gross land on the combined sites, or between $31 million and $44 million in total land value. Increasing the amount of residential development in Alternative 3 by building additional residential units on land previously available for parking would work to lower per unit land values for these additional units because the costs of construction would be increased by the need for additional required parking.

Achieving the estimated land values, or even possibly exceeding them, will depend on the character and design of the executed development, conditions at the time the project is marketed, off-site infrastructure capability, and the make up and type of redevelopment, if any, that takes place around the land that is the focus of this study. The development alternatives are presented only in a conceptual form so as to facilitate decision-making and allow the creative efforts of a builder to prepare a final master plan that is both market responsive and attuned to Daly City's goals. What happens to the adjoining lands is also important, as the eventual reconfiguration or replacement of the Cow Palace (Alternative 4) would permit the further development of uses that would enhance, rather than detract from the demand for retail and residential uses on the subject lands, as well as the Bayshore neighborhood as a whole.

Separate Development

In the course of the planning conceptualization, discussions and economic analysis, consideration was given to the potential for separate developments on the approximately 11.5 acre Syufy parcel and the approximately 13.4 acre part of the Cow Palace site that could be made available for development if parking arrangements were reconfigured. The conclusion of this analysis was that a retail center using both sites could sustain a value in the neighborhood of $15 to $17 per square foot of land. If housing could be built in a market-responsive manner that met existing zoning and health and safety regulations, it would support greater land values. However, housing on the Syufy-owned parcel is not feasible because that site, by itself, cannot meet either the minimum access or planning requirements for residential development. The Cow Palace parcel, standing alongside its own active facility, would be far from an ideal residential site. Alone, neither of these sites can achieve feasibility or the critical physical and economic mass needed for a strong land value supporting development.

The City parcel provides the additional land area needed for an adequately scaled residential project. The addition of the City parcel is critical because of a current absence of a buffer between the events-oriented Cow Palace use and a potential new residential "neighborhood". Further, the combined properties will accommodate joint-use parking, if required, for both land uses.

Implementation

The formation of a joint venture, or its equivalent, under which the three property owners voluntarily pool their parcels would permit the finalization of a master plan and the development of the lands along the lines suggested in this report. Under such an arrangement, one of the property owners could serve as a developer to refine and implement the master plan. Alternatively, in conjunction with the Redevelopment Agency, the property owners could select a builder to prepare a final master plan. In either case, the master plan would need to be approved by the City before construction starts.

Financial arrangements between the property owners could be based either on the sale of land into a joint venture, some combination of leasing and/or ownership of the land, or single ownership of the entity. Final lease or purchase and sale arrangements between the land owners

and the developer may contain a provision for participation if the net operating income or gross rents of the center, or sales prices of residential uses, exceed a predetermined threshold.

Daly City's Land Use Element of the General Plan calls for a review of the Cow Palace property and alternative actions that could generate greater economic returns for the City. The policy encourages a strategy that recognizes the indirect costs the Bayshore neighborhood bears in terms of traffic congestion and noise, and encourages land uses that provide an economic return to the City and the neighborhood. The purpose of this document is to establish the specific planning policies that further the General Plan objective, and to outline land use and development regulations related to the Cow Palace and adjoining vacant properties.

The Bayshore neighborhood has been in the midst of an extensive residential building period since the late 1980's. The Redevelopment Agency feels strongly about preserving neighborhood's intimate character while supporting the city's future economic development. The Urban Design Guidelines contained herein provide for a high-intensity, compact pattern of mixed-use development, emphasizing pedestrian orientation of buildings and outdoor spaces, pedestrian linkages between neighboring districts, preservation of the open character of the Bayshore, and incentives for mixed-use development that includes housing.

I. Introduction

Location

The study area is located in the City of Daly City's Bayshore Redevelopment Area (Figure I.1), which contains, at its center, the Geneva Avenue commercial corridor surrounded by residential areas of the Bayshore neighborhood. Geneva Avenue and Carter Street are arterial streets. The Sunnydale and visitation Valley neighborhoods of San Francisco are immediately to the north of the Study Area. To the west is both residential and commercial development across Carter Street and vacant land that slopes up to the Southern Hills neighborhood of Daly City. To the east is the original Bayshore neighborhood

Figure I.1 Study Area Location

Figure I.1 Study Area Location

The Community Development Program for the Cow Palace Carter Street Area

Study Area

The Study Area comprises approximately 101 acres of land and is defined by Geneva Avenue on the north, Carter Street on the west, Martin Street to the south and bordered by residential properties which front Rio Verde Street to the east.

Figure I.2 Study Area Boundary

Figure I.2 Master Plan Area Boundary

The Master Plan Area (Figure I.2) is composed of properties that include: the Cow Palace, an active public events center property that has long been owned by the State of California and operated by the Cow Palace Board of Directors under the authority of the State Fairs Commission (77.58 acres); the 11.16 acre vacant former Geneva Drive-In Theater property, which is owned by the Syufy family; and approximately 12.5 acres of adjacent property fronting Carter and Martin streets owned by the Daly City Redevelopment Agency. These properties have been identified as Opportunity Sites for planning and future development consistent with the objectives of the Bayshore Redevelopment Plan.

In support of this effort, the City has created a public process that will include amendments to the City's General Plan to plan and reuse a portion of, if future circumstances permit, the entire site, including the State-owned parcel for a mix of uses, including neighborhood-serving commercial uses and residential uses that would be included in: 1) a new Bayshore Neighborhood land use designation and 2) a new Planned Development Zoning District designation, consistent with the policies and programs of the General Plan.

Ultimately, the conclusions and results of the planning process will be presented at public meetings held by the Daly City Redevelopment Agency, the Planning Commission and the City Council.

The Cow Palace Area in the Future

Two differing looks to the future are taken for the Cow Palace area subject to this master planning effort. One starts with the premise that the Cow Palace remains and the future restores this historically world-class facility in a way that creates jobs, attracts the regional community to a revitalized area and provides a venue for major sports, concerts, family attractions and community events of all kinds. The second recognizes that the Cow Palace could relocate to a new site and open the entire planning area to redevelopment.

Since opening its doors in 1941, the Cow Palace has hosted an enormous variety of events that range from U.S. Heavyweight Boxing Championships to the Billy Graham Crusade, from Roller Derby to the Royal Canadian Mounted Police, from political conventions to the Beatles. The long term Cow Palace tenants include the Grand National Rodeo, Ringling Bros. Barnum & Bailey Circus, the San Francisco Sport & Boat Show, the Golden Gate Kennel Club Dog Show, and Disney on Ice. Increasing competition with similar facilities in the Bay Area has led to a decline in the Cow Palace that can only be reversed with a newly revitalized facility.

Revitalizing the neighborhood with new neighborhood-serving businesses and creating housing opportunities on one hand and restoring the Cow Palace on the other hand are not mutually exclusive. Critical is having these two overall goals work in support of one another. This can only be done with good planning and common objectives.

A second perspective of the future would be to relocate the Cow Palace to a new site and have the entire 101 acre Master Plan Area redeveloped. This future would present enormous challenges and tremendous opportunities for the planning for the Bayshore neighborhood. One major challenge is to combine the project redeveloping 101 acres with fabric and character of the surrounding neighborhood in a manner that diversifies and energizes the area without making the master plan area a wholly separate locale.

In either case, the master planned development must not create barriers through insular development and failed linkages with the surrounding area. The future should bring a multifaceted urban district that reflects the maturity of this urban neighborhood.

II. Master Plan Objectives, Opportunities and Issues

This Master Plan provides a framework for land uses, intensities, design guidelines and other policies and programs tailored to meet the needs of the neighborhood and the City's *General Plan* land uses. The Plan tailors Land Use and Zoning designations for the Master Plan Area, utilizing imaginative planning and design ideas that may be restricted in other zoning districts. The Master Plan will ultimately include:

- **Goals, Policies and Programs** and their relationship to the City's General Plan.
- **Land Use Program** describing permitted land uses, conditional uses and open space.
- **Design guidelines** for streets, walkways/bikeways, open space, public facilities, commercial, and residential land uses. In addition, design guidelines relating to streetscapes, site design, landscape, parking areas and signage is proposed.
- **Infrastructure Plan**, including a circulation plan, utilities and public services.
- **Implementation Action Plan** describing adoption, development standards, variance procedures, individual project reviews, Capital Improvement and Financing Programs, maintenance of open space and school fees.

This approach ensures a high quality, integrated development concept with strong visual, landscape, and circulation linkages within and between existing and new residential areas, commercial districts and employment centers, while at the same time enabling potential developers to augment and add their own creativity to the improvement of a site.

Planning Principles

- Creation of an improved tax base and employment opportunities in the neighborhood
- Providing for basic, neighborhood-serving commercial uses and services, including a supermarket, a branch bank and other needed services in the neighborhood
- Achieve a proper balance between commercial space, open space, public facilities and housing
- Establish the density, mix and type of housing to be developed
- Recognize the future of the Cow Palace as a state-operated facility and plan for its restoration
- Identify a possible new school site serving the Bayshore neighborhood
- Provide adequate distribution and location of parking for all the uses in the Master Plan
- Emphasize the need for a Geneva Avenue extension and interchange with Highway 101
- Improvements to the pedestrian and bicycle circulation system
- Accommodation of transit service, including a possible extension of the Third Street rail line in San Francisco, to the project area
- Organize streets and buildings to provide aesthetic integration with open space areas

Development Objectives for the Study Area

The overall objective is to revise entitlements for portions or all of the land area within the Master Plan Area boundary (approximately 101.24 acres) through an appropriate implementation process, which will allow a tailoring of land use designations and development standards appropriate to the site and not miss opportunities restricted by the existing designations and provisions of the City's Zoning Ordinance. After the planning and development review framework proposed by the planning effort is in place, the Agency intends to encourage redevelopment of a majority of the site by private users or developers.

Other important objectives of the master planning and entitlement effort include:

- **Enhance overall land value** by allowing individual projects within the site to proceed with obtaining vested rights and the certainty that surrounding integrated land uses mutually enhance values. City adoption of implementation actions for the area will also streamline the development and environmental review of individual and shared development projects.

- **Create positive relationships to the Bayshore neighborhood** and Geneva Avenue commercial areas, create a supermarket anchored neighborhood retail center (approximately 120,000 square feet) and mixed-use commercial and residential opportunities (approximately 150-450 dwelling units) within the Bayshore community.

- **Ensure well planned mixed-use development** with adequate neighborhood-serving commercial services for the Bayshore neighborhoods of the City, including a major supermarket (approximately 60,000 square feet) anchored retail center, other supporting commercial uses and public facilities

- **Create a new master planned neighborhood activity center** with a balance of neighborhood serving commercial uses, employment opportunities, appropriate housing densities, ownership patterns, price and building types within walking distance of shopping and transit. Nearby public facilities include transit, branch library, community center, neighborhood park and a planned system of linked walkways, bikeways and transit opportunities.

- **Provide an economically viable neighborhood oriented commercial district** along the Geneva Avenue Corridor with a mix of retail uses and services that respond to market opportunities in the site, nearby residential neighborhoods and the Bayshore Area.

- **Develop a central pedestrian-oriented "Main Street" as the linkage to Geneva Avenue and the focus of the new mixed-use neighborhood.** In the manner of a traditional American ``Main Street," orient principal buildings and retail activities to the Geneva Avenue corridor, internal focus streets, internal and surrounding sidewalks and public spaces.

- **Provide a high quality pedestrian environment** with wide sidewalks, safe street crossings, street trees, public plazas and neighborhood park, ample Site landscaping and

pedestrian lighting. Develop clear circulation linkages and access points to adjacent streets: Geneva Avenue, Carter Street, Martin Street and adjacent residential neighborhood streets.

- **Develop clear pedestrian and bicycle linkages between adjacent and nearby residential neighborhoods** through sidewalks, walking and bicycle paths. Promote pedestrian and bicycle linkages to nearby transit, including BART, the Sunnydale MUNI route and future Bayshore/Third Street light rail line with enhanced bus stops along the Geneva Avenue near the Cow Palace and new Commercial Center entrances.

- **Integrate existing land uses** with new development where feasible. Allow for continued use and protection of existing parking opportunities and operations of the Cow Palace site, as appropriate, that are compatible with the proposed land uses proposed for the site.

- **Encourage market rate, moderate income and affordable housing** integral with the neighborhoods in the Bayshore Redevelopment Area.

- **Develop pedestrian linkage and access to the neighborhoods surrounding the Master Plan Area,** providing pedestrian and bicycle paths for access to and from the residential neighborhoods to the south and west. Explore the concept of a pedestrian/bike path/trail along Carter Street and across Martin Street linking directly to the Master Plan Area and provide clear pedestrian access to recreation, shopping and public facilities.

- **Develop the site as an important community gateway to the City of Daly City and the Bayshore Area.** The Site design, development and landscape character of the new neighborhood should convey a high quality community image when viewed from the Geneva Avenue Corridor, from surrounding streets and adjacent neighborhoods.

- **Protect and preserve the character and resources of the Bayshore area** and Geneva Avenue commercial corridor. The "openness" of the Bayshore neighborhood is strongly associated with the visual access to San Francisco Bay and as Bay front development occurs open space within the existing neighborhood must be strengthened through good community design in order to preserve the neighborhood's "openness".

Community Development Opportunities

The community development opportunities are expanded to include the potential to strengthen the relationships between the existing Bayshore Redevelopment area, the City of San Francisco to the north and west and the City of Brisbane to the east. Visual, circulation and landscape linkages between existing residential neighborhoods and new development including commercial districts, residential neighborhoods and employment centers, would be strengthened. This is accomplished by creating a network of internal streets and drives that have pedestrian amenities that align with existing streets and surrounding neighborhood entrances. Pedestrian character can be reinforced by orienting buildings and pedestrian activities toward the new circulation streets, and establishing a strong landscape character along each street with the area's hillside surroundings and distant views to San Francisco Bay.

New Major Supermarket Anchored Neighborhood Oriented Retail Center

New retail districts and residential neighborhoods throughout the region are creating improved pedestrian opportunities and pedestrian-friendly living and shopping environments. It is desirable to combine many shopping needs without unnecessary use of autos, with the design of the retail district emphasizing clear pedestrian linkages and attractive outdoor open spaces such as courtyards, arcades and landscaped walkways.

Although the Site and economic analysis have determined specific options for commercial mix and configuration, the Master Plan emphasizes pedestrian opportunities while lessening the need for unnecessary auto circulation. The plan recognizes it is possible to meet objectives for automobile circulation and parking area visibility while creating a high-quality pedestrian environment.

New Residential Neighborhood

The groundwork for alternative residential uses for a land use program for the area has been developed by Gruen Gruen + Associates (GG+A). Given the land use and product mix defined by GG+A, the Redevelopment Agency has identified conceptual street, lot, housing prototypes, and amenity patterns to meet the following objectives:

- Organize the residential areas into a diverse neighborhood, with varied densities, and building types within walking distance to shopping, employment, recreation and transit.
- Minimize infrastructure costs by using Site design strategies that reduce impervious surfaces and by coordinating the phases of development.
- As lot patterns and street layouts are defined, maximize pedestrian/bicycle connection opportunities between:
  - The Master Plan area and surrounding neighborhoods
  - The residential neighborhood and nearby commercial areas and institutions.

Economic Issues for the Potential Redevelopment of Parcels in the Master Plan Area

The marketing and economic real estate analysis prepared by GG+A for the properties within the SITE lead to the following conclusions that are to be used as assumptions for the planning effort:

- Planning concepts illustrated in this report are drawn from the results of marketing and economic analysis, which only suggests land uses that are economically feasible for this particular location. It should be noted that the potential land values resulting from an integrated development would be further enhanced if the entire 101-acre site were developed as an integrated project of substantial scale.

- For properties within the Master Plan area to realize current development potential, redevelopment alternatives are illustrated assuming the integration of planning, circulation, marketing and economic strategies in order to be economically feasible. In other words, it is recognized that "stand alone" properties within the area cannot be redeveloped to any significant value.

- Physical, economic and marketing criteria also lead to the conclusion that feasibility depends upon the integration, cooperation and active participation of all three property ownerships within the planning area.

- The economic feasibility of the neighborhood- and community-serving retail uses illustrated in this report is dependant on Geneva Avenue frontage, access, visibility and parking, which cannot be feasibly developed without the integrated development of all properties within the Master Plan Area.

- It is recognized that the Syufy Enterprises parcel (the former Geneva Drive-In location) does not have the access to Carter Street required to develop residential land uses without an access/egress easement or easements that may only be granted by the Redevelopment Agency, through property owned by the City (from Carter Street), or through the Cow Palace property (from Geneva Avenue), which is owned by the State of California.

- Given the integration of planning for development of the separate parcels within the Master Plan area, this Master Plan includes descriptions of the potential total value of all properties selected for redevelopment within the planning area on a per square foot basis, based on the conceptual development alternatives illustrated. That is, given the described development alternatives, including multiple properties and ownerships, a "blended rate" applicable to all developable properties is calculated, and for the purposes of estimating annual ground rents for retail uses, eight percent of the resulting value is used. It is important to note that, based on past experience, it is consistent to expect that lease arrangements between land owner and any retail developer might contain a provision for participation, if the net operating or gross rents of the retail uses exceed an agreed upon "threshold" amount.

- Given the analysis and conclusions presented in GG+A "Economic Feasibility Report and Memoranda", it is recognized that redevelopment of parcels within the Master Plan Area and the realization of potential land values described, can only be achieved by treating all land use, zoning, circulation, environmental review, economic and marketing strategies for the group of developable parcels as one integrated project. The implementation of an integrated planning project could include financial arrangements between property owners, which could be based on one or more of various property sale or lease scenarios involving existing property owners, the creation of joint venture partnerships, or single ownership of the group of developable Sites within the area.

Issues related to retaining the Cow Palace

As was noted earlier, this Master Plan addresses two separate scenarios for the future of the Cow Palace. The first assumes the Cow Palace remains and returns to its position as a first-class events facility. The second assumes the Cow Palace is relocated to a new site and this allows the entire planning area to be redeveloped.

The retaining the Cow Palace alternative creates a series of issues that must be considered as a part of this Master Plan:

- **Continuing Use of the Existing Facilities on a Smaller Site.** Cow Palace events will continue into the foreseeable future, although there is an opportunity to allow excess land area, i.e. property not needed to fulfill the Cow Palace's event center role, to be developed in a manner that serves the needs of the neighborhood, the Cow Palace and the Redevelopment Agency. Any change in use for a portion of the property from events center to another use, e.g. a neighborhood shopping center, would be a decision of the Cow Palace Board of Directors through the State Fairs Commission and the State of California. The Master Plan addresses potential benefits associated with reducing the land area devoted directly to the Cow Palace use and redeveloping the facility's 'surplus' property.

- **Historic Preservation and reuse.** The Cow Palace facility is over 60 years old and the property may have issues related to historic significance and preservation. Any change in use of the facility itself should be reviewed in light of the property's historic significance, and preservation should be an alternative.

- **Parking demands during major events.** Preliminary parking layout studies by parking consultant Kenneth Quandt indicate that, through more efficient design, potential exists to increase the self-park, parking capacity on the main Cow Palace site to approximately 4,000 spaces and this may eliminate the need for the western, front lot. The Grand National Rodeo, which is the yearly showcase event for the Cow Palace, will always be a unique case and outlier and should not be used as the criterion for land use the other fifty weeks per year. See Appendix B, "Cow Palace parking analysis and recommendations", for a detailed discussion of parking on the eastern portion of the Cow Palace property.

Issues Relating to the Cow Palace being Relocated

- **Future considerations for the eastern portion of the Cow Palace property.** Any consideration for change in use of the eastern portion of the property from its current public facilities use to, for example, land uses including residential uses could be consistent with land use and community development objectives of the Agency and City as stated in the Bayshore Redevelopment Plan and General Plan, and therefore be of positive interest to the City.

Issues Relating to Infrastructure within the Master Plan Area

A major reason for planning is to insure that necessary governmental facilities and services can be provided in an efficient, economical manner. A failure to plan for anticipated development by providing sufficient infrastructure capacity could delay or even prevent realization of the Master Plan.

- **Shared, cost effective infrastructure system** for the Master Plan Area must be designed to minimize cost while providing the necessary access and utility systems for individual development projects. The cost of providing municipal services must be considered in evaluating land use proposals.

- **New and improved infrastructure systems** need to provide an appropriate level of service consistent with existing City policies for fire protection, traffic and pedestrian circulation, water and energy conservation, open space, improved water quality and the reduction of soil erosion and non-point source pollutants.

- **Infrastructure expansion should be phases when possible** and when economies of scale do not warrant the upgrading of a system to its ultimate capacity. In keeping capacity more closely linked to demand, systems can be more cost efficient.

- **New development should pay its 'fair share'** of the cost of public improvements required to serve new commercial and residential development. All users of city services benefit equally from those services and, therefore, developer impact fees must be based on a "reasonable nexus" between the amount of the fee and a proportionate share of the cost of the improvement or service.

III. Description of Development Alternatives

The Master Plan Alternatives contained herein provide a framework for future planning and development decisions for the future of the Cow Palace/Carter Martin Area. The framework begins with land use concepts that further the previously cited goals and objectives of this Master Plan.

The guidelines for development alternatives consider land use, acreage, density, access, housing type, design and linkages. The first three alternatives discussed below assume the Cow Palace is retained on a portion of the existing Cow Palace property and any unnecessary or surplus land is put to a use other than the Cow Palace use itself. The fourth alternative assumes the Cow Palace relocates out of the neighborhood and the entire Cow Palace property is redeveloped as a part of the Bayshore neighborhood.

A. Land Use Concepts with Cow Palace Retained

Three Master Plan alternatives developed within the framework of this Plan and recognizing the continuation of the Cow Palace at its current location include a number of shared or common land use and design components, and separate elements that make each alternative unique.

The two land use components occur under each 'Cow Palace retained' alternative are:

- **A major supermarket anchored neighborhood oriented retail center.** Fronting Geneva Avenue, the Master Plan contemplates approximately 120,000 square feet of floor area including a major supermarket anchor, retail shops, restaurants and other services on a portion of the western, front parking lot. A second anchor could be accommodated in the center, if desired. The existing parking lot contains approximately 13.6 acres. This component of the Land Use concept responds to the needs of surrounding Bayshore neighborhood, the City as a whole, and the adjacent neighborhoods in adjoining communities. For comparison purposes, the Mission Plaza center in Daly City includes 8.1 acres and contains approximately 100,000 square feet of neighborhood-serving retail and service commercial uses.

- **The Cow Palace.** The Cow Palace use as an events center would remain on a 64 acre parcel and its existing operation is proposed to be preserved for continued use. The Cow Palace and the required parking and event staging activities are conceived as part of the mixed-use neighborhood, designed with pedestrian and automobile linkages to the commercial center described above.

The variation in land use presented in each of the three alternatives includes a "big box" retail center to match the neighborhood-serving center on Geneva Avenue and two different mixed use residential proposals with a range that could add between 150 and 425 dwelling units to the area. The public and quasi-public facilities and amenities with these residential neighborhoods could include a neighborhood park or other open space, day care and an interconnected network of pedestrian-oriented streetscapes, walkways and bikeways allows residents and visitors to move within the development easily to meet their daily needs.

B. Land Use Concept with Relocated Cow Palace

If, after being a neighbor to the Bayshore district for over 60 years, the Cow Palace were to relocate and the entire 101 acres of the Master Plan Area were to be redeveloped, a different set of challenges would present itself in this master planning process. The area being redeveloped would be equal to a third of the entire Bayshore neighborhood. A street and building pattern would need to be superimposed over the area and this offers an opportunity to compliment the urban pattern of the existing neighborhood while creating a neighborhood service providing business district core.

The planning area would possibly be large enough to accommodate a new, centrally located school to serve the children of the Bayshore neighborhood. The area might also include a neighborhood park or an extension of the existing Bayshore Heights Park that is located to the south of the Master Planning Area. Such components would contribute significantly to removing barriers and making the redeveloped area an extension of the existing neighborhood.

C. Development Alternatives

Consideration of land use alternatives is the foundation of neighborhood planning. It is the opportunity to decide the potential build-out of a key portion of the Bayshore neighborhood. Four alternatives are described herein. While specific build-out dates are not identified, the land use alternatives will consider how different future growth patterns would affect life in the Bayshore. The goal from this process is to select and implement a preferred alternative, which may include "best" from each alternative to generate a preferred alternative. This preferred alternative will be evaluated under the guidelines of CEQA (California Environmental Quality Act) and be used to direct land use policies through a zoning entitlement process.

In evaluating Alternatives 1, 2 and 3, it should be noted that Alternative 1 may be incompatible with potential redevelopment of the entire site at some future date. Alternatives 2 and 3 would be much more compatible and relatively easy to transition to a larger scale master planned development.

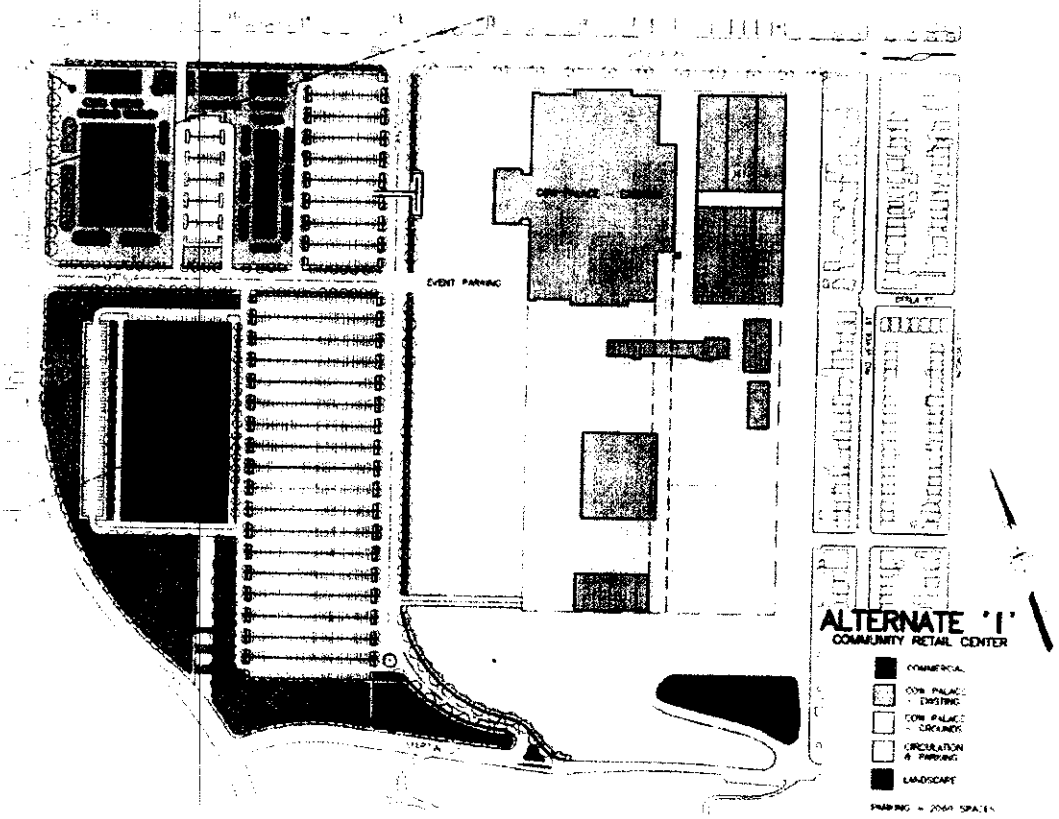
Estimates of land value cited in this report are based on development alternatives presented in only a conceptual form. Therefore, achieving, or possibly exceeding these land values will depend upon the character and design of the executed development, conditions at the time the project is marketed, off-site infrastructure capability and the ultimate development that takes place around this site.

Alternative 1.

Community Commercial Center As part of an analysis of a range of commercial land uses, a commercial center, whose mix of uses were oriented toward a broader market, with a "big box" retail component (examples include Lowes, Orchard Supply hardware, Walmart) was reviewed. The physical constraints of the Site do not readily allow for a prototypical orientation, size and location for the primary "big box' component. Community design objectives for the Geneva Avenue frontage include that frontage is desired for a supermarket anchored neighborhood oriented retail center. This alternative includes 120,000 square feet of neighborhood serving supermarket anchored commercial service uses combined with 140,000 square feet of community serving "big box" commercial uses. For comparison purposes, the 'Power Center' Metro 280 in Colma contains 330,000 square feet on 30 net acres of land.

More specifically, this equates to a density of 10,500 to 11,000 square feet per net usable acre for both of these projects. This alternative has the lowest impact on enhancing the overall land value and does least to meet the needs of the community as a whole.

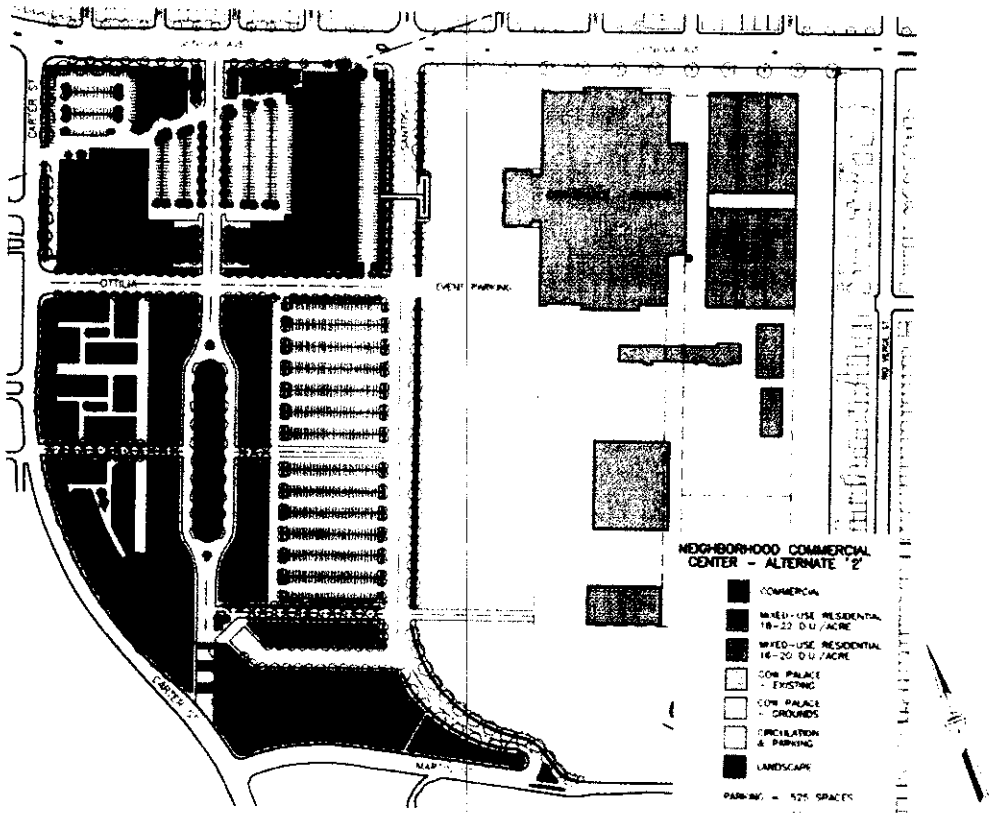
Development of the 37.2+/- acre site with one hundred percent commercial use, as described in Alternative 1, shows a land value of $600,000 per gross acre with an overall land value for the Site of approximately $22,400,000.



Alternative 2

Mixed -Use Neighborhood Commercial Center Depending on parking requirements that would preserve adequate parking supply for events at the Cow Palace, a portion of the properties owned by Syufy Enterprises and the City may be required to supplement event parking (illustrated in this alternative). This alternative includes the supermarket anchored neighborhood-serving center integrated with 150-225 residential dwelling units. Figure III.2 Alternative 2 illustrates this plan.

Development of the 37.2 +/- acre Site with a neighborhood shopping center and 150 to 225 residential units shows a land value ranging from $840,000 to $1,190,000 per gross acre with an overall land value of approximately $37,800,000.

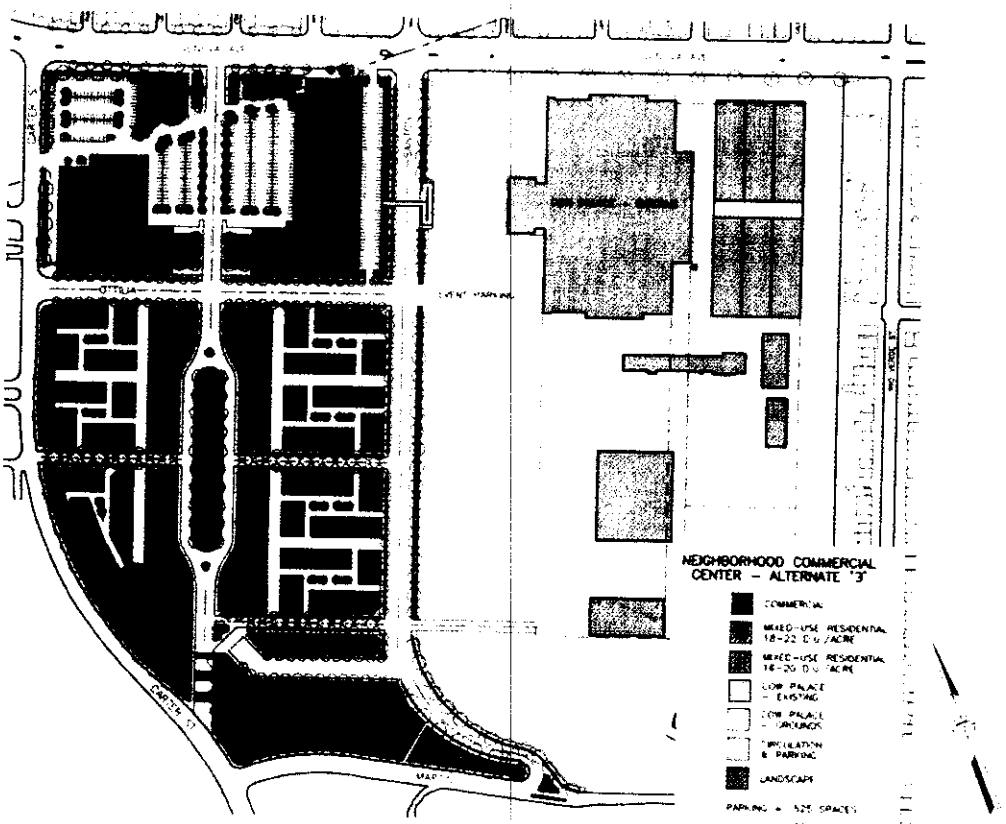


Alternative 3 **Mixed-Use Neighborhood Commercial Center** Assuming parking requirements are met by implementing a new parking action plan at the existing Cow Palace facility that would preserve adequate parking supply for events at the Cow Palace with a combination of more efficient design and a parking structure, the properties owned by Syufy Enterprises and the Redevelopment Agency could be built out to include more residential development (illustrated in this alternative).

This alternative includes the supermarket anchored neighborhood-serving commercial integrated with 250-425 residential dwelling units. It also offers an opportunity to accommodate residential units above the supermarket and other businesses as a part of mixed-use buildings. From an economic perspective, vertically mixed-use buildings may not meet the tests of market feasibility.

The residential density in this alternative would necessitate below grade, structured parking serving the residential units and a parking deck on a portion of the Cow Palace site to assure adequate parking for Cow Palace events. This structure would contain 1,250 spaces and cost approximately $17.5 million. These extraordinary development costs have the effect of reducing the value attributed to the land.

Development of the 37.2 +/- acre Site with a neighborhood shopping center and 250 to 425 residential units shows a land value ranging from $530,000 to $1,330,000 per gross acre with an overall land value of approximately $34,700,000.

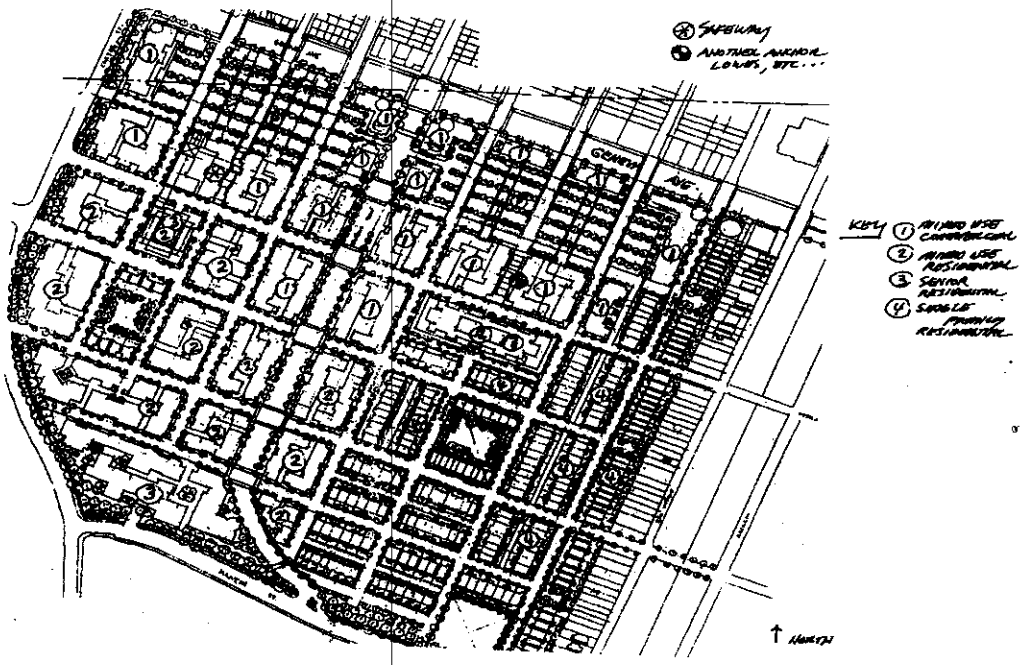


Alternative 4 **Neighborhood Business Core District** The opportunities for redeveloping the entire Master Plan Area are enormous. Retaining the urban character of the neighborhood, while providing a wide variety of shopping and housing opportunities would be the first priority of this alternative. At the same time an open space system consisting of promenades, parks, paths, courtyards and other categories of open space is maintained within the Core District. The focal point would be Bayshore Center, a town square open space near the neighborhood's center point. Landscaped buffers extend along Carter and Martin Streets and single-family houses compliment neighboring residential properties along Rio Verde Street.

The design should readily accommodate automobile circulation while giving emphasis to pedestrian movements. The design provides neighborhood-serving commercial integrated with 1,500 to 2,000 residential dwelling units.

The opportunity presented by a relocated Cow Palace would be the equivalent of creating a new commercial center or downtown business center for the neighborhood. Such a development would have a significant impact on the Bayshore School District and additional school facilities would be necessary to serve the development. Constructing a new consolidated school as a part of this development would potentially allow two existing school sites to be developed as single family residential and could enhance the value of the residential properties in the Master Plan area and the community at large.

The sketch is representative as a concept for the development and not as a precise design to be implemented.



Summary and Conclusion – Land Use Alternatives

A. Land Use Alternatives with the Cow Palace Retained:

Alternative 1 – 100% commercial development. This alternative proposes a total of 260,000 square feet of commercial development on 37.2 acres (gross) or 24.7 acres net and includes a 120,000 square foot supermarket anchored neighborhood center plus another 140,000 square feet of "big box" commercial uses.

This alternative creates a density similar to the "Power Center" Metro 280 in Colma. Although it would bring considerable shopping into the community, the market attracted would likely be more regional serving than neighborhood serving. The building and parking layouts create poor circulation and result in poor exposure to the primary "big box" anchor. This alternative, according to the Gruen and Gruen analysis, also has the lowest impact on enhancing the overall land value.

Therefore this alternative is considered to least meet the objectives of this Master Plan.

Alternatives 2 & 3 – Both of these alternatives include a major supermarket anchored neighborhood oriented retail center plus a mix of commercial and residential uses of differing densities on the 37.2 acres that could be developed. Alternative 2 proposes a density of 150 to 225 residential dwelling units, and Alternative 3 proposes a density ranging from 250 to 425 residential dwelling units. Alternative 3 places a slightly higher burden on insuring that parking needs are met for events at the Cow Palace, considering overall parking needs this alternative generates a lower overall land value compared to Alternative 2.

The range in housing density proposed by Alternatives 2 and 3 is considered to be within the parameters of meeting the objectives of this master plan.

B. Land Use Alternatives with the Cow Palace Relocating:

Alternative 4 – Neighborhood Business Core District. This alternative meets the objectives of the Master Plan. Although this plan is very conceptual, it will be developed in detail when, and if, a final determination is made that the Cow Palace will relocate. At that time, an Amendment to this plan will include 1) a Conceptual Land Use Program, 2) Residential Land Use Categories and Allowable Uses, 3) Design Concept Elements and 4) Community Design Principles.

The next section of this document will address the above three alternatives of the Master Plan based upon the scenario that the Cow Palace is retained.

Allowed Land Uses

Table III.1 on the following page outlines the Land Use Program Concept for the SITE.

Table III.2, which follows, outlines the appropriate housing types and compatible activities associated with the proposed residential categories.

Table III.3, which follows, outlines the allowable residential densities proposed as part of a Master Plan

Conceptual Land Use Program

Table III.1

The following table describes the generalized mix of land uses proposed for the Cow Palace Carter Street Area

Parcel	Dev. Alt.	Allowed Land Use	Area (acres)	Density (du units/ac. gross)	# of units or S.F.	Remarks Locational Descrip.
Syufy parcel Agency parcel	SF 18-20 Alt 2. 3	**Single-family Townhome**	11.16	18-20		SF Residential Neighbor-hoods
Syufy parcel Agency parcel	SF 12-15 Alt 2, 3	**Single Family (attached units)**	12.5	12-15		SF Residential Neighbor-hoods
Agency parcel	SF 10-12 Alt 2, 3	**Single Family (Small lot)**	12.5	10-12		SF Residential Neighbor-hoods
Syufy parcel Agency parcel	Commercial Center Alt 1	**Commercial Center**	23.66		140,000 Retail	Community Commercial Center
State parcel	Commercial Center Alt 1, 2, 3	**Commercial Center**	13.58		120,000 Supermarket Retail	Neighbor-hood Commercial Center
State parcel	Cow Palace Alt 1, 2, 3	**Cow Palace**	64			
Street ROW	Alt 1, 2, 3	**Shared infrastructure**	estimated			Collector Streets Residential lanes
	Total Plan Area		**101.24**	**Avg 14/ac.**	**236-425 du**	

Permitted Residential Land Use Categories

TABLE III.2

Appropriate Housing Types and Compatible Activities by Residential Category

Residential Category	**Appropriate Housing Types**	**Compatible Activities**
Single-Family Residential Units 18-20 units/gross acre	*average net density units/net acre* a. Courtyard Townhouse Buildings 6-8 units/bldg with adjacent parking courts and limited tuck under parking b. Smaller Courtyard Buildings 6-8 unit buildings with tuck under parking	neighborhood and pocket parks, day care centers, and other compatible activities
Single Family Residential Detached Units - small lots 10-12 units/gross acre	*Average net density units/net acre* a. SF small lot (2,150 avg.) Alley access to garages. Shared private street b. SF small lot (2150 avg.) Shared auto court access to garages	neighborhood and pocket parks, day care, group housing and other compatible activities
Single Family Residential Detached Units - conventional lots 6-10 units/gross acre	Average net density units/net acre a. SF conventional lot with lane access to garages b. SF conventional lot with access to recessed garages from street. Possible shared drives and auto courts	neighborhood and pocket parks, day care and other compatible activities

Allowable Residential Densities

Table III.3

The following table outline proposed average allowable residential densities for the residential land use categories described in Table III.2 and intended for the various areas within the Site and for use as a general guide for development.

Residential Categories	**Average Gross Density** (units/gross acre)	**Average Lot Size and dimension options**
Single Family Residential Townhouse Units	***18-20 units/acre*** **19 units/ac. avg.**	Bldg. Dim. 40'-50' deep X 100' -120' long with adjacent parking (60' wide) and/or tuck under parking in structures. Garden entrance courtyards (50' min. Dim.)
Single Family Attached Units	***12-15 units/acre*** **13.5 units/ac. avg.**	**2,152 s.f.** a. 45'X50' b. 35'X60' c. 25'X85' d. 20'X107'
Single Family Detached units - small lots	***10-12 units/ acre*** **11 units/ac. avg.**	**2641 s.f.** a. 50'X52' b. 45'X58' c. 40'X66' d. 35'X75' e. 26' X 100'
Single Family Detached units - conventional lots	***6-10 units/acre*** **8 units/ac. avg.**	**3,593 s.f.** a. 55'X65' b. 50'X70' c. 45'X75' d. 35'X100'

IV. Design Concept Elements

Composition. The Concept Plan proposed (as illustrated in Development Alternatives 2 and 3) for the Master Plan Area contains four primary components:

1. **A Major Supermarket anchored Neighborhood Commercial Center** containing an approximately 60,000 square foot supermarket, neighborhood retail shops, commercial services, restaurants, small hotel and public facilities such as a branch library and community meeting room/police substation. The Neighborhood Commercial Center is approximately 13.58 acres and with the new residential neighborhood, will provide a mixed-use activity center for the Bayshore Community.

2. **Residential Areas** containing a mix of housing types with average densities of 10-20 dwelling units per acre (potentially 18-20 dwelling units/gross acre on the Syufy Parcel). There are two Residential Areas proposed:

    - Interior Residential Neighborhood located primarily on the Syufy Parcel and a portion of the City owned parcel.
    - Peripheral Residential Neighborhoods primarily located on the City owned parcel along Carter Street, creating a transition between adjacent multi-family residential neighborhoods to the west, The existing Cow Palace facilities to the east and single family neighborhoods to the south along Martin Street.

    A. **Interior Commercial/Residential Neighborhood** (primarily on the Syufy parcel and on a portion of the City owned parcel illustrated in Development Alternatives 2 and 3) containing a mix of attached single family residential dwelling groups, varied sizes and types of units, varied price and building types with close proximity to shopping, recreation, public facilities and nearby employment.

    B. **Peripheral Residential Neighborhoods** (primarily on the City owned parcel and on the Syufy parcel illustrated in Development Alternatives 2 and 3) of clustered small lot (10-12 du/ac) and attached single-family (14-16 du/ac) dwellings adjacent to the Central Residential Neighborhood. The Peripheral Residential Neighborhoods are positioned to compliment the central residential neighborhoods and support the commercial core area, and are designed for clear pedestrian, bicycle and auto access to the entire community.

3. **A Neighborhood Park** (illustrated in Development Alternatives 2 and 3) designed to create the open space "heart" of the neighborhood. The Park will function as the outdoor "living room" of the neighborhood.

4. **The pedestrian oriented network of streets, walkways and bikeways** that create the circulation, visual and landscape structure of the community. This system will be designed to promote pedestrian activity, provide appropriate

automobile, service/ emergency access and create a powerful visual framework, which will orient residents and visitors. These pedestrian streets and paths will also function as important pieces of the open space system and provide linking outdoor "rooms" in which people will circulate and socialize.

Locational Criteria. The proposed Sites for the neighborhood commercial center and various residential areas were selected using the following criteria:

- The neighborhood commercial center is located along the Geneva Avenue corridor, providing maximum visibility and access to the SITE and adjacent residential neighborhoods. The Site is of sufficient size to support a viable major supermarket anchored neighborhood oriented commercial center, when combined with the trade generated by the residential neighborhoods within the SITE, adjacent existing multi-family residential neighborhoods and surrounding existing residential area.

- The Sites are areas of relatively level to gently sloping topography, located where grading and disruption of mature tree groupings can be minimized.

- The locations of uses would generally be compatible with expanded redevelopment on the eastern portion of the site if the Cow Palace were to relocate at a later date.

- The locations were identified for proximity and access to Geneva Avenue and Bayshore Boulevard, where regional transit (Sunnydale MUNI bus line, BART via shuttle or future Third Street light rail at the Bayshore) can be reached. Community design principles and appropriate design strategies applied to the SITE neighborhoods and districts could help to minimize traffic impacts on neighboring communities.

IV. Community Design Principles

Community Design Principles help decision makers define policies for the development pattern and character of the built environment. Detailed development standards and design guidelines for the Master Plan Area follow from the general principles outlined in this Section.

The Community Design Principles are intended to build on policies of the Daly City General Plan, Zoning Ordinance, Geneva Avenue Urban Design Plan and the Bayshore Redevelopment Plan.

PRINCIPLES: Overall Community Design

OCD1. Create a Master Planned neighborhood within the Master Plan Area with residential densities and commercial development intensities that promote pedestrian activity, social interaction between residents and frequent transit use by residents and visitors.

- The Master Planned neighborhood should have a relatively dense, urban character that emphasizes mixed-use development, with residences within walking distance of neighborhood shopping, nearby employment, educational uses, recreation, transit, and accessible public facilities.

- The proposed community pattern is an alternative to uniform low density suburban development that creates monolithic communities and consumes large land areas.

OCD2. The Master Planned neighborhood proposed for the Cow Palace/ Carter Martin area will provide an opportunity to:

- Improve the jobs/housing balance within Daly City by adding more jobs than housing.

- Tailor housing sizes and types to prospective residents likely to work in nearby employment centers in order to promote the City's transportation goals and reduce traffic congestion within the City and the larger Bayshore community.

- Promote a mixed-use community pattern with a continuous pedestrian environment.

- Encourage residents to use alternative modes of travel for trips within the Master Plan Area, the Bayshore community and to nearby employment centers and adjacent neighborhoods.

Following are Community Design Principles which will help define policies, development standards and design guidelines for the Master Plan Area.

Community Design principles are outlined for the components of the Master Plan Area. These include:

1. **Neighborhood Commercial Center** - which includes:
   a. A major supermarket anchored neighborhood retail center
   b. Supporting retail uses, such as a drugstore, restaurants, etc.

2. **Interior Commercial/Residential Neighborhood** containing a mix of retail and office and small lot attached single family residential dwellings, varied price and building types with close proximity to shopping, recreation, public facilities and nearby employment.

3. **Peripheral Residential Neighborhood** of clusters of small lot and attached single-family dwellings adjacent to the Central Residential Neighborhood. The Peripheral Residential Neighborhoods are positioned to compliment the central residential neighborhoods and support the commercial center area, and are designed for clear pedestrian, bicycle and auto access to the entire community.

4. **Public Facilities** such as a neighborhood park, community meeting room. These uses may be included in a mix of uses with other commercial areas or in the neighborhoods.

Community Design Principles: Neighborhood Commercial Center

The Neighborhood Commercial Center is the commercial and social activity center of the neighborhood. The center contains a major supermarket, retail shops, commercial services, and could include public/quasi-public facilities such as a branch bank, neighborhood park, public plaza, etc. The center must be designed to create a high-quality pedestrian environment with building densities sufficient to support a walkable shopping district.

Figures IV.2 illustrates Community Design Principles for the Neighborhood Commercial Center.

NCC1. The Neighborhood Commercial Center should be organized with an internal street system, similar to traditional "Main Street" commercial areas. The resulting building locations should be oriented to street frontages (preferably 400 feet or less in length) in order to create pedestrian oriented street frontages with a "fine grain" development pattern.

NCC2. Clear pedestrian, bicycle and transit access must be provided to the Neighborhood Center from the Central Residential and Peripheral Residential Areas.

- Sidewalks are to be provided on both sides of all streets. Where the distance between streets is greater than 400 feet, internal walkways should be provided. Use connecting trails, pedestrian bridges, public steps and other pedestrian linkages in locations where natural features separate the Community Core from residential areas.

- A bikeway system must directly link the Neighborhood Commercial Center to Central Residential and Peripheral Residential Neighborhoods. Bikeways should connect with surrounding neighborhoods and be designed as recreational features. Bikeway and bike lane design should be carefully reviewed for safety if located along major arterial streets. Instead, designated bikeway systems should use the residential access and collector streets, and/or bike paths with exclusive rights-of-way.

- Where feasible, local bus stops should be provided to connect the surrounding residential areas with the Neighborhood Commercial Center. Development of a transit stop along Geneva Avenue where the Sunnydale bus is routed, is encouraged, and should be located between the Neighborhood Commercial Center and adjacent Cow Palace uses.

- The overall street pattern should reinforce pedestrian circulation and connect the residential neighborhoods to the Neighborhood Commercial Center.

NCC3. The planning and design of the Neighborhood Commercial Center should place emphasis on creating a high-quality pedestrian environment. The placement of buildings, layout of streets, location of parking areas, and design of building frontages, public streetscapes and other public spaces should result in a compact, walkable district directly linked to the community's residential neighborhoods.

All elements of the Neighborhood Commercial Center should address pedestrian needs and develop creative approaches to improving pedestrian interest, access and enjoyment.

- Provide sidewalks with street trees along all public and private streets. Sidewalk width, including the curbside planting area, shall range from 12 to 15 feet, depending upon the importance of the street. Street trees, planted at a minimum interval of 30 feet, shall be curb-adjacent in order to provide a buffer between pedestrians and the street.

- Provide pedestrian-oriented street lighting on all public and private streets bordering or within the Neighborhood Commercial Center.

NCC4. Where feasible, provide active building frontages along all public streets and sidewalks. Buildings should be placed at or near the public sidewalk to strengthen pedestrian interest and pedestrian activity along the street.

- Design active building frontages that create inviting indoor and outdoor spaces visible from the sidewalk, and provide frequent building entrances along the street. If rear or side entrances to buildings are used, they should be accompanied by a street-facing entrance.

- Buildings may be set back from a public sidewalk if a plaza, patio, courtyard or other pedestrian space is provided between the street and sidewalk.

- Along private streets, the building-street edge should be designed with pedestrian-oriented characteristics similar to well designed public streets. Inward-oriented developments design as to be "walled off" or separated from public streets should be avoided.

NCC5. Site planning and building design should provide a network of public and semi-public pedestrian spaces throughout the Neighborhood Commercial Center.

- Courtyards, patios, plazas, covered walkways, enclosed gardens and other spaces that create opportunities for outdoor activities should be provided in all projects. Planted building setbacks, large turfed lawn areas and other open spaces that do not contribute to the pedestrian environment should not be used.

- Design parking areas and spaces between buildings with clear pedestrian circulation areas. Use materials, landscaping and lighting to design pedestrian areas as series of landscaped paths, courts and plaza areas that give strong visual structure to entire development Site

- Within the Neighborhood Commercial Center, a highly visible central public plaza, pedestrian streets and other landscaped public places should be provided. The pedestrian street or plaza should be located at or near the center of the development, surrounded by shops, commercial services, public/quasi-public buildings or other activities that create an active visual and social focus for the development.

NCC6. Mixed-use development accompanied by small parcel sizes that create a "fine grain'" character is encouraged throughout the Master Plan Area.

- "Horizontal" mixed-use development is a land use pattern that locates different uses side-by-side, on adjacent parcels or on the same parcel. Commercial facilities, small offices, public buildings and housing may be located in close proximity to each other. The mixing of uses will create a more balanced pattern of street activity during different times of the day, evening and week, and will also reduce parking demand by balancing the peak use periods associated with different activities.

- "Vertical" mixed-use development locates different uses in the same building, over one another. A common example is offices located above ground floor retail. While the design, parking requirements and economic issues related to vertical mixed-use projects are more complex than horizontal mixed-use, opportunities may exist at selected locations in the Neighborhood Commercial Center and in the Central Residential Neighborhood.

NCC7. "Fine-grain character" strives for relatively small frontages and building sizes that create pedestrian interest and a diverse land use pattern. Fine-grain land use is closely associated with mixed-use development, and is a desired characteristic of planning throughout the Neighborhood Commercial Center.

A fine-grain development pattern may be achieved by:

- Reducing the size of building components, avoiding large single-"box" developments.

- Dividing building masses into smaller parts, providing frequent street-facing entrances, and varying building masses and heights.

NCC8. Within the Neighborhood Commercial Center, minimize the visual impact of all parking facilities by designing them as landscaped parking courts with clear pedestrian circulation connections.

NCC9. Future structured parking should be anticipated, even if not feasible in the immediate development program for the Master Plan Area. Planning should provide for future conversion to structured parking, if needed, to accommodate expansion of building space.

- Locate any parking structures to the rear or interior portion of building Sites. When a parking structure must be located facing a street, minimize its dimension along the street and provide shops or other commercial activities along the ground floor street frontage.

NCC10. Lanes (alleys) or rear service drives should be used, where appropriate, to minimize the visual impact of parking, loading areas and garages.

NCC11. Surface parking lots should be designed as landscaped parking courts. When a parking lot must be located adjacent to a street and sidewalk, the sidewalk and pedestrian areas should include planted setback areas between pedestrian areas and parking to screen the parking area from the street. All surface parking lots should be planted with tree canopies.

NCC12. Curb cuts for driveways opening to public streets should be limited to a minimum number. Larger projects with anchor stores that require a high-volume entrance may require a Geneva Avenue access. Private driveways opening on arterial streets are prohibited.

NCC13. Automobile-oriented uses such as drive-in and drive-thru facilities that conflict with the pedestrian environment should be discouraged in the Neighborhood Commercial Center.

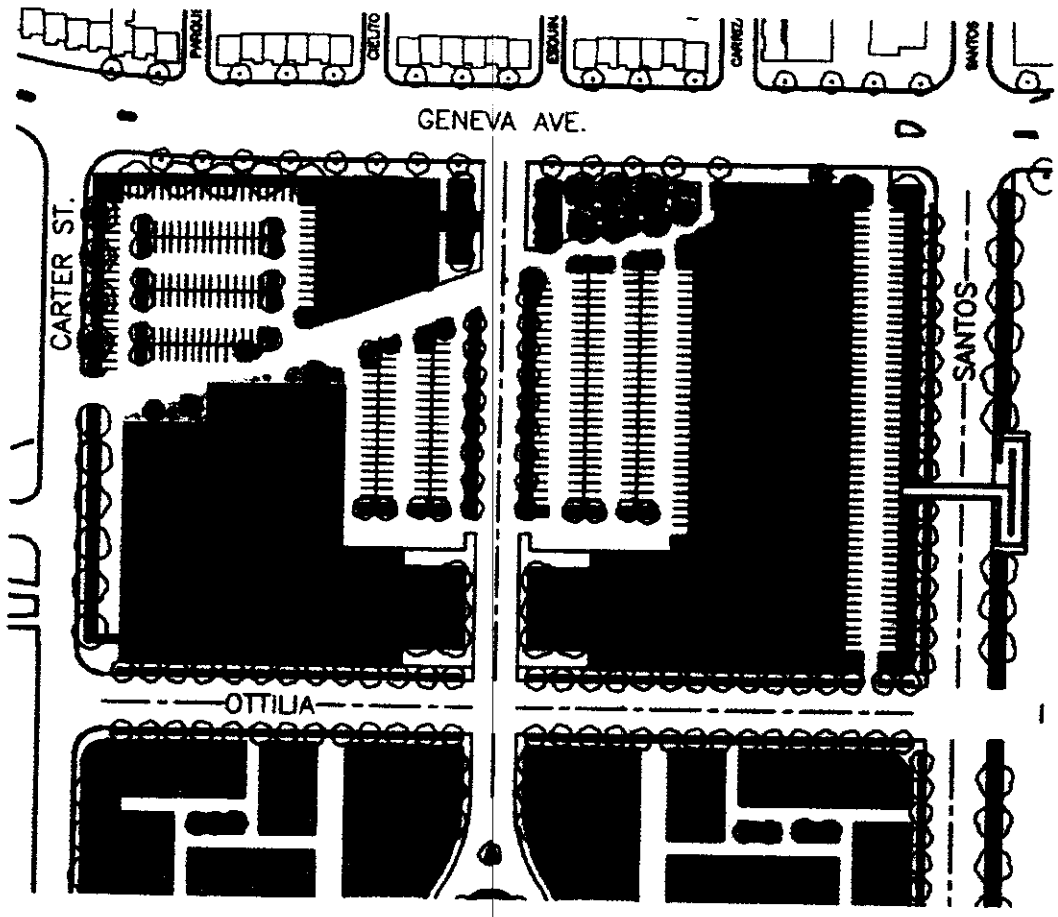


Figure IV.2 Illustrative Plan: Neighborhood Commercial Center

- Supermarket, Retail Shops and Commercial Services.
- Some office uses on second level allowed with City approval and adequate parking.
- Public Plaza and Pedestrian Streetscapes at connection to adjacent residential neighborhoods and along internal streets and retail frontages.
- Local Transit nearby along Geneva Avenue.
- Public Facilities (e.g., Community Room/Public Safety Station, Possible Post Office drop-off.
- Street system is modified grid. Create pedestrian street frontages along Geneva Avenue and along interior pedestrian oriented streets.
- Design Site spaces between buildings and curb of arterial streets (Geneva, Carter) as the pedestrian edge of the Neighborhood Commercial Center. Create pedestrian connections to residential land uses.
- Pedestrian emphasis in all Site and building design. Locate buildings along public sidewalks at front of Sites and along street frontages facing residential uses where feasible.
- Mixed-Use Development with small scale building fronts (50' max. length of parts) and ``fine-grain" character (street furnishings, pedestrian lighting, pedestrian scaled building materials and detail, signage).
- Provide linked network of pedestrian open spaces (courtyards, plazas, patios) within the development and create open space connections to adjacent residential neighborhoods.
- Shared surface parking facilities. Future possible Structured parking allowed if required with expanded building space.

Figure IV.3 Summary of Design Principles

- Design the elevations of buildings and sidewalk spaces between building and curb to have strong pedestrian and landscape character. This will help integrate the various development areas and encourage continuity of the pedestrian street edge within, surrounding and extending from the Master Plan Area.

- Provide outdoor use areas that promote pedestrian activity. When designing buildings, avoid blank walls and other "dead" spaces at the ground level along street frontages.

- Along pedestrian building frontages, design buildings to included large window openings at ground level to allow maximum visual connection between interior and exterior uses.

- Design parking areas and spaces between buildings with clear pedestrian circulation areas. Use materials, landscaping and lighting to design pedestrian areas as series of landscaped paths, courts and plaza areas that give strong visual structure to entire development Site.

- At select corner and crosswalk locations, widened sidewalk spaces are encouraged for street furniture and planting. Encourage this condition in front of food oriented retail uses.

- Create small-scale building frontages by dividing building facades into smaller parts.

RESIDENTIAL LAND USES AND NEIGHBORHOODS

Community Design Principles: Interior Commercial/Residential Neighborhood

ICRN1. The Central Residential Areas contain a mix of housing types within walking distance of the Neighborhood Commercial Center. The planning and design of all development in these neighborhoods must create a high-quality pedestrian environment with a horizontal pattern of mixed pattern of lot sizes, ownership patterns and parcel sizes.

Figures IV.4 and IV.5 illustrate Community Design Principles for the Central Residential Neighborhoods.

ICRN2. A grid or modified grid street system is proposed as the organizing framework for the area. The street and circulation network should be carefully designed to minimize grading.

Variations from the grid may be made to take advantage of community design opportunities. For example, a street may be designed to vary from the grid to achieve visual emphasis, align with an important visual feature, such as Geneva Avenue, the surrounding hills, the Cow Palace or a natural feature or open space.

ICRN3. Clear pedestrian transit and bicycle access from the Central Residential Neighborhoods to the Neighborhood Commercial Center should be provided.

- Shuttle service is encouraged to provide stronger connections between the Residential Neighborhoods and Neighborhood Commercial Center. Planning should anticipate for shuttle service even if the service is not feasible at the time of project plan preparation.

ICRN4. The street system should emphasize pedestrian and bicycle connectivity along surrounding and internal streets and drives. Projects must provide publicly accessible streets within them, with clear through linkages to adjacent developments. Discourage gated projects.

- Residential Collector streets should be designed for narrowed street sections and more choices of alternative pedestrian and bicycle routes within the neighborhoods. This pattern creates more pedestrian oriented streets. This will slow traffic speeds, and reduce noise caused by vehicles within neighborhoods.

ICRN5. General categories of permitted land uses and net densities within the Residential Neighborhoods are listed in Table III.2. Non-residential uses not listed as "Compatible Activities" in Table III.2 may be considered if they are desired uses and well integrated into the design of the neighborhoods.

ICRN6. Building heights within the Central Residential Areas should not exceed four stories, with a mix of heights desired within each block, development area and neighborhood.

ICRN7. Follow the principles for Streetscape Character outlined in the Section titled "Street Layout." Sidewalk width, including a curb-adjacent planting area for street trees, should be a minimum of six feet on all public and private streets. Wider sidewalks are encouraged along arterial, collector and important local residential streets.

ICRN8. A fine-grain mix of housing types should be achieved by providing appropriately scaled project and parcel sizes. If larger projects or parcels are developed, they should contain a mix of different housing types.

- Development proposals exceeding one acre should incorporate at least two different housing types from the list of appropriate housing types in Table 2.1-B.

- Development proposals containing only single-family housing types may comprise up to four acres without incorporating a second housing type.

- All development should carefully study adjacent existing buildings and sites. The fine-grain land use mix should be achieved while maintaining compatibility in Site planning, building height and scale among neighboring developments.

ICRN9. Create small-scale public open spaces in each neighborhood, and carefully integrate the public spaces with neighborhood planning. Neighborhood-scale public spaces may serve as points of visual orientation, social gathering and recreation.

ICRN10. All Site and building design in the central residential neighborhoods should create street frontages with architectural and landscape interest for both pedestrians and neighboring residents. Site planning should provide direct circulation and visual relationships between buildings, streets and public sidewalks.

- Building setbacks from public sidewalks may be kept to a minimum if buildings and planting are carefully designed for pedestrian interest. Building setbacks may range from 15-20 feet. The setback area should contain a courtyard, garden, patio, landscaped entrance terraces, covered walkway or other outdoor space visible to pedestrians from the public sidewalk.

- As a general rule, higher building elements should be located toward the mid or rear portion of a Site, with street frontages carefully scaled to the pedestrian. Normally, street frontages should be two stories or less, with taller elements stepped back from the public sidewalk. Exceptions to this principle may be made for accent elements, corner features or other elements that improve the diversity of street frontages.

ICRN11. Developments with private circulation systems should avoid creating isolated enclaves separated from the rest of the neighborhood. Within the Central Residential Neighborhood, private lanes (alleys) should be used primarily for service and parking access, not as an alternative to the public street system. Private residential streets which are not exclusively used for service and parking access should follow the same streetscape, pedestrian orientation and building frontage design principles as other residential streets, and should be accessible to the general public.

ICRN12. The visual impacts of parking areas and garage doors should be minimized on public streets.

- Enclosed parking is encouraged in residential projects. The number of garage door openings facing public streets should be kept to a minimum, and when facing the street frontages, should be recessed or when feasible, placed toward the rear of the property. Garage doors should typically be limited to one 20 foot opening per building.

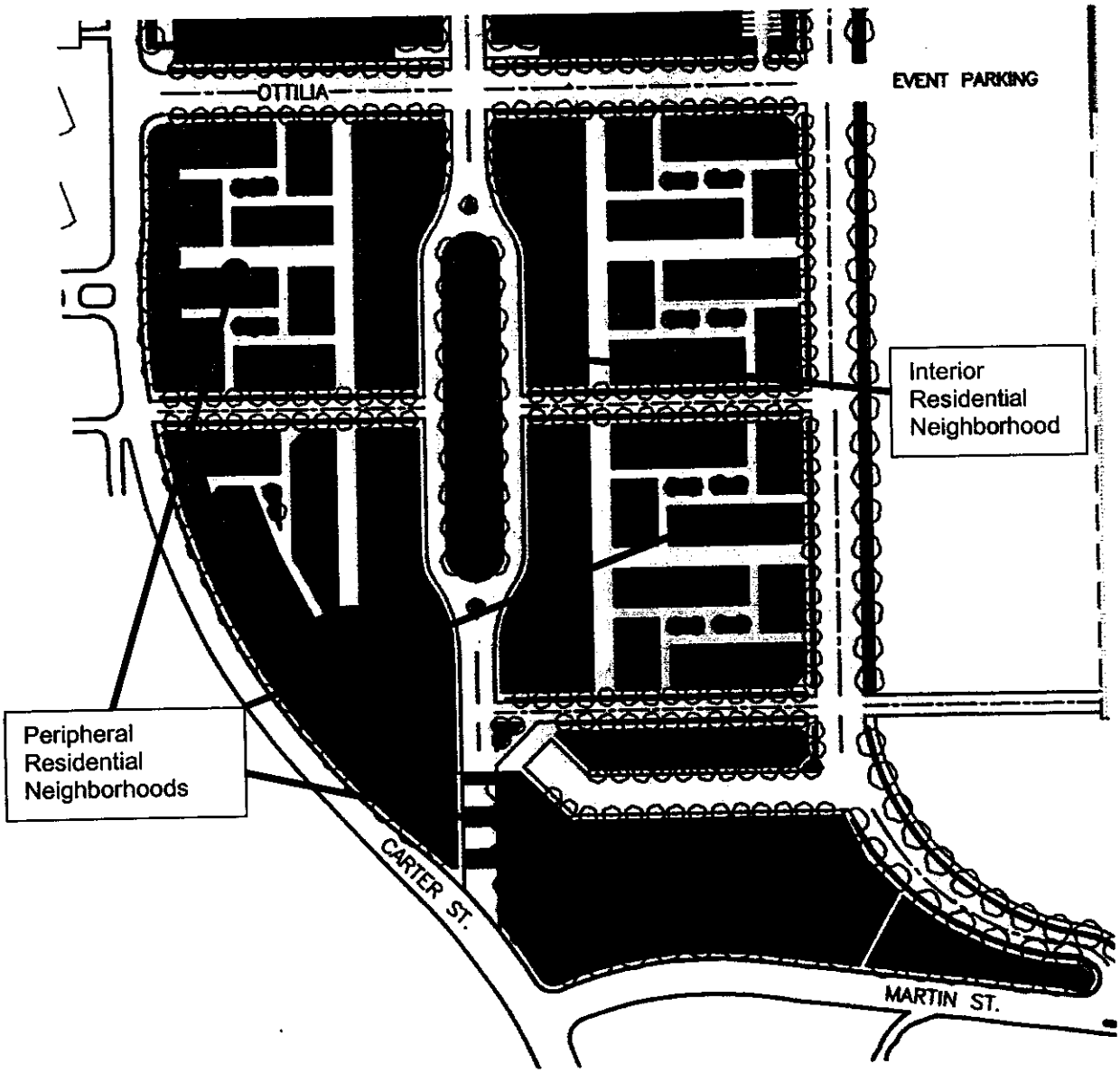


Figure IV.4 Illustrative Plan. Interior Residential Neighborhoods.

- Attached Single Family Dwellings at 18-20 dwelling units per acre.
- Single Family Dwellings possibly with Second Units with City approval
- Child Care Centers allowed with City approval
- Neighborhood Parks and Recreation facilities

Figure IV.5 Illustrative Sketches of Development Pattern consistent with Design Principles

- Attached single-family dwellings at 18-20 dwelling units per acre.
- Street frontages designed to give dwellings "sense of address".
- Local streets linked with adjacent neighborhoods - avoid closed loop subdivisions.
- Shared Drives or Auto courts encouraged to minimize impervious surfaces, minimize grading and to increase landscape area.
- Lanes (Alleys) encouraged in developments with densities over 8 units per net acre.

Neighborhood Park as focus of central Residential Neighborhoods

NPRN1. **Open Spaces and Linkages**

Develop clear pedestrian and open space linkages within and between neighborhoods. Paths and areas clearly designated for walking, biking and jogging opportunities are encouraged, providing access to the commercial activities, residential neighborhoods, transit, parks and recreational opportunities.

View from along east side of park

View from north end of park

View to east side at intersection of side street

Figure IV.6 - Sketches of Neighborhood Park from along interior walking path.

Community Design Principles: Peripheral Residential Neighborhoods

Principles for design of Peripheral Residential Neighborhood are illustrated in Figure IV.6

PRN1. The Peripheral Residential Areas should contain a modified grid street system in areas of sloping terrain where natural features may intervene. Peripheral Residential Neighborhood should be organized with a local system of connected streets and or lanes.

PRN2. Local street systems that establish linkages with adjacent neighborhoods should be used. Closed loop or "gated" subdivisions should be avoided.

PRN3. A high quality pedestrian environment shall be created on all streets. Sidewalk width, including the curbside planting areas, shall be a minimum of 6 feet. Street trees, planted at a minimum interval of 30 feet, shall be curb-adjacent, providing a buffer between pedestrians and the street. Peripheral Residential Neighborhoods contain a mix of small lot single family and attached units to achieve a diversity of house types. The Peripheral Residential Areas should have direct pedestrian and bicycle linkages to the Interior Commercial/Residential Neighborhoods and the Neighborhood Commercial Center. Peripheral Residential Areas should strive for the same streetscape quality and pedestrian orientation as the Neighborhood Commercial Center and Interior Commercial/Residential Areas.

PRN4. General categories of permitted land uses and average densities of Peripheral Residential Neighborhoods are listed in Table III.2. Public and quasi-public facilities may be located in these areas, but other non-residential uses are not permitted. Building heights within Peripheral Residential Neighborhoods should be primarily two and two and a half stories, with third stories permitted, in special locations

PRN5. All Site and building frontages should be designed to create architectural and landscape interest for the pedestrian and neighboring residents.

PRN5. A high quality pedestrian environment should be achieved on all residential streets. Curb-adjacent planting areas with street trees shall be provided on all public and private streets except service drives and alleys.

PRN6. A fine-grain mix of dwelling types and designs with small project sizes is desired in the Peripheral Residential Areas.

- Development proposals exceeding one acre should, where feasible, incorporate different housing types and sizes to encourage diversity and choice within the neighborhoods.

- Requirements listed in Figures IV.8 and IV.9 for the design of lanes and service drives, should be followed in Peripheral Residential Neighborhoods.

PRN7. Public open spaces scaled to the size of the neighborhood should be provided in the Peripheral Residential Areas. These may include mini-parks, gardens and other small open spaces.

PRN8. Building setbacks in the Peripheral Residential Areas are proposed in a range of 10-14 feet, with varied patterns desired on each block or development area.

PRN9. Open Spaces and Linkages
Develop clear pedestrian and open space linkages within and between neighborhoods. Paths and areas clearly designated for walking, biking and jogging opportunities provide access to the commercial activities, residential neighborhoods, transit, park and recreational opportunities.

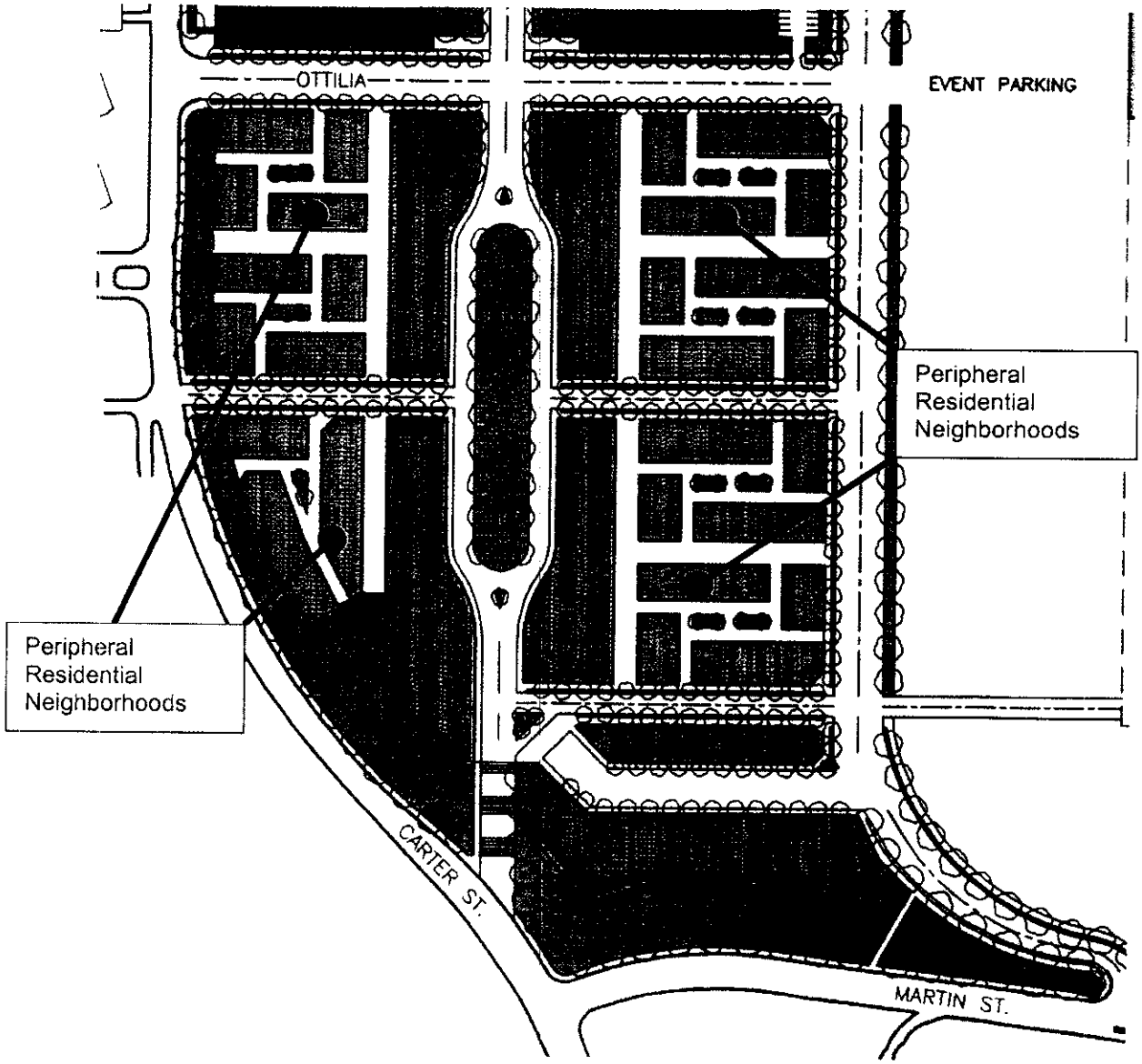


Figure IV.6 Illustrative Plan. Peripheral Residential Neighborhoods.

- Single Family small lot and attached dwellings allowed with densities 10-18 dwellings acre
- Clustering encouraged to preserve topography and natural features.

Figure IV.7 - Illustrations of Townhouse and Courtyard Dwellings

- Residential dwellings at densities of 10-18 dwelling units per acre.
- Orient buildings and individual dwelling units to the street, an interior courtyard or garden spaces on the Site.
- Each dwelling unit should have a "sense of address," either toward the street or directly to an open space on the Site.
- When an outdoor courtyard or garden is used as an entrance to dwellings, open the courtyard directly to the street.

Community Design Principles: Street Layout

SL1. Streets, drives, parking and emergency vehicle access should be aligned to conform, as closely as possible, to existing grades and minimize the need for the unnecessary grading. Streets and other built improvements should not greatly alter the physical and visual character of land. Natural grades may often be retained by introducing gentle horizontal and vertical curves in road alignments, where appropriate.

SL2. The major intersections with the street system surrounding the Master Plan Area should be designed as community entrances with a consistent design vocabulary. The concept is to emphasize the experience of the community entrances by using plant materials that reflect the indigenous landscape character and local landscape traditions.

SL3. Street layout should be aligned to conform, as much as possible, to the natural grades. Long stretches of uninterrupted street should be avoided by utilizing Site, streetscape and building design.

- Where street construction is permitted in areas with existing mature tree groupings, the extent of visual disruption and vegetation disturbance should be minimized.

SL4. Use narrower street widths (acceptable to the City Engineer, Fire Chief, and other City Departments) when it can be proven that it will promote safety, slower traffic speeds and encourage walking and biking.

- Reduce the visual, stormwater runoff and safety impacts of pedestrian oriented street design by use of materials that allow water to be retained on-Site, reduced street sections and increased landscaping.

- Shared streets and drives in all residential neighborhoods are encouraged to minimize grading, reduce paving and increase landscape area

SL5. Create a wide landscaped roadway edge along shared circulation collector streets or residential collector streets, using berms, landscaped parkways, street trees, dense planting and other devices that reduce the need for sound attenuation walls.

SL6. Gated residential areas restricting public access are discouraged within the Master Plan Area.

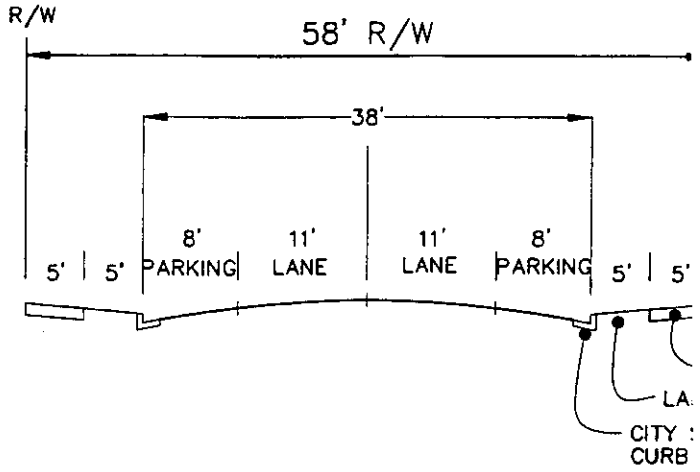
SL7. Landscape Design

- Irregular plant spacing is encouraged to achieve a natural appearance on slopes, such as those along Carter and Martin frontages. Plant trees along contour lines in undulating groups to create grove effects which blur the distinctive line of the graded slope. Shrubs of varying height may be planted between tree stands.

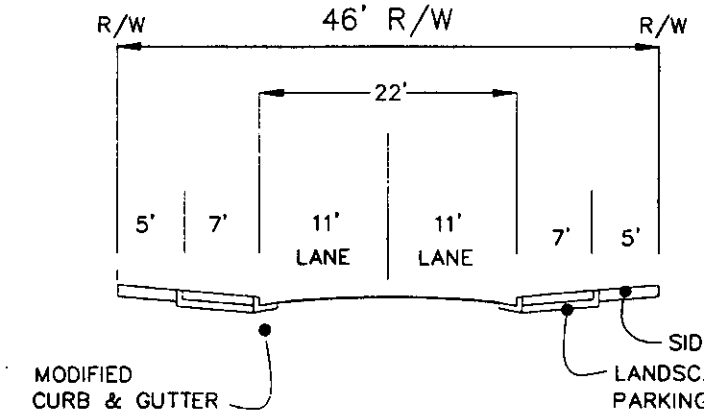
- On steep slopes, plant materials with deep rooting characteristics should be selected that will minimize erosion and reduce surface runoff.

- Street trees should be planted within all commercial and residential development. The planting pattern may be more varied than the regular spacing called for along automobile oriented streets. All right-of-way areas should be fully landscaped with trees, low shrubs or ground covers.

Conceptual Street Sections



Public Street – 58' r.o.w

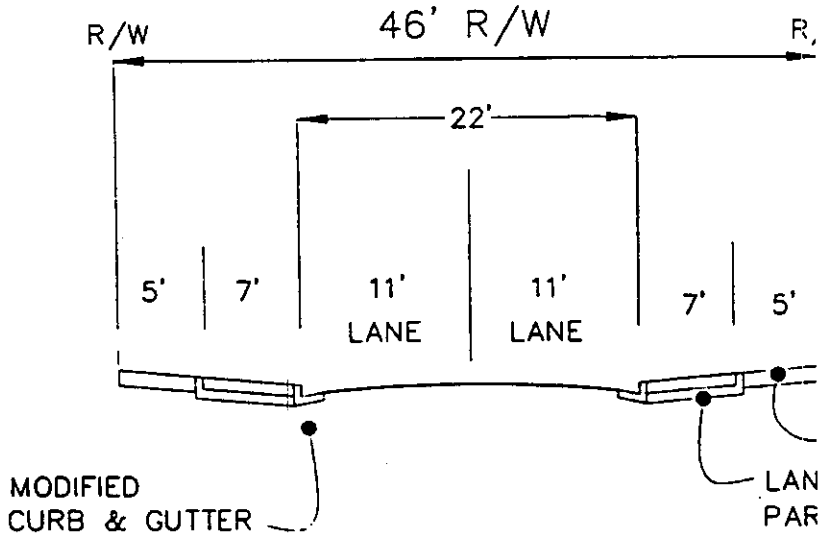


Public Street – 46' r.o.w.

Public Street Standards
Typical Sections

Figure IV.8 - Internal Public Street Sections

Conceptual Street Sections



Private Street – 46' r.o.w.

Private Street Standards

Figure IV.9 - Private Street Section

V. Plan Implementation

The Cow Palace Carter Martin Master Plan provides implementation guidelines for land use and development quality. The purpose of this section is to describe the procedures required for the timely implementation of development within the Master Plan Area. A few documents have been prepared and processed concurrently with the adoption of the Cow Palace Carter Martin Master Plan, which could include a General Plan amendment, zoning and ordinance amendments, and certification of an environmental assessment. These documents will form the basic framework to guide future development within the Master Plan Area.

PROCESSING AND REVIEW

Future development within the Master Plan area will involve obtaining the necessary development permits for the division of a parcel of land into two or more parcels; the construction, reconstruction, conversion, structural alteration, relocation, or enlargement of any structure; any mining, excavation, landfill, or land disturbance, and any use or extension of the use of land. City review of these permit applications will ensure consistency of the proposed improvements with the design recommendations and development regulations outlined in the Master Plan.

The Master Plan area shall be developed in accordance with the criteria outlined in the Master Plan and accompanying documents and in accordance with other land use and zoning regulations of Daly City. In cases where discrepancies occur between the Master Plan and citywide development standards, the development regulations contained in the Cow Palace Carter Martin Master Plan shall prevail. All development within the Master Plan boundary shall be consistent the Master Plan.

The development procedures are as follows:

A. Development Applications

Development applications shall be processed according to the procedures indicated in Title 17 of the Daly City Municipal Code.

B. Design Review

Design Review applications shall be processed according to the procedures indicated in the Daly City Municipal Code. Also reference the Design Guidelines of the Master Plan for additional information on applications subject to or exempt from Design Review.

C. Plan Amendments

Amendments to the Master Plan shall require a modification to the Master Plan and shall be subject to the procedures as indicated in the Daly City Municipal Code.

IMPROVEMENTS PROGRAM

Certain basic financing needs have been identified which include improvements to traffic/circulation, drainage, and utility infrastructure. Other specific capital improvements include streetscape enhancement, community facilities, and community development programs. The following table summarizes an initial estimate of those capital needs and costs that apply within the Cow Palace Carter Martin Master Plan area. These are preliminary cost estimates.

Improvement Projects

(To be added)

FINANCING STRATEGIES

A detailed financing plan should be prepared in order to successfully implement the improvements and programs proposed by the Cow Palace Carter Martin Master Plan. Along with establishing specific goals and policies, the financing plan should analyze a series of methods to finance infrastructure and other improvements, recommend preferred alternatives, and develop a process for enacting financing methods.

The following is a summary of possible methods for financing the Master Plan improvements as identified above. Some of these financing methods may be impacted by the passage of State legislation and by on-going commitment of funds

SPECIAL ASSESSMENT DISTRICTS (1911, 1913, 1915 ACT)

California law provides procedures to levy assessments against benefiting properties and issue tax exempt bonds to finance public facilities and infrastructure improvements. Assessment districts, also known as improvement districts, are initiated by the legislative body (e.g. city), subject to majority protest of property owners or registered voters. Assessments are distributed in proportion to the benefits received by each property, and represent a lien against property. The assessments are fixed dollar amounts, and may be prepaid. Only improvements with property-specific benefits (e.g. roads, and sewer and water improvements) may be financed with assessments.

AREA OF BENEFIT FEES

Area of benefit fees may be enacted by the legislative body (i.e. city) through adoption of an ordinance, without voter approval. The fee must be directly related to the benefit received. It does not create a lien against property, but must be paid in full as a condition of approval. Its principle use is for encumbering properties that do not voluntarily enter into an assessment of a Community Facilities District (CFD), so that they pay their fair share at the time they are ready to be developed. Proceeds may be used to reimburse property owners who pay up-front cost for facilities benefiting other properties. Benefiting properties may be given the option to finance the fees by entering into an assessment district (1913/1911 Act or Mello-Roos CFD).

MELLO-ROOS COMMUNITY FACILITIES DISTRICTS

The Mello-Roos Community Facilities Act of 1982 allows for the creation of special districts authorized to levy a special tax and issue tax exempt bonds to finance public facilities and services. A CFD may be initiated by the legislative body or by property owner petition, and must be approved by a 2/3 majority of either property owners or registered voters (if there are more than 12 registered voters living in the area). Taxes are collected annually with property taxes, and may be prepaid if prepayment provisions are specified in the tax formula. The levy creates a tax lien on the property.

There is no requirement that the tax be apportioned on the basis of benefit, and because there is no requirement to show special benefit, Mello-Roos levies may be used to fund improvements of general benefit, such as fire and police facilities, libraries and parks, as well as improvements that benefit specific properties. The provision also allows for the reallocation of cost burdens to alleviate untenable burdens on specific properties.

STATE COMMUNITY REDEVELOPMENT LAW

The Bayshore neighborhood is entirely within a redevelopment Project Area and the Redevelopment Agency has eminent domain authority over non-residential properties. Redevelopment law allows communities to utilize tax increment financing to carry out redevelopment activities, by applying tax increments obtained in the project area to finance planning, administrative, acquisition, and improvement activities.

The Act permits the Redevelopment Agency to finance land acquisition for public purposes, construction of public facilities, such as roads, parks, and sewers, and administrative, legal, planning, and engineering costs related to the project.

The agency could issue bonds to finance project area improvements and administrative costs, and could apply the tax increments derived in the project area to pay the debt service on the bonds. Tax increments are those tax revenues produced in an area in excess of the revenues produced at the time the Redevelopment Agency Project Area is formed. The excess revenues thus produced can be used to pay off bonds used to finance the expenses of the redevelopment process such as administration, planning, acquisition, and construction of public facilities. Current and projected development could provide a substantial revenue base from which to finance major improvements.

SURFACE TRANSPORTATION PROGRAM (STP) FUNDS

The passage of the Intermodal Surface Transportation Efficiency Act of 1991 provides funding to strengthen the national transportation system through "enhancement" projects. Transportation enhancement activities include: pedestrian and bicycle facilities, acquisition of scenic and historic sites, scenic and historic highway programs, landscaping, rehabilitation of historic transportation facilities, preservation of abandoned transportation corridors, archeological planning and research, control and removal of outdoor advertising, and mitigation of water quality impacts from roadway runoff. Funding can be obtained through the Metropolitan Transportation Commission (MTC) on a regional basis and also directly through the State.

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG) and HOME Funds

These grants issued from the United States Housing and Urban Development Department (HUD) are available to areas in which at least 50 percent of the households have a low-moderate income. The Bayshore is 59 percent low and moderate income households. Daly City is an entitlement city and could use CDBG or HOME funds for certain, eligible costs.

OTHER FUNDING SOURCES

There may be other sources available to finance improvement projects such as special assessment districts, government grants, or various types of bonds not listed above, that may be used to fund improvements.

Appendix A

Economic Report and Memoranda

FEASIBLE OPTIONS FOR THE DEVELOPMENT OF THE COW PALACE CARTER MARTIN MASTER PLAN AREA

A Report to
Gast Hillmer Urban Design

From
Gruen Gruen + Associates

C1063

January 14, 2003

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CHAPTER I

REAL ESTATE ECONOMIC ANALYSIS OF PROTOTYPICAL RETAIL DEVELOPMENT OPTIONS TO ESTIMATE POTENTIAL FEASIBILITY AND SUPPORTABLE LAND VALUES AND OBTAINABLE GROUND RENT

INTRODUCTION AND APPROACH

The first report focused on gaining an understanding of the demographic, socioeconomic and other factors that shape the demands that apply to the Cow-Palace-Syufy-Carter Martin site. The prior report also reviewed the land use/real estate conditions, including the supply of competing retail facilities. From the perspective of a real estate investor, the forces of demand and supply and land use policy/zoning regulations come together to influence the real estate economics that apply to owning and developing property.

The market reconnaissance summarized in the prior report suggests retail demand opportunities apply to the site. Chapter one of this report presents an analysis of the real estate economics of prototypical retail development alternatives that would respond to the potential demands. The results of the analysis permit inferences to be made as to the likely feasibility of new retail center development and the land values and ground rents the options likely to be feasible can potentially support.

In order to identify whether a retail development option is likely to be feasible under the present real estate economics that apply, GG+A simulated the real estate investment results of two prototypical development options suggested by Gast-Hillmer Urban Design. One option is a grocery store-anchored neighborhood shopping center. The other option is a community shopping center that would include in addition to a grocery store anchor a "big-box" tenancy such as a Lowe's Home Improvement store.

We estimated the investment results of the prototypical development options based on the estimated cash flows produced from cost and revenue forecasts and stipulated financial terms from the viewpoint of a prospective developer. We analyzed the likely feasibility of development, or the need for a subsidy (incentive) in order to bridge a feasibility gap, based on a financial yardstick or measure referred to as a residual land value, assuming a required internal rate of return ("IRR").[1] We do so because property owners/developers typically seek to maximize their return on investment. If we assume the need for a given return, we can test feasibility by measuring the resultant land value. If the residual land value from an investment is zero or negative, then the likely cost of the land makes the investment infeasible.

[1] A residual land value refers to the amount a would-be developer could afford to pay for the land, given the cash flow that results from a specified set of cost and revenue forecasts and stipulated financial terms. An IRR means the rate of return at which the discounted future cash flows from an investment equal the initial cash outlay; in the jargon of finance theory, the IRR is the discount rate at which the net present value is zero. If the IRR exceeds the desired rate of return, the investment is financially feasible; if the IRR is lower than the desired rate of return, the investment is not financially feasible.

We asked the following question:

> How much could a prospective developer pay for the land needed to site the postulated development and earn an IRR of 11 percent, or alternatively, how many dollars of subsidy incentive would be required to provide the developer with the specified rate of return?

The physical development option postulated in this report is drawn from information provided by Gast Hillmer Urban Design. The development cost estimates are drawn from a synthesis of a review of previous Daly City redevelopment proposals, which included cost estimates, a review of the cost estimator Lee Saylor's web site and review of recent case files. We drew on developer interviews and capital markets data provided by the Urban Land Institute and GMAC Commercial Finance to make assumptions about debt and equity parameters.

ORGANIZATION

The next sections of this memorandum report describe the physical parameters of each postulated development option, the key cost elements, and financial and market parameters used to structure the analysis. Following the review of each prototype and underlying assumptions, the report then summarizes the results of the real estate economic analysis of each prototype..

NEIGHBORHOOD RETAIL CENTER WITH SURFACE PARKING ONLY

Table 1 summarizes the primary spatial parameters and cost, financial, and market assumptions for the neighborhood retail center option with surface parking.

TABLE 1
Spatial, Space Market, Cost, and Capital Market Assumptions for Development of 120,000-Square-Foot Neighborhood Retail Center With Surface Parking Only

Prototype Inputs		Cost Inputs	
Land Area (in square feet) For Building Space and Parking	591,545 (13.58 Acres)	Hard Costs for Building Space* ($ per square foot)	$94
Parking (# surface spaces)	650	Surface Parking and Landscaping Costs ($ per space)*	$2,000
Building Space (in square feet)	120,000	Soft Costs (% of hard costs exclusive of land)	25%
		Lease Commissions ($ per square foot)	$5.00
		Tenant Improvement Allowance ($ per square foot)	$10.00
Investing and Financing Inputs		**Rent and Occupancy Costs**	
Equity % of Project Total	25%	Annual Net Rent ($ per square foot)	$13.50 B Anchor $24.00 B In-line
Net Present Value Discount Rate & Internal Rate of Return (IRR)	11%	Annual Rent Escalation	2.0%
Sale Year for IRR Calculation	11	Operating/Insurance/Property Tax Expense on Vacant Space/Reserves ($ per square foot)	$1.00
Mortgage Rate	6.0%	Occupancy:	
Mortgage Term	25 years	Operating Year 1	100% - Anchor 60% - In-line
Year Mortgage Taken Out	2	Operating Year 2	100% - Anchor 90% - In-line
Construction Loan Rate (including one percent loan fee)	6.5%	Operating Year 3 and Thereafter	100% - Anchor 95% - In-line
Going in Capitalization Rate	8.5%		
Sale Year Capitalization Rate	8.57%		
Sale Expense	3%		

*Site work costs, including utility costs, assumed to be included in building space and parking and landscaping cost assumptions.

Sources: George Arce, Broker for Mission Plaza; BT Commercial Real Estate Services; City of Daly City; Gast Hillmer Urban Design; RREEF; Net.Funding.Com, Urban Land Institute's Capital Markets Update November 12, 2002; GMAC Commercial Real Estate Capital Faxline January 2003; Gruen Gruen + Associates.

PHYSICAL PARAMETERS

The top left hand side of Table 1 shows the physical parameters of the postulated prototypical grocery store-anchored neighborhood retail center option assuming surface parking only. The prototype consists of a 57,000-square-foot grocery store and 63,000 square feet of in-line retail or shop space. The prototype is assumed to consist of a total of 120,000 square feet of leasable space on approximately 13 acres of land. This prototype option is assumed to include 650 surface parking spaces only.

KEY COST ELEMENTS

The upper right hand side of Table 1 also summarizes the key cost elements of the prototypical neighborhood retail center development option. The prototype is estimated to cost (excluding land costs, but including soft costs, financing costs and parking, landscaping and infrastructure costs) approximately $16,100,000 or $134 per square foot of building space.

The base building and site infrastructure construction or "hard" costs are estimated at $94 per square foot or a total of $11,280,000. Parking and landscaping costs are estimated at $2,000 per parking space, or a total of $1,300,000 . "Soft" (i.e., architectural and engineering and other additional) costs are estimated at 25 percent of hard costs, or a total of $3,145,000 ($26.00 per square foot of building space). Loan points and financing costs during the construction phase are estimated to total $388,000, or $3.24 per square foot of building area.

FINANCIAL PARAMETERS

The lower left-hand side of Table 1 summarizes the financial terms stipulated for the investment analysis. Financial parameters include equity and debt terms, construction and permanent loan arrangements, IRR and capitalization rates. We estimate an equity requirement of 25 percent of project costs. We assume a one-year construction period and a resulting construction loan period of one year. We estimate a construction loan annual interest rate of 5.5 percent plus a loan fee of one point (i.e., one percent of the loan value) for a total loan interest cost of 6.5 percent. We assume that a permanent mortgage loan is obtained in year two to take out or retire the construction loan. We estimate an annual interest rate of six percent for the permanent mortgage and a loan term of 25 years. We estimate an initial capitalization rate, or buyer's required yield on the purchase of an income-producing property, of 8.5 percent. For the sale year, we assume the requirement of a slightly higher capitalization rate of 8.57 percent and sale expenses of three percent of the sales price.

MARKET PARAMETERS

The lower left-hand side of Table 1 also summarizes the market or revenue parameters. We estimate an obtainable net annual rent of $13.50 per square foot for the anchor grocery store

space and $24.00 per square foot for the shop space.[2] We assume that the grocery store space is leased following completion of the construction of the project and that the in-line or shop space is 60 percent leased in the first operating year, 90 percent leased in the second operating year, and 95 percent leased in the third operating year and thereafter. We assume an average annual increase in base rent of two percent. We also assume leasing commission costs of approximately $5.00 per square foot. We assume tenant improvements paid by the landlord average $10 per square foot. Finally, we assume expenses on vacant space and a reserve for repairs of $1 per square foot per year and that such expenses increase one percent per year.

RESULTS OF INVESTMENT ANALYSIS OF NEIGHBORHOOD RETAIL CENTER WITH SURFACE PARKING

The real estate investment results of constructing, marketing and operating the postulated retail development alternative was simulated on GG+A's real estate cash flow model REALISM. As indicated above, based on the postulated redevelopment alternative and stipulated revenue and cost assumptions, we calculated a land residual value that would permit an investor in the project who contributed 25 percent equity to earn a 11 percent IRR if the investor held the development for 11 years. The simulation projects the financial results, including the residual land value, from the viewpoint of a prospective developer.

The reader is cautioned to note that the estimated residual land values presented exclude the effect of state and federal income taxes that would have to be paid. In effect, this simplifying assumption increases the residual value over what it might be under the more realistic assumption that taxes on income would be paid. We used the before-tax case, however, so as to avoid the distortions created by taxes and the need to consider whether owners would have off-setting gains and losses from other sources, which is frequently the case.

Table 2 summarizes the results of the simulation.

[2] Net rent refers to the rent obtained by the landlord after payment of real estate taxes, operating costs and insurance expense.

TABLE 2 Investment Results of Neighborhood Retail Center With Surface Parking	
Land Value Residual	**$11,200,764**
Residual Land Value Per Square Foot **Residual Land Value Per Acre**	**$18.93** **$824,798**
Total Project Value	$27,313,975
Equity	$6,828,494
Permanent Loan	$20,485,481
Annual Debt Service	$1,602,512
Depreciation Based on 31.5 Years	$511,531
IRR in Year 11	11%
Source: Gruen Gruen + Associates	

These figures present a perspective for evaluation rather than a cardinal array of hard forecasts. The results are limited by the development potential, market, financial and other underlying assumptions outlined above. The results of the investment analysis indicate that the postulated prototypical retail development program would produce a positive land value residual of approximately $11,200,000 or nearly $19.00 per square foot of land, or nearly $825,000 per acre. In other words, in order for the developer to realize the specified return, the developer could afford to pay $11,200,000 for the approximately 13.6 acres of land needed to site the postulated neighborhood retail center development and still earn the specified required rate of return. The total project value for the neighborhood retail center development prototype is estimated at approximately $27,300,000, or $227 per square foot of building space.

To estimate a ground rent that the Cow Palace or landowner could potentially obtain, we discount the estimated land residual value by one-third and then multiply the result by an assumed required rate of return of eight percent. We discount the residual land value by one-third because a developer will tend not to pay rent on the full estimated land value. The developer will want a discount to reflect the risk of development and the less-than-full ownership of the property. This calculation produces an annual ground rent estimate of $600,000.

NEIGHBORHOOD RETAIL CENTER WITH SURFACE AND STRUCTURED PARKING

ASSUMPTIONS

Table 3 presents the same spatial, space market, cost, and capital market assumptions as reviewed above in Table 1 except that Table 3 includes a different parking assumption.

TABLE 3
Spatial, Space Market, Cost, and Capital Market Assumptions for Development of 120,000-Square-Foot Neighborhood Retail Center With Surface and Structured Parking

Prototype Inputs		Cost Inputs	
Land Area (in square feet) For Building Space and Parking	591,545 (13.58 Acres)	Hard Costs for Building Space* ($ per square foot)	$94
Parking (# spaces)	350 Surface 650 Structured	Parking and Landscaping Costs ($ per space)*	$2,000 Surface $16,000 Structured
Building Space (in square feet)	120,000	Soft Costs (% of hard costs exclusive of land)	25%
		Lease Commissions ($ per square foot)	$5.00
		Tenant Improvement Allowance ($ per square foot)	$10.00
Investing and Financing Inputs		Rent and Occupancy Costs	
Equity % of Project Total	25%	Annual Net Rent ($ per square foot)	$13.50 B Anchor $24.00 B In-line
Net Present Value Discount Rate & Internal Rate of Return (IRR)	11%	Annual Rent Escalation	2.0%
Sale Year for IRR Calculation	11	Operating/Insurance/Property Tax Expense on Vacant Space/Reserves ($ per square foot)	$1.00
Mortgage Rate	6.0%	Occupancy:	
Mortgage Term	25 years	Operating Year 1	100% - Anchor 60% - In-line
Year Mortgage Taken Out	2	Operating Year 2	100% - Anchor 90% - In-line
Construction Loan Rate (including one percent loan fee)	6.5%	Operating Year 3 and Thereafter	100% - Anchor 95% - In-line
Going in Capitalization Rate	8.5%		
Sale Year Capitalization Rate	8.57%		
Sale Expense	3%		

*Site work costs, including utility costs, assumed to be included in building space and parking and landscaping cost assumptions.

Sources: George Arce, Broker for Mission Plaza; BT Commercial Real Estate Services; City of Daly City; Gast Hillmer Urban Design; RREEF; Net.Funding.Com, Urban Land Institute's Capital Markets Update November 12, 2002; GMAC Commercial Real Estate Capital Faxline January 2003; Gruen Gruen + Associates.

Table 3 shows that in addition to 350 surface parking spaces, this option includes 650 structured parking spaces. Structured parking costs are estimated to approximate $16,000 per space.

This neighborhood retail center prototype option is estimated to cost (excluding land costs, but including soft costs, financing costs and parking, landscaping and infrastructure costs) approximately $28,666,000 or $239 per square foot of building space.

RESULTS OF INVESTMENT ANALYSIS OF NEIGHBORHOOD RETAIL CENTER WITH SURFACE AND STRUCTURED PARKING

Table 4 summarizes the results of the simulation of the postulated neighborhood retail center including surface and structured parking.

TABLE 4
Investment Results of Neighborhood Retail Center With Surface and Structured Parking

Land Value Residual	**($1,351,691)**
Residual Land Value Per Square Foot **Residual Land Value Per Acre**	**($2.29)** **($99,535)**
Total Project Value	$27,313,942
Equity	$6,828,486
Permanent Loan	$20,485,457
Annual Debt Service	$1,602,510
Depreciation Based on 31.5 Years	$910,020
IRR in Year 11	11%

Source: Gruen Gruen + Associates

The results of the investment analysis indicate that the postulated prototypical retail development program would produce a negative land value residual of approximately ($1,352,000) or ($2.29) per square foot of land (nearly ($100,000) per acre). In other words, in order to realize the specified return, the developer would need to receive the approximately 13.6 acres of land needed to site the postulated neighborhood retail center land at no cost plus $1,352,000. This prototype would not create value for the property owners absent municipal subsidy.

COMMUNITY SHOPPING CENTER WITH SURFACE PARKING

ASSUMPTIONS

Table 5 presents the key spatial, space market, cost, and capital market assumptions for a

community shopping center.

TABLE 5
Spatial, Space Market, Cost, and Capital Market Assumptions for Development of 260,000-Square-Foot Community Shopping Center With Surface Parking Only

Prototype Inputs		Cost Inputs	
Land Area (in square feet) For Building Space and Parking	1,077,674 (24.74 Acres)	Hard Costs for Building Space* ($ per square foot)	$94
Parking (# surface spaces)	1,850	Surface Parking and Landscaping Costs ($ per space)*	$2,000
Building Space (in square feet)	260,000	Soft Costs (% of hard costs exclusive of land)	25%
		Lease Commissions ($ per square foot)	$5.00
		Tenant Improvement Allowance ($ per square foot)	$10.00
Investing and Financing Inputs		Rent and Occupancy Costs	
Equity % of Project Total	25%	Annual Net Rent ($ per square foot)	$16.00 B Anchor $24.00 B In-line
Net Present Value Discount Rate & Internal Rate of Return (IRR)	11%	Annual Rent Escalation	2.0%
Sale Year for IRR Calculation	11	Operating/Insurance/Property Tax Expense on Vacant Space/Reserves ($ per square foot)	$1.00
Mortgage Rate	6.0%	Occupancy:	
Mortgage Term	25 years	Operating Year 1	100% - Anchor 75% - In-line
Year Mortgage Taken Out	2	Operating Year 2	100% - Anchor 95% - In-line
Construction Loan Rate (including one percent loan fee)	6.5%	Operating Year 3 and Thereafter	100% - Anchor 95% - In-line
Going in Capitalization Rate	8.5%		
Sale Year Capitalization Rate	8.57%		
Sale Expense	3%		

*Site work costs, including utility costs, assumed to be included in building space and parking and landscaping cost assumptions.

Sources: George Arce, Broker for Mission Plaza; BT Commercial Real Estate Services; City of Daly City; Gast Hillmer Urban Design; RREEF; Net.Funding.Com, Urban Land Institute's Capital Markets Update November 12, 2002; GMAC Commercial Real Estate Capital Faxline January 2003; Gruen Gruen + Associates.

This prototype option consists of a 57,000-square-foot grocery store, 63,000 square feet of in-line retail or shop space, and 140,000 square feet of a big box space such as a Lowe's Home Improvement store. The prototype is assumed to consist of a total of 260,000 square feet of leasable space on approximately 25 acres of land, including only 1,850 surface parking spaces.

The prototype is estimated to cost (excluding land costs, but including soft costs, financing costs and parking, landscaping and infrastructure costs) approximately $36,000,000 or nearly $139 per square foot of building space.

The lower right hand side of Table 5 shows that compared to the postulated neighborhood retail center options, we have assumed a higher anchor rent of $16.00 per square foot and higher occupancy level assumptions for in-line or shop space in the first operating year of 75 percent and 95 percent in the second operating year and thereafter. The higher rent and faster lease-up assumptions reflect the expectation that a larger center will have a wider trade area and stronger position in the marketplace.

RESULTS OF INVESTMENT ANALYSIS OF COMMUNITY SHOPPING CENTER WITH SURFACE PARKING

Table 6 summarizes the results of the simulation of the postulated community shopping center development including surface parking.

TABLE 6
Investment Results of Community Shopping Center With Surface Parking

Land Value Residual	**$22,361,559**
Residual Land Value Per Square Foot **Residual Land Value Per Acre**	**$20.75** **$903,863**
Total Project Value	$58,404,942
Equity	$14,601,235
Permanent Loan	$43,803,706
Annual Debt Service	$3,426,620
Depreciation Based on 31.5 Years	$1,144,234
IRR in Year 11	11%

Source: Gruen Gruen + Associates

The results of the investment analysis indicate that the postulated prototypical retail development program would produce a positive land value residual of approximately $22,400,000 or $20.75 per square foot of land, or nearly $900,000 per acre. In other words, in order to realize the specified return, the developer could afford to pay $22,400,000 for the approximately 25 acres of land needed to site the postulated community shopping center development.

Obtainable ground rent for the Cow Palace or land owner is estimated to approximate $1,200,000 per year, assuming a discount of the estimated residual land value by one-third and an eight percent return rate.

Based on data provided by BT Commercial Real Estate Services, the estimated market value of the total project of approximately $58,400,000 or $224 per square foot of building area would be within the range of sales values for power and community shopping centers in the region.

COMMUNITY SHOPPING CENTER WITH SURFACE AND STRUCTURED PARKING

ASSUMPTIONS

Table 7 presents the same spatial, space market, cost and capital market assumptions as reviewed above in Table 5 but includes a different parking assumption.

TABLE 7
Spatial, Space Market, Cost, and Capital Market Assumptions for Development of 260,000-Square-Foot Community Shopping Center With Surface and Structured Parking

Prototype Inputs		Cost Inputs	
Land Area (in square feet) For Building Space and Parking	1,077,674 (24.74 Acres)	Hard Costs for Building Space* ($ per square foot)	$94
Parking (# surface spaces)	1,850 Surface 650 Structured	Parking and Landscaping Costs ($ per space)*	$2,000 Surface $16,000 Structured
Building Space (in square feet)	260,000	Soft Costs (% of hard costs exclusive of land)	25%
		Lease Commissions ($ per square foot)	$5.00
		Tenant Improvement Allowance ($ per square foot)	$10.00
Investing and Financing Inputs		**Rent and Occupancy Costs**	
Equity % of Project Total	25%	Annual Net Rent ($ per square foot)	$16.00 B Anchor $24.00 B In-line
Net Present Value Discount Rate & Internal Rate of Return (IRR)	11%	Annual Rent Escalation	2.0%
Sale Year for IRR Calculation	11	Operating/Insurance/Property Tax Expense on Vacant Space/Reserves ($ per square foot)	$1.00
Mortgage Rate	6.0%	Occupancy:	
Mortgage Term	25 years	Operating Year 1	100% - Anchor 75% - In-line
Year Mortgage Taken Out	2	Operating Year 2	100% - Anchor 95% - In-line
Construction Loan Rate (including one percent loan fee)	6.5%	Operating Year 3 and Thereafter	100% - Anchor 95% - In-line
Going in Capitalization Rate	8.5%		
Sale Year Capitalization Rate	8.57%		
Sale Expense	3%		

*Site work costs, including utility costs, assumed to be included in building space and parking and landscaping cost assumptions.

Sources: George Arce, Broker for Mission Plaza; BT Commercial Real Estate Services; City of Daly City; Gast Hillmer Urban Design; RREEF; Net.Funding.Com, Urban Land Institute's Capital Markets Update November 12, 2002; GMAC Commercial Real Estate Capital Faxline January 2003; Gruen Gruen + Associates.

Table 7 shows that in addition to 1,850 surface parking spaces, this option includes 650 structured parking spaces. Structured parking costs are estimated to approximate $16,000 per space.

This 260,000-square-foot prototype option is estimated to cost (excluding land costs, but including soft costs, financing costs and parking, landscaping and infrastructure costs) approximately $49,364,000 or nearly $190 per square foot of building space.

RESULTS OF INVESTMENT ANALYSIS OF COMMUNITY SHOPPING CENTER WITH SURFACE AND STRUCTURED PARKING

Table 8 summarizes the results of the simulation of the postulated community shopping center including surface and structured parking.

TABLE 8
Investment Results of Community Shopping Center With Surface and Structured Parking

Land Value Residual	**$10,624,715**
Residual Land Value Per Square Foot **Residual Land Value Per Acre**	**$9.86** **$429,455**
Total Project Value	$59,989,036
Equity	$14,997,259
Permanent Loan	$44,991,777
Annual Debt Service	$3,519,559
Depreciation Based on 31.5 Years	$1,567,121
IRR in Year 11	11%

Source: Gruen Gruen + Associates

The results of the investment analysis indicate that the postulated prototypical retail development program would produce a positive land value residual of approximately $10,625,000 or nearly $10.00 per square foot of land or nearly $430,000 per acre. In other words, in order to realize the specified return, the developer could afford to pay $10,625,000 for the approximately 25 acres of land needed to site the postulated community shopping center development. The overall project value is estimated to total nearly $60,000,000.

Obtainable ground rent for the Cow Palace or land owner is estimated to approximate $569,500 per year, assuming a discount of the estimated residual land value by one-third and an eight percent return rate.

SUMMARY OF RESULTS

Table 9 summarizes the results of the real estate economic analysis of the four retail development prototypes reviewed above.

TABLE 9
Estimated Residual Land Values of Postulated Retail Development Options

Development Option	Residual Land Value[1] ($ Per Square Foot of Land)	Residual Land Value [1] ($ Per Acre of Land)
Neighborhood Center Surface Parking	19.00	825,000
Neighborhood Center Surface & Structured Parking	(2.29)	(100,000)
Community Center Surface Parking	20.75	900,000
Community Center Surface & Structured Parking	10.00	430,000

[1] Figures are rounded.

Source: Gruen Gruen + Associates

Structured parking deflates residual land values. Structured parking serves to generate a negative land residual value for the neighborhood center option and to reduce by more than one-half the estimated residual value for the community shopping center option with surface and structured parking. Under the assumptions reviewed above, because of the higher anchor tenant rental assumption and faster absorption assumption for in-line or shop space, the community shopping center with surface parking option produces a higher per-square-foot or per-acre land value than the neighborhood center with surface parking option.

As indicated above, the neighborhood center with surface parking option is estimated to be able to support potential annual ground rent to the Cow Palace or land owner of over $600,000. The community shopping center with surface parking option is estimated to be able to support potential annual ground rent of $1,200,000. The community shopping option including surface and structured parking is estimated to be able to generate a lower annual ground rent of over $569,000.

CHAPTER II

BEFORE-TAX LAND VALUE ESTIMATES OF PROTOTYPICAL RESIDENTIAL DEVEOPMENT OPTIONS AT ALTERNATIVE DENSITIES

INTRODUCTION

In this memorandum report, Gruen Gruen + Associates (GG+A) presents the results of the simulations of real estate investments in postulated prototypical residential development alternatives for the Carter-Martin-Cow Palace Master Plan. One residential prototype is assumed to consist of small-lot single-family homes of approximately 2,100 square feet of space per unit at a density of 10 units per acre. The second prototype consists of approximately 1,570-square-foot attached townhome units at a density of 18 units per acre.

We analyzed the real estate economics of the two residential land use/product options based on a financial yardstick or measure referred to as residual land value, assuming a required rate of return or profit margin. By combining estimated obtainable prices and costs of development with this necessary profit margin, we can calculate the residual land value, or the amount of land value that development will support. If the residual land value from an investment is zero or negative, the project will not be feasible without the use of some kind of subsidy or land write-down. If the residual value is positive, it can be used to indicate the amount that might be paid for the land assuming a given use.

Below, this report presents the conclusions drawn from the results of our real estate economic analysis, as well as the parameters and assumptions underlying it. It also reviews the results of the investment analysis. This analysis was based on the hypothetical product options and development envelopes described below, in combination with sales and cost data drawn from comparable developments and market research conducted in the study area.

CONCLUSIONS

As described below, this study utilized a range of obtainable prices to account for variability in the market factors affecting the value of housing units proposed for the Carter-Martin site. Which housing product – single-family homes or townhomes – is most profitable and yields the largest land value depends on whether we use the high or low ends of the estimated price ranges.

If we assume that the proposed units command prices at the high end of both ranges, then the townhome product will be slightly more profitable to develop with an estimated residual land value of $3,280,000 per acre, versus $3,230,000 per acre for the single family product. If the units command prices at the low end of each range, then the single-family product will be more profitable, yielding a residual land value of $2,310,000 per acre, versus $2,070,000 per acre for the townhome product.

Note that both product types are likely to yield high land residual values. The results of the investment analysis suggest that would-be developers of the land could afford to pay land owners between approximately $2,070,000 per acre ($48 per square foot of land) and $3,280,000 per acre ($75 per square foot of land), assuming entitlement is provided.

The range of use value estimates this report presents are best used for comparing alternatives and obtaining insight on a prospective buyer's "ability to pay". Actual market value is also affected by the price of competing entitled land supply. For example, even if a single-family or townhome builder could afford to pay $75 per square foot for the land and still obtain a minimum threshold return, the builder will not do so if other equally or more desirable entitled residential development locations are available for less. Actual market prices are influenced by the buyer's perception of use value, expectations about the timing and risk of development and sales, and the price of the other available locations.

A builder will probably discount the indicated range of use or residual land value by 20 percent to 30 percent to reflect perceived risk and availability of alternative entitled sites in the market area. This would result in a land value estimate to the owner for the 10 unit to the acre single-family product of between $1,620,000 per acre and $2,260,000 per acre, or between $37 per square foot and $53 per square foot of land. Discounting our estimate of the residual land value for the 1,570-square-foot, 18-to-the-acre townhome product by 30 percent produces an obtainable land value estimate to the owner of between $1,450,000 per acre and $2,300,000 per acre, or between $33 and $53 per square foot of land. These estimates assume no exactions or special affordability requirements, or extraordinary site preparation or infrastructure costs, which would further reduce the likely bid price.

MARKETABILITY OF RESIDENTIAL USES

The area surrounding the Carter-Martin-Cow Palace Master Plan Site ("Site"), which lies between Carter, Martin, Geneva, and Rio Verde Streets in Daly City, contains a variety of uses that could potentially have a negative impact on the marketability of new housing at the Site (see Figure 1 below).

The busy stretch of Geneva Avenue adjacent to the Site contains numerous low-end motels, fast food restaurants, and marginal businesses, many of whose properties appear run down, as well as an unsightly PG&E electrical yard. A few blocks to the south of Geneva Street is the San Francisco Housing Authority's Sunnydale project, which has a reputation for gun violence. North of the electrical yard is a San Mateo County public housing project called Midway Village, which has been host to a variety of complaints and lawsuits surrounding site contamination from previous uses.

Just to the east of the Site, in an area circumscribed by Geneva, Rio Verde, Martin, and Schwerin, lies the older residential portion of the area, which consists of modest (around 1000 square feet), attached one- and two-story single-family homes built in the 1950s and 1960s. These homes are in varying states of repair, but in general the neighborhood looks well maintained. This neighborhood has an aging population: of the three-quarters of the

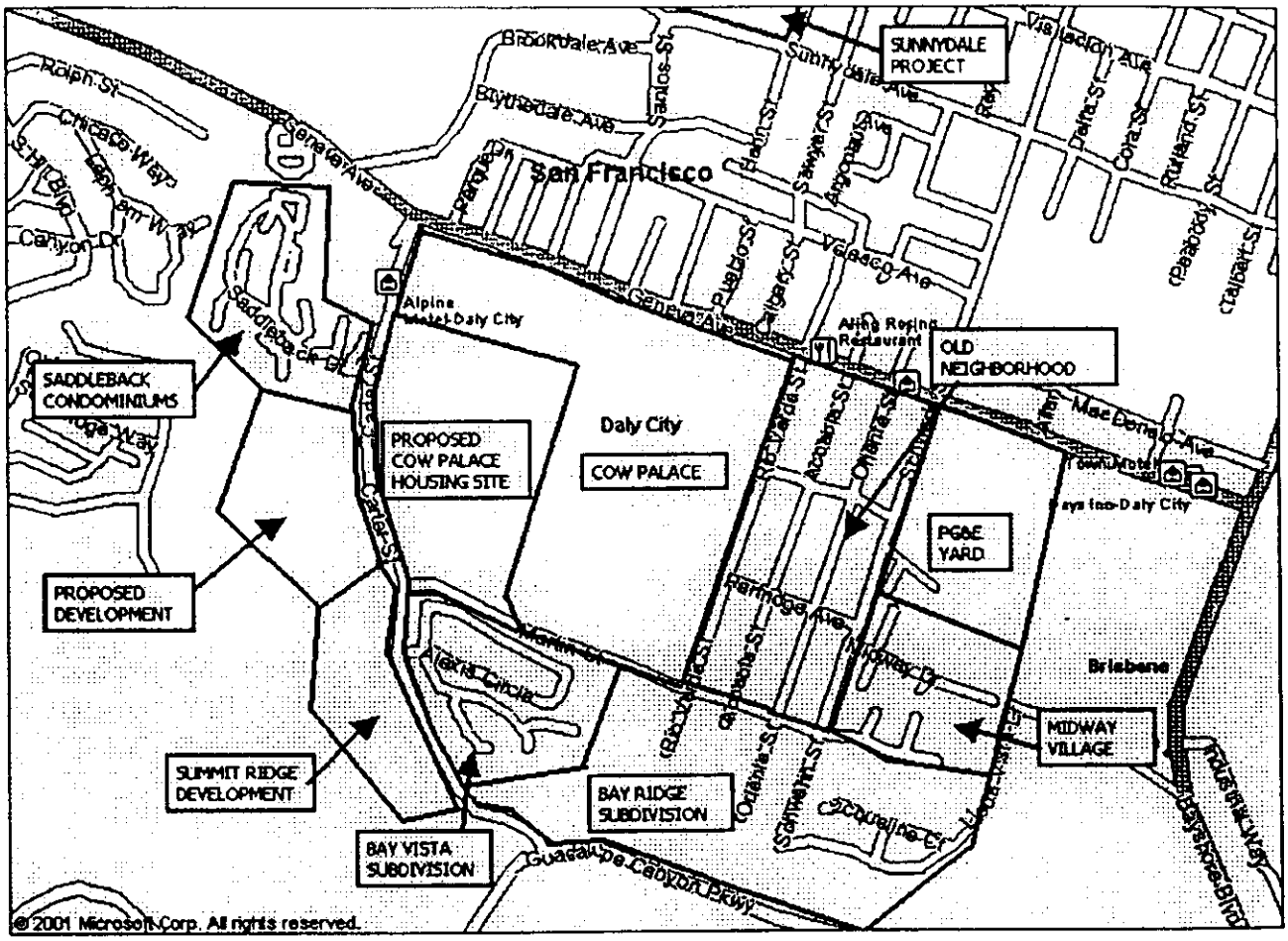
units that are owner occupied, 73 percent have a primary owner over the age of 45-years-old, and 25 percent have a primary owner over the age of 65-years-old.

Starting in the early 1990s with A.F. Evans Bay Ridge subdivision, several new, higher-quality developments built on the hillside above and to the west of the Site established the neighborhood as a more upscale residential enclave, consequently improving the image of the location and the potential marketability of housing on the Site. These new developments differ from the older part of the neighborhood both in terms of home size (detached, single-family homes that generally exceed 2,000 square feet) and demographic makeup of the occupants. Among these developments are the 75-unit Bay Vista Subdivision by Western Pacific Housing, which sold out earlier this year, and the 75-unit Summit Ridge development by Standard Pacific Housing, which is still under construction but has already sold 35 units. A fourth residential development consisting of 160 to 182 multifamily units on the hillside above Carter Street is currently in the planning stages.

According to Donna Green, who has worked as a sales representative at both Bay Vista and Summit Ridge, a wide variety of buyers has been purchasing new homes in the area, but a major source of demand includes families with young children. These buyers are generally interested in bigger units -- as Ms. Green said, "The more bedrooms, the better." She added that such families prefer layouts that have all the bedrooms on a single level, so that parents can easily keep an eye on their children. Aside from the number of bedrooms, buyers are most interested in views. Sales at Summit Ridge have stayed fairly even, while those at Bay Vista increased gradually as the homes sold over a year and a half. Based on Ms. Green's experience selling new units in other developments in and near San Francisco, she believes that townhomes would also sell well at the Site, although single-family units would sell at an even faster rate.

When asked about the impact of surrounding uses on home sales, Ms. Green said that many buyers in the area were concerned about the proximity of the Sunnydale housing project. For this reason, she believes that units on the Cow Palace Site would not command prices as high as those further up the hill and away from Geneva and Sunnydale Avenues. Although we agree with the basis of this observation, the price variance could likely be mitigated if housing units were placed near the rear of the Site, away from Geneva Avenue. Placing the entrance to the development on Carter or Martin would further add to a sense of separation from Geneva Avenue. In addition, to the extent the Master Plan in conjunction with its implementation signals a continuing enhancement of the image of the location and the creation of a desirable sense of place, prices for uses at the Site and values of adjoining uses can be expected to increase.

FIGURE 1
Cow Palace Housing Site and Surroundings



Because of the proximity to the market responsive new residential developments and physical separation from the public housing projects and the older, less appealing portions of the neighborhood (Figure 1), demand would exist for similar single-family and townhome products built on the rear portion of the Site.

Given our judgment that sufficient demand for the postulated residential products is likely to exist for the Site, we next address whether the relevant demand will support feasible construction and at approximately what level of land value.

LAND RESIDUAL ANALYSIS

ESTIMATED OBTAINABLE PRICES

Single-Family Units

Due to its proximity to the Site, the size and types of units being built there, and its up-to-date sales prices, we have chosen Summit Ridge (shown on Figure 1) as a comparable for the single-family home product. Unit sizes, prices, and prices per square foot for Summit Ridge are presented in Table 10.

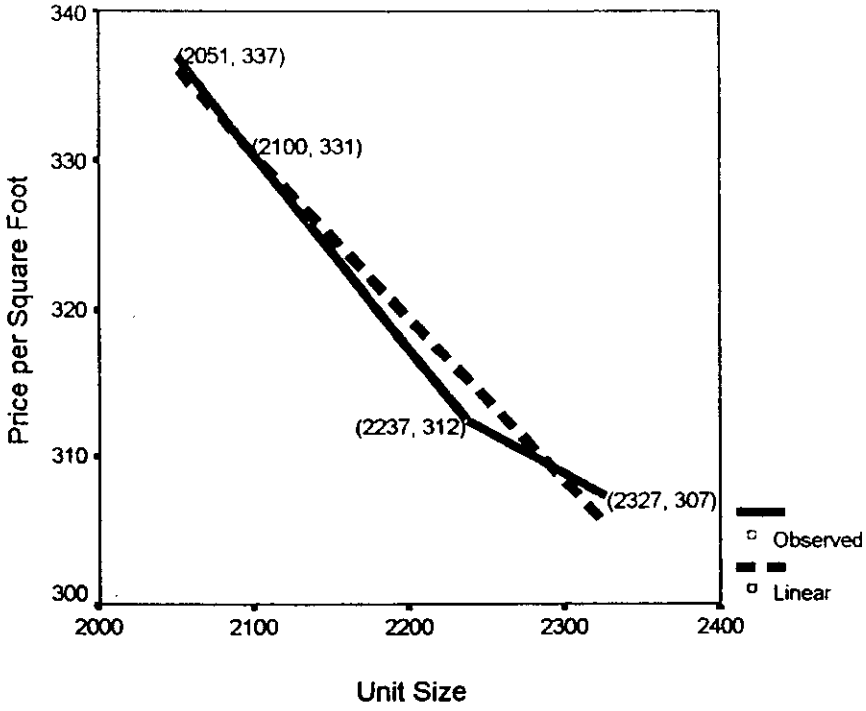
TABLE 10
Size, Price, and Price Per Square Foot of Summit Ridge Units

Square Feet of Unit	Price	Price/$ Per Square Foot
2,327	$715,000	307
2,237	$699,000	312
2,051	$691,175	337

Sources: Standard Pacific Homes; Gruen Gruen + Associates.

In order to estimate the obtainable price per square foot of a 2,100-square-foot unit, we used a linear regression equation shown on Figure 2 to fit a line to the three given unit sizes and their respective prices. We used this regression model to estimate the obtainable price per square foot that would apply to a 2,100-square-foot unit. This method yields an estimated obtainable price of $331 per square foot for the 2,100-square-foot single-family prototype.

FIGURE 2
Single Family Price Per Square Foot as a Function of Unit Size



As indicated above, because the potential residential portion of the Cow Palace Site is set back from Geneva, located on the hillside adjacent to the new developments described above, and physically separated from the older, less desirable portions of the neighborhood, it is likely that homes built at the Site would command prices similar to those in the new developments. Assuming the units are well designed and laid out, the factors most likely to lower their price in relation to nearby new homes would be the less desirable views provided and closer proximity to the Sunnydale projects, since housing units at the Site would be located further down the hillside than comparable units. To account for this potential obtainable price reduction, rather than a fixed value for obtainable price, we have utilized a range from 85 percent to 100 percent of the $331 per square foot estimate described above. Table 11 shows that this procedure yields an obtainable price range of between $281 per square foot and $331 per square foot, $590,000 to $695,000 per unit, and $5,900,000 to $6,950,000 per acre.

TABLE 11
Estimated Obtainable Prices of Single-Family and Townhome Options at Buildout

	Single-Family	Townhome
Average Unit Size (in Square Feet)	2,100	1,570
Units per Acre	10	18
Likely Market Price per Square Foot (a)	$281 - $331	$275 - $324
Likely Market per Unit (a)	$590,000 - $695,000	$432,000 - $509,000
Likely Market per Acre (a)	$5,900,000 - $6,950,000	$7,780,000 - $9,160,000

(a) Figures are rounded. Rather than a fixed value for obtainable price, we have utilized a range from 85 percent to 100 percent of the price estimate to account for the potential reduction in obtainable price due to views and proximity to a housing project.

Sources: Standard Pacific Homes; Gast Hillmer Urban Design; Gruen Gruen + Associates.

Townhomes

Because of the absence of comparable townhome units in the neighborhood surrounding the Cow Palace Site, we estimated potential obtainable sales prices by estimating the price differential between single-family and townhome units in a similar development, and applying that differential to the Cow Palace Site. In order to calculate this differential, we relied on housing unit sales data from Rivermark, a current development in Santa Clara that contains single-family and townhome unit enclaves that are being developed by the same company, Centex Homes Because the Rivermark is in a different geographic market, the price difference between single-family and townhome units represents our best approximation of the pricing differences that would apply to the site.

We first applied a regression equation to estimate the price per square foot of a hypothetical 1,570-square-foot unit based on the square footage and price values of reported sales transactions for "The Park", a townhome development at Rivermark. This procedure results in an estimated sales price of $319 per square foot for a hypothetical 1,570-square-foot unit (the size of the Cow Palace Site townhome prototype). Next, using sales data from "The Arbors" at Rivermark, a single-family development, we estimated an obtainable price of $384 per square foot for a hypothetical 1,570-square-foot single-family unit. Comparing these two values produces an estimate that a 1,570-square-foot townhome unit would command a price per square foot of 83 percent of the price of a 1,570-square-foot single-family unit.

In order to estimate the obtainable price for a townhome on the Cow Palace Site, we first extrapolated the price of single-family homes at Summit Ridge to estimate the price square foot of a hypothetical 1,570-square foot single-family unit. The resulting value, $390 per square foot, was then multiplied by 83 percent to obtain an estimated price of $324 per

square foot for a 1,570-square-foot townhome. To account for possible variations in price between the recent developments and the postulated townhome product at the Site, we again utilized a range of values between 85 percent and 100 percent of the estimated sales price. As shown on Table 11 above, for the townhome product, this approach yield values between $275 per square foot and $324 per square foot, $432,000 per unit and $509,000 per unit, and $7,780,000 per acre to $9,160,000 per acre.

ESTIMATED COSTS

To estimate costs associated with building single-family units and townhomes units on the Cow Palace Site, we relied on our own knowledge of recent Bay Area developments supplemented by estimates provided by Saylor Consulting. Development costs include the hard costs of building structures, the architectural, engineering, and other "soft" costs (such as advertising and marketing) for the structures, as well as the costs of site development, including roads, utilities, and landscaping.

Single-Family Units

As Table 12 shows, for single-family homes we estimate costs of $86.89 per square foot for hard construction, $12.33 per square foot for sitework and utilities, $1.12 per square foot for site engineering, fees, permits, and bonds, and $15.63 per square foot for sales and advertising expenses. Based on past experience, we assume soft costs equal to 25 percent of hard costs, or $21.72 per square foot and a developer's profit equal to 12 percent of sales price, or between $33.76 per square foot and $39.72 per square foot. These development cost elements total between $171 per square foot and $177 per square foot, or between $359,000 per unit and $372,000 per unit, and between $3,600,545 per acre and $3,725,663 per acre.

Townhome Units

As Table 12 also shows, for townhomes on the Cow Palace Site, we estimate costs of $112 per square foot for hard construction costs, $12.33 per square foot for sitework and utilities, $1.33 per square foot for site engineering, fees, permits, and bonds, and $14.84/ per square foot for sales and advertising expenses. Adding $28.10 per square foot for additional soft costs and $33.05 per square foot to $38.88 per square foot for developer profit yields a total development cost of between $202 per square foot and $208 per square foot, or between $317,000 per unit and $327,000 per unit, and between $5,710,000 per acre and $5,890,000 per acre.

TABLE 12
Estimated Costs Of Developing Single-Family and Townhome Product Options

	Single-Family Product	Townhome Product
Average Unit Size in Square Feet	2,100	1,570
Units per Acre	10	18
Average Price per Square Foot	$281 - $331	$275 - $324
Cost Element (per Square Foot)		
Hard Construction Costs	$86.89	$112.40
Sitework & Utilities	$12.33	$12.33
Site Engineering, Fees, Permits & Bonds	$1.12	$1.33
Sales & Advertising	$15.63	$14.84
Additional Soft Costs (a)	$21.72	$28.10
Developer Profit (b)	$33.80 - $39.70	$33.00 - $38.90
Total Costs per Built Square Foot*	$171 - $177	$202- $208
Total Cost per Unit*	$360,000 - $373,000	$317,000 - $326,000
Total Cost per Acre*	$3,590,000 - $3,720,000	$5,710,000 - $5,890,000

Notes:
(a) Additional soft costs include any soft costs not otherwise specified. GG+A estimated them at 25% of hard costs, excluding land costs.
(b) GG+A estimated developer profit at 12 percent of unit sales revenue.

* Figures are rounded.

Sources: Saylor Consulting; Gruen Gruen + Associates.

ESTIMATED RESIDUAL LAND VALUES

Table 13 presents the estimated residual land values, or the number of dollars potentially available for the purchase of the land, given the revenue and cost assumptions outlined above. Assuming a density of 10 units per acre, the estimated total residual land value for the single-family product option ranges from $2,310,000 per acre to $3,230,000 per acre, or from $231,000 per unit to $323,000 per unit.

The estimated residual land value per acre for the townhome product ranges from $2,070,000 to $3,280,000, assuming a density of 18 units per acre. On a per unit basis, the estimated residential land value of the townhome product option ranges from $115,000 to $182,000.

TABLE 13
Estimated Residual Land Value For Single-Family and Townhome Product Options

	Single-Family	Townhome
Average Unit Size in Square Feet	2,100	1,570
Units per Acre	10	18
Average Price per Square Foot	$281 - $331	$275 - $324
Total Costs per Built Square Foot	$171 - $177	$202 - $208
Residual per Built Square Foot (a)	$110 - $154	$73 - $116
Residual per Unit (a)	$231,000 - $323,000	$115,000 - $182,000
Residual Land Value per Acre (a)	$2,310,000 - $3,230,000	$2,070,000 - $3,280,000
Residual Value per Square Foot of Land (a)	$53 - $74	$48 - $75
Likely Market Value per Unit (b)	$162,000 - $226,000	$80,500 - $127,000
Likely Market Value per Acre (b)	$1,620,000 - $2,260,000	$1,450,000 - $2,300,000
Likely Market Value per Square Foot of Land (b)	$37.20 - $51.90	$33.30 - $52.80

(a) Figures are rounded. The Residual represents the amount of land value the development will support given our assumptions about prices and costs.
(b) Figures are rounded. The likely market value represents the price we would expect developers to bid for the Site based on its residual value. It is calculated at 30 percent below the residual to account for developer's risk and carrying costs.

Sources: Standard Pacific Homes; Gast Hillmer Urban Design; Saylor Consulting; Gruen Gruen + Associates.

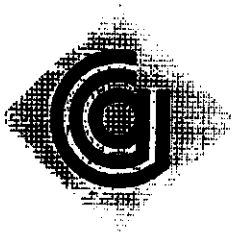
EXPECTED BID PRICE PER ACRE

The residual land value of any property represents the most a builder would pay for the site given the stated price and cost assumptions. If, in fact, the builder actually pays the same as the use value calculated by an analyst as supportable or residual land value, the bidder either has estimated a higher residual land value or anticipated some other use. In our experience, the amount that builders will bid for a site tends to be between 20 percent and 30 percent below the estimated residual land value.

The reason a builder will not pay as much as the residual land value suggests the land is worth is that he or she must account for time and risk factors not included in the residual estimate. The residual land value estimating approach reviewed above does not explicitly incorporate when and at what pace development will occur This takes time and the builder will discount from the current use value to reflect this carrying costs and risks A group of other risks also exist, such as lower than anticipated prices, higher than expected costs, further delays, or changes in the capital markets.

If we discount our estimate of the residual value for the 2,100-square foot, 10-to-the-acre

single-family product by 30 percent, we obtain a value of between $1,620,000 and $2,260,000 per acre, or between $37.20 and $51.90 per square foot of land. Discounting our estimate of the residual value for the 1,570-square-foot 18-to-the-acre townhome product by 30 percent, we produces an estimate of obtainable land value between $1,450,000 per acre and $2,300,000 per acre, or between $33.30 and $52.80 per square foot of land. These estimates assume no exactions or special affordability requirements, or extraordinary site preparation or infrastructure costs, which would further reduce the likely bid price.



Gruen Gruen + Associates (GG+A), founded in 1970, is a firm of economists, sociologists, statisticians and market, financial and fiscal analysts. Developers, public agencies, attorneys and others involved in real estate asset management utilize GG+A research and consulting to make and implement investment, marketing, product, pricing and legal support decisions. The firm's staff has extensive experience and special training in the use of demographic analysis, survey research, econometrics, psychometrics and financial analysis to describe and forecast markets for a wide variety of real estate projects. For more information, please visit our Web site at www.ggassoc.com.

GRUEN GRUEN + ASSOCIATES

MEMORANDUM

Date: January 14, 2003
To: Dan Hillmer
From: Gruen Gruen + Associates
Subject: **C1063: Report on Real Estate Economics of Prototypical Retail Development Alternatives for Carter-Martin-Cow Palace Site and Market Research and Real Estate Economics of Prototypical Housing Development Alternatives**

Enclosed is the above-referenced report. It presents estimates of potential land prices and obtainable land rents for the development options under consideration.

Our findings and conclusions suggest that a mixed-use housing and retail development could be feasible on the Carter-Martin-Cow Palace site if the residential component provided parking for the retail component. Built alone, the retail uses under consideration would either not be as profitable as housing, or would require subsidy to develop. Conversely, the housing component could not be built on the Site without changes to Daly City's General Plan and Zoning Codes. Without such changes, the highest value for which this portion of the land could probably retail would be hindered by its accessibility. However, both the feasibility of the retail and the access problem for the housing could be solved if the Cow Palace traded access for parking.

Obtainable land values will alter with changing demand and supply conditions. Bidder motivation for a particular site is also affected by the specific needs and expectations of each bidder. Just as would-be users can often pay more than speculative developers, Syufy Enterprises would appear to have the most economic motivation to cooperate with the Cow Palace and the City to implement the Master Plan.

ESTIMATES OF LAND PRICES AND OBTAINABLE GROUND RENT

The following table summarizes our estimates of residual land values for the four postulated retail center development options.

Estimated Residual Land Values of Postulated Retail Development Options		
Development Option	Residual Land Value $ Per Square Foot of Land	Residual Land Value $ Per Acre of Land
Neighborhood Center Surface Parking	19.00	825,000
Neighborhood Center Surface & Structure Parking	(2.29)	(100,000)
Community Center Surface Parking	20.75	900,000
Community Center Surface & Structure Parking	10.00	430,000

Parking structures deflate supportable land values. The neighborhood center with surface parking option is estimated to be able to support potential annual ground rent to the Cow Palace or land owner of over $600,000. The community shopping center with surface parking option is estimated to be able to support potential annual ground rent of $1,200,000. The community shopping option including surface and structure parking is estimated to be able to generate a lower annual ground rent of over $569,000.

The obtainable ground rent estimate reflects the assumption of a discount of the estimated land residual value by one-third and an eight percent return requirement on the ground lease. This assumption reflects the expectation that a developer will not tend to pay rent on the full estimated land value. The developer will want a discount to reflect the risk of development and the less-than-full ownership of the property.

Given the market risk associated with the relative proximity of public housing projects and the potential longer-term carrying costs, our best judgement approximation of obtainable land prices for housing uses are as follows:

10-Unit to Acre 2,170-Square-Foot Single-Family Product

$1,620,000 per acre to $2,260,000 per acre ($37 per square foot to $52 per square foot of land)

18-Unit to Acre, 1,570-Square-Foot Townhome Product

$1,450,000 per acre to $2,300,000 per acre ($33 per square foot to $53 per square foot of land)

These estimates reflect an assumption of a 30 percent discount off the estimated residual land value on a use basis.

Housing uses are likely to generate significantly higher land values than retail uses.

We would be glad to participate in a workshop with the City representatives to review the results and implications of the study. Potential dates on which Claude Gruen and I are both available for a workshop include January 21st through January 24th, January 29th through January 31st, February 4th through February 7th, February 11th through February 14th, or February 27th.

1/30/03 10:30 AM

GRUEN GRUEN+ASSOCIATES

MEMORANDUM

Date: January 27, 2003
To: Mr. Dan Hillmer
From: Aaron N. Gruen
Subject: C1063: Allocation of Added Value From Master Plan

cc: Claude Gruen

As we understand it, the appraisal for Daly City estimated the land value of the three parcels assuming it was feasible to build the following development program for the Cow Palace-Syufy-Carter Martin site:

Appraisal Land Size and Program

13.58-acre Cow Palace site - 134,000 square feet of retail space and 154,000 square feet of apartment space

11.56-acre Syufy site - 130,000 square feet of R&D space

12.63-acre Carter Martin site - town houses at 20 units per acre.

Based on that assumption, and drawing on comparable sales for those uses on the Cow Palace and Syufy sites and on an abbreviated pro-forma approach for the Carter Martin site, the appraisal contained the following estimates of land value per square foot for the three parcels:

Site	Appraisal Land Value $ per square foot
Cow Palace	30
Syufy	24-28
Carter Martin	12.63

Therefore, it is important to keep in mind is that the appraisal property value estimates are inherently arbitrary. The appraiser assumed development feasibility and entitlement. The appraisal did not present estimates of current value without entitlement, needed access arrangements, and the risks and carrying costs inherent in the development process. For example, under the current condition, it could be argued that the Syufy site has very limited value given the lack of entitlement and needed access.

The above raises an issue of the appropriate base value on which to identify the added value generated by the creation and implementation of the Master Plan.

The January 13th report we prepared discounted the estimated land residual values for retail uses by one third as part of the procedure to estimate obtainable ground rent for the Cow Palace site. To make the obtainable land value estimates presented in the report more readily more comparable to the appraisal estimates, we discount the retail land residual values by 20 percent. We use the already discounted

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housing use land values for the Syufy site presented in the report.

Site/Use	Obtainable Land Value Estimates $ per square foot*
Cow Palace/Retail Surface Parking Only	15 -17
Syufy/ Retail Surface Parking Only	17
Syufy/ Housing	33 - 52
Carter -Martin/Housing	33 - 52

* Figures are rounded.

If the **Cow Palace and Syufy parcels** were only used for **retail (community center) development**, than the **obtainable land value** is estimated to range from about **$15 to $17** per square foot. While lower than the appraisal value estimates, the obtainable land value represents a net gain from the status quo or current condition.

A higher average value for the Cow Palace and Syufy parcels would result from reducing the amount of retail uses on the Syufy parcel and replacing with housing uses. If we assume the **Cow Palace parcel** is used for a **neighborhood retail center** and the **Syufy parcel** is used for **housing**, under an equal sharing in the land value created through the Master Plan, the **average land value** is estimated to range from **$23 to $32** per square foot. This estimate reflects the use of the range of housing values estimated above plus the $15 per square foot obtainable land value estimated for a neighborhood retail center use.

Under an assumption that the City, Cow Palace, and Syufy Enterprises should share equally in the land value created under the Master Plan, the **average value per square foot of land** for a **mix of housing** (12.50 acres) and **retail uses** (24.75 acres) would approximate **$22 to$29** per square foot of land. This estimate reflects assumptions of (a) approximately 24.75 acres of retail uses and the use of the higher ($17) per square foot retail value associated with the community center option; and (b) 12.50 acres of housing uses and the obtainable housing land value range specified above.

An equal sharing allocation approach could be appropriate in particular under a development agreement between the City and the owner/developer of the Syufy property and a ground lease between the Cow Palace and a potential commercial developer.

Gruen Gruen + Associates 564 Howard St · San Francisco, CA 94105-3002 · 415-433-7598 · Fax 415-989-4224 · E-mail: sf@ggassoc.com

Appendix B

Cow Palace Parking Analysis and Recommendations

COW PALACE PARKING STUDY

Supply and Demand Analysis

Daly City Redevelopment Agency
May, 2004

COW PALACE PARKING DEMAND AND SUPPLY STUDY

TABLE OF CONTENTS

MAIN NARRATIVE

1. Parking Supply:

1.a. NEW LAYOUT

I provide herewith (as Appendix A.1) an AUTOCAD 2000 drawing showing a new layout for onsite parking at the Cow Palace that provides a total of 4250 stalls on the main parcel without removing any temporary or permanent installations (asphalt needs to be extended by about 5000 sf.). The plan is subject to refinement by further onsite visits and consultation with the Operations Manager and the local Fire Department.

1.b. LAYOUT DIMENSIONS

Dimensions for the new layout are taken from very efficient layouts of my design. Consult Appendix A.2 for dimensional details. The majority of the new layout (what I call Layout 1 on Appendix A.2) consists of a layout similar to one that has proved very workable at many BART (Bay Area Rapid Transit) stations, where the parking behavior and parking demand are very similar (namely, many arriving at once and leaving at once, and the stalls being parked in once or at most twice per day, with their drivers characteristically arriving and leaving without significant packages or luggage). Stall widths vary from 8'0" to 8'6".

1.c. LOADING / UNLOADING and CIRCULATION

In the maximal layout presented herewith a minimum of circulation and cross-traffic turnarounds have been provided. These should be installed, but their exact locations should be chosen in tandem with a parking loading and unloading plan. K-rails, attendants, and temporary coning are the typical means for governing patterns of loading and unloading.

The existing plan with its double-deep 90° parking layout in which one car parks behind another so that cars can leave by driving forward, is a valuable amenity. The proposed plan can be operated in a similar way, with the difference that the direction of ingress is the same as that of egress. This technique presupposes improvements and modifications of the exit routes from the Facility. Consult Appendix A.3.

The best loading plan gets incoming into their stalls at least as fast as the mechanism of collecting parking fees (this, rather than the flow capacity of the external adjacent city streets and the flow capacity within the parking lot, is in all likelihood the choke-point) and also minimizes pedestrian-vehicular conflicts within the lot. The best unloading likewise minimizes pedestrian-vehicle conflicts and also unloads at least as fast as the system of adjacent city arterials can

absorb the spike in demand caused by exiting the Facility (there is no need to design for a faster evacuation than the adjacent streets can absorb). The proposed plan is equal to the existing in some of these respects, but superior to it in others.

Integral to the loading and unloading plan adopted for the facility and this new layout, will be the choice of ingress and egress points, both in the short term and in the long term. Options include enhanced exploitation of entry/exit on the south side of the property and at the northeast corner.

Turnarounds and cross-traffic lanes in accordance with the design and implementation of loading and unloading schemes will probably deplete the capacity of the present drawing by 100 to 200 stalls.

The stall width employed in the majority of the new layout is only 8'0". if the width were increased to 8'6" the total capacity would decrease by approx. 4% or 160 stalls.

MAIN NARRATIVE

2. Parking Demand:

2.a. QUESTIONNAIRE

A questionnaire was prepared to determine the nature of the parking demand in general but also to identify choke-points in the operation such as loading and unloading (This Questionnaire is reproduced as Appendix B). Included were questions about the relative quantity and accessibility of parking at Cow Palace in comparison with similar facilities, the operational use of parking areas for staging and storage as well as for parking, the elasticity of demand as revealed by parking rates and their history, marketing variables, employee parking demand, etc. Most of the answers to the questions were delivered orally by Cow Palace management.

Included in the questionnaire was a request for the last two fiscal years' event schedules for every day of the year, including parking counts and revenues, gate attendance, and move-in move-out schedules. The Cow Palace graciously supplied this information in hard copy. Notably the documentation for the Grand National Rodeo is absent from this chart: Management treats this event differently from all others during the year.

2.b. METHODOLOGY

This data was then digitized by me and incorporated into two new spreadsheets (Appendix C1 for FY2000-2001 and C2 for FY2001-2001), by means of which the daily parking demand for the two fiscal years could be calculated, including, where necessary, diurnal demand profile (morning afternoon and night) on days with all day or all day and all night demand. By this means we were able to ascertain times of peak demand (at what time of day for which dates during the two years), and to ask just when does the parking demand approach the target capacity of 4000 identified by the Cow Palace management. Several modeling assumptions were made in order to reach actual numbers for each day or time of day (as noted in the Model column of the Spread Sheet). These assumptions are presented explicitly, in Appendix D.

2.c. RESULTS

The results of the demand study for the two years studied are depicted graphically in Appendix E. Peak numbers of cars simultaneously present, occur characteristically occur during about seven events per year. Of these seven peaks, four in FY2000-2001 exceeded 3000 cars present and two in FY2001-2002 exceeded 3000 cars present. The maximum for the two years seems to be about 3600 in the FY2000-2001. The supply target of 4000 identified by Cow Palace Management therefore may therefore be high by 300 stalls.

MAIN NARRATIVE

3. Next Steps

3.a. FIRST PHASE: CONFIRMATION OF RESULTS

The results of the study indicate that by the installation of a new layout including relatively minor extension of the paved area, even the peak Cow Palace parking needs can very likely be met within the main parcel, and that the currently used upper lot and drive-in areas will not be needed. This gross result may be all that is needed at this time; but the next steps toward a more solid and more dependable assurance of this result include:

(3.a.1) Inclusion of the now available data for FY 2002 into this study, which Cow Palace Management has hitherto declined to provide.

(3.a.2) Closer review, vetting and auditing of the of data presented in the Demand Spreadsheets (Appendix C-2000 and C-2001 as supplemented by new data for 2002), in consultation with Cow Palace Management.

(3.a.3) Detailed site measurement and site walk to confirm that all aspects of the new layout are feasible;

(3.a.4) Operational review of the layout with Cow Palace Management, including consideration of fire and public safety and security concerns.

3.b. SECOND PHASE: IMPLEMENTATION

Following these steps I would suggest the following Plan of Implementation:

(3.b.1) Formulate operational plan for ingress and egress, which would determine where in the new layout we should have turnarounds and breaks in the double bays;

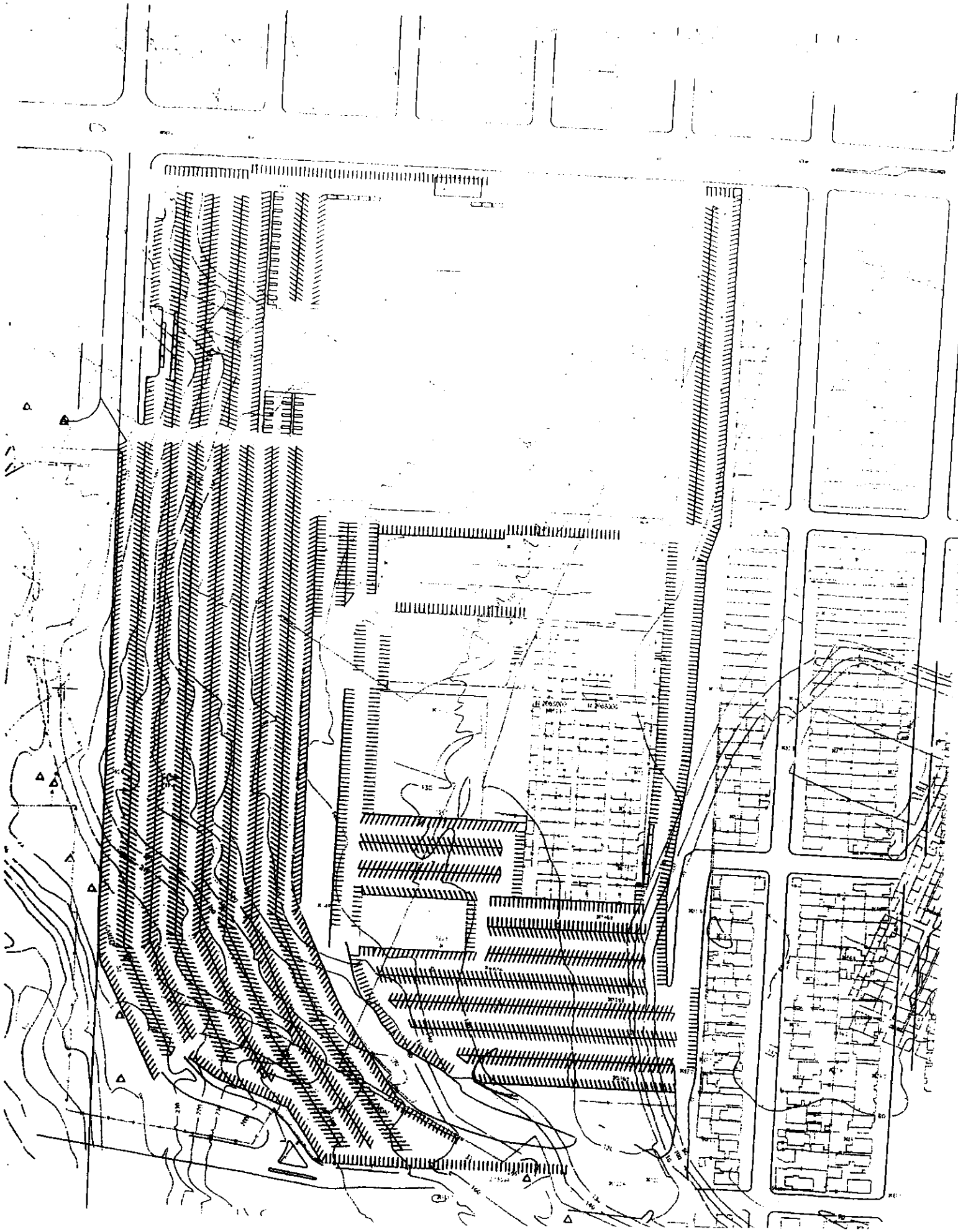
(3.b.2) Review parking policy and implementation of electronic parking controls in order to maximize revenues;

(3.b.3) Engineered drawing for asphalt extensions;

(3.b.4) Construction drawing of striping plan;

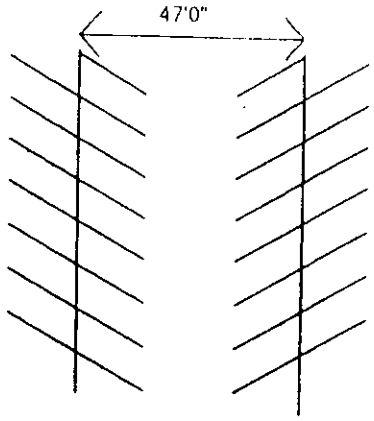
(3.b.5) Installation of asphalt, Slurry sealing of the entire facility, and Striping of new parking layout.

End of Main Narrative



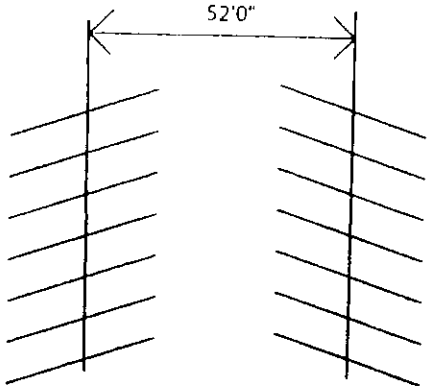
LAYOUT 1

Stall width: 8'0"
Curb length: 9'1"
Parking angle: 62°



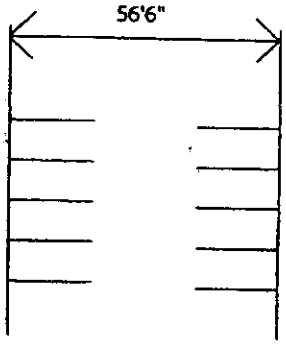
LAYOUT 3

Stall width: 8'2"
Curb length: 8'7"
Parking angle: 70°

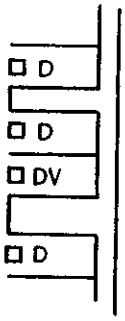


LAYOUT 2

Stall width: 8'6"
Curb length: 8'6""
Parking angle: 90°



DISABLED PARKING LAYOUT



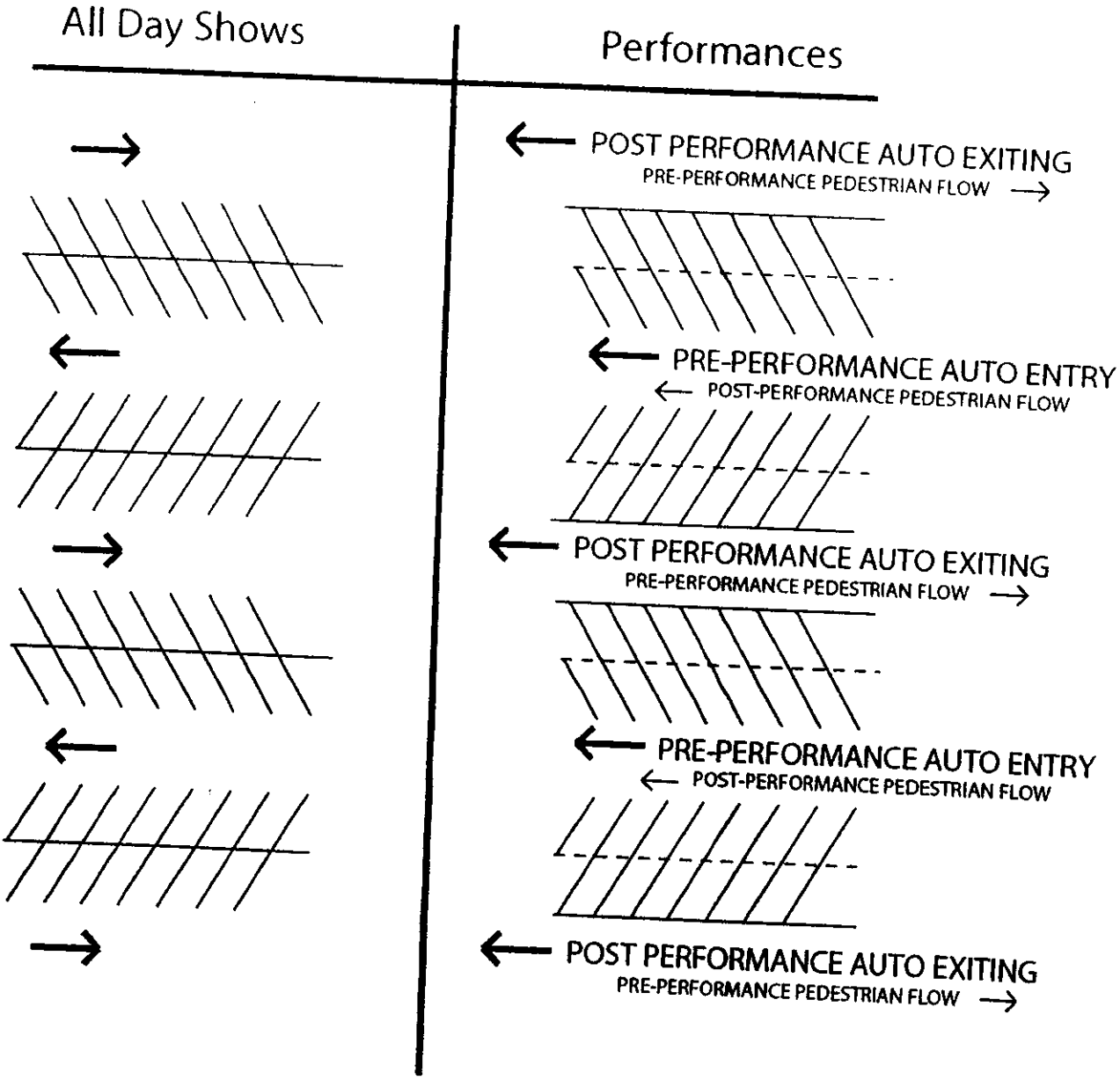
Stall length: 18'0"
Parking angle: 90°
Stall width: 9'0"
Loading zone width:
Standard: 5'0"
Van Accessible: 8'0"

Path of Travel width: 4'0"

Quantity Required:
20 plus 1 for every 100 above 1001
Quantity Provided: 53

graphic scale: 20 ft.

FLOW MANAGEMENT SCHEMES



COW PALACE PARKING QUESTIONNAIRE

Table of Contents:

I. RAW DATA

Please provide the following data (please identify which is raw and which is derived or "guestimated"). This data is most important, though also most difficult to compile-- if there is any way I can help you get these numbers I will come over and do so!

A) Provide Calendar of Events for the last two years showing show days and nights, and move-in and move-out days and nights. Assign a two-digit Event Code to each event to be used in answering the questions below.

B) Provide Gate Attendance for each day of these years

C) Provide Parking Revenue and Number of Paid Cars parked for each day

D) Any events likely to be dropped? Any annual events likely to be added? Any special events to be added?

E) Rates for these events, including reduced rates or discounted spaces

II. GENERAL DESCRIPTION OF THE COW PALACE

A) Provide a Description of the Cow Palace to be used in comparing it with other Exhibition Facilities
EG: Total capacity, Number of seats, Sq Footage of Display, Staging Area and Access,other Special Facilities or Features

B) Provide a Description of your parking facilities to be used in comparing

what you provide with what similar or competing facilities provide.
EG: Total Stalls, Proximity of parking to front door, Lighting, Street Access, etc.

C) Please provide a list of similar or competitive facilities
(1) in the Bay Area
(2) in the region
(3) in the state
(4) national

D) Narrative Questions:
1) How does Cow Palace parking compare to that of other Halls?
2) Have you attracted shows because of your parking?
3) Have you lost shows because of your parking? Have you had to adjust rates in order to get shows? Have you rented for less becuase you charge for parking?
4) Is there a show, or a category of shows, that you could attract by having more parking than you have?
5) Think of your entire site as consisting of Exhibition Space, Ancillary Buildings, and Parking: if you had more land, what would you add?
6) if you had less land, what would you sacrifice?

III. PARKING AS PART OF THE COW PALACE BUSINESS PLAN

Considering that you rent space to Promoters who bring in Exhibitors, you have three kinds of people to please with your parking. What does each of these want to see and what do they want not to see, in the parking?

A) The Promoter might be happier if CP operated a shuttle within the parking lot, since it would make it unnecessary for his client, the Exhibitor, to provide it. What else would please the promoter?

B) The Exhibitor would certainly want (a) a large quantity of parking, so to maximize his gate; and since the parking cost will be viewed by the customer as part of the price of admission, he will want it (b) to be inexpensive; and (c) will want the parking to be convenient (safe, lighted, and close for exhibits that attract older persons, and what about rainy days?)

C) The Spectator will remember his parking and unparking experience and this will figure into his choice to return for another show. Do your customers feel safe at night? How does the parking reflect on the facility itself? Are there any horror stories in this area? Any success stories?

IV. MANAGEMENT OF THE PARKING LOTS

A. Parking Allocation:

1. SUPPLY: Present an inventory of your several parking areas
EG: Main Lot, Upper Lot, East strip, North administrative Lot, Southeast Lot

2. DEMAND: Present an inventory of the categories of parkers
EG: Spectators, Exhibitors and their employees, CP Staff, Other?

3. Which areas do you generally use, for which categories of parking? And when do you make exceptions to this policy?

4. Which lots are lit?

B. Supply Management

1) For what shows is the parking lot are used for materials storage? How much is so used, and which areas?
EG: Dirt Storage, Exhibitor Storage

2) For what shows is the parking lot used for exhibition? How much is so used, and which areas? Which areas would be ideal for such uses?
EG: Circus

3) What areas of the site are currently occupied by movable, collapsible, temporary, obsolete and/or unused buildings?
EG: Pens in lower area

4) Have you ever staged parking in satellite lots with shuttle service? When and why and how did it work?

C. Demand Management

1) How many stalls are used by Exhibitors (which shows are high and which are low?)

2) How many stalls are used by Spectators (which shows attract the largest number of parking spectators? For which shows do you run out of Spectator parking?

3) How many stalls are used by CowPalace employees and staffing during shows? (which shows are high and which are low?)

4) Where do Spectators park when the lot is full?

5) For which events did the parking lot fill up during the last year? How many times were customers turned away, and which days?

D. Traffic Management (Intramural)

How long before events do you open? How long does it take for the

lots to empty? what are your staffing levels for each type of event? Are your employees union?

1) Does the lot sometimes fill too quickly (EG lines at the turnstyles)

2) Does the lot sometimes fill too slowly (How far ahead of a night concert do you open the lot to ensure people have enough time to get in?)

3) Does the lot sometimes empty too slowly? (EG Pedestrian/Vehicle conflicts; security issues due to delayed exiting, bad experiences at the end of the evening?)

4) Does the lot sometimes empty too quickly (Causing traffic jams on adjacent city streets?)

5) What are the Chokepoints in the entering and exiting pattern?

6) Traffic Flow within Lot: People circling back to pick up their fellow riders? Busses looping back to front door to pick up groups?

7) What happens on a rainy day? A rainy night?

E. Traffic Management (Extramural)

Any issues/problems with coming in off of or going out onto adjacent city streets

IV. PARKING REVENUE

A) Rates

1) What are the current parking rates?

2) When were they last increased, and what were they before?

3) When were they increased before that, and what were they?

B) Special Deals

1) What special rates, or arrangements, as for instance with Exhibitors for their employees?

2) What preferred parking arrangements

3) Prepayment/ internet payment / reserved parking?

END OF QUESTIONNAIRE

Cow Palace Rental Data 2000 - 2001 Fiscal Year			Day/Eve/Both 8 am - 6 pm 6 pm - 8 am			Move-In Days	Move-Out Days	Total Attendance	Parking $	# Cars	Exhibitor Parking $	# Exhibitor Passes	Camper Parking $	# Campers
-001	Computer Show	July 1, 00	X			1	0	2429	1,935.00	388	148.00	37	0	0
-002	Hispanic Concert	July 3, 00		X		0	0	6342	11,116.00	1502	0	0	0	0
-003	Guitar Show	July 15-16, 2000	X			1	1	1281	2,287.00	457	184.00	23	40.00	1
-004	Bird Show	July 16, 00	X			1	0	559	805.00	161	120.00	30	0	0
-005	Computer Show	July 22, 00	X			1	0	1990	2,111.00	424	188.00	47	0	0
-006	Motorcycle Swap	July 23, 00	X			1	0	1572	1,931.00	385	352.00	88	1,269.00 motorcycle	423 motorcycle
-007	Watchtower	June 9-Aug. 6, 00	X			4	3	203038	132,000.00	buy out	0	0	0	0
-008	Computer Show	Aug. 12, 00	X			1	0	1607	1,387.00	279	232.00	58	0	0
-009	Antique Show	August 19-20, 2000	X			2	0	4356	8,290.00	1658	1,344.00	168	200.00	5
-010	GoLo Car Show	Aug. 20, 00	X			1	0	5802	16,619.00	2394	0	0	0	0
-011	Unifest Dance	Aug. 26, 00		X		0	0	2728	4,669.00	668	0	0	0	0
-012	Hispanic Rodeo Concert	Aug. 27, 00			X	0	0	5830	9,241.00	1265	0	0	0	0

:/03
andt Report 2000-2001.doc

Plus Grand National Rodeo

)-013	Circus	Aug. 30-Sept. 4, 2000				X	1	0	42,193	60,483.00	7,972	0	0	0	0
)-014	Computer Show	Sept. 9, 00		X			1	0	1907	2,044.00	410	192.00	48	0	0
)-015	Gun Show	Sept. 16-17, 2000		X			2	0	3282	10,874.00	1567	1,328.00	166	160.00	4
)-016	Computer Show	Sept. 23, 2000		X			1	0	1333	1,467.00	295	200.00	50	0	0
)-017	Indian Concert	Sept. 23, 2000			X		0	0	7271	13,203.00	1769	0	0	0	0
0-018	Scorpion Concert	Sept. 30, 2000			X		1	0	9076	16,738.00	2398	0	0	0	0
0-019	Sale of the Century	Sep. 29 Oct. 1, 00				X	2	0	9720	13,009.00	2602	276.00	23	0	0
0-020	Wrestling	Oct. 2, 00			X		0	0	4337	4,576.00	614	0	0	0	0
0-021	Indian Concert	Oct. 8, 00			X		1	0	8937	12,984.00	1765	0	0	0	0
0-022	Phone Book Distribution	Aug. 23-Oct. 23, 2000		X			0	0	0	0	0	0	0	0	0
0-023	Computer Show	Oct. 14, 00		X			1	0	1601	1,654.00	332	152.00	38	0	0
0-024	Filipino Concert	Oct. 15, 00			X		0	0	7086	11,213.00	0	0	0	0	0
0-025	RV Sale	Oct. 6-15, 2000				X	2	2	1000 est.	0	0	0	0	0	0

)-026	Exotic Erotic Ball	Oct. 21, 00			X		2	1	11,151	25,128.00	3508	0	0	0	0
)-027	John Michael Montgomery	Oct. 26, 00			X		0	0	0	0	0	0	0	0	0
)-028	GN-Hispanic Day Promo	Oct. 28, 00				X	0	0	0	0	0	0	0	0	0
)-029	Enterprise Car Sale	Oct. 21, 00		X			1	0	250 est.	0	0	0	0	0	0
)-030	Antique Show	Nov. 11-12, 2000		X			2	0	3704	8,975.00	1501	1,280.00	160	200.00	5
)-031	Gun Show	Nov. 11-12, 2000		X			2	0	3277	7,773.00	1300	976.00	122	200.00	5
)-032	Limp Bizkit Concert	Nov. 17, 00			X		0	0	15,000	25,666.00	3660	0	0	0	0
)-033	Computer Show	Nov. 18, 00		X			1	0	1876	2,057.00	412	144.00	36	0	0
)-034	Disney -Toy Story	Nov. 22-26, 2000				X	1	0	25,765	37,058.00	4476	0	0	0	0
)-035	Mexican Dance	Nov. 24, 00			X		0	0	5085	8,668.00	1117	0	0	0	0
)-036	Bird Show	Dec. 2-3,00		X			1	0	623	1,281.00	183	256.00	32	0	0
)-037	Thrifty Car Sale	Dec. 9, 00		X			3	2	0	0	0	0	0	0	0
)-038	Computer Show	Dec. 9, 00		X			1	0	1562	2,300.00	460	188.00	47	0	0
)-039	Gun Show	Dec.9-10, 2000		X			2	0	2972	9,915.00	1418	1,296	161	160.00	4

)-040	Dickens Faire	Nov. 25-Dec. 17, 00				X	12	12	20,000	32,991.00	6599	0	0	0	0
)-041	Motorcycle Swap	Dec. 17, 00		X			1	0	3172	6,746.00	967	0	0	3,107.00 motorcycle	1036 motorcycle
)-042	Computer Show	Dec. 30, 00		X			1	0	1838	1,905.00	381	128.00	32	0	0
)-043	Sale of the Century	Jan. 5-7, 01				X	2	0	18,383	26,923.00	5383	192.00	16	0	0
)-044	SF Boat Show	Jan. 12-21, 01				X	30	5	54,958	116,668.00	19,452	13,320.00	296	600.00	6
)-045	Computer Show	Jan. 27, 01		X			1	0	1953	2,300.00	460	196.00	49	0	0
)-046	Gun Show	Jan. 27-28, 2001		X			2	0	4341	13,075.00	1883	1,064.00	133	80.00	2
)-047	Golden Gate Dog Show	Feb. 3 & 4, 2001		X			4	2	28,822	81,428.00	11,645	3,810.00	381	4,990.00	98
)-048	AOCNC Dog Obedience	Feb. 11, 01		X			0	0	500	0	0	0	0	0	0
)-049	Hispanic Concert	Feb. 11, 01			X		0	0	8055	14,124.00	1831	0	0	0	0
)-050	Computer Show	Feb. 17, 01		X			1	0	1712	2,095.00	419	176.00	44	0	0
)-051	Tri-Star Collectors Show	Feb. 16-18, 2001		X			1	0	4986	12,383.00	1765	1,815.00	121	0	0
)-052	Car Sale (Postponed)	Feb. 14-18, 2001					0	0	0	0	0	0	0	0	0

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-053	SM Dog Obedience	Feb. 24, 01		X			0	0	500 est.	0	0	0	0	0	0
-054	SF Dog Obedience	Feb. 25, 01		X			0	0	500 est.	0	0	0	0	0	0
-055	Filipino Concert	Feb. 25, 01			X		0	0	7355	12,350.00	1580	0	0	0	0
-056	Antique Show	Feb. 24-25, 2001		X			2	0	4479	8,181.00	1634	1,280.00	160	600.00	15
-057	Disney-75 Years of Magic	Feb. 28 - Mar. 4, 01				X	2	0	43,300	80,590.00	10,551	0	0	0	0
-058	Sale of the Century	March 2-4, 2001				X	2	0	27,928	51,440.00	6997	288.00	24	0	0
-059	NCRSO General Assembly	Mar. 10, 01			X		0	0	7,000 est.	11,435.00	1510	0	0	0	0
-060	Computer Show	Mar. 10, 01		X			1	0	1962	3,785.60	669	192.00	48	0	0
-061	Hispanic Concert	Mar. 11, 01			X		0	0	1725	2,650.00	338	0	0	0	0
-062	Train Show	Mar. 10 & 11, 2001		X			1	0	2719	4,604.00	1009	920.00	115	40.00	1
-063	Gun Show	Mar. 17-18, 2001		X			2	0	3092	9,821.00	1403	976.00	122	80.00	2
-064	SF Garden Show	Mar. 21-25, 2001				X	6	2	35,101	168,473.00	23,425	10,345.00	346	240.00	3
-065	Acquire the Fire Revival	Mar. 30 & 31, 2001				X	1	0	15,860	14,347.00	1852	0	0	0	0

0-066	Computer Show	Mar. 31, 01		X			1	0	1380	1,443.00	289	200.00	50	0	0
0-067	Golden Gloves Boxing	Mar. 28-31, 2001			X		0	0	3172	4,761.00	657	0	0	0	0
0-068	SFO Job Fair	April 7, 01		X			1	0	1500 est.	500.00	buyout	0	0	0	0
0-069	Computer Show	April 21, 01		X			1	0	1621	1,780.00	356	176.00	44	0	0
0-070	Concert/ cancelled	April 21, 01					0	0	0	0	0	0	0	0	0
0-071	RV Sale	April 28, 01				X	2	1	1000 est.	0	0	0	0	0	0
0-072	Red Line Concert	April 28, 01			X		0	0	3795	7,549.00	986	0	0	0	0
0-073	Computer Show	May 12, 01		X			1	0	1555	1,612.00	324	172.00	43	0	0
0-074	Car Sale	May 11-13, 2001		X			2	1	15,000 est.	0	0	0	0	0	0
0-075	Hispanic Concert	May 19, 01			X		0	0	7645	13,947.00	1811	0	0	0	0
0-076	Bird Show	May 20, 01		X			0	0	727	995.00	199	156.00	39	0	0
0-077	Gun Show	May 19-20, 2001		X			2	0	2996	9,775.00	1381	1,040.00	130	160.00	4
0-078	Sports Card Show	May 25-27, 2001		X			1	0	1143	3,775.00	539	705.00	47	0	0
0-079	Computer Show	June 2, 01		X			1	0	1553	1,705.00	341	132.00	33	0	0
0-080	US Marshall Exam	June 9, 01		X			0	0	250 est.	0	0	0	0	0	0

)-081	Reptile Show	June 16-17, 2001		X			1	0	1566	1,795.00	359	88.00	11	0	0
)-082	Peter Lowe Success	June 19, 01		X			1	0	5289 turnstile only	16,558.00	2214	600.00	buyout	0	0
)-083	Computer Show	June 23, 01		X			1	0	1223	1,210.00	241	148.00	37	0	0

Cow Palace Rental Data 2001-2002 Fiscal Year			Day/Eve/Both 8 am-6 pm 6 pm-8-am			Move-In Days	Move - Out Days	Total Attendance	Parking $	# Cars	Exhibitor Parking $	# Exhibitor Passes	Camper Parking $	# Campers
00-001	Car Sale	June 30, 2001	X			3	2	500 est.	0	0	0	0	0	0
00-002	Gun Show	June 30-July 1, 01	X			2	0	2541	8,220.00	1182	1,008.00	126	200.00	6
00-003	Hispanic Concert	July 1, 2001			X	0	0	7340	18,107.00	1814	0	0	0	0
00-004	Computer Show	July 14. 2001	X			1	0	1752	2,143.00	357	170.00	34		
00-005	Guitar Show	July 14-15, 2001	X			1	0	1187	2,550.00	425	110.00	11	0	0
00-006	Motorcycle Swap	July 22, 2001	X			0	0	633	747.00	148	205.00	41	411.00 motorcyle	137 motorcycle
00-007	Car Clinic	July 22-24, 2001	X			2	0	200 est.	0	0	0	0	0	0
00-008	Computer Show	July 28, 2001	X			1	0	1660	2,061.00	344	180.00	36		
00-009	Parking Lot Storage	June 28-July 28, 01	X			0	0	0	0	0	0	0	0	0
00-010	Watchtower	June 1-Aug. 5, 01	X			6	3	203,000 est.	148,500.00 buyout	0	0	0	0	0
00-011	Sabercats (cancelled)	August 19, 2001				0	0	0	0	0	0	0	0	0
00-012	Computer Show	August 18, 2001	X			1	0	1647	1,938.00	323	190.00	38	0	0
00-013	GoLo Car Show	August 26, 2001	X			1	0	5688	22,261.00	2294	0	0	0	0
00-014	Circus	Aug.29-Sept.3, 01			X	2	0	42,848	66,179.00	8147	0	0	0	0
00-015	Cyberfest	August 11, 2001			X	1	0	13777	2,627.00	3846	0	0	0	0
00-016	IBEW Private Concert	Sept. 8, 2001			X	3	0	4040	9,638.40	822	0	0	0	0
00-017	Computer Show	Sept. 8, 2001	X			1	0	1435	1,872.00	311	180.00	36	0	0
00-018	Filipino Concert	Sept. 15, 2001		X		0	0	5744	11,100.00	1107	0	0	0	0
00-019	Firefighter Exam	Sept. 16, 2001	X			0	0	0	0	0	0	0	0	0
00-020	Gun Show	Sept. 15-16, 2001	X			2	0	3321	12,964.00	1764	1560.00	130	120.00	3

plus Grand National Rodeo

)-021	Computer Show	Sept. 22, 2001	X			1	0	1127	1,446.00	241	175.00	35	0	0
)-022	Indian Concert	Sept.22, 2001		X		0	0	4945	10,100.00	1009	0	0	0	0
)-023	Antique Show	Sept.22-23, 2001	X			2	0	3130	6,810.00	1134	1560.00	156	320.00	8
)-024	Car Show	Sept. 29, 2001			X	1	0	6892	17,404.00	1856	834.00	139	0	0
)-025	Sale of the Century	Sept. 28-30, 01			X	2	0	5957	9,347.00	1558	360.00	24	0	0
)-026	Career Day	October 10, 2001	X			0	0	50 est.	0	0	0	0	0	0
)-027	Computer Show	Oct. 13, 2001	X			1	0	1763	1,428.00	238	215.00	43	0	0
)-028	Enterprise Car Sale	Oct. 13, 2001	X			3	2	250 est.	0	0	0	0	0	0
)-029	Filipino Concert	Oct. 14, 2001		X		0	0	6436	12,380.00	0	0	0	0	0
)-030	RV Sale	Oct. 5-14, 2001			X	2	0	1000 est.	0	0	0	0	0	0
)-031	Exotic Erotic Ball	Oct. 20, 2001			X	2	1	9494	35,654.00	3589	0	0	0	0
)-032	Hispanic Concert (G.N.)	Oct. 28, 2001			X	0	0							
)-033	Sterling & Reid Circus	Nov. 10-11, 2001			X	1	0	9349	20,969.00	2994	0	0	0	0
)-034	Gun Show	Nov. 10-11, 2001	X			2	0	4285	10,277.00	1473	1,572.00	131	260.00	7
)-035	Computer Show	Nov. 17, 2001	X			1	0	2500 est.	1,914.00	321	230.00	46	0	0
)-036	GLASS House Productions	Nov. 17, 2001		X		0	0	4721	6,640.00	664	0	0	6.00 motorcycle	2 motorcycle
)-037	Hispanic Concert	Nov. 23, 2001		X		0	0	10624	25,250.00	2518	0	0	0	0
)-038	Bird Show	Dec. 2, 2001	X			1	0	665	1,944.00	324	205.00	41	0	0
)-039	Thrifty Car Sale	Dec. 8, 2001	X			3	2	500 est.	0	0	0	0	0	0
)-040	Computer Show	Dec. 8, 2001	X			1	0	2500 est.	0	0	0	0	0	0
)-041	Motorcycle Swap	Dec. 16, 2001	X			0	0	3508	7,674.00	1277	1,375.00	275	2,178.00 motorcycle	726 motorcycle

00-042	Dickens Christmas Faire	Nov. 24-Dec. 23, 2001				X	12	12	20047	49,660.00	8281	6,000.00	300	0	0
00-043	Computer Show	Dec. 29, 2001		X			1	0	2500 est.	1,957.00	326	190.00	38	0	0
00-044	Future Festivals	Dec. 31, 2001			X		1	0	7481	19,401.00	1939	0	0	0	0
00-045	SF Sports & Boat Show	Jan. 11-20, 02				X	30	5	46677	98,637.00	16442	11,379.00	253	1,000.00	10
00-046	Parking Lot Storage	Jan. 13-23, 02		X			0	0	0	0	0	0	0	0	0
00-047	Computer Show	Jan. 26, 2002		X			1	0	2500 est.	2,368.00	396	195.00	39	0	0
00-048	Harlem Globetrotters	Jan. 26, 2002		X			1	0	6389	12,502.00	1702	0	0	0	0
00-049	Gun Show	Jan. 26-27, 02		X			2	0	4376	10,440.00	1452	1,848.00	154	160.00	4
00-050	Golden Gate K.C. Dog Show	Feb. 2-3, 2002		X			4	2	25676	73,895.00	10558	3,610.00	361	6,426.00	71
00-051	AOCNC Dog Obedience	Feb. 10, 2002		X			0	0	500 est.	0	0	0	0	0	0
00-052	Hispanic Concert	Feb/ 16. 2002			X		0	0	8709	20,293.00	2044	0	0	0	0
00-053	Tri-Star Collectors Show	Feb. 15-17, 2002		X			1	0	4291	10,457300	1495	1,746.00	97	0	0
00-054	Antique Show	Feb. 16-17, 2002		X			2	0	4055	9,341.00	1557	1500.00	150	360.00	9
00-055	Computer Show	Feb. 23, 2002		X			1	0	2500 est.	3.714.00	619	210.00	42	0	0
00-056	World Wide Discounts	Feb. 22-24, 2002				X	2	0	23536	38,290.00	6380	630.00	42	0	0
00-057	Disney -Jungle Adventure	Feb. 27-Mar. 3, 02				X	1	0	36568	50,312.00	5977	0	0	0	0
00-058	SFDC Dog Obedience	Feb. 17, 2002		X			0	0	500 est.	0	0	0	0	0	0

0-059	SMDC Dog Obedience	Feb. 17, 2002	X			0	0	500 est.	0	0	0	0	0	0
0-060	Computer Show	February 9, 2002	X			1	0	2500 est.	1,338.00	223	220.00	44	0	0
0-061	Computer Show	March 9, 2002	X			1	0	2500 est.	1,290.00	215	205.00	41	0	0
0-062	Filipino Concert	March 9, 2002				0	0	4563	10,070.00	1007	0	0	0	0
0-063	Train Show	March 9-10, 2002	X			1	0	3539	9,562.00	1592	1,220.00	122	40.00	1
0-064	Gun Show	March 16-17, 2002	X			2	0	2709	8,876.00	1268	1,536.00	128	160.00	4
0-065	SF Flower & Garden Show	Mar. 20-24, 2002			X	6	4	34963	151,738.00	21675	27,750.00	2775	1,060.00	53
0-066	Computer Show	March 30, 2002	X			1	0	2500 est.	1,374.00	229	205.00	41	0	0
0-067	Hispanic Concert	March 30, 2002		X		0	0	4224	10,545.00	1058	0	0	0	0
0-068	Import Car Vibe	April 6, 2002	X			1	0	2164	5,633.00	571	1,110.00	185	0	0
0-069	Enterprise Car Sale	April 6, 2002	X			3	2	250 est.	0	0	0	0	0	0
0-070	Bird Show	April 14, 2002	X			1	0	498	800.00	133	65.00	13	0	0
0-071	RV Sale	April 5-14, 2002	X			3	2	1000 est.	0	0	0	0	0	0
0-072	World Wide Discount	April 12-14, 2002			X	2	0	12456	16,836.00	2806	270.00	18	0	0
0-073	Computer Show	April 20, 2002	X			1	0	2500 est.	1,201.00	200	195.00	39	0	0
0-074	Chemical Bros Concert	April 26, 20021		X		0	0	9,689	25,028.00	2504	0	0	0	0
0-075	Indian Concert	April 27, 2002		X		0	0	4250	8,033.00	804	0	0	0	0
0-076	Hispanic Rodeo Concert	April 21, 2002			X	0	0	6277	14,380.00	1438	0	0	0	0
0-077	Golden Gloves Boxing	May 1-4, 2002		X		0	0	2918	5,292.00	756	0	0	0	0
0-078	Computer Show	May 11, 2002	X			1	0	2500 est.	948.00	158	255.00	51	0	0

0-079	Hispanic Concert	May 18, 2002			X		0	0	6709	16,890.00	1689	0	0	0	0
0-080	Gun Show	May 18-19, 2002		X			2	0	3375	11,280.00	1612	1,584.00	132	80.00	2
0-081	Cancelled - Festival	May 24, 2002					0	0	0	0	0	0	0	0	0
0-082	Tri-Star Collectors Show	May 25-27, 2002		X			1	0	3344	6,389.00	912	1,728.00	96	0	0
0-083	Car Sale	May 9-12, 2002		X			3	2	15000 est.	0	0	0	0	0	0
0-084	Safety Patrol				X		0	0	0	0	0	0	0	0	0
0-085	Computer Show	June 1, 2002		X			1	0	2500 est.	1,061.00	176	245.00	49	0	0
0-086	Computer Show	June 15, 2002		X			1	0	2500 est.	936.00	156	185.00	37	0	0
0-087	Cancelled - Bird Show	June 16, 2002					0	0	0	0	0	0	0	0	0
0-088	Car Sale	June 29, 2002		X			3	2	500 est.	0	0	0	0	0	0

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	APPENDIX C2000-2001													
2	EventNo	Name	Date	Day #	Day	Date	CarsAM	CarsPM	Total Cars	Paid	Passes	Model	0800-1800	1800-0800
3	00-001	Computer Show	7/1/00	1	SA	jul 1	425		425	388	37	m	1	
4				2	SU	2								
5	00-002	Hispanic Concert	7/3/00	3	MO	3		1502	1502	1502	0	m		1
6				4	TU	4								
7				5	WE	5								
8				6	TH	6								
9				7	FR	7								
10				8	SA	8								
11				9	SU	9								
12				10	MO	10								
13				11	TU	11								
14				12	WE	12								
15				13	TH	13								
16				14	FR	14								
17	00-003	Guitar Show	7/15/00	15	SA	15	240		480	457	23	ss	1	
18	00-003	Guitar Show	7/16/00	16	SU	16	240					ss	1	
19	00-004	Bird Show	7/16/00	16	SU	16	191		191	161	30	m	1	
20				17	MO	17								
21				18	TU	18								
22				19	WE	19								
23				20	TH	20								
24				21	FR	21								
25	00-005	Computer Show	7/22/00	22	SA	22	471		471	424	47	m	1	
26	00-006	Motorcycle Swap	7/23/00	23	SU	23	473		473	385	88	m	1	
27	00-007	Watchtower	6/9-8/6/00	24	MO	24			0	0	0		1	
28				25	TU	25			0					
29				26	WE	26			0					
30				27	TH	27			0					
31				28	FR	28			0					
32				29	SA	29			0					
33				30	SU	30			0					
34				31	MO	31			0					
35				32	TU	aug1			0					
36				33	WE	2			0					
37				34	TH	3			0					
38				35	FR	4			0					
39				36	SA	5			0					
40				37	SU	6			0					
41				38	MO	7			0					
42				39	TU	8			0					
43				40	WE	9			0					
44				41	TH	10			0					
45				42	FR	11			0					
46	00-008	Computer Show	8/12/00	43	SA	12	337		337	279	58	m	1	
47				44	SU	13			0					
48				45	MO	14			0					
49				46	TU	15			0					
50				47	WE	16			0					
51				48	TH	17			0					
52				49	FR	18			0					
53	00-009	Antique Show	8/19/00	50	SA	19	913		1826	1658	168	ss	1	
54	00-009	Antique Show	8/20/00	51	SU	20	913		0			ss	1	
55	00-010	GoLo Car Show	8/20/00	51	SU	20	2394		2894	2394	0	m	1	
56				52	MO	21			0					
57				53	TU	22			0					
58				54	WE	23			0					
59				55	TH	24			0					
60				56	FR	25			0					
61	00-011	Unifest Dance	8/26/00	57	SA	26		668	668	668	0	m		1
62	00-012	Hispanic Rodeo Concert	8/27/00	58	SU	27	632	632	1265	1265	0	ma	1	1
63				59	MO	28			0					
64				60	TU	29			0					
65	00-013	Circus	8/30/00	61	WE	30	996	996	7972	7972	0		1	1
66	00-013	Circus	8/31/00	62	TH	31	996	996	0				1	1
67	00-013	Circus	9/1/00	63	FR	sept1	1993	1993	0				1	1
68				64	SA	2			0					
69				65	SU	3			0					
70				66	MO	4			0					
71				67	TU	5			0					
72				68	WE	6			0					
73				69	TH	7			0					
74				70	FR	8			0					
75	00-014	Computer Show	9/9/00	71	SA	9	458		458	410	48	m	1	
76				72	SU	10			0					
77				73	MO	11			0					
78				74	TU	12			0					
				75	WE	13			0					

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
81				77	FR	15			0					
82	00-015	Gun Show	9/16/00	78	SA	16	866		1733	1567	166	ss	1	
83	00-015	Gun Show	9/17/00	79	SU	17	866		0			ss	1	
84				80	MO	18			0					
85				81	TU	19			0					
86				82	WE	20			0					
87				83	TH	21			0					
88				84	FR	22			0					
89	00-016	Computer Show	9/23/00	85	SA	23	345		345	295	50	m	1	
90	00-017	Indian Concert	9/23/00	85	SA	23		1769	1769	1769	0	m		1
91				86	SU	24			0					
92				87	MO	25			0					
93				88	TU	26			0					
94				89	WE	27			0					
95				90	TH	28			0					
96	00-019	Sale of the Century	9/29/00	91	FR	29	262	262	2625	2602	23	fssa	1	1
97	00-018	Scorpion Concert	9/30/00	92	SA	30		2398	2398	2398	0	m		1
98	00-019	Sale of the Century	9/30/00	92	SA	30	525	525	0			fssa	1	1
99	00-019	Sale of the Century	10/1/00	93	SU	oct1	525	525	0			fssa	1	1
100	00-020	Wrestling	10/2/00	94	MO	2		614	614	614	0	m		1
101				95	TU	3			0					
102				96	WE	4			0					
103				97	TH	5			0					
104				98	FR	6			0					
105				99	SA	7			0					
106	00-021	Indian Concert	10/8/00	100	SU	8		1765	1765	1765	0	m		1
107	00-022	Phone Book Distrib	8/23-10/23/00	100	SU	8			0	0	0		1	
108				101	MO	9			0					
109				102	TU	10			0					
110				103	WE	11			0					
111				104	TH	12			0					
112				105	FR	13			0					
113	00-023	Computer Show	10/14/00	106	SA	14	370		370	332	38	m	1	
114	00-024	Filipino Concert	10/15/00	107	SU	15			0	0	0			1
115	00-025	RV Sale	10/6-15/00	107	SU	15			0	0	0		1	1
116				108	MO	16			0					
117				109	TU	17			0					
118				110	WE	18			0					
119				111	TH	19			0					
120				112	FR	20			0					
121	00-029	Enterprise Car Sale	10/21/00	113	SA	21			0	0	0		1	
122	00-026	Exotic-Erotic Ball	10/21/00	113	SA	21		3508	3508	3508	0	m		1
123				114	SU	22			0					
124				115	MO	23			0					
125				116	TU	24			0					
126				117	WE	25			0					
127	00-027	John Michael Montgomery	10/26/00	118	TH	26			0	0	0			1
128				119	FR	27			0					
129	00-028	GN Hispanic Day Promo	10/28/00	120	SA	28			0	0	0		1	1
130				121	SU	29			0					
131				122	MO	30			0					
132				123	TU	31			0					
133				124	WE	nov1			0					
134				125	TH	2			0					
135				126	FR	3			0					
136				127	SA	4			0					
137				128	SU	5			0					
138				129	MO	6			0					
139				130	TU	7			0					
140				131	WE	8			0					
141				132	TH	9			0					
142				133	FR	10			0					
143	00-030	Antique Show	11/11/00	134	SA	11	830		1661	1501	160	ss	1	
144	00-031	Gun Show	11/11/00	134	SA	11	711		1422	1300	122	ss	1	
145	00-030	Antique Show	11/12/00	135	SU	12	830		0			ss	1	
146	00-031	Gun Show	11/12/00	135	SU	12	711		0			ss	1	
147				136	MO	13			0					
148				137	TU	14			0					
149				138	WE	15			0					
150				139	TH	16			0					
151	00-032	Limp Bizkit Concert	11/17/00	140	FR	17		3660	3660	3660	0	m		1
152	00-033	Computer Show	11/18/00	141	SA	18	448		448	412	36	m	1	
153				142	SU	19			0					
154				143	MO	20			0					
155				144	TU	21			0					
156	00-034	Disney Toy Story	11/22/00	145	WE	22	224	224	4476	4476	0		1	1
157	00-034	Disney Toy Story	11/23/00	146	TH	23	224	224	0				1	1
158	00-034	Disney Toy Story	11/24/00	147	FR	24	448	448	0				1	1
159	00-035	Mexican Dance	11/24/00	147	FR	24		1117	1117	1117	0	m		1

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
161	00-034	Disney Toy Story	11/26/00	149	SU	26	671	671	0				1	1
162	00-040	Dickens Faire	11/26/00	150	SU	26	660	660	6599	6599	0	dick	1	1
163				151	TU	28			0					
164				152	WE	29			0					
165				153	TH	30			0					
166				154	FR	dec1			0					
167	00-036	Bird Show	12/2/00	155	SA	2	108		215	163	32	ss	1	
168	00-036	Bird Show	12/3/00	156	SU	3	108		0			ss	1	
169				157	MO	4			0					
170				158	TU	5			0					
171				159	WE	6			0					
172				160	TH	7			0					
173	00-040	Dickens Faire	12/9/00	162	SA	9	660	660	0				1	
174	00-037	Thrifty Car Sale	12/9/00	162	SA	9			0	0	0		1	
175	00-038	Computer Show	12/9/00	162	SA	9	507		507	460	47	m	1	
176	00-039	Gun Show	12/9/00	162	SA	9	790		1579	1418	161	ss	1	
177	00-039	Gun Show	12/10/00	163	SU	10	790		0			ss	1	
178	00-040	Dickens Faire	12/10/00	164	SU	10	660	660	0					
179				165	TU	12			0					
180				166	WE	13			0					
181				167	TH	14			0					
182	00-040	Dickens Faire	12/15/00	168	FR	15	660	660	0					
183	00-040	Dickens Faire	12/16/00	169	SA	16	660	660	0					
184	00-041	Motorcycle Swap	12/17/00	170	SU	17	967		967	967	0	m	1	
185				171	MO	18			0					
186				172	TU	19			0					
187				173	WE	20			0					
188				174	TH	21			0					
189				175	FR	22			0					
190				176	SA	23			0					
191				177	SU	24			0					
192				178	MO	25			0					
193				179	TU	26			0					
194				180	WE	27			0					
195				181	TH	28			0					
196				182	FR	29			0					
197	00-042	Computer Show	12/30/00	183	SA	30	509		509	460	49		1	
198				184	SU	31			0					
199				185	MO	jan1			0					
200				186	TU	2			0					
201				187	WE	3			0					
202				188	TH	4			0					
203	00-043	Sale of the Century	1/5/01	189	FR	5	540	540	5399	5383	16	fssa	1	1
204	00-043	Sale of the Century	1/6/01	190	SA	6	1080	1080	0				1	1
205	00-043	Sale of the Century	1/7/01	191	SU	7	1080	1080	0				1	1
206				192	MO	8			0					
207				193	TU	9			0					
208				194	WE	10			0					
209				195	TH	11			0					
210	00-044	SF Boat Show	1/12/01	196	FR	12	987	987	19748	19452	296	10days	1	1
211	00-044	SF Boat Show	1/13/01	197	SA	13	1481	1481	0			10days	1	1
212	00-044	SF Boat Show	1/14/01	198	SU	14	1481	1481	0			10days	1	1
213	00-044	SF Boat Show	1/15/01	199	MO	15	494	494	0			10days	1	1
214	00-044	SF Boat Show	1/16/01	200	TU	16	494	494	0			10days	1	1
215	00-044	SF Boat Show	1/17/01	201	WE	17	494	494	0			10days	1	1
216	00-044	SF Boat Show	1/18/01	202	TH	18	494	494	0			10days	1	1
217	00-044	SF Boat Show	1/19/01	203	FR	19	987	987	0			10days	1	1
218	00-044	SF Boat Show	1/20/01	204	SA	20	1481	1481	0			10days	1	1
219	00-044	SF Boat Show	1/21/01	205	SU	21	1481	1481	0					
220				206	MO	22			0					
221				207	TU	23			0					
222				208	WE	24			0					
223				209	TH	25			0					
224				210	FR	26			0					
225	00-045	Computer Show	1/27/01	211	SA	27	509		509	460	49	m	1	
226	00-046	Gun Show	1/27/01	211	SA	27	2016		2016	1883	133	m	1	
227				212	SU	28			0					
228				213	MO	29			0					
229				214	TU	30			0					
230				215	WE	31			0					
231				216	TH	feb1			0					
232				217	FR	2			0					
233	00-047	Golden Gate Dog Show	2/3/01	218	SA	3	6013		12026	11645	381	ss	1	
234	00-047	Golden Gate Dog Show	2/4/01	219	SU	4	6013		0			ss	1	
235				220	MO	5			0					
236				221	TU	6			0					
237				222	WE	7			0					
238				223	TH	8			0					
239				224	FR	9			0					

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
241	00-048	AOCNC Dog Obedience	2/11/01	226	SU	11			0	0	0		1	
242	00-049	Hispanic Concert	2/11/01	226	SU	11		1831	1831	1831	0			1
243				227	MO	12			0					
244				228	TU	13			0					
245				229	WE	14			0					
246				230	TH	15			0					
247	00-051	Tri-star Collectors Show	2/16/01	231	FR	16	377		1886	1765	121	fss	1	
248	00-050	Computer Show	2/17/01	232	SA	17	463		463	419	44	m	1	
249	00-051	Tri-star Collectors Show	2/17/01	232	SA	17	754		0			fss	1	
250	00-051	Tri-star Collectors Show	2/18/01	233	SU	18	754		0			fss	1	
251	00-052	Car Sale (Postponed)		234	MO	19			0					
252				235	TU	20			0					
253				236	WE	21			0					
254				237	TH	22			0					
255				238	FR	23			0					
256	00-056	Antique Show	2/24/01	239	SA	24	897		1794	1634	160	ss	1	
257	00-053	SM Dog Obedience	2/24/01	239	SA	24			0				1	
258	00-054	SF Dog Obedience	2/25/01	240	SU	25			0				1	
259	00-055	Filipino Concert	2/25/01	240	SU	25	1580		1580	1580	0	m		1
260	00-056	Antique Show	2/25/01	240	SU	25	897		0			ss	1	
261				241	MO	26			0					
262				242	TU	27			0					
263	00-057	Disney 75 Years of Magic	2/28/01	243	WE	28	528	528	10551	10551	0		1	1
264	00-057	Disney 75 Years of Magic	3/1/01	244	TH	mar1	528	528	0				1	1
265	00-058	Sale of the Century	3/2/01	245	FR	2	702	702	7021	6997	24	fssa	1	1
266	00-057	Disney 75 Years of Magic	3/2/01	245	FR	2	1055	1055	0				1	1
267	00-058	Sale of the Century	3/3/01	246	SA	3	1404	1404	0			fssa	1	1
268	00-057	Disney 75 Years of Magic	3/3/01	246	SA	3	1583	1583	0				1	1
269	00-058	Sale of the Century	3/4/01	247	SU	4	1404	1404	0			fssa	1	1
270	00-057	Disney 75 Years of Magic	3/4/01	247	SU	4	1583	1583	0				1	1
271				248	MO	5			0					
272				249	TU	6			0					
273				250	WE	7			0					
274				251	TH	8			0					
275				252	FR	9			0					
276	00-059	NCRSO General Assembly	3/10/01	253	SA	10		1510	1510	1510	0			1
277	00-060	Computer Show	3/10/01	253	SA	10	717		717	669	48		1	
278	00-062	Train Show	3/10/01	253	SA	10	562		1124	1009	115		1	
279	00-061	Hispanic concert	3/11/01	254	SU	11		338	338	338	0			1
280	00-062	Train Show	3/11/01	254	SU	11	562		0				1	
281				255	MO	12			0					
282				256	TU	13			0					
283				257	WE	14			0					
284				258	TH	15			0					
285				259	FR	16			0					
286	00-063	Gun Show	3/17/01	260	SA	17	762		1525	1403	122	ss	1	
287	00-063	Gun Show	3/18/01	261	SU	18	762		0			ss	1	
288				262	MO	19			0					
289				263	TU	20			0					
290	00-064	SF Garden Show	3/21/01	264	WE	21	1189	1189	23771	23425	346	Sdaya	1	1
291	00-064	SF Garden Show	3/22/01	265	TH	22	1189	1189	0			Sdaya	1	1
292	00-064	SF Garden Show	3/23/01	266	FR	23	2377	2377	0			Sdaya	1	1
293	00-064	SF Garden Show	3/24/01	267	SA	24	3566	3566	0			Sdaya	1	1
294	00-064	SF Garden Show	3/25/01	268	SU	25	3566	3566	0					
295				269	MO	26			0					
296				270	TU	27			0					1
297	00-067	Golden Gloves Boxing	3/28/01	271	WE	28		99	657	657	0	wtfs		
298	00-067	Golden Gloves Boxing	3/29/01	272	TH	29		99	0			wtfs		1
299	00-065	Acquire the Fire Revival	3/30/01	273	FR	30	926		1852	1852	0	ss	1	1
300	00-067	Golden Gloves Boxing	3/30/01	273	FR	30		230	0			wtfs		1
301	00-065	Acquire the Fire Revival	3/31/01	274	SA	31	926		0			ss	1	1
302	00-066	Computer Show	3/31/01	274	SA	31	339		339	289	50	m	1	
303	00-067	Golden Gloves Boxing	3/31/01	274	SA	31		230	0			wtfs		1
304				275	SU	Apr1			0					
305				276	MO	2			0					
306				277	TU	3			0					
307				278	WE	4			0					
308				279	TH	5			0					
309				280	FR	6			0					
310	00-068	SFO Job Fair	4/7/01	281	SA	7			0				1	
311				282	SU	8			0					
312				283	MO	9			0					
313				284	TU	10			0					
314				285	WE	11			0					
315				286	TH	12			0					
316				287	FR	13			0					
317				288	SA	14			0					
318				289	SU	15			0					
319				290	MO	16			0					

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
321				292	WE	18			0					
322				293	TH	19			0					
323				294	FR	20			0					
324	00-069	Computer Show	4/21/01	295	SA	21	400		400	356	44	m	1	
325	00-070	Concert (cancelled)		296	SU	22			0					
326				297	MO	23			0					
327				298	TU	24			0					
328				299	WE	25			0					
329				300	TH	26			0					
330				301	FR	27			0				1	1
331	00-071	RV Sale	4/28/01	302	SA	28			0					1
332	00-072	RedLine Concert	4/28/01	302	SA	28		986	986	986	0	m		
333				303	SU	29			0					
334				304	MO	30			0					
335				305	TU	May1			0					
336				306	WE	2			0					
337				307	TH	3			0					
338				308	FR	4			0					
339				309	SA	5			0					
340				310	SU	6			0					
341				311	MO	7			0					
342				312	TU	8			0					
343				313	WE	9			0					
344				314	TH	10			0				1	
345	00-074	Car Sale	5/11/01	315	FR	11			0				1	
346	00-073	Computer Show	5/12/01	316	SA	12	367		367	324	43	m		
347	00-074	Car Sale	5/12/01	316	SA	12			0					
348	00-074	Car Sale	5/13/01	317	SU	13			0					
349				318	MO	14			0					
350				319	TU	15			0					
351				320	WE	16			0					
352				321	TH	17			0					
353				322	FR	18			0					1
354	00-075	Hispanic Concert	5/19/01	323	SA	19		1811	1811	1811	0	m		
355	00-077	Gun Show	5/19/01	323	SA	19	756		1511	1381	130	ss	1	
356	00-076	Bird Show	5/20/01	324	SU	20	238		238	199	39	m	1	
357	00-077	Gun Show	5/20/01	324	SU	20	756		0			ss	1	
358				325	MO	21			0					
359				326	TU	22			0					
360				327	WE	23			0					
361				328	TH	24			0					
362	00-078	Sports Card Show	5/25/01	329	FR	25	117		586	539	47	fss	1	
363	00-078	Sports Card Show	5/26/01	330	SA	26	234		0			fss	1	
364	00-078	Sports Card Show	5/27/01	331	SU	27	234		0			fss	1	
365				332	MO	28			0					
366				333	TU	29			0					
367				334	WE	30			0					
368				335	TH	31			0					
369				336	FR	Jun1			0					
370	00-079	Computer Show	6/2/01	337	SA	2	374		374	341	33	m	1	
371				338	SU	3			0					
372				339	MO	4			0					
373				340	TU	5			0					
374				341	WE	6			0					
375				342	TH	7			0					
376				343	FR	8			0				1	
377	00-080	US Marshall Exam	6/9/01	344	SA	9			0					
378				345	SU	10			0					
379				346	MO	11			0					
380				347	TU	12			0					
381				348	WE	13			0					
382				349	TH	14			0					
383				350	FR	15			0					
384	00-081	Reptile Show	6/16/01	351	SA	16	185		370	359	11	ss	1	
385	00-081	Reptile Show	6/17/01	352	SU	17	185		0			ss	1	
386				353	MO	18			0					
387	00-082	Peter Lowe Success	6/19/01	354	TU	19	2214		2214	2214		m	1	
388				355	WE	20			0					
389				356	TH	21			0					
390				357	FR	22			0					
391	00-083	Computer Show	6/23/01	358	SA	23	278		278	241	37	m	1	
392				359	SU	24			0					
393				360	MO	25			0					
394				361	TU	26			0					
395				362	WE	27			0					
396				363	TH	28			0					
397				364	FR	29			0					
398	01-001	Car Sale	6/30/01	365	SA	30			0	0	0		1	
399	01-002	Gun Show	6/30/01	365	SA	30	654		1308	1182	126	ss	1	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	APPENDIX C2001-2002													
2	EventNo	Name	Date	Day #	Day	Date	CarsAM	CarsPM	Total Cars	Paid	Passes	Model	0800-1800	1800-0800
3			6/30/01	365	SA	30			0	0	0		1	
4	01-001	Car Sale	6/30/01	365	SA	30	654		1308	1182	126	ss	1	
5	01-002	Gun Show	7/1/01	1	SU	1 july	654		0			ss	1	
6	01-002	Gun Show	7/1/01	1	SU	1	907	907	1814	1814	0	mra	1	1
7	01-003	Hispanic Concert		2	MO	2			0					
8				3	TU	3			0					
9				4	WE	4			0					
10				5	TH	5			0					
11				6	FR	6			0					
12				7	SA	7			0					
13				8	SU	8			0					
14				9	MO	9			0					
15				10	TU	10			0					
16				11	WE	11			0					
17				12	TH	12			0					
18				13	FR	13			0					
19	01-004	Computer Show	7/14/01	14	SA	14	391		391	357	34	nn	1	
20	01-005	Guitar Show	7/14/01	14	SA	14	218		436	425	11	ss	1	
21	01-005	Guitar Show	7/15/01	15	SU	15	218		0			ss	1	
22				16	MO	16			0					
23				17	TU	17			0					
24				18	WE	18			0					
25				19	TH	19			0					
26				20	FR	20			0					
27				21	SA	21			0					
28	01-006	Motorcycle Swap	7/22/01	22	SU	22	189		189	148	41	nn	1	
29	01-007	Car Clinic	7/22/01	22	SU	22			0	0	0		1	
30	01-007	Car Clinic	7/23/01	23	MO	23			0				1	
31	01-007	Car Clinic	7/24/01	24	TU	24			0					
32				25	WE	25			0					
33				26	TH	26			0					
34				27	FR	27			0					
35	01-008	Computer Show	7/26/01	28	SA	28	380		380	344	36	nn	1	
36	01-009	Parking Lot Storage	6/28-7/28/01	28	SA	28			0	0	0		1	
37	01-010	Watchtower	6/1-8/5/01	28	SA	28			0	0	0		1	
38				29	SU	29			0					
39				30	MO	30			0					
40				31	TU	31			0					
41				32	WE	aug 1			0					
42				33	TH	2			0					
43				34	FR	3			0					
44				35	SA	4			0					
45				36	SU	5			0					
46				37	MO	6			0					
47				38	TU	7			0					
48				39	WE	8			0					
49				40	TH	9			0					
50				41	FR	10			0					
51	01-015	Cyberfest	8/11/01	42	SA	11	1923	1923	3846	3846	0		1	1
52				43	SU	12			0					
53				44	MO	13			0					
54				45	TU	14			0					
55				46	WE	15			0					
56				47	TH	16			0					
57				48	FR	17			0					
58	01-012	Computer Show	8/18/01	49	SA	18	361		361	323	38		1	
59	01-011	Sabercats (cancelled)	8/19/01	50	SU	19			0	0	0			
60				51	MO	20			0					
61				52	TU	21			0					
62				53	WE	22			0					
63				54	TH	23			0					
64				55	FR	24			0					
65				56	SA	25			0					
66	01-013	GoLo Car Show	8/26/01	57	SU	26	2294		2294	2294	0		1	
67				58	MO	27			0					
68				59	TU	28			0					
69	01-014	Circus	8/29/01	60	WE	29	407	407	8147	8147	0	6days	1	1
70	01-014	Circus	8/30/01	61	TH	30	407	407	0			6days	1	1
71	01-014	Circus	8/31/01	62	FR	31	815	815	0			6days	1	1
72	01-014	Circus	9/1/01	63	SA	1 Sept	1018	1018	0			6days	1	1
73	01-014	Circus	9/2/01	64	SU	2	1018	1018	0			6days	1	1
74	01-014	Circus	9/3/01	65	MO	3	407	407	0			6days	1	1
75				66	TU	4			0					
76				67	WE	5			0					
77				68	TH	6			0					
78				69	FR	7			0					
79	01-016	IBEW Private Concert	9/8/01	70	SA	8	411	411	822	822	0	mal	1	1
			9/8/01	70	SA	8	347		347	311	36	nn	1	

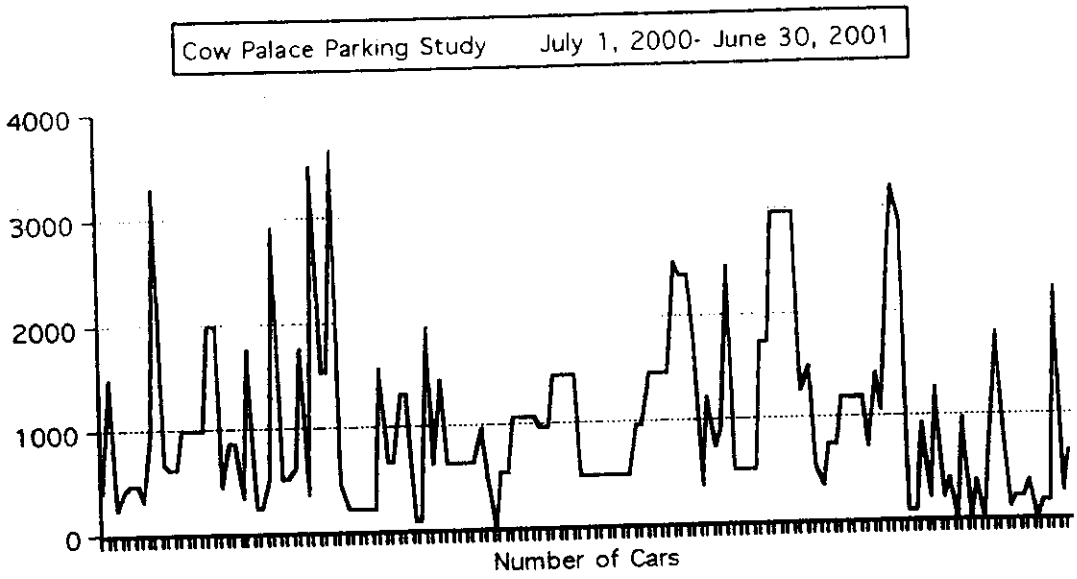
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
81				71	SU	9			0					
82				72	MO	10			0					
83				73	TU	11			0					
84				74	WE	12			0					
85				75	TH	13			0					
86				76	FR	14			0					
87	01-018	Filipino Concert	9/15/01	77	SA	15		1107	1107	1107	0	m		1
88	01-020	Gun Show	9/15/01	77	SA	15	947		1894	1764	130	ss	1	
89	01-019	Firefighter Exam	9/16/01	78	SU	16			0	0	0		1	
90	01-020	Gun Show	9/16/01	78	SU	16	947		0			ss	1	
91				79	MO	17			0					
92				80	TU	18			0					
93				81	WE	19			0					
94				82	TH	20			0					
95				83	FR	21			0					
96	01-021	Computer Show	9/22/01	84	SA	22	276		276	241	35	m	1	
97	01-022	Indian Concert	9/22/01	84	SA	22		1009	1009	1009	0	m		1
98	01-023	Antique Show	9/22/01	84	SA	22	645		1290	1134	156	ss	1	
99	01-023	Antique Show	9/23/01	85	SU	23	645		0			ss	1	
100				86	MO	24			0					
101				87	TU	25			0					
102				88	WE	26			0					
103				89	TH	27			0					
104	01-025	Sale of the Century	9/28/01	90	FR	28	158	158	1582	1558	24	fssa	1	1
105	01-024	Car Show	9/29/01	91	SA	29	998	998	1995	1856	139	mna	1	1
106	01-025	Sale of the Century	9/29/01	91	SA	29	316	316	0			fssa	1	1
107	01-025	Sale of the Century	9/30/01	92	SU	30	316	316	0			fssa	1	1
108				93	MO	1 oct			0					
109				94	TU	2			0					
110				95	WE	3			0					
111				96	TH	4			0					
112	01-030	RV Sale	10/5-14/01	97	FR	5			0	0	0		1	1
113				98	SA	6			0					
114				99	SU	7			0					
115				100	MO	8			0					
116				101	TU	9			0					
117	01-026	Career Day	10/10/01	102	WE	10			0	0	0		1	
118				103	TH	11			0					
119				104	FR	12			0					
120	01-027	Computer Show	10/13/01	105	SA	13	281		281	238	43	m	1	
121	01-028	Enterprise Car Sale	10/13/01	105	SA	13			0	0	0		1	
122	01-029	Filipino Concert	10/14/01	106	SU	14			0	0	0			1
123				107	MO	15			0					
124				108	TU	16			0					
125				109	WE	17			0					
126				110	TH	18			0					
127				111	FR	19			0					
128	01-031	Exotic Erotic Ball	10/20/01	112	SA	20	1794	1794	3589	3589	0	mna	1	1
129				113	SU	21			0					
130				114	MO	22			0					
131				115	TU	23			0					
132				116	WE	24			0					
133				117	TH	25			0					
134				118	FR	26			0					
135				119	SA	27			0	0	0		1	1
136	01-032	Hispanic Concert (G.N.)	10/28/01	120	SU	28			0					
137				121	MO	29			0					
138				122	TU	30			0					
139				123	WE	31			0					
140				124	TH	1 nov			0					
141				125	FR	2			0					
142				126	SA	3			0					
143				127	SU	4			0					
144				128	MO	5			0					
145				129	TU	6			0					
146				130	WE	7			0					
147				131	TH	8			0					
148				132	FR	9			0					
149	01-034	Gun Show	11/10/01	133	SA	10	802		1604	1473	131	ss	1	
150	01-033	Sterling & Reid Circus	11/10/01	133	SA	10	748	748	2994	2994	0	sss	1	1
151	01-034	Gun Show	11/11/01	134	SU	11	802		0			ss	1	
152	01-033	Sterling & Reid Circus	11/11/01	134	SU	11	748	748	0			sss	1	1
153				135	MO	12			0					
154				136	TU	13			0					
155				137	WE	14			0					
156				138	TH	15			0					
157				139	FR	16			0					
158	01-035	Computer Show	11/17/01	140	SA	17	367		367	321	46	m	1	
159	01-036	GLASS House Productions	11/17/01	140	SA	17		664	664	664	0	m		1
				141	SU	18			0					

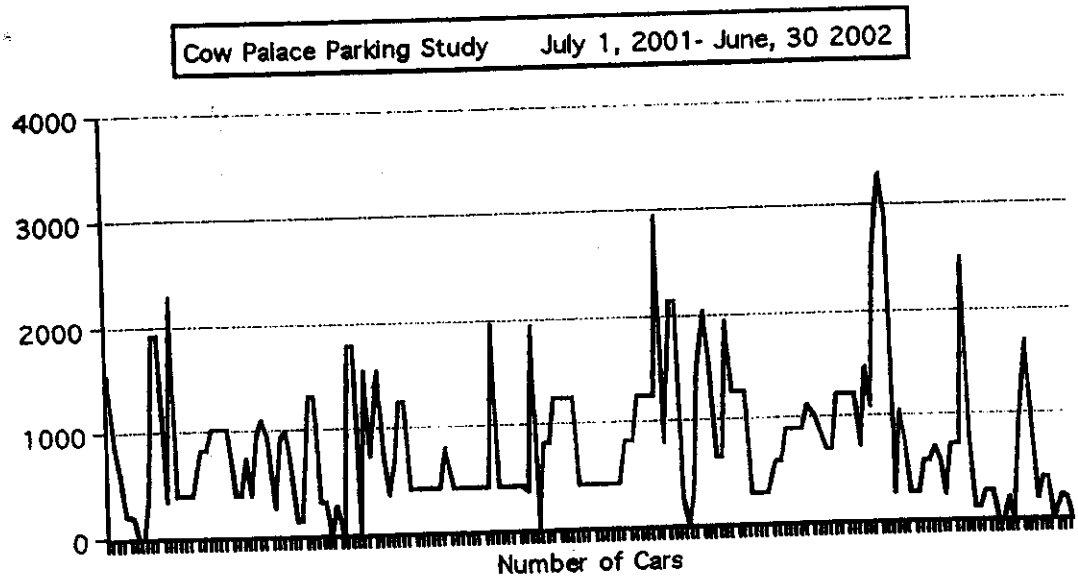
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
161				142	MO	19			0					
162				143	TU	20			0					
163				144	WE	21			0					
164				145	TH	22			0					
165	01-037	Hispanic Concert	11/23/01	146	FR	23	1259	1259	2518	2518	0	ma	1	1
166	01-047	Dickens Christmas Faire	11/24-12/23/01	147	SA	24	429	429	8581	8261	300		1	1
167	01-042	Dickens Christmas Faire		148	SU	25	429	429	0					
168				149	MO	26			0					
169				150	TU	27			0					
170				151	WE	28			0					
171				152	TH	29			0					
172				153	FR	30			0					
173	01-042	Dickens Christmas Faire	12/1/01	154	SA	1 dec	429	429	0					
174	01-036	Bird Show	12/2/01	155	SU	2	365		365	324	41	m	1	
175	01-042	Dickens Christmas Faire	12/2/01	155	SU	2	429	429	0					
176				157	TU	4			0					
177				158	WE	5			0					
178				159	TH	6			0					
179	01-042	Dickens Christmas Faire	12/8/01	161	SA	8	429	429	0					
180	01-039	Thrifty Car Sale	12/8/01	161	SA	8			0	0	0		1	
181	01-040	Computer Show	12/8/01	161	SA	8			0	0	0		1	
182	01-042	Dickens Christmas Faire	12/9/01	162	SU	9	429	429	0					
183				163	MO	10			0					
184				164	TU	11			0					
185				165	WE	12			0					
186				166	TH	13			0					
187				167	FR	14			0					
188	01-042	Dickens Christmas Faire	12/15/01	168	SA	15	429	429	0					
189	01-041	Motorcycle Swap	12/16/01	169	SU	16	1552		1552	1277	275	m	1	
190	01-042	Dickens Christmas Faire	12/16/01	169	SU	16	429	429	0					
191				171	TU	18			0					
192				172	WE	19			0					
193				173	TH	20			0					
194				174	FR	21			0					
195	01-042	Dickens Christmas Faire	12/22/01	175	SA	22	429	429	0					
196	01-042	Dickens Christmas Faire	12/23/01	176	SU	23	429	429	0					
197				177	MO	24			0					
198				178	TU	25			0					
199				179	WE	26			0					
200				180	TH	27			0					
201				181	FR	28			0					
202	01-043	Computer Show	12/29/01	182	SA	29	364		364	326	38	m	1	
203				183	SU	30			0					
204	01-044	Future Festivals	12/31/01	184	MO	31		1939	1939	1939	0	m		1
205				185	TU	1 jan			0					
206				186	WE	2			0					
207				187	TH	3			0					
208				188	FR	4			0					
209				189	SA	5			0					
210				190	SU	6			0					
211				191	MO	7			0					
212				192	TU	8			0					
213				193	WE	9			0					
214				194	TH	10			0					
215	01-045	SF Sports & Boat Show	1/11/02	195	FR	11	835	835	16695	16442	253		1	1
216	01-045	SF Sports & Boat Show	1/12/02	196	SA	12	1252	1252	0				1	1
217	01-046	Parking Lot Storage	1/13-23/02	197	SA	13			0	0	0		1	
218	01-045	SF Sports & Boat Show	1/13/02	197	SU	13	1252	1252	0				1	1
219	01-045	SF Sports & Boat Show	1/14/02	198	MO	14	417	417	0				1	1
220	01-045	SF Sports & Boat Show	1/15/02	199	TU	15	417	417	0				1	1
221	01-045	SF Sports & Boat Show	1/16/02	200	WE	16	417	417	0				1	1
222	01-045	SF Sports & Boat Show	1/17/02	201	TH	17	417	417	0				1	1
223	01-045	SF Sports & Boat Show	1/18/02	202	FR	18	835	835	0				1	1
224	01-045	SF Sports & Boat Show	1/19/02	203	SA	19	1252	1252	0				1	1
225	01-045	SF Sports & Boat Show	1/20/02	204	SU	20	1252	1252	0				1	1
226				205	MO	21			0					
227				206	TU	22			0					
228				207	WE	23			0					
229				208	TH	24			0					
230				209	FR	25			0					
231	01-047	Computer Show	1/26/02	210	SA	26	485		485	396	39	m	1	
232	01-048	Harlem Globetrotters	1/26/02	210	SA	26	1702		1702	1702	0	m	1	
233	01-049	Gun Show	1/26/02	210	SA	26	803		1606	1452	154	ss	1	
234	01-049	Gun Show	1/27/02	211	SU	27	803		0			ss	1	
235				212	MO	28			0					
236				213	TU	29			0					
237				214	WE	30			0					
238				215	TH	31			0					
239				216	FR	1 feb			0					
240	01-050	Golden Gate K.C. Dog Show	2/2/02	217	SA	2	5460		10919	10558	361	ss	1	

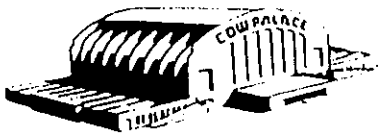
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
241	01-050	Golden Gate K.C. Dog Show	2/3/02	218	SU	3	5460		0			ss	1	
242				219	MO	4			0					
243				220	TU	5			0					
244				221	WE	6			0					
245				222	TH	7			0					
246				223	FR	8			0					
247	01-060	Computer Show	2/9/02	224	SA	9	267		267	223	44	rm	1	
248	01-051	AOCNC Dog Obedience	2/10/02	225	SU	10			0	0	0		1	
249				226	MO	11			0	-				
250				227	TU	12			0					
251				228	WE	13			0					
252				229	TH	14			0					
253	01-053	Tri-Star Collectors Show	2/15/02	230	FR	15	318		1592	1495	97	fss	1	
254	01-052	Hispanic Concert	2/16/02	231	SA	16		2044	2044	2044	0	rm		1
255	01-053	Tri-Star Collectors Show	2/16/02	231	SA	16	637		0			fss	1	
256	01-054	Antique Show	2/16/02	231	SA	16	854		1707	1557	150	ss	1	
257	01-053	Tri-Star Collectors Show	2/17/02	232	SU	17	637		0			fss	1	
258	01-054	Antique Show	2/17/02	232	SU	17	854		0			ss	1	
259	01-058	SFDC Dog Obedience	2/17/02	232	SU	17			0	0	0		1	
260	01-059	SMDC Dog Obedience	2/17/02	232	SU	17			0	0	0		1	
261				233	MO	18			0					
262				234	TU	19			0					
263				235	WE	20			0					
264				236	TH	21			0					
265	01-056	World Wide Discounts	2/22/02	237	FR	22	642	642	6422	6380	42	fssa	1	1
266	01-055	Computer Show	2/23/02	238	SA	23	661		661	619	42	rm	1	
267	01-056	World Wide Discounts	2/23/02	238	SA	23	1284	1284	0			fssa	1	1
268	01-056	World Wide Discounts	2/24/02	239	SU	24	1284	1284	0			fssa	1	1
269				240	MO	25			0					
270				241	TU	26			0					
271	01-057	Disney Jungle Adventure	2/27/02	242	WE	27	299	299	5977	5977	0	5daya	1	1
272	01-057	Disney Jungle Adventure	2/28/02	243	TH	28	299	299	0			5daya	1	1
273	01-057	Disney Jungle Adventure	3/1/02	244	FR	1 mar	598	598	0			5daya	1	1
274	01-057	Disney Jungle Adventure	3/2/02	245	SA	2	897	897	0			5daya	1	1
275	01-057	Disney Jungle Adventure	3/3/02	246	SU	3	897	897	0			5daya	1	1
276				247	MO	4			0					
277				248	TU	5			0					
278				249	WE	6			0					
279				250	TH	7			0					
280				251	FR	8			0					
281	01-061	Computer Show	3/9/02	252	SA	9	256		256	215	41	rm	1	
282	01-062	Filipino Concert	3/9/02	252	SA	9		1007	1007	1007	0	rm		1
283	01-063	Train Show	3/9/02	252	SA	9	857		1714	1592	122	ss	1	
284	01-063	Train Show	3/10/02	253	SU	10	857		0			ss	1	
285				254	MO	11			0					
286				255	TU	12			0					
287				256	WE	13			0					
288				257	TH	14			0					
289				258	FR	15			0					
290	01-064	Gun Show	3/16/02	259	SA	16	698		1396	1268	128	ss	1	
291	01-064	Gun Show	3/17/02	260	SU	17	698		0			ss	1	
292				261	MO	18			0					
293				262	TU	19			0					
294	01-065	SF Flower & Garden Show	3/20/02	263	WE	20	1222	1222	24450	21675	2775	5daya	1	1
295	01-065	SF Flower & Garden Show	3/21/02	264	TH	21	1222	1222	0			5daya	1	1
296	01-065	SF Flower & Garden Show	3/22/02	265	FR	22	2445	2445	0			5daya	1	1
297	01-065	SF Flower & Garden Show	3/23/02	266	SA	23	3668	3668	0			5daya	1	1
298	01-065	SF Flower & Garden Show	3/24/02	267	SU	24	3668	3668	0			5daya	1	1
299				268	MO	25			0					
300				269	TU	26			0					
301				270	WE	27			0					
302				271	TH	28			0					
303				272	FR	29			0					
304	01-066	Computer Show	3/30/02	273	SA	30	270		270	229	41	rm	1	
305	01-067	Hispanic Concert	3/30/02	273	SA	30		1058	1058	1058	0	rm		1
306				274	SU	31			0					
307				275	MO	1 apr			0					
308				276	TU	2			0					
309				277	WE	3			0					
310				278	TH	4			0					
311	01-071	RV Sale	4/5-14/02	279	FR	5			0	0	0		1	
312	01-068	Import Car Vibe	4/6/02	280	SA	6	756		756	571	185	rm	1	
313	01-069	Enterprise Car Show	4/6/02	280	SA	6			0	0	0		1	
314				281	SU	7			0					
315				282	MO	8			0					
316				283	TU	9			0					
317				284	WE	10			0					
318				285	TH	11			0					
319	01-072	World Wide Discount	4/12/02	286	FR	12	282	282	2824	2806	18	fssa	1	1
320	01-072	World Wide Discount	4/13/02	287	SA	13	565	565	0			fssa	1	1

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
321	01-070	Bird Show	4/14/02	288	SU	14	146		146	133	13	rn	1	
322	01-072	World Wide Discount	4/14/02	288	SU	14	565	565	0			fssa	1	1
323				289	MO	15			0					
324				290	TU	16			0					
325				291	WE	17			0					
326				292	TH	18			0					
327				293	FR	19			0					
328	01-073	Computer Show	4/20/02	294	SA	20	239		239	200	39	rn	1	
329	01-076	Hispanic Rodeo Concert	4/21/02	295	SU	21	719	719	1438	1436	0	rnd	1	1
330				296	MO	22			0					
331				297	TU	23			0					
332				298	WE	24			0					
333				299	TH	25			0					
334	01-074	Chemical Bros Show	4/26/02	300	FR	26	2504		2504	2504	0	rn		1
335	01-075	Indian Concert	4/27/02	301	SA	27	804		804	804	0	rn		1
336				302	SU	28			0					
337				303	MO	29			0					
338				304	TU	30			0					
339	01-077	Golden Gloves Boxing	5/1/02	305	WE	1 may	113		756	756	0	wtfs		1
340	01-077	Golden Gloves Boxing	5/2/02	306	TH	2	113		0			wtfs		1
341	01-077	Golden Gloves Boxing	5/3/02	307	FR	3	265		0			wtfs		1
342	01-077	Golden Gloves Boxing	5/4/02	308	SA	4	265		0			wtfs		1
343				309	SU	5			0					
344				310	MO	6			0					
345				311	TU	7			0					
346				312	WE	8			0					
347	01-083	Car Sale	5/9/02	313	TH	9			0	0	0		1	
348	01-083	Car Sale	5/10/02	314	FR	10			0				1	
349	01-078	Computer Show	5/11/02	315	SA	11	209		209	158	51	rn	1	
350	01-083	Car Sale	5/11/02	315	SA	11			0				1	
351	01-083	Car Sale	5/12/02	316	SU	12			0				1	
352				317	MO	13			0					
353				318	TU	14			0					
354				319	WE	15			0					
355				320	TH	16			0					
356				321	FR	17			0					
357	01-079	Hispanic Concert	5/18/02	322	SA	18		1689	1689	1689	0	rn		1
358	01-080	Gun Show	5/18/02	322	SA	18	872		1744	1612	132	ss	1	
359	01-080	Gun Show	5/19/02	323	SU	19	872		0			ss	1	
360				324	MO	20			0					
361				325	TU	21			0					
362				326	WE	22			0					
363				327	TH	23			0					
364	01-081	Festival (cancelled)	5/24/02	328	FR	24			0	0	0			
365	01-082	Tri-Star Collectors Show	5/25/02	329	SA	25	202		1008	912	96	fss	1	
366	01-082	Tri-Star Collectors Show	5/26/02	330	SU	26	403		0			fss	1	
367	01-082	Tri-Star Collectors Show	5/27/02	331	MO	27	403		0			fss	1	
368				332	TU	28			0					
369				333	WE	29			0					
370				334	TH	30			0					
371	01-084	Safety Patrol	5/31/02?	335	FR	31			0	0	0			1
372	01-085	Computer Show	6/1/02	336	SA	1 june	225		225	176	49	rn	1	
373				337	SU	2			0					
374				338	MO	3			0					
375				339	TU	4			0					
376				340	WE	5			0					
377				341	TH	6			0					
378				342	FR	7			0					
379				343	SA	8			0					
380				344	SU	9			0					
381				345	MO	10			0					
382				346	TU	11			0					
383				347	WE	12			0					
384				348	TH	13			0					
385				349	FR	14			0					
386	01-086	Computer Show	6/15/02	350	SA	15	193		193	156	37	rn	1	
387	01-087	Bird Show (cancelled)	6/16/02	351	SU	16			0	0	0			
388				352	MO	17			0					
389				353	TU	18			0					
390				354	WE	19			0					
391				355	TH	20			0					
392				356	FR	21			0					
393				357	SA	22			0					
394				358	SU	23			0					
395				359	MO	24			0					
396				360	TU	25			0					
397				361	WE	26			0					
398				362	TH	27			0					
399				363	FR	28			0					
400	01-088	Car Sale	6/29/02	364	SA	29			0	0	0		1	

Graphic Representation of Maximum Cars Present at any time (2000-2002)







HISTORY OF THE COW PALACE

Since opening in 1941, the Cow Palace has welcomed 50 million visitors through it's doors. The Cow Palace is officially the 1-A District Agricultural Association, a State agency of the California Department of Food and Agriculture's Division of Fairs and Expositions.

The idea for what was to become the Cow Palace was born at the 1915 Pan-Pacific International Exposition in San Francisco. When the fair's huge livestock exposition proved to be one of its most popular attractions, local business leaders met and resolved to build a permanent structure to house a great animal livestock exposition in San Francisco.

For ten years after the Pan-Pacific Expo, the idea lay dormant. In 1925, the San Francisco Exposition Company was formed to finance the project. Nineteen firms and individuals each contributed $20,000, and the land was purchased in the Marina District, the site of the 1915 fair.

A legislative appropriation of $250,000 was passed in 1931. This appropriation was to be used in part to purchase a suitable site. However, as the depression of the 1930's worsened, resistance developed to using public funds for construction of a livestock pavilion. The economy was in a state of shock. Millions were unemployed. A local newspaper asked, "Why, when people are starving, should money be spent on a "palace for cows?" A headline writer turned the phrase around, hence the origin of the world famous name.

Twenty years after the inception, and a change from the original site, the first spadeful of dirt was turned. Through the W.P.A. Program, the construction of the Cow Palace put to work thousands of the unemployed.

The Cow Palace was completed in 1941. The new arena boasted a concrete and steel roof that covered nearly six acres. The first event to be held in the new arena was the Western Classic Holstein Show in April, 1941. In November of that year, the first Grand National was held, featuring a tribute to the late Will Rogers. The show was declared a smash hit.

Two short weeks after the close of the first show, Pearl Harbor was attacked. Rented by the Federal Government for $1.00 per year, for the next five years the huge structure was filled with troops embarking for the war zone. As the

war progressed, the pavilion was turned over to the Ordinance Department and converted into a huge repair garage.

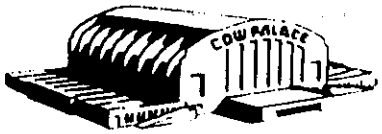
Following the war in 1946, the facility was again readied to host the Grand National. The show was again a success, despite rain and wind storms that flattened the enormous outdoor livestock tents. This near disaster lead to the construction of the permanent storm-proof pavilions that had been in the original plans.

In the spring of 1946, the Junior Grand National was established to encourage the youth of California in their livestock projects. In December of 1947, inter-collegiate basketball came to the arena, beginning the Cow Palace's nationwide reputation as a major sports arena. In 1948, the Ringling Bros. Barnum & Bailey Circus started its tenure as the Cow Palace's oldest continuous renter.

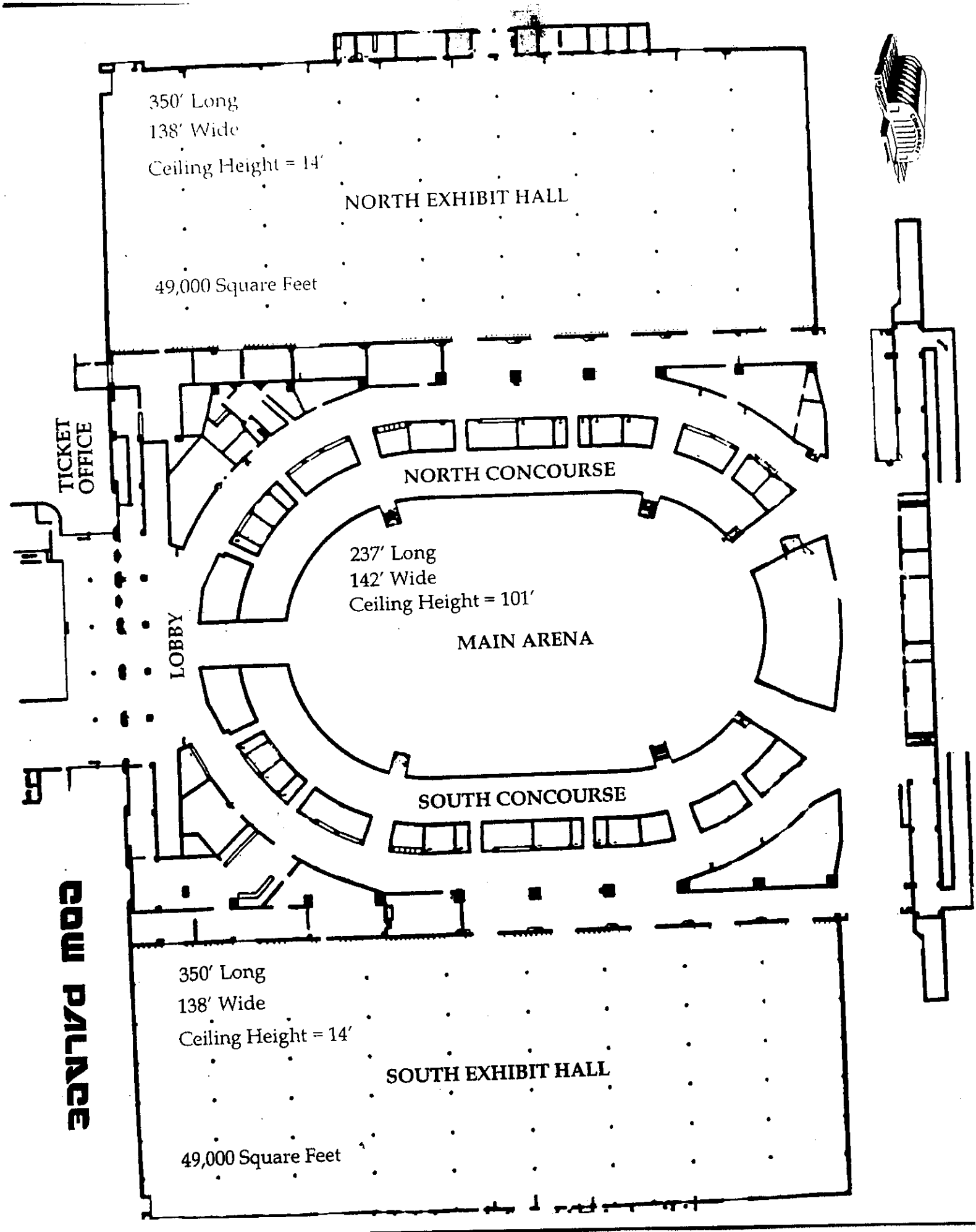
In 1949 legislation was passed officially opening the facility to general public use. In October of that year, the Cow Palace was host to the U.S. Heavyweight Championship Boxing Event. From then on, all manner of events came to the arena, such as ice shows, political conventions, Roller Derby, tennis, wrestling, professional basketball, and ice hockey.

Other Cow Palace highlights include appearances by the Royal Canadian Mounted Police, Liberace, the Billy Graham Crusade (with attendance of 696,525), John F. Kennedy, Evil Knievel, the Beatles, and Elvis. In addition to these, the Cow Palace has been the host of many successful, sold-out concerts. Some of the more memorable are the Grateful Dead/Santana, ZZ Top, Yes, Paul McCartney & Wings, Neil Diamond, Elton John, U2, and Prince.

The long term tenants of the Cow Palace include the Ringling Bros. Barnum & Bailey Circus, the San Francisco Sport & Boat Show, the Golden Gate Kennel Club Dog Show, and Disney on Ice.



EXIT
7
TO BAYSHORE & FWY 101
7A
GUADALUPE CANYON PARKWAY TO HWY 280
EXIT
TO MISSION ST
8
EXIT
PARKING
WAREHOUSE
LOWER PARKING LOT
6
TO PARTRIDGE ST.
LIVESTOCK CORRALS
LIVESTOCK BLDG.
OUTDOOR ARENA
SALES PAVILION
MEETING ROOMS
OFFICES
11
SOUTH EXHIBIT HALL
EXHIBIT BLDG 2
BREEZEWAY
ARENA
BOX OFF.
MAIN ENTRY
RAMP
UPPER PARKING LOT
CARTER STREET
EXHIBIT BLDG 1
NORTH EXHIBIT HALL
1
MAIN GATE
9
ADMINISTRATIVE OFFICES
10
PARKING
5
4
2
TO HWY 101
GENEVA AVENUE
TO HWY 280


350' Long
138' Wide
Ceiling Height = 14'
NORTH EXHIBIT HALL
49,000 Square Feet
TICKET OFFICE
NORTH CONCOURSE
237' Long
142' Wide
Ceiling Height = 101'
MAIN ARENA
LOBBY
SOUTH CONCOURSE
350' Long
138' Wide
Ceiling Height = 14'
SOUTH EXHIBIT HALL
49,000 Square Feet
COW PALACE