“WHITHER PASADENA?”

GROWTH AND DEVELOPMENT IN PASADENA

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WHITE PAPER

Purpose

This White Paper is intended to provide context and support to residents, staff, and elected officials in the City of Pasadena as they think about and decide on development issues. The White Paper is the result of two city-wide symposia that brought together the people of Pasadena with experienced, respected practitioners in planning, design, transportation, and preservation. The effort was initiated by residents of Pasadena District 6 and brought to fruition by a Symposium Planning Committee, which met regularly over a period of months to plan the symposia and distill the results of the discourse.

Context

Southern California, Los Angeles, and Pasadena have seen explosive growth over the last 100 to 150 years. Los Angeles was a pueblo of about 10,000 people in 1850. In the year 2000, the California Department of Finance –Demographic Research Unit[1] estimated the population of California at 35 million, Los Angles County at 10 million, and Los Angeles City at 3.8 million. Twenty-one million people live south of the city of Ventura, and Pasadena has a current population of about 142,200.

California is adding about 600,000 people per year, almost 400,000 in the six counties mentioned above. The Southern California Association of Governments (SCAG) reports[2] that we will add 6.3 million people by 2030.

Southern California has between the sixth and ninth largest economy in the world depending on who is doing the economic statistics. According to SCAG,[2] Los Angeles International Airport is the 5th largest airport in the world, the Port of Los Angeles is the second largest port in the world, and the Port of Long Beach is the third largest port in the United States. The *Los Angeles Times* reported in an article on June 1, 2004 that the LA/LB ports move 165 million tons of goods per

year. Truck Vehicle Miles traveled are expected to increase from 25.5 to almost 50 million by the year 2030.

Pasadena is no longer as relatively large a city as it once was. Surrounding cities now have the following populations[1]: Glendale, 200,000; Lancaster, 126,000; Palmdale, 127,000; Moreno Valley, 150,000; Fontana, 145,000; Rancho Cucamonga, 146,000; and Ontario, 165,000.

Pasadena has a population base of 142,200 and has built approximately 3000 housing units in the last few years. At 2.5 people per unit that means we have added about 7,500 people. On a base of 142,000 this is about 5.25% or 1.05% per year. Given that Southern California has been one of the most desirable places on earth to live over the last 100 years or so, Pasadena is likely to continue growing. Pasadena is clearly part of a "macro migration"---a state and regional challenge.

Approach to the Work

The Symposium Planning Committee was made up of knowledgeable community activists in the areas of planning, development, transportation, and preservation. The members of the Symposium Planning Committee recognized a need to provide a community forum for the integrated consideration of issues that are often considered in isolation due to the very structures and procedures invoked in the democratic decision-making process.

The Committee sought to:

- survey the community to gain deeper understanding of what the community values;
- provide an opportunity for members of the community to learn more about significant issues from world-class practitioners in identified areas of interest; and,
- build on the values and efforts already explored and implemented in Pasadena.

Guiding Principles:

The Committee resolved to structure its work based on the seven guiding principals set forward in the City's General Plan:

1.) We want some growth and enhancement of our quality of life.
2.) We want that to be harmonized with our historic character.
3.) We want a vibrant economy to provide jobs, opportunities and a strong tax base.
4.) We want Pasadena to be a healthy family community.
5.) We want to encourage people to walk within our community.
6.) We want to continue the tradition of Pasadena as a cultural, scientific, corporate, entertainment and education center for the region (after all it has been all of these things since its' founding).
7.) And, of course, we want full community participation in achieving our goals.

The issues identified for discussion were:

- Legal Issues (mandated obligations, affordable housing, . . .)
- History Issues (honoring our past, preservation, continuity . . .)
- Aesthetic Issues (scale, form, density, color, trees, hillsides, views, . . .)
- Balancing of Needs Issues (neighborhoods, commercial, mixed use, civic . . .)

- Mobility Issues (traffic, parking, pedestrian access, public transportation . . .)
- Park and Open Space Issues ("The City of Gardens" concept, preservation of spaces, new spaces, open space, set-backs . . .)

Legal Issues (Mandated Obligations, Affordable housing, . . .)

As difficult as urban planning decisions within a city are, there are legal requirements that greatly restrict a city's ability to be the master of its own destiny even if it wants to be. These come mainly in the form of unfunded mandates from the State that can be shocking to the unprepared.

- What World Class Practitioners Say:

California law requires that cities prepare a housing element of their general plans, and that the housing element include a description of local housing programs intended to meet the city's "fair share" existing and future housing needs for all income groups. In our region, the agency responsible for assigning "fair share" targets is the Southern California Association of Governments ("SCAG"). SCAG calculates the amount of housing needed during housing element cycles. Cities are then required to develop policies and programs to foster the development of housing to accommodate the needs SCAG has determined exist. This process is called the Regional Housing Needs Allocation, or RHNA ("reena"). If cities do not build in the necessary flexibility to accommodate its RHNA projections, the city risks a lawsuit and/or can lose federal housing funds administered by the State.

There are of course several problems with this approach. First, many object to a process whereby, with all due respect, persons at SCAG or in Sacramento can impose on a municipality the requirement that the city allow real estate developers to build additional housing units, no matter how dense or built-out that city may already be or how desirous its residents are of limiting density, traffic and congestion. Put another way, if hundreds of thousands of new residents wish to relocate to Southern California from other parts of the U.S. or the world, why should a fully built-out city like Pasadena have to risk compromising its quality of life and overwhelmingly its infrastructure to make room for them?

Further, the RHNA numbers are estimates, and are sometimes based on regional growth projections that turn out to be wrong because the region's population does not increase as much as predicted. Finally, these laws seem to be selectively enforced, if they are enforced at all. Our neighbor to the south, San Marino, for example, seems to have somehow complied with their RHA mandates without developing much if any multi-family housing to speak of. (Note that RHNA does not require actual construction of new units, just that a city's general plan allows for new construction.)

Laudably, one of the goals of the RHNA process is to promote the construction of affordable housing. Pasadena recently adopted an inclusionary zoning ordinance that imposes part of the burden for providing affordable housing on new development in the city. Under the ordinance developers of residential projects above a certain number of units must either construct affordable units as part of their project or elsewhere in the city, or pay an in-lieu fee into a housing trust fund that can be used to acquire land and build affordable housing. The in-lieu fee

is a work in progress, as the City council has adjusted it to ensure a balance of actual construction of affordable units and payment of in-lieu fees.

State legislation required Pasadena to terminate a moratorium on second units (i.e., "Granny flats") last year. The City Council imposed strict limits on the number of such units that should be constructed, and where and under what conditions they may be constructed, but notwithstanding these parameters Pasadena can expect to see more construction of second units than has been the case in recent years.

Meanwhile, the cost of real estate in Pasadena seemingly knows no bounds. Homes north of the 210 freeway now regularly sell for $1 million or more, and the median home sales price in some parts of Pasadena are in the highest cohort in our region.

- What Pasadena residents say:

Many of the figures that we use when we talk about legal requirements and mandated obligations are projections from years past which, in reality, turned out not to be accurate. We need to base any planning to address legal issues on updated and verified information. Infrastructure concerns surface consistently as residents weigh the legal requirements of development and the quality of life aspects of assuring traffic flow, parking, adequate park space, and aesthetics. A number of comments were made related to our need to stabilize the impact of development on water, energy and other resources. For many residents, legal issues are defined as state and federal requirements and mandates. A few people pointed out that our own local policies and regulations need to be considered as well. In some cases, residents suggested legal mitigation to address loss of parking on the street, loss of view corridors, loss of sunlight and loss of privacy.

- Conclusion:

Pasadena should comply with State law but strive to ensure that any new development is fully mitigated in every way. Pasadena should make the case in Sacramento that zoning and urban planning is properly the role of the elected officials in the jurisdiction involved, who presumptively are more knowledgeable about the residents' goals regarding quality of life, and more responsive to those residents' needs. Finally, the permitting of new development should be comprehensive so that Pasadena does not fall victim to creeping incrementalism, development-wise.

History Issues (honoring our past, preservation, continuity . . .)

Pasadena is well known for its exceptional architectural heritage which brings visitors here from around the world. Pasadena's renowned Civic Center was planned during the 1920s, the era of the "City Beautiful Movement". Pasadena provides a fine collection of Mediterranean villas designed by prominent architects during the 1920s. Even more important is the superb collection of craftsman homes, bungalow courts and, of course, the world famous masterpieces of Charles and Henry Greene.

The city of Pasadena offers a unique sense of place, augmented by the natural attributes of the Arroyo Seco and the San Gabriel Mountains. Throughout the City there are miles of fine

neighborhoods and historic commercial districts, which are woven together by tree-lined streets. Pasadena is often called the "city of gardens" and its residents are proud of this title.

To preserve this history, older buildings are undergoing rehabilitation and finding new uses. City Hall is closed for a needed upgrade. Many of the older neighborhoods are protected and new developments or additions to homes within these neighborhoods are designed with care to blend with the existing built environment.

Many things make up the Pasadena community and are worth preserving. They include: open space and parks, distinctive neighborhoods, civic buildings, historic commercial districts, such as Old Pasadena, the urban forest, tree lined streets like South Orange Grove and South Madison Avenue, and the geographic setting beneath the San Gabriel Mountains. Two important questions when we consider historic issues include: *Is what we are building now worth preserving? How would we know?*

- What world-class practitioners say:

"Historic preservation is fundamentally a way of managing change….
The recycling of old buildings has proven to be cost effective, labor intensive,
and a strong contributor to the stabilization and growth of a tax base."
Roberta Brandes Gratz, *The Living City*

"An environment that cannot change invites its own destruction."
--Kevin Lynch, *What Time Is This Place?*

- What Pasadena residents say:

Often, new projects do not harmonize with the design and the quality of nearby buildings or neighborhoods. Many of the newer buildings could be "anywhere USA" and lack any unique design features that would contribute in the future to Pasadena's sense of history. Many residents are questioning the direction of the City and the design and amount of new development which, some believe, are not respectful of the architectural heritage of the City. In the words of one resident, "Pasadena has a marvelous history and until now the growth and renewal has been toward preserving that history. Pasadena is starting to appear somewhat piece-meal. We need to make sure any new buildings preserve our history."

- Conclusion:

As Pasadena residents clarify their thinking about development, particular attention needs to be paid to safeguarding Pasadena's unique place in history and its many attributes worthy of historical commemoration. Effort to keep historical considerations on an equal footing with all the other issues explored in this White Paper is supported by residents, world class-practitioners, and economic considerations.

<u>Aesthetic Issues (scale, form, density, color, trees, hillsides, views, . . .)</u>

Issues of aesthetics provide the answer to the question, "What does Pasadena want to look like? --Santa Barbara--where there is strict adherence to a singular style? …Glendale? …Irvine? …Columbus, Indiana where most important buildings -- from the jail to the shopping mall -- are designed by famous architects and each of these buildings is a stand-alone monument? In order

to consider aesthetic issues effectively, questions we must think about include: *What are the criteria of good design for Pasadena? What are the means to realizing good design in Pasadena? How will we continue to include public art that meets good design criteria?*

- What world-class practitioners say:

"Bad design" is usually the result of two or more of the following:

a. Weak, poorly written or poorly administered zoning and design codes.
b. Developers interested only in the short term "bottom line."*
c. Weak, poorly trained (or no) architect or designer.
d. Political capitulation on the part of the City (either by the administration or by elected officials who overturn review body decisions.)

** Without attention paid to the bottom line, there is no opportunity for excellent development in the first place. But developers who believe that in cutting design corners they achieve a better short-term bottom line, they are like companies that only pay attention to quarterly earnings rather than long-term growth. In both cases, it's the long view that pays off in spades. A building well-known for the quality of its design develops a cachet; is easier to lease at higher rates; becomes something of a landmark and thus garners free press and word of mouth through its life cycle; is better cared for by its tenants and by its public as they become interested in the way it works and looks; thus has a longer life cycle. Pasadena's motto could be: Build a landmark your grandchildren will want to preserve!*

What kind/size of projects should go through design review?

NO project should go through a design review process unless there are clear, abundantly illustrated design codes and a knowledgeable and well trained (in the code) staff to administer them. The better the code, the more well educated the public will be in the kinds of design wanted; the more proficient the staff, the more projects can be reviewed because there is less need for the intervention or mediation of a design review board or commission.

What are the criteria of good design?

Perhaps as important as the specifics of the design guidelines, standards, or codes are the intentions and reasons behind them. Communities want to establish and protect the quality and livability of the public realm they -- and future generations -- will inhabit. Design codes, like rules of etiquette, are fundamentally about civility: so that all parties to a situation will know what to expect, so that none will benefit unduly at the expense of others and that most will come away with a reasonable sense of satisfaction. These rules are not so much a matter of being correct, as of being considerate.

Who should conduct design review?

If the design rules are well thought out, well written, well illustrated and well understood by the applicant, staff and review board, design review for most projects should simply be a verification that the rules have been followed. For some projects it becomes a process of mediating unanticipated consequences or conflicts. Design review commissioners should have specific backgrounds and experience in architecture and/or urban design and thorough training in both the design code and process by which it is enforced.

- What Pasadena residents say:

Residents want new projects that complement what they perceive as the "Pasadena" look. They favor smaller scale, less massive projects that honor the "City of Gardens" ordinance, respect wide sidewalks, protect views, and avoid gimmickry. More and more residents are voicing concerns about design, lot coverage, height, massing, set-backs, and trees and landscaping of new developments. They don't want their desire for coherence to be mistaken for a resistance to change. Residents support multi-use, transportation oriented projects that provide for greater density where appropriate.

Some residents note that the City is "looking" dense now, and admonish that density must support and not interfere with Pasadena's leading industry, Cultural Tourism. In that regard, it has been pointed out that some projects and buildings could benefit from restraint. One resident said, "too much stuff is put on them [buildings] to make them look expensive." Several residents in the second symposium emphasized that building approvals should be slowed until build-out of structures currently in the pipeline, so that we can assess impact before adding more.

- Conclusion:

Developers need to present models of their projects, not just drawings. Models need to include neighboring buildings to show how the new project relates to the existing community. In general, we should make the "City of Gardens" real in every development, set-backs and other ways of achieving human scale should be explicitly addressed, "crew-cut" buildings avoided, view corridors preserved, and parking integrated into the aesthetic design in accordance with agreed-upon traffic calming measures.

Public Art

Aesthetics extends to include public art. Public art is the city's permanent art collection created as elements of both public and private development. Public Art is already codified in Pasadena by the 1% Public Art ordinance of 1989. Still, the area of Public Art needs to be considered.

Public art should enhance our collective visual landscape and present the city at a human scale. Suggestions to assure the well-thought-out inclusion of public art in both the development and design process include: Inclusion of a Public Art Advocate on the Design Review Commission; and, provision for a short course in public art and aesthetic development for members of the Design Commission.

Balancing of Needs Issues (neighborhoods, commercial, mixed use, civic . . .)

Everything Changes… it always has, and always will.

Pasadena is a very small part of a large region and can influence some things on a local level while having input on a regional level. Balancing our wants and needs in the context of others' wants and needs, individual, collective, residential, and commercial, is the goal of our public forums and legislated policies. Important question include:

What more do we want to do to support needs for balance as changes in our City, region and state occur? What degree of flexibility best serves a balanced approach?

- What world-class practitioners say:

> "Every building leads three contradictory lives—as habitat, as property, and as a component of the surrounding community."
>
> --Stewart Brand, *How Buildings Learn*

- What Pasadena residents say:

Residents are clear that balance requires that developers conform to area's existing neighborhoods. The notification process between commercial and residential use was cited as an issue. A sense that Pasadena is losing its "small town" atmosphere was expressed, though another resident stated, "I would not want the fears of a few to make the future of Pasadena average."

- Conclusion:

Present plans and zoning protect neighborhoods but still allow "bumping-up" of homes to commercial and mixed-use areas. Review of all ordinances, plans, zoning and other mechanisms for influencing development need to be considered holistically to assure that they come together as cohesive tools to achieve the Pasadena the community desires. Pasadena residents as well as experts in the field support finding new and creative solutions to issues of balance, as long as they are within articulated parameters. Suggestions to enhance balance include:

- Leave existing residential areas alone.
- Build up, not out.
- Build transit stations along major freeways and plan houses and jobs next to them.
- Enlarge highly traveled roads through the Valley, such as Arrow Highway, Grand and Azusa avenues. ----(And maybe a couple through Pasadena!)
- Focus on transportation needs of area college students.
- Employ mixed-use concept of combining retail with residential in building more often.
- Preserve historic downtown and build on the concept of less driving, more pedestrians, like Santa Monica's outdoor mall, the Third Street Promenade. ----(And Old Pasadena!)

<u>Mobility Issues (traffic, parking, pedestrian access, public transportation . . .)</u>

The City of Pasadena is experiencing a development boom. Beginning in the late 1990s, many new residential units have been built downtown. For example, the *Los Angeles Times* reported last year that Pasadena's Planning Department has issued permits for more than 1,600 housing units in Pasadena's central district since 2000. Not surprisingly, Pasadena's recent development cycle has raised serious concerns among residents about traffic congestion and parking. An essential question related to issues of mobility is:
How do we stay true to the 1994 General Plan and target the type and location of new development to assure that we don't increase traffic or intrude on neighborhood quality-of- life?

- What world-class practitioners say:

At the June 5, 2004 symposium, Pasadena residents heard presentations from "new urbanism" land use and transportation experts. These experts discussed the possibilities of form-based zoning and high-density, "smart growth" development strategies. District 6 residents also were

introduced to parking management tools such as "un-bundling" the cost of parking to employees and residents, pricing parking to discourage car trips, cash value of parking offered to employees who don't use parking spaces, and requiring owners of residential developments to include a free transit pass for tenants in the cost of rent. (See Ex. C [Siegman, P. "Less Traffic, Better Places: Reforming Transportation Strategies," Nelson\Nygaard Consulting Associates, 2004].)

- What Pasadena residents say:

Residents have been vocal in expressing their concern about increased traffic congestion. At the June 5 symposium, for example, many residents complained that new development projects are generating too much traffic and making it more difficult to get around town. District 6 residents who attended the May 12, 2004 meeting of the West Pasadena Residents' Association were asked to prioritize the importance of certain City issues as "high," "medium" or "low." The issues of development and traffic in West Pasadena were overwhelmingly ranked as issues of high concern. Indeed, 88% of survey respondents agreed that the WPRA should "support a pause in development."

- Conclusion:

Pasadena residents are right to expect City Hall to respond to concerns about traffic and parking. Toward this end, City Hall is supposed to:

1. Encourage transit-oriented development and stress non-automotive modes of travel, and;
2. Protect Neighborhoods from Traffic.

Wherever possible, City Hall should explore and implement "smart growth" strategies to ensure that future development self-mitigates new traffic and encourages non-auto modes of transportation. We concur with the Transportation Advisory Commission (TAC) that all the neighborhood protection principles embodied in the 1994 Mobility Element should be carried forward into the new Mobility Element, including de-emphasized streets and environmental capacity analysis.

Annual Traffic "Report Card"

City Hall should develop a Mobility Element Implementation Plan (MEIP) to guide the transportation strategies set forth in the Mobility Element. The MEIP would be an appendix to the Mobility Element and would include specific recommendations for traffic mitigation and performance guidelines that would serve as an annual "report card" of how the City is doing in managing traffic congestion.

ARTS and Gold Line Bus Expansion

The Pasadena Area Rapid Transit System (ARTS) is a bus service designed to provide convenient transportation between many of the City's residential neighborhoods and retail, business, and entertainment centers. There are now six ARTS bus routes, making it more convenient for Pasadena residents and visitors to get around without a car. Currently, however, there is no ARTS bus service to District 6 neighborhoods in southwest Pasadena.

Last year, West Pasadena Residents Association surveyed residents to gauge neighborhood support for possible ARTS expansion. 85% of respondents said they would be more likely to use the Gold Line if ARTS service were expanded to West Pasadena**.** Almost 80% favored expanding service to San Rafael, and 72% favored expanding service to South Orange Grove. District 6 residents are not alone in wanting expanded ARTS service; the opening of the Gold Line in July 2003 generated a high level of requests for service by residents throughout the City.

The City Council supports the extension of the Gold Line, because it would be consistent with Pasadena's vision of becoming a community where people can circulate without cars. More needs to be done to integrate the ARTS bus system to the Gold Line. The City should provide ARTS route and schedule information on signs at ARTS stops for convenient reference by the public. City Hall also should develop a comprehensive marketing and promotion plan to increase ridership on existing ARTs bus routes and build demand for future expansion of ARTS.

Mixed Use Development as Related to Traffic Impacts

The recently-published draft environmental impact report for the General Plan update (DEIR) has inspired a debate about the traffic impacts of so-called "mixed use" projects. Some organizations, including the Old Pasadena Management District, have criticized the DEIR for its failure to adequately define mixed use within particular sub-districts in Pasadena's Central District Specific Plan.

This debate is important because a true mixed use project that blends housing, commercial and service uses equally will generate different traffic patterns than a project that is solely (or predominantly) residential or commercial. (See Ex. D.) Mixed use projects that balance residential, commercial and service businesses in a Transit Oriented District can become an area where residents can work, live and play without using the automobile. This is why the definition of mixed use within each sub-district is important to implementing the strategies in the Mobility Element and the Zoning Code.

During the General Plan update process, City staff should perform further traffic analysis to determine the impacts of providing more residential-serving retail use on ground levels. The underlying planning documents studied in the DEIR also should be reviewed with the goal of incorporating more incentives to promote mixed-used and the creation of places for residents to go near their home without having to use their automobiles.

Park and Open Space Issues ("The City of Gardens" concept, preservation, new spaces, open space, set-backs . . .)

The Pasadena City Council examined spending for park and recreation facilities in the City over the past ten years. The staff report indicated that approximately $35 million was spent on Pasadena's new and existing park and recreation facilities during this period. While this may seem like a significant investment, a closer look reveals that this was not nearly enough to maintain the City's current level of parkland or begin to address the needs of a growing population. Questions to be considered include: *How much parkland do we need? Where are we now? What are our projected needs?*

- What world-class practitioners say:

The city has set a goal of 2.17 acres of parkland per 1000 residents.
To achieve that goal, Pasadena would have had to develop over 28 acres of new parkland just to accommodate population growth over the last ten years. How has Pasadena done? Assuming average land acquisition and construction costs of $1.9 million per acre of parkland during this period (current estimated costs are over $3 million) the City would have had to spend over $53 million on new parkland just to maintain the City's modest parkland goal. Of the $35 million spent by the City, less than $6 million was spent to develop new parkland – an amount adequate to create less than three acres of new parkland.

One "best practice" is the adoption of a "no net loss" policy. Whenever open space is taken for development, another space in the city must be designated and maintained as public open space.

- What Pasadena residents say:

Residents support an increase in residential impact fees for parks, but do not support disbursement across the city of residential impact fees. They want pocket parks, such as that represented by the Mediterranean garden concept.

- Conclusion:

Over the next 20 years Pasadena's population is projected to increase by over 20,000 people, creating the need for approximately 45 acres of new parkland to accommodate this growth. With land values and construction costs escalating, the City must act now. Because the City failed to adequately plan and implement strategies to meet the growth of the last ten years, what would have cost $53 million will now cost roughly $83 million in order to maintain the City's goal for parkland.

White Paper Conclusion and Recommendations

The following points draw on the presentations, conversations, comments and questions that were the result of our two "Whither Pasadena" symposia.

1. Continue to keep historical considerations on an equal footing with all the other issues when making decisions.
2. Require models of all design projects to assure that all called upon to act on or approve the projects have a better chance of visualizing the final outcome.
3. Base any planning to address legal issues related to housing numbers on up-dated and verified information.
4. Increase the public's awareness of and access to opportunities for dialogue where their point of view can have impact. Use consensus-building strategies to mitigate the adversarial fall-out from voting processes whose close results produce many losers.
5. Establish clear processes for how plans and design move through the City.
    - Show how development planning should move from proposal to completion through the City system
    - Require three dimensional models for all projects over a certain size/scope
    - Be explicit about how development comes to the attention of the public
6. Assuring public access and participation (300 foot ruling)

7. Encourage transit-oriented development and stress non-automotive modes of travel.
8. Protect neighborhoods from traffic. Find ways to keep mobility improvements in the public eye.
9. Set aside some money to increase percentage spent on parks and open spaces Use non-standard locales, and creative funding. Consider a "no net loss" policy.

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[1] California Department of Finance, Demographic Research Unit, www.dof.ca.gov./html/Deomograp/e-1texst.htm

[2] Southern California Association of Governments 2004 Regional Transportation Plan

Attachments
(Available Upon Request)

A. *Outside Magazine*, August 2005

B. "The Planning for Growth Conundrum," Brian D. Taylor

C. "Less Traffic, Better Places - Reforming Transportation Strategies, " Patrick Siegman

D. "The Architecture of Density," Moule & Polyzoides

E. "Introduction to Form-Based Zoning Codes," Paul Crawford, FAICP, CNU

F. "The Why, What and How of Zoning for Smart Growth," Paul Crawford, FAICP, CNU