## **APPENDIX**

## **Demographic Characteristics**

Statistics should never be taken as totally defining of an area, physically or socially. It requires long personal association with a community to learn all its nuances of actual day-to-day life. Statistics can, however, be used to outline and give a good introduction to the physical and social structure of an area.

In addition, specific data categories may be used to shed light on specific considerations, e.g. the type and size of families concentrated in a community. The basic categories of population and housing data presented below were compiled with these points in mind, and provide a good introduction to the physical and social community of Ocean Beach.

As with all plan elements, demographic data is subject to change over time, and should be reviewed and updated periodically to give a true picture of an area. The data below is based on the 1970 census. The relevent indications and conclusions accompanying this data remain valid in Ocean Beach for 1974.

TABLE I
POPULATION SIZE, OCEAN BEACH

Year	Population
1960	11,476
1970	11,432
1972	11,900
1973	11,800

The total population in Ocean Beach has not changed appreciably since 1960, and in fact, decreased from 1972 to 1973, even while the City of San Diego has been growing rapidly in recent years. Stability in sheer numbers, however, does not necessarily mean a stability of residents. Table II compares Ocean Beach to the City as a whole, presenting the length of population residence.

Source: 1970 U.S. Census of Population, and Data Services, San Diego City Planning Department.

TABLE II
PERSONS BY YEAR MOVED INTO UNITS

	1969 <b>-</b> 1970	1965- 1968	1960- 1964	1950 <del>-</del> 1959	1949, Before	Always lived there	Total
Ocean Beach	53%	27%	8%	7%	4%	1%	100%
City	36%	32%	14%	12%	3%	3%	100%

Ocean Beach has a significantly higher rate of resident turnover than the whole City, even while the number of persons has remained stable. This is in keeping with the community's function as a summer tourist haven, with high rents forcing out many winter residents. This turnover rate is augmented by the high proportion of college students and navy men in the population, since both these are relatively mobile. About 14% of all men and women in Ocean Beach are in college, and nearly 95% of those are below the age of 35. 13% of all Ocean Beach men are in the armed services.

Source: 1970 U.S. Census of Population

TABLE III
POPULATION BY SEX AND AGE

MALE:	0-5	5-10	10-15	15-20	20-25	25-35	35-45	45-55	55-65	65-75	01der
Ocean Beach	7%	3%	3%	6%	25%	28%	7%	8%	6%	5%	2%
City	8%	9%	9%	13%	14%	13%	11%	10%	7%	4%	2%
FEMALE:	0-5	5-10	10-15	15-20	20-25	25-35	35-45	45-55	55-65	65-75	Older
Ocean Beach	7%	3%	3%	8%	23%	14%	8%	10%	9%	8%	7%
City	8%	9%	9%	9%	10%	13%	11%	11%	9%	6%	5%

Table III's breakdown by age and sex, comparing the City and Ocean Beach, shows how those in the 20 to 35 year range make up the bulk of the beach community. This group of young adults is made up of not just students and navy men, but by many other types as well, including young married couples and single persons.

Also significant is the proportion of senior citizens in Ocean Beach. Most of these are long-term residents, often with considerable emotional and material investment in the community. Thus, Ocean Beach in its population composition is similar to many modern urban neighborhoods where senior citizens and younger adults, for various economic and social reasons, make their homes in the same area.

Source: 1970 U.S. Census of Population

TABLE IV
POPULATION BY RACE

	White	Black	Spanish American	Others	Total
Ocean Beach	89%	. 5%	9,9%	1.5%	100%
City	76%	8%	13%	3%	100%

As shown in Table IV, Ocean Beach is a racially homogenious community. In both Ocean Beach and the City as a whole, the largest racial minority is those of Spanish American heritage. Those minority persons who do live in Ocean Beach are concentrated in the northwest section, the area with the heaviest youth composition and highest rate of resident turnover.

Such a lack of racial and ethnic variety, however, does not mean a cultural dullness for this beachside community. A number of social factors, including the wide separation of dominant age groups, the wide scope of sub-cultural types, and the rapid rate of population turnover in Ocean Beach are responsible not only for much of the unsettledness of the community but also for much of the dynamic attraction and "charm" which visitors come to experience.

Source: 1970 U. S. Census of Population

TABLE V

TYPE OF FAMILY AND NUMBER OF CHILDREN

	Ocean Beach	City
Husband-Wife Families	83%	84%
Children per Family	.5	1.2
Families with Other Male Head	3%	2%
Children per Family	.5	.7
Families with Female Head	14%	14%
Children per Family	1.1	1.6
ALL FAMILIES Children per Family	100%	100%

### TABLE VI

### RATIO, UNRELATED PERSONS PER FAMILY

Unrelated persons per family

Ocean Beach	1.2
City	.8

Table V compares community and city-wide statistics for family type and composition. The City and Ocean Beach have almost identical proportions of the three different family types, as well as nearly equal proportions of married adults living together to the whole population (Ocean Beach = .26; City = .25). Despite this, Table VI shows that Ocean Beach has many more non-family persons than the city. For every 100 families, the city has about 80 non-family persons while Ocean Beach has about 120. This is possible because Ocean Beach has far fewer children per family (.6) than does the city (1.2). Thus, while Ocean Beach is an enclave for single young adults and non-family persons, it has as many families, proportionally, as the city. Significantly, as many of those families are in the 20-35 year range as the other age ranges in Ocean Beach.

Source: 1970 U.S. Census of Population.

TABLE VII

EDUCATION: YEARS OF SCHOOL
COMPLETED, PERSONS 25 YEARS AND OLDER

	Ocean Beach	City
None	1%	1%
Elementary: 1-4 years	1%	2%
5-7 years	5%	5%
8 years	8%	8%
High School:1-3 years	18%	17%
4 years	31%	33%
College: 1-3 years	18%	18%
4 years	18%	18%
Total	100%	100%
Median Years Completed	12.6	12.5
% High School Graduates	68%	56%

Source: 1970 Census of Population

### TABLE VIII

EMPLOYMENT STATUS: PERCENT OF TOTAL WORKING FORCE IN PROFESSIONAL, TECHNICAL MANAGERIAL, ADMINISTRATIVE, AND KINDRED POSITIONS.

Ocean Beach 29% City 30%

### TABLE IX

## INCOME STATUS: MEAN INCOME OF FAMILY UNITS AND NON-FAMILY PERSONS.

	Ocean Beach	City
Families	\$7,490	\$11,664
Unrelated individuals	\$4,396	\$ 3,950
Both	\$6,022	\$ 8,205

The above tables on education, employment and income show that Ocean Beach, while a community of somewhat higher education than San Diego as a whole, nevertheless is a community of no higher employment status and considerably lower income.

This is undoubtedly due to the large number of young, not yet established, adults in the community and is augmented by the relatively large proportion of senior citizens. Neither of these two groups can be expected to be among the highest income producers. Table IX shows income levels for families, non-family persons, and for the total combined. It illustrates that while Ocean Beach as a whole has a lower income level than the City, non-family persons, who make up a considerable portion of the community, have an income somewhat higher than their counterpart citywide. Families in Ocean Beach, however, make considerably less in yearly income than the City average. The younger age of married couples in the community, relative to San Diego, undoubtedly is a large determinant of this lower level of family income.

Source: 1970 Census of Population.

TABLE X

MEANS OF TRANSPORTATION TO WORK

	Own Car	Passenger in Private Car	Bus	Walk	Other	Work at Home	
Ocean Beach	76%	11%	3%	5%	4%	1%	
City	67%	9%	3%	14%	5%	2%	

San Diego is heavily auto oriented in its means of transportation. 75% of the City's workers get to work in either their own car or a car pool. Although Ocean Beach as a community is much more pedestrian-oriented, the great majority of persons in the community who work must travel outside the area to get to their jobs. Ocean Beach, although it has an attractive and quaint commercial sector, is primarily a residential area and cannot provide enough jobs to employ its working residents. Consequently, 86 percent of those who live in Ocean Beach and work get to their jobs in private cars. Significantly, over 14% of all City workers walk to work while only 5% of those in Ocean Beach do.

Source: 1970 U.S. Census of Population.

TABLE XI

HOUSING: TENURE\*

Total No. of Occupied Units Owned		Cooperatives or Condominiums	Rented, Cash	Rented, Not Cash	
Ocean Beach	5,669	18%	0%	81%	1%
City	235,656	51%	1%	47%	1%

\*Note: This particular table will reflect a change in the condominium category when updated to 1974, since these in Ocean Beach are a growing phenomenon. However, the basic indications of this table discussed below remain the same.

Table XI illustrates that while San Diego is still a City largely of owner-occupied single family homes, Ocean Beach is one community where 82% of all living units are rented. Absentee landlordism is also common in the community. Consequently, the problems and concerns on both residents and property owners in Ocean Beach are quite different from those of the average San Diegan in areas such as the upkeep and costs of upkeep of any particular unit, and the use of property as purely a speculative medium.

TABLE XII

# HOUSING: STRUCTURE AGE BY YEAR STRUCTURE BUILT, PERCENT OF ALL OCCUPIED UNITS

	1969- 1970	1965- 1968	1960- 1964	1950- 1959	1940- 1949	Before 1929
Ocean Beach	6%	10%	12%	31%	22%	19%
City	6%	10%	14%	28%	17%	25%

Ocean Beach is one of the older residential communities in San Diego. Table XII illustrates the fairly even rate of new unit construction over the years, which has resulted in a wide variety of housing types and architectural styles from beach cottages, to small single family homes and duplexes, to condominiums and block apartments. Together with the variety and individuality of landscaping designs which are evident in Ocean Beach, this range of housing type and design provides housing suited to the desires of many different types of people, and adds to the charm of the community.

### TABLE XIII

### PERSONS PER UNIT

Ocean Beach

2.0

City

2.9

### TABLE XIV

### PERSONS PER ROOM

	.5	.5175	.76-1.00	1.01-1.5	1.51-2.00	2.01	Total
Ocean Beach	57%	26%	13%	2%	1%	1%	100%
City	51%	23%	19%	5%	1%	1%	100%

Although Ocean Beach is one of the most densely developed communities in the City in terms of dwelling units per acre, it has significantly fewer persons per home or apartment. Even though the average dwelling unit in the community has fewer rooms than the City-wide average, there are still appreciably fewer persons per room in Ocean Beach than in the City generally. This is a natural consequence of the smaller family size (fewer children per family) and the large number of single persons in the community.

TABLE XV

RATE OF HOUSING OCCUPANCY

	Total Units	Occupied Units	Occupied/Total
Ocean Beach	6,070	5,669	93%
City	241,010	227,006	94%

Housing in Ocean Beach tends to be a seller's market, with a high percentage of total year-round housing units occupied.

TABLE XVI
OWNER-OCCUPIED HOME VALUES

	Ocean Beach	City
Total No. of Units	868	105,550
\$5000 and less	1%	1%
5000-7499	2%	1%
7500-9999	4%	2%
1000-14999	20%	10%
15000-19999	28%	24%
20000-24999	23%	25%
25000-34999	15%	21%
35000-49999	5%	11%
50000 up	2%	6%
TOTAL	100%	100%
MEDIAN	\$19,402	\$22,500

TABLE XVII
RENTAL VALUES

	Ocean Beach	City
Total No. of Units	4630	111,338
\$30 and less	1%	1%
30-39	1%	1%
40-59	2%	5%
60-79	10%	14%
80-99	17%	17%
100-149	49%	38%
150–199	16%	15%
200-249	2%	4%
250 and up	1%	3%
No cash rent	1%	2%
TOTAL	100%	100%
MEDIAN	\$119	\$113

These tables on home values and rents show that, while the value of single family homes in Ocean Beach are somewhat less than the City average, rental costs in the community are appreciably higher. Keeping in mind that both types of dwelling units are smaller in both lot size and number of rooms than the City norm, this means that the average resident in Ocean Beach is paying for living in a desirable, beach-side community.

Due to factors of rising construction costs and new City building requirements, new construction has reached somewhat of a moratorium during the last fiscal year. With the growing condominium phenomenon, however, and as the national and local economies permit profitable new building, both rental costs and the price of buying a new home in Ocean Beach should be expected to increase.

### **Coast Commission**

Included, herein, is a summary of the general findings and goals of the California Coastal Plan. The Plan, as of this printing, has yet to be submitted to the State Legislature. They may accept, amend, or reject any of its findings. The specific impact of the Plan upon Ocean Beach can be explained by calling the San Diego Coast Regional Commission.

#### MAJOR FINDINGS AND POLICY RECOMMENDATIONS

The essence of the Coastal Plan is that the coast should be treated not as ordinary real estate but as a unique place, where conservation and special kinds of development should have priority. Coastal resources are limited; meeting human needs while safeguarding the coast will require special measures.

The Plan's 162 policy recommendations form the framework of a managment program concerned with both natural and manmade coastal resources.

- The Plan actively promotes: productive agriculture, viable communities and neighborhoods, expansion of commercial fishing activity and fisheries research, acquisition of additional parklands, restoration of degraded coastal environments, and continued development of existing ports and marinas.
- The Plan seeks to achieve balance where there is a competition among goals, such as where increasing coastal access competes with resources protection, where economic development conflicts with conservation, where urban expansion competes with the retention of natural areas, or where short-run gains result in the forfeiture of long-run economic benefits.
- The Plan is highly restrictive in its control over the dredging and filling of coastal wetlands, its protection of areas of unusual natural or historic value, and in its regulation of activities that involve substantial environmental risk or the loss of productive agricultural or forest lands.

#### BASIC GOALS FOR COASTAL PLANNING

### Findings

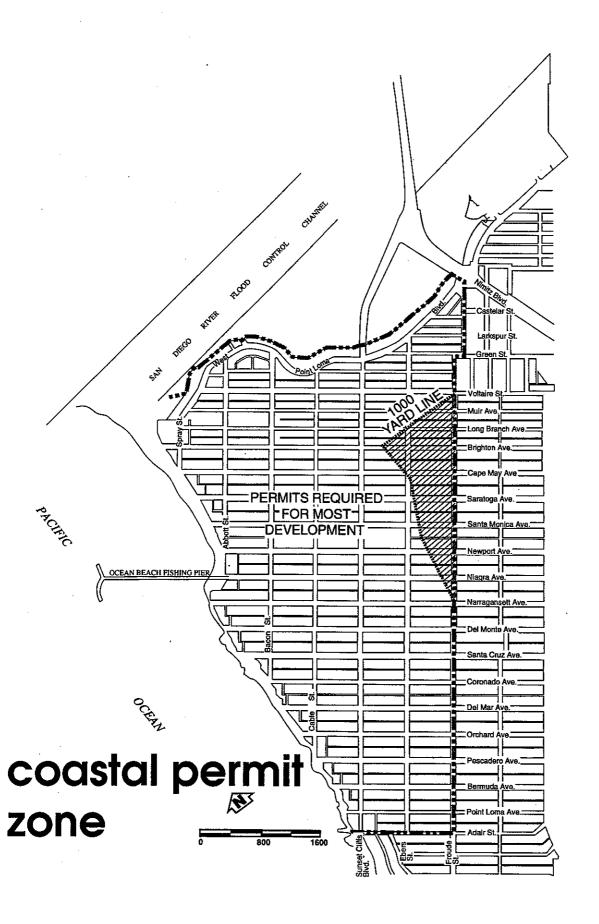
The California Coastal Zone Conservation Act declares that the coastal zone is a distinct and valuable natural resource, and requires that planning for conservation and development be consistent with all of the following objectives:

- . The maintenance, restoration, enhancement of the overall quality of the coastal zone environment, including, but not limited to, its amenities and aesthetic values;
- . The continued existence of optimum populations of all species of living organisms;
- . The orderly balanced utilization and preservation, consistent with sound conservation principles, of all living and non-living coastal zone resources; and
- . The avoidance of irreversible and irretrievable commitments of coastal zone resources.

### Policy Policy

The basic goals for conservation and development in the coastal zone shall be:

- protect, enhance, and restore the natural resources of the coast;
- (2) protect, enhance, and restore the manmade resources of the coast - the special communities and neighborhoods that have unique cultural, historic, and aesthetic qualities;
- (3) give priority to coastal-dependent development uses of land and water that by their very nature require coastal sites over other development on the coast;
- (4) maximize access to the coast for people of all income ranges, consistent with the protection of coastal resources; and
- (5) encourage orderly, balanced development that avoids wasteful sprawl by concentrating new growth in already-developed areas with adequate public services or in other areas near major employment centers consistent with resource protection policies.



## Partial Development Criteria\*

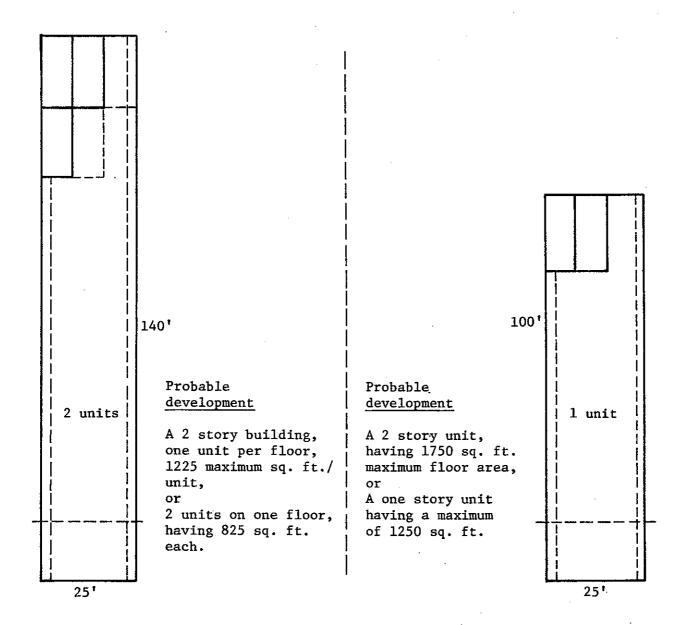
### OCEAN BEACH

\*Dwelling units permitted on typical lots. For development at 38 DU/AC additional criteria may be required. See page 16.

f T		
	1 Unit/ 1750 sq. ft.	1 Unit/ 1150 sq. ft.
Lot Size	(25 DU/AC)	(38 DU/AC)
25 <u>x 100</u>	1	2
	2	4
25 x 140 (3500 sq. ft.)	2	3
50 x 140 (7000 sq. ft.)	4	6
	2	3
40 x 86 (3440 sq. ft.)	1	2
$\frac{25 \times 129}{(3225 \text{ sq. ft.})}$	1	2

### OCEAN BEACH

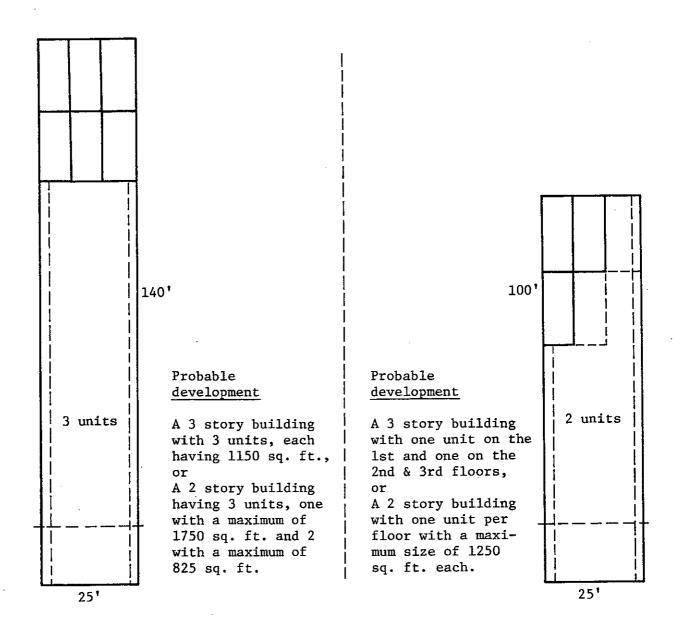
Illustrative or typical density proposal 25 dwelling units/acre (one unit for every 1750 sq. ft. lot area)



FAR - .7
Parking - 2 spaces/unit, tandem acceptable but only w/alley access.
Yards - front - 15'
 interior side - 3'
 rear - o' except as required for auto maneuverability
Height - 24' with a maximum of 2 stories
Landscaping - 20% of the total lot, 60% of the required front yard
Lot coverage - 50%

### OCEAN BEACH

Illustrative or typical density proposal 38 dwelling units/acre (one unit for very 1150 sq. ft. lot area)\*



FAR = 1.0

Parking - 2 spaces/unit, tandem acceptable but only with alley access. Yards - front - 15'
interior side - 3' (one or two stories), 4' (3 stories)
rear - 0' except as required for auto maneuverability
Height - 35' with a maximum of 3 stories
Landscaping - 20% of the total lot. 60% of the required front yard.
Lot coverage - 50%

\*See qualifications regarding other criteria that may be required, page 16.

## Population Yield

### Existing Data

The community is divided into three distinct residential areas, namely, the northern, southern, and eastern areas. The north area is west of Sunset Cliffs Boulevard and north of the Newport commercial center. The south area is also west of Sunset Cliffs but is south of the Newport commercial center. All the area east of Sunset Cliffs is the east area.

The existing data is:

TABLE I

Acres	Net Acres	DU's	Pop.	Average Household Size	DU/AC
North	82.0	2300	4600	2.0	27.7
South	58.0	1650	3000	1.8	28.5
East	140.0	1950	3500	1.8	14.0
Total	280.0	5900	11,100		

### Methodology

As outlined in the plan, only two distinct density proposals exist based on the development of the present lot sizes. These are 25 and 38 dwelling units per acre. Combinations of these applied to each area represent all possibilities for potential population within the community.

	North	South
(Existing)	27	28
	25	25
	25	38
	38	25
	38	38

The possibility of 25 DU/AC may appear odd given that both the north and south areas are presently developed to a higher density. This exists due to the fact that in both areas many lots are presently developed to less than 25 DU/AC. An increase in population, therefore, is still possible at the 25 DU/AC proposal.

Computations have been made as to the number of <u>additional</u> units that would be permitted to develop for the different density proposals. In summary we have:

TABLE 2

Comb.	Acres	DU	Pop.	East DU	East Pop.	Total Pop.
Exist	140	3950	7600	1950	3500	11,100
25-25	140	4100	8200	1950	3500	11,700
25-38	140	4620	9250	1950	3500	12,750
38-25	140	4775	9550	1950	3500	13,050
38-38	140	5300	10,600	1950	3500	14,100

## **Economics of Taxation**

The purpose of this appendix is to detail the impact that various taxation policies and procedures have upon land development and ownership patterns in Ocean Beach. Some of this material serves as a basis for proposals included in the Precise Plan.

### COUNTY ASSESSMENT PROCEDURE

The County of San Diego's Assessor's Office is vested with the authority to assess all real and personal property in the County. The assessor is charged with the responsibility of providing equity of assessment. Similar properties similarly located must be equally assessed. A number of methods are used in order to determine the best estimate of market value. A sales method reviews sales of properties having similar characteristics such as use, age, condition, square footage, and location. A capitalization of income method can be used on rental properties. By using this method the monthly rent schedule is multiplied by an assigned factor to determine market value as indicated by the income of the property. Replacement costs methods involve detailed measurements of the buildings and other improvements on the property. When the total improvement costs are thus determined, they are depreciated according to their age and condition.

Land value is usually assessed on a square foot, front foot on per acre basis. Pertinent data for land comparisons are such things as zoning, location, topography, accessability, and view. Location and zoning are generally the two major factors influencing land values. When the values for land and improvements are determined, they are combined to form a total property value.

The State Board of Equalization sets forth the standards for assessments. Basically, all property is assessed at 25 percent of its "fair market cash value." For example, if in the opinion of the assessor, a property has a fair market value of \$20,000 then the assessment would be 25 percent or \$5,000. The assessor's interpretation of fair market value, however, tends to be as much as 20% lower than the actual sales prices because of the 2 or 3 year lag in assessments behind actual market activity. The County Board of Supervisors, after receiving the yearly budgets of the various taxing agencies, determines the necessary tax rates. These tax rates are the dollar levy for each \$100 of assessed valuation. At the present time the total is about \$10 per hundred. This would mean a tax bill of about \$500 for a property with a fair market value of \$20,000 assessed at \$5,000.

### FEDERAL AND STATE INCOME TAXATION

While local tax assessments vary according to the character of the property, federal taxes vary principally with the income of the taxpayer. Two provisions of federal taxation have a direct impact upon the process of land development. First, accelerated depreciation for rental and business buildings encourage the development of those types of buildings. Further, because there is more evidence of improvement value (such as construction costs and repair bills) local assessors may tend to allocate more of the total value to the building which can result in an underassessment on the land, which is not depreciable.

Second, the capital gains tax provision provides an incentive for land speculation. Profits of land held for 6 months or more are subject to federal long term capital gains taxation at about one-half of the rate for regular income. Thus there is a built-in inducement for upper income groups to invest in land in order to enjoy these tax benefits.

### MARKET IMPACT UPON DEVELOPMENT

The free interplay of the real estate market in Ocean Beach has a tremendous impact upon the nature of development. Private land use decisions are seldom based upon community goals but rather upon maximizing the individual's return on a given piece of property. The result of this kind of motivation takes the form of either intense development or pure speculation. In speculating, property is held with the hope that increases in value will result in a considerable profit on the original investment when it is eventually sold. If the property contains minor improvements, they may be left to deteriorate because the eventual redevelopment of the property would involve their removal anyway. The value of property is in the land, not the improvements. Any minor improvement to the property, then, would not be recovered financially when the property exchanged hands. In Ocean Beach, this results in a large number of inexpensive residential dwelling units that will continue in use until the cost of owning the property (taxes, maintenance, mortgage) becomes greater than the income, at which time it will either be renovated or redeveloped in order to increase the economic return. Another stigma upon redevelopment involves present structures that are built to a greater intensity than the new regulations would allow. These structures are likely to remain because redevelopment would result in less intensive use of the property.

There is some question, however, as to whether assessments should be permitted to continue to rise in line with market activity. These assessments are about the only control available upon the free market in Ocean Beach. An undesirable result of increasing assessments is that property serving a need in its present use is sometimes forced into development or redevelopment. An example of this might be the need for lower cost housing in the case of developed property. These needs are usually not realized because these types of uses provide an insufficient

return on the land. In other cases, an owner desiring to keep property simple to live on may be forced to sell because of rising taxes. Because of these types of situations, it is necessary to study the feasibility of adjusting assessments so that they might be used to influence land use decisions in line with adopted community goals.

Ocean Beach is affected continuously by the types of economic pressures described above. Decisions on the nature and timing of development activity are predicated on market conditions. Rarely can a decision be made based simply upon whatever is "best" for the community. It is possible, however, to use the process of taxation to change development patterns, at least to a minor extent. This possibility needs to be investigated fully.

## San Diego River Dredging

### Study Objectives

The objectives of this study were to determine the need for dredging the mouth of the San Diego River and to review, evaluate, compare and rank the various aspects of sand disposal in order to obtain the most beneficial use of a valuable natural resource.

The basis for comparison and ranking of the alternative plans was the ability of each to achieve City, regional and coastal goals, and to satisfy engineering, economic, planning and environmental objectives.

### Description of Alternative Plans

The evaluation of the need to dredge the San Diego River mouth and five alternative plans concerning the use of the sand are evaluated and compared in this report. The possibility of not dredging the channel and its consequences has been discussed with oceanographers and Army Corps of Engineers personnel, and the results of these discussions are included.

In brief, the five alternatives are described as follows:

- 1. Status Quo (no action alternative) No dredging would be done, leaving the river mouth in its present condition.
- 2. <u>Mission-Pacific Beach Replenishment</u> Approximately 600,000 cubic yards of soil would be dredged from the San Diego River mouth and transported by pipeline to construct and replenish beaches between Tourmaline Canyon and Pacific Beach Drive in Mission-Pacific Beach.
- 3. Mission Bay Park Beach Construction, Replenishment and Stockpiling approximately 600,000 cubic yards of sand would be dredged from the river mouth and transported by pipeline to a City-owned parcel east of Seaworld for stockpiling. Sand would be transported by truck from the stockpile area to construct an additional beach in the Crescent Cove area of Mission Bay Park, between the Catamaran Hotel and Moorland Drive, upon the determination, in 1976, that this area is to be used for public beach. Remaining sand from the stockpile area would be used to dress up existing beach areas in the park.
- 4. Sunset Cliffs Shoreline Groin and Beach Construction in Ocean Beach between Santa Cruz and Osprey Streets Approximately 600,000 cubic yards of sand would be dredged from the San Diego River mouth and transported by pipeline to construct a beach between Santa Cruz and Osprey Street in Ocean Beach. Four quarry rock groins would also be built, to retain this beach in the segment of shoreline. As additional 120,000 cubic yards of sand,

- needed for completing this beach, would be pumped either from offshore or from future Mission Bay Channel dredging.
- 5. Shoreline of former USIU Cal Western Campus Groin and
  Beach Construction Approximately 600,000 cubic yards of sand
  would be dredged from the river mouth, stockpiled south of the
  lease, then transported by truck to construct a beach approximately 1400 feet in length. The remaining sand would be
  pumped to a City-owned parcel east of Seaworld, for stockpiling
  and future beach replenishment in Mission Bay Park.

## Parking Reservoir-Financial Analysis

The capital costs for a 1,000 car surface parking lot would be \$500,000. The land area needed is  $7\frac{1}{2}$  acres. Operating costs are \$100,000 per year. The tram system, or 2 mini-busses would cost \$70,000. The operating cost would be \$60,000 per year, assuming that the service is provided 10 hours per day, 30 days per month, at an average of 12 miles covered per hour. Amortizing the capital costs at 7% for 30 years, and adding this to the annual operating cost yields a total annual cost of \$200,000 per year. Assuming further that there are 6,500 private parking spaces ( $\frac{1}{2}$  per person) to be surcharged, this would cost about \$30 per (private) parking space per year. (Any fees charged to the user would defer costs of the system, but would also decrease patronage.)

·