

Attachment B

Houseal Lavigne Proposed Project Approach

PROPOSED PROJECT APPROACH

SECTION 02

PROJECT UNDERSTANDING

The City of Newport Beach has identified implementation of Housing Element Policy Action 4H: Review of Mixed-Use Zones as a priority action to expand housing opportunities and encourage reinvestment in underutilized areas. As part of the 2006 Comprehensive General Plan Update and 2010 Zoning Code Update, new mixed-use housing opportunity zones were created throughout the City as a strategy to enhance and revitalize underperforming and underutilized properties. These areas included the Airport Area, Dover/Westcliff, Newport Center, Mariners Mile, and portions of the Balboa Peninsula.

While some areas such as the Airport Area and Newport Center have seen successful mixed-use redevelopment, other areas like Dover/Westcliff, Mariners' Mile, and portions of the Balboa Peninsula remain largely underutilized, often limited to single-use retail or office. While the City has established mixed-use zoning districts, existing regulations may not fully support the level or type of redevelopment necessary to address current and future housing needs. Barriers such as minimum lot size requirements, limited incentives for lot consolidation, restrictive parking ratios, and height limitations may be constraining the feasibility of new housing within these areas. This indicates that current development standards such as setbacks, height, density, parking, and dedication requirements may be limiting redevelopment potential. To fully realize the City's housing opportunities, a review of mixed-use land use categories and zoning regulations is needed to identify policy and code changes that reduce barriers and incentivize vibrant, mixed-use residential development.

Through this REAP 2.0 Technical Assistance project, the City seeks to evaluate these barriers, test redevelopment feasibility, and develop actionable strategies to promote mixed-use, infill housing development in areas already well-served by infrastructure and city services. Importantly, the City is not seeking a theoretical analysis, but rather a practical roadmap that can inform zoning refinements, guide redevelopment strategies, and support decision-making by the Planning Commission and City Council.

Our understanding is that this project must balance multiple priorities:

- **Housing Production:** Identifying changes that meaningfully increase the capacity and feasibility of housing in mixed-use areas.
- **Vibrant Communities:** Ensuring that redevelopment integrates resident-serving commercial and reinforces Newport Beach's high quality of life.
- **Economic Realism:** Testing whether regulatory adjustments and incentives produce financially viable development scenarios.
- **Equity and Outcomes:** Demonstrating measurable results in housing choice, fair housing, and VMT reduction consistent with REAP 2.0 guidelines.

We also recognize that the City will lead public and stakeholder engagement, including outreach to disadvantaged and historically underserved communities. Our role will be to provide clear, accessible, and visually compelling deliverables that help staff communicate complex zoning, market, and design considerations in a way that fosters community understanding and informed decision-making.

Ultimately, this project represents an opportunity for the City to align zoning with housing needs by promoting sustainable infill development, and advancing the goals set forth in the 6th Cycle Housing Element while delivering measurable outcomes under REAP 2.0. Houseal Lavigne and our team bring the planning, design, economic, and geospatial expertise necessary to support the City in realizing this vision.

PROJECT APPROACH

Our team will deliver a comprehensive, outcomes-driven approach that directly supports the City of Newport Beach's Housing Element Policy Action 4H: Review of Mixed-Use Zones. Building on the City's existing mixed-use zoning framework, we will evaluate current regulations, test redevelopment feasibility, and identify strategies to remove barriers to housing production. This effort is designed to promote infill development in areas well-served by City services, encourage redevelopment of underutilized parcels, and support the creation of thriving communities that integrate housing with resident-serving commercial uses.

The project approach is structured around four primary tasks, with REAP 2.0 outcomes reporting embedded throughout.

TASK A: MIXED-USE ZONING EVALUATION REPORT

We will begin with a comprehensive audit of the City's mixed-use zoning regulations. Areas of focus will include minimum lot sizes, incentives for lot consolidation, parking requirements, and height limits. This evaluation will identify barriers that may be constraining infill housing development and will compare Newport Beach's standards with best practices from other peer jurisdictions. The resulting analysis will form the basis for actionable recommendations.

Deliverable

- Draft Mixed-Use Zoning Evaluation Report (December 2025).

TASK B: CONCEPTUAL PLAN TEST STUDIES

To ground the zoning evaluation in real-world conditions, we will prepare high-level conceptual plans for selected sites. Using ArcGIS Urban, we will test multiple preliminary scenarios that illustrate redevelopment potential under existing and modified standards. These scenarios will provide clear visualizations of expected outcomes, including the number of dwelling units, required parking, and 3D building massing. This approach will demonstrate how adjustments to lot size, parking, or height could enable more viable mixed-use projects while offering stakeholders an intuitive way to understand trade-offs and opportunities. Once preferred scenarios are identified, we will prepare high-fidelity 3D representations in Esri City Engine, creating compelling, detailed visualizations suitable for use by staff, elected officials, and the community during the City's outreach process.

Deliverable:

- Draft Conceptual Plans for selected sites (February 2026).

TASK C: ECONOMIC FEASIBILITY ANALYSIS

Our team will pair each conceptual plan with a financial feasibility analysis to determine whether existing or proposed zoning regulations can support viable redevelopment. Project-specific pro forma models will test development outcomes under varying assumptions, including density, parking ratios, and incentive structures. Sensitivity testing will provide the City with insight into which zoning adjustments or incentives would have the greatest impact in unlocking housing potential.

Deliverables:

- Final Conceptual Plans (March 2026)
- Economic Feasibility Analysis for selected Sites (March 2026).

TASK D: RECOMMENDATIONS REPORT AND PRESENTATION

Drawing from the zoning evaluation, conceptual plans, and feasibility analysis, we will prepare clear and actionable strategies to support the City's Housing Element goals. Recommendations will focus on adjustments to zoning standards, incentive programs, and implementation measures that reduce barriers and promote redevelopment of underutilized parcels. We will prepare all materials in alignment with SCAG brand guidelines and present findings to the Planning Commission (April 2026) and City Council (May 2026).

Deliverables:

- Final Recommendations Report (April 2026)
- Planning Commission presentation (April 2026)
- REAP 2.0 Measurable Outcomes Report (April/May 2026)
- City Council presentation (May 2026).



REAP 2.0 MEASURABLE OUTCOMES COLLECTION APPROACH

In accordance with SCAG and State REAP 2.0 Program Guidelines, our team will collect, analyze, and report measurable baseline and outcome data to demonstrate project impact. This process will integrate geospatial analysis, scenario modeling, and advanced visualization to ensure that outcomes are both quantifiable and clearly communicated to staff, decision makers, and the community. Baseline data will be established at project initiation, scenario testing will be conducted throughout using ArcGIS Urban, and final outcome data will be documented with high-fidelity 3D models in City Engine.

The results will be compiled into a comprehensive outcomes report to demonstrate progress toward accelerating housing supply, affirmatively furthering fair housing (AFFH), and reducing VMT. For each metric, our team will establish a baseline at project initiation, measure projected outcomes through scenario analysis and code evaluation, and document final results in the required reporting framework.

The following are summaries of the tasks and approaches for the six measurable baselines and outcomes to be reported for this project, with two metrics selected from each category: Accelerating Supply, Choice, and Affordability; Affirmatively Furthering Fair Housing (AFFH); and Reducing VMT.

ACCELERATING SUPPLY, CHOICE, AFFORDABILITY

We will measure how the project increases housing capacity and reduces regulatory barriers to multifamily development. Baseline data will establish the current development rate, permitting timelines, and multifamily housing trends from the 5th cycle. Outcomes will quantify added residential capacity, policy or process changes, and new multifamily development potential. This ensures the project demonstrates measurable progress in expanding supply, choice, and affordability.

1. Increase in housing development potential, process improvements, and streamlining

- Baseline: Current development rate (units/year) from the 5th RHNA cycle for both the City and targeted mixed-use sites.
- Collection Approach: Use Housing Element APR data, building permit records, and GIS parcel-level data. ArcGIS Urban scenarios will be used to estimate additional unit capacity under revised standards.
- Outcome Tracking: Report increase in construction rate (projected additional number of units) and expected affordable units.

2. Changes in local policy and processes making it easier/quicker to build multi-family infill

- Baseline: Number of MFR buildings and development rate during the 5th cycle; affordable unit counts (if available).
- Collection Approach: Document existing permitting timelines, policy requirements (lot size, parking, height, density), and barriers.
- Outcome Tracking: Report policy/process changes, projected increase in multi-family development rate, and affordable housing potential.



AFFIRMATIVELY FURTHERING FAIR HOUSING (AFFH)

The project will track affordable housing opportunities in high-opportunity areas and monitor planning or investment activity in areas of concentrated poverty. Baseline conditions will document affordable unit production and local investment levels during the 5th cycle. Outcomes will measure increased affordable capacity, the number of new projects in opportunity-rich areas, and infrastructure investments supporting housing stability. This will demonstrate how the project advances equity and fair housing goals.

1. Increased capacity to achieve affordable housing in High or Higher Opportunity Areas

- Baseline: Number of affordable buildings and units completed during the 5th cycle, organized by APR categories, and their locations relative to High/Highest Opportunity census tracts.
- Collection Approach: Overlay RHNA data, AFFH maps, and project area zoning with SCAG Opportunity Maps.
- Outcome Tracking: Report increase in affordable unit development potential in High/Highest Opportunity zones.

2. Direct dollars invested in areas of concentrated poverty

- Baseline: Current local annual investment in housing-supportive infrastructure in areas of concentrated poverty.
- Collection Approach: Track planning projects, capital improvements, and supportive infrastructure (utilities, mobility, public realm).
- Outcome Tracking: Report estimated dollars directed toward housing-supportive infrastructure and neighborhood stabilization in areas vulnerable to displacement.

REDUCING VMT

We will evaluate how housing and land use changes reduce VMT by concentrating growth near transit and mobility connections. Baseline data will capture existing residential units, land uses, and mobility options within ¼ and ½ mile of the project area. Outcomes will track new housing near transit, adoption of supportive land uses, and reductions in parking requirements. Together, these metrics demonstrate the project's contribution to lowering per capita VMT and supporting sustainable mobility.

1. Residential units within ¼ and ½ mile of transit/mobility connections

- Baseline: Existing number of units within ¼ and ½ mile of transit stops and mobility connections.
- Collection Approach: Use GIS analysis of SCAG transit/mobility datasets overlaid with existing housing inventory.
- Outcome Tracking: Report expected number of new/preserved housing units within ¼ and ½ mile of transit, biking, and walking routes.

2. Number of land uses and mobility options in and around project areas

- Baseline: Existing land use mix and mobility connections within ¼ mile of project areas.
- Collection Approach: Use General Plan land use data, zoning, and SCAG mobility datasets.
- Outcome Tracking: Report policy or zoning changes that expand land use mix and mobility options, as well as projected housing units enabled within proximity to mobility connections.

SUMMARY:

The project will track the six REAP 2.0 metrics to demonstrate measurable impacts on accelerating housing supply, affirmatively furthering fair housing (AFFH), and reducing VMT in Newport Beach. Using ArcGIS Urban to model redevelopment scenarios and City Engine for high-fidelity 3D visualizations, we will quantify increases in residential capacity, reductions in regulatory barriers, affordable housing opportunities in high-opportunity areas, investments in underserved neighborhoods, and proximity of new housing to transit and mobility connections. Baseline conditions will be established at project initiation, and all scenario results, projections, and outcomes will be compiled in the Final Outcomes Report, providing a comprehensive, actionable record for decision-makers and stakeholders.

PROPOSED SCHEDULE

SECTION 03

PROPOSED SCHEDULE

Our team has structured the project schedule to align with the City of Newport Beach’s objectives, the deliverable milestones outlined in the solicitation, and the updated requirements from Addendum 1. The timeline ensures that each task builds on the previous phase, integrates staff and stakeholder input, and produces deliverables on schedule for Planning Commission and City Council review.

MILESTONE	TASK / DELIVERABLE	TARGET COMPLETION
Project Initiation	Kickoff meeting with City staff, confirmation of project goals, data collection plan established (baseline metrics collected)	October 2025
Task A	Draft Mixed-Use Zoning Evaluation Report	December 2025
Task B / Task C	Draft Conceptual Plan Test Studies (including Economic Feasibility Analysis)	February 2026
Task B / Task C	Final Conceptual Plan Test Studies (including Economic Feasibility Analysis)	March 2026
Task D	Findings Presentation – Planning Commission	April 2026
Task D + REAP 2.0	Final Recommendations Report and REAP 2.0 Measurable Outcomes Report	May 2026
Task D	Final Presentation – City Council	May 2026

Notes:

- All deliverables will adhere to SCAG branding and REAP 2.0 reporting requirements.
- Drafts will be submitted for City and OCCOG review, with feedback incorporated into final versions.
- The schedule ensures adequate time for review, outreach, and City Council presentation in alignment with the RFP timeline (Oct 2025 – Jun 2026).

SCHEDULE NARRATIVE

- **October 2025:** Project initiation, baseline data collection, and kickoff meeting to confirm study areas, metrics, and deliverable expectations.
- **October–December 2025:** Zoning evaluation, regulatory audit, and best practices review, culminating in the Draft Mixed-Use Zoning Evaluation Report.
- **January–February 2026:** Preparation of three high-level conceptual plans for mixed-use districts and integration of economic feasibility analysis through pro forma modeling. Draft conceptual plan package delivered by February 2026.
- **March 2026:** Refinement of conceptual plans and feasibility results into a final package of redevelopment test studies.
- **April 2026:** Presentation of findings to the Planning Commission, providing a clear basis for discussion and refinement of recommendations.
- **May 2026:** Final recommendations delivered, paired with the REAP 2.0 Measurable Outcomes Report, followed by presentation to the City Council as an action item.

This schedule reflects the City’s requested deliverable dates and provides sufficient time for coordination with staff, stakeholder engagement, and internal quality control. Our team is committed to maintaining this schedule and will work closely with the City to ensure all deliverables are completed on time and in compliance with SCAG brand guidelines.

