

## **V. Financial and Fiscal Analysis**

Section V focuses on a financial analysis of the feasibility of the proposed alternative development scenarios for the study areas. Based on the feasibility testing, ERA will also estimate the fiscal impact of the proposed developments. Together, these estimates will help inform the decision making process the when considering similar development options in the future.

### **Financial Feasibility of Alternative Development Scenarios**

Nine hypothetical models of various urban development forms were formulated for feasibility testing. Although each model has been designated as associated with a specific node or corridor location, with adjustments to market inputs, most of the optional models could be tested at several of the study locations.

The basic characteristics (as previously presented) of the nine alternatives are summarized in the following figure. As summarized in Figure 86, five of the alternatives include significant residential elements, and five are mixed-use developments, while four are single use. The following Figures 87 – 95 consist of a detailed pro forma analysis for each development alternative. The market inputs assume some level of recovery in residential market conditions, and significant strengthening in attainable rents and demand for office space.

The measurement criterion for evaluating feasibility of the alternative models is the internal rate of return (IRR). IRR is calculated including an assumed land cost reflecting current values. IRRs in the 10 to 12 percent range (after allowing for developer's profit) indicate feasibility for income properties, while condominium or other sales projects require over 12 percent. Concluded IRRs range from 9.9 percent for the two-story big box retail development above podium parking, to 18.8 percent for a hypothetical condominium development on a corridor (at a density of 40 units per acre).

These alternatives illustrate the relatively high profitability from residential development as opposed to office development or most forms of retail under current market conditions. In the example of one corridor residential development, an internal rate of return of 12.0 percent could be achieved with a land cost of \$140 per square foot. Alternative 4B is a variation of alternative 4A, substituting luxury condominiums for half the office space. This single change in land use increases the indicated IRR from 10.1 percent to 12.0 percent. The same increase in IRR could be achieved by decreasing the assumed cost of land by \$100 a square foot.

**Figure 86**

**Summary Table for Development Alternatives**

***Alternatives 1 – 7***

	Alternative 1A Corridor Node : Horizontal and Vertical Mixed Use  <i>Replace existing low density retail use with: Townhouses/Condos (Subterranean Parking/Shared Parking); 4 Storey commercial mixed use with retail below and 3 stories of office above</i>	Alternative 1B Corridor Node : Medium Density Residential Development  <i>Replace existing low density retail use with: Townhouses/Condos (Subterranean Parking)</i>	Alternative 2 Mid-Corridor Mixed Use Development  <i>Replace existing Auto related uses with: High Density residential and retail mixed use</i>	Alternative 3 Center : Mixed Use and Urban Live Work Units  <i>Replace existing low density commercial and surface parking with: Live work spaces (residential above and work spaces below); Condos over retail; Town Houses</i>	Alternative 4A Center : High Density Vertical Mixed Use  <i>Develop existing Surface Parking With: Retail with Offices Above</i>	Alternative 4B Center : High Density Vertical Mixed Use  <i>Develop existing Surface Parking With: Retail with Offices and Luxury Condos Above</i>	Alternative 5 Stand Alone Mid-Box Retail with Surface Parkina  <i>Corridor Development: Stand Alone Mid-Box Retail with Surface Parking</i>	Alternative 6 2-Storey Big Box, Additional Retail  <i>Corridor Development: 2-Storey Big Box, Additional Retail</i>	Alternative 7 2-Storey Retail with Podium Parking  <i>Corridor Development: 2-Storey Development with Ground Floor Retail.</i>
<b>Total Land Area</b>									
Square Feet	261,360	261,360	43,500	100,500	73,600	73,600	48,000	250,000	30,000
Acres	6.00	6.00	1.00	2.31	1.69	1.69	1.10	5.74	0.69
<b>Retail</b>									
Square Feet	84,942	0	28,275	26,325	47,840	47,840	20,000	225,000	25,500
Rent (NNN/SF/Year)	\$37.20	\$0.00	\$30.00	\$36.00	\$45.00	\$45.00	\$27.00	\$34.65	\$28.80
<b>Office</b>									
Square Feet	241,758	0	0	0	136,160	68,080	0	0	0
Rent (Modified Gross/SF/Year)	\$36.00	\$0.00	\$0.00	\$0.00	\$42.00	\$42.00	\$0.00	\$0.00	\$0.00
<b>Residential</b>									
Dwelling Units (DU)	114	228	62	62	0	45	0	0	0
Sales Price/DU	\$690,000	\$675,000	\$406,250	\$525,000 - \$700,000	\$0	\$862,500	\$0	\$0	\$0
<b>Total Parking</b>	1,371	456	198	220	552	420	80	900	89
<b>Internal Rate of Return</b>	10.8%	18.8%	11.7%	15.0%	10.1%	12.0%	11.0%	10.6%	9.9%

Source: Economics Research Associates

Figure 87

Corridor Node: Horizontal and Vertical Mixed Use Pro Forma  
Alternative 1a

Corridor Node : Horizontal and Vertical Mixed Use													
<b>Existing Use(s)</b>													
Land Area	6.00 acres or	261,360 s.f.											
Existing Bldg. Area	130,680 s.f.												
<b>Proposed Development</b>													
Land Area	6.00 acres or	261,360 s.f.											
<b>Retail Office Mixed Use</b>													
Retail GLA	76,448 s.f.												
Office GLA	217,582 s.f.												
Retail Rent	\$ 37.20 /s.f./Yr. (NNN)												
Office Rent	\$ 36.00 /s.f./Yr. (Modified Gross)												
<b>Parking</b>													
Surface Parking	131 @	\$ 2,800 /space											
Subterranean	1,012 @	\$ 32,000 /space											
<b>Residential</b>													
Total For-Sale Units	114												
Unit Size	1,500 s.f.												
Price / S.f.	\$ 460												
Price / Unit	690,000												
<b>Parking</b>													
Podium	228 @	\$ 20,000 /space											
<b>2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019</b>													
Inflation	3.00%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38
<b>INCOME PRODUCTS (Mixed Use)</b>													
<b>Retail</b>													
Occupancy	0%	0%	0%	0%	0%	0%	50%	75%	85%	95%	95%	95%	95%
Occupied GLA (s.f.)	-	-	-	-	-	-	38,224	57,336	64,981	72,625	72,625	72,625	72,625
<b>Office</b>													
Occupancy	0%	0%	0%	0%	0%	0%	50%	75%	85%	90%	90%	90%	90%
Occupied GLA (s.f.)	-	-	-	-	-	-	108,791	163,187	184,945	195,824	195,824	195,824	195,824
<b>FOR SALE PROPERTIES</b>													
<b>Residential Townhomes</b>													
Absorption	-	-	-	26	26	30	32	-	-	-	-	-	-
<b>REVENUES</b>													
<i>Thousands of Dollars</i>													
<b>Rental Revenues</b>													
Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,698	\$ 2,623	\$ 3,062	\$ 3,525	\$ 3,631	\$ 3,740	\$ 3,740
Office	-	-	-	-	-	-	4,676	7,225	8,434	9,198	9,474	9,758	9,758
<b>Parking</b>													
Retail	-	-	-	-	-	-	436	674	787	858	884	911	911
Office	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Rental Revenues (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,811</b>	<b>\$ 10,523</b>	<b>\$ 12,284</b>	<b>\$ 13,582</b>	<b>\$ 13,989</b>	<b>\$ 14,409</b>	<b>\$ 14,409</b>
<b>Sales Revenues</b>													
Sales Proceeds	-	-	-	19,769	20,362	23,709	26,299	-	-	-	-	-	-
Less Cost of Sales	5.00%	-	-	(988)	(1,018)	(1,185)	(1,315)	-	-	-	-	-	-
<b>Sales Revenues (2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,781</b>	<b>\$ 19,344</b>	<b>\$ 22,524</b>	<b>\$ 24,984</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>OPERATING EXPENSES</b>													
<i>Thousands of Dollars</i>													
<b>Fixed</b>													
Retail	5.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85	\$ 131	\$ 153	\$ 176	\$ 182	\$ 187	\$ 187
Office	27.00%	-	-	-	-	-	1,263	1,951	2,277	2,484	2,558	2,635	2,635
<b>Total Operating Expenses (3)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,348</b>	<b>\$ 2,082</b>	<b>\$ 2,430</b>	<b>\$ 2,660</b>	<b>\$ 2,740</b>	<b>\$ 2,822</b>	<b>\$ 2,822</b>
<b>Net Operating Income (4)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,781</b>	<b>\$ 19,344</b>	<b>\$ 22,524</b>	<b>\$ 23,636</b>	<b>\$ 8,441</b>	<b>\$ 9,853</b>	<b>\$ 10,922</b>	<b>\$ 11,250</b>	<b>\$ 11,587</b>	<b>\$ 11,587</b>
<b>Adjusted Total Revenues (5) = (4)+(2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,781</b>	<b>\$ 19,344</b>	<b>\$ 22,524</b>	<b>\$ 30,447</b>	<b>\$ 8,441</b>	<b>\$ 9,853</b>	<b>\$ 10,922</b>	<b>\$ 11,250</b>	<b>\$ 11,587</b>	<b>\$ 11,587</b>
<b>DEVELOPMENT COSTS</b>													
<i>Thousands of Dollars</i>													
<b>Site Development</b>													
<b>Demolition</b>													
Existing Structures @	\$ 10.00 /s.f.	\$ -	\$ -	\$ 693	\$ -	\$ 735	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$ 2.00 /s.f.	-	-	277	-	294	-	-	-	-	-	-	-
Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	-	-	382	-	405	-	-	-	-	-	-	-
<b>Site Development Costs (6)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,352</b>	<b>\$ 1,604</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Hard Costs</b>													
Retail / Office @	\$ 125 /s.f.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,956	\$ 10,971	\$ -	\$ -	\$ -	\$ -	\$ -
Residential @	\$ 165,000 /DU	\$ -	\$ -	\$ 14,967	\$ 15,416	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Parking</b>													
Surface	\$ 2,800 /space	\$ -	\$ -	\$ -	\$ -	\$ 425	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Podium	\$ 20,000 /space	\$ -	\$ -	\$ 4,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subterranean	\$ 32,000 /space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,804</b>	<b>\$ 15,416</b>	<b>\$ 69,940</b>	<b>\$ 10,971</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Hard Costs (8) = (6)+(7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,316</b>	<b>\$ 15,416</b>	<b>\$ 1,604</b>	<b>\$ 69,940</b>	<b>\$ 10,971</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Soft Costs</b>													
A&E	6.00% of (8)	\$ -	\$ -	\$ 1,279	\$ 925	\$ 96	\$ 4,196	\$ 658	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)	-	-	1,066	771	80	3,497	549	-	-	-	-	-
Overhead	5.00% of (8)	-	-	1,066	771	80	3,497	549	-	-	-	-	-
Taxes / Insurance	1.00% of (8)	-	-	213	154	16	699	110	-	-	-	-	-
<b>Sub-Total (9)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,624</b>	<b>\$ 2,621</b>	<b>\$ 273</b>	<b>\$ 11,890</b>	<b>\$ 1,865</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Construction Financing	7.00% of (8+9)	\$ -	\$ -	\$ 1,746	\$ 1,263	\$ 131	\$ 5,728	\$ 899	\$ -	\$ -	\$ -	\$ -	\$ -
Builder Profit	15.00% of (8)	-	-	3,197	2,312	241	10,491	1,646	-	-	-	-	-
<b>Sub-Total (10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,943</b>	<b>\$ 3,575</b>	<b>\$ 372</b>	<b>\$ 19,219</b>	<b>\$ 2,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Soft Costs (11) = (9)+(10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,567</b>	<b>\$ 6,196</b>	<b>\$ 644</b>	<b>\$ 28,109</b>	<b>\$ 4,409</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Devpt. Costs (12) = (8)+(11)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,883</b>	<b>\$ 21,611</b>	<b>\$ 2,248</b>	<b>\$ 98,048</b>	<b>\$ 15,381</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Land Costs @</b>	<b>\$ 85.00 /s.f.</b>	<b>\$ 22,216</b>											
<b>CASH FLOWS</b>													
<b>Cash Flow Before Sale</b>													
Sale @ Blended Cap. Rate of	6.75%	\$ (22,216)	\$ -	\$ (29,883)	\$ (2,830)	\$ 17,096	\$ (75,525)	\$ 15,066	\$ 8,441	\$ 9,853	\$ 10,922	\$ 11,250	\$ 11,587
Cost of Sale	3%	-	-	-	-	-	-	-	-	-	-	-	\$ (5,150)
<b>Cash Flow After Sale</b>	<b>\$ (22,216)</b>	<b>\$ -</b>	<b>\$ (29,883)</b>	<b>\$ (2,830)</b>	<b>\$ 17,096</b>	<b>\$ (75,525)</b>	<b>\$ 15,066</b>	<b>\$ 8,441</b>	<b>\$ 9,853</b>	<b>\$ 10,922</b>	<b>\$ 11,250</b>	<b>\$ 11,587</b>	<b>\$ 178,099</b>
<b>PROJECT IRR = 10.8%</b>													

<sup>1</sup> In-tract costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

## Figure 88 Corridor Node: Horizontal and Vertical Mixed Use Pro Forma Alternative 1b

Corridor Node - Medium Density Residential Development																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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<table border="1"> <thead> <tr> <th></th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Inflation</td> <td>3.00%</td> <td>1.00</td> <td>1.03</td> <td>1.06</td> <td>1.09</td> <td>1.13</td> <td>1.16</td> <td>1.19</td> <td>1.23</td> <td>1.27</td> <td>1.30</td> <td>1.34</td> </tr> <tr> <td colspan="13"><b>INCOME PRODUCTS (Mixed Use)</b></td> </tr> <tr> <td colspan="13"><b>Retail</b></td> </tr> <tr> <td>Occupancy</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>50%</td> <td>75%</td> <td>85%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>Occupied GLA (s.f.)</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td colspan="13"><b>Office</b></td> </tr> <tr> <td>Occupancy</td> <td>0%</td> <td>0%</td> 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<td>Office</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td colspan="13"><b>Parking</b></td> </tr> <tr> <td>Retail</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Office</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td><b>Rental Revenues (1)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td colspan="13"><b>Sales Revenues</b></td> </tr> <tr> <td>Sales Proceeds</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 16,965</td> <td>\$ 25,830</td> <td>\$ 26,605</td> <td>\$ 37,075</td> <td>\$ 38,188</td> <td>\$ 38,478</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Less Cost of Sales</td> <td>5.00%</td> <td>\$ -</td> <td>\$ -</td> <td>\$ (848)</td> <td>\$ (1,292)</td> <td>\$ (1,330)</td> <td>\$ (1,854)</td> <td>\$ (1,909)</td> <td>\$ (1,924)</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td><b>Sales Revenues (2)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 16,116</b></td> <td><b>\$ 24,539</b></td> <td><b>\$ 25,275</b></td> <td><b>\$ 35,222</b></td> <td><b>\$ 36,278</b></td> <td><b>\$ 36,554</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td colspan="13"><b>OPERATING EXPENSES</b></td> </tr> <tr> <td colspan="13" style="text-align: right;"><i>Thousands of Dollars</i></td> </tr> <tr> <td colspan="13"><b>Fixed</b></td> </tr> <tr> <td>Retail</td> <td>5.00%</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Office</td> <td>27.00%</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td><b>Total Operating Expenses (3)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td><b>Net Operating Income (4)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td><b>Adjusted Total Revenues (5) = (4)+(2)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 16,116</b></td> <td><b>\$ 24,539</b></td> <td><b>\$ 25,275</b></td> <td><b>\$ 35,222</b></td> <td><b>\$ 36,278</b></td> <td><b>\$ 36,554</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td colspan="13"><b>DEVELOPMENT COSTS</b></td> </tr> <tr> <td colspan="13" style="text-align: right;"><i>Thousands of Dollars</i></td> </tr> <tr> <td colspan="13"><b>Site Development</b></td> </tr> <tr> <td colspan="13"><b>Demolition</b></td> </tr> <tr> <td>Existing Structures @</td> <td>\$ 10.00 /s.f.</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 1,386</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Site Prep./Grading</td> <td>\$ 2.00 /s.f.</td> <td>-</td> <td>-</td> <td>277</td> <td>-</td> <td>294</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Other In-Tract Costs<sup>1</sup></td> <td>\$ 120,000 /acre</td> <td>-</td> <td>-</td> <td>382</td> <td>-</td> <td>405</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td><b>Site Development Costs (6)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 2,205</b></td> <td><b>\$ 868</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td colspan="13"><b>Hard Costs</b></td> </tr> <tr> <td>Retail / Office @</td> <td>\$ 125 /s.f.</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Residential @</td> <td>\$ 165,000 /DU</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 9,978</td> <td>\$ 10,277</td> <td>\$ 10,585</td> <td>\$ 10,903</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td colspan="13"><b>Parking</b></td> </tr> <tr> <td>Surface</td> <td>\$ 2,800 /Space</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Podium</td> <td>\$ 20,000 /Space</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 2,419</td> <td>\$ 2,491</td> <td>\$ 2,566</td> <td>\$ 2,643</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Subterranean</td> <td>\$ 32,000 /Space</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td><b>Sub-Total (7)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 12,397</b></td> <td><b>\$ 12,769</b></td> <td><b>\$ 13,152</b></td> <td><b>\$ 13,546</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td><b>Total Hard Costs (8) = (6)+(7)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 14,601</b></td> <td><b>\$ 12,769</b></td> <td><b>\$ 14,020</b></td> <td><b>\$ 13,546</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td colspan="13"><b>Soft Costs</b></td> </tr> <tr> <td>A&amp;E</td> <td>6.00% of (8)</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 876</td> <td>\$ 766</td> <td>\$ 841</td> <td>\$ 813</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Contingency</td> <td>5.00% of (8)</td> <td>-</td> <td>-</td> <td>730</td> <td>638</td> <td>701</td> <td>677</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Overhead</td> <td>5.00% of (8)</td> <td>-</td> <td>-</td> <td>730</td> <td>638</td> <td>701</td> <td>677</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Taxes / Insurance</td> <td>1.00% of (8)</td> <td>-</td> <td>-</td> <td>146</td> <td>128</td> <td>140</td> <td>135</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td><b>Sub-Total (9)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 2,482</b></td> <td><b>\$ 2,171</b></td> <td><b>\$ 2,383</b></td> <td><b>\$ 2,303</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td>Construction Financing</td> <td>7.00% of (8+9)</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 1,196</td> <td>\$ 1,046</td> <td>\$ 1,148</td> <td>\$ 1,109</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td>Builder Profit</td> <td>15.00% of (8)</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 2,190</td> <td>\$ 1,915</td> <td>\$ 2,103</td> <td>\$ 2,032</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> </tr> <tr> <td><b>Sub-Total (10)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 3,386</b></td> <td><b>\$ 2,961</b></td> <td><b>\$ 3,251</b></td> <td><b>\$ 3,141</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td><b>Total Soft Costs (11) = (9)+(10)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 5,868</b></td> <td><b>\$ 5,132</b></td> <td><b>\$ 5,635</b></td> <td><b>\$ 5,444</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td><b>Total Devpt. Costs (12) = (8)+(11)</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ 20,470</b></td> <td><b>\$ 17,900</b></td> <td><b>\$ 19,654</b></td> <td><b>\$ 18,990</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td><b>Land Costs @</b></td> <td><b>\$ 85.00 /s.f.</b></td> <td><b>\$ 22,216</b></td> <td colspan="10"></td> </tr> <tr> <td colspan="13"><b>CASH FLOWS</b></td> </tr> <tr> <td><b>Total Cash Flow</b></td> <td><b>\$ (22,216)</b></td> <td><b>\$ -</b></td> <td><b>\$ (20,470)</b></td> <td><b>\$ (1,784)</b></td> <td><b>\$ 4,885</b></td> <td><b>\$ 6,285</b></td> <td><b>\$ 35,222</b></td> <td><b>\$ 36,278</b></td> <td><b>\$ 36,554</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> <td><b>\$ -</b></td> </tr> <tr> <td colspan="13" style="text-align: center;"><b>PROJECT IRR = 18.8%</b></td> </tr> </tbody> </table>														2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Inflation	3.00%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	<b>INCOME PRODUCTS (Mixed Use)</b>													<b>Retail</b>													Occupancy	0%	0%	0%	0%	0%	0%	50%	75%	85%	95%	95%	95%	Occupied GLA (s.f.)	-	-	-	-	-	-	-	-	-	-	-	-	<b>Office</b>													Occupancy	0%	0%	0%	0%	0%	0%	50%	75%	85%	90%	90%	90%	Occupied GLA (s.f.)	-	-	-	-	-	-	-	-	-	-	-	-	<b>FOR SALE PROPERTIES</b>													<b>Residential Townhomes</b>													Absorption	-	-	-	23	34	34	46	46	45	-	-	-	<b>REVENUES</b>													<i>Thousands of Dollars</i>													<b>Rental Revenues</b>													Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Office	-	-	-	-	-	-	-	-	-	-	-	-	<b>Parking</b>													Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Office	-	-	-	-	-	-	-	-	-	-	-	-	<b>Rental Revenues (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Sales Revenues</b>													Sales Proceeds	\$ -	\$ -	\$ -	\$ 16,965	\$ 25,830	\$ 26,605	\$ 37,075	\$ 38,188	\$ 38,478	\$ -	\$ -	\$ -	Less Cost of Sales	5.00%	\$ -	\$ -	\$ (848)	\$ (1,292)	\$ (1,330)	\$ (1,854)	\$ (1,909)	\$ (1,924)	\$ -	\$ -	\$ -	<b>Sales Revenues (2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,116</b>	<b>\$ 24,539</b>	<b>\$ 25,275</b>	<b>\$ 35,222</b>	<b>\$ 36,278</b>	<b>\$ 36,554</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>OPERATING EXPENSES</b>													<i>Thousands of Dollars</i>													<b>Fixed</b>													Retail	5.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Office	27.00%	-	-	-	-	-	-	-	-	-	-	-	<b>Total Operating Expenses (3)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Net Operating Income (4)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Adjusted Total Revenues (5) = (4)+(2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,116</b>	<b>\$ 24,539</b>	<b>\$ 25,275</b>	<b>\$ 35,222</b>	<b>\$ 36,278</b>	<b>\$ 36,554</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>DEVELOPMENT COSTS</b>													<i>Thousands of Dollars</i>													<b>Site Development</b>													<b>Demolition</b>													Existing Structures @	\$ 10.00 /s.f.	\$ -	\$ -	\$ 1,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Site Prep./Grading	\$ 2.00 /s.f.	-	-	277	-	294	-	-	-	-	-	-	Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	-	-	382	-	405	-	-	-	-	-	-	<b>Site Development Costs (6)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,205</b>	<b>\$ 868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Hard Costs</b>													Retail / Office @	\$ 125 /s.f.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Residential @	\$ 165,000 /DU	\$ -	\$ -	\$ 9,978	\$ 10,277	\$ 10,585	\$ 10,903	\$ -	\$ -	\$ -	\$ -	\$ -	<b>Parking</b>													Surface	\$ 2,800 /Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Podium	\$ 20,000 /Space	\$ -	\$ -	\$ 2,419	\$ 2,491	\$ 2,566	\$ 2,643	\$ -	\$ -	\$ -	\$ -	\$ -	Subterranean	\$ 32,000 /Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	<b>Sub-Total (7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,397</b>	<b>\$ 12,769</b>	<b>\$ 13,152</b>	<b>\$ 13,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Hard Costs (8) = (6)+(7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,601</b>	<b>\$ 12,769</b>	<b>\$ 14,020</b>	<b>\$ 13,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Soft Costs</b>													A&E	6.00% of (8)	\$ -	\$ -	\$ 876	\$ 766	\$ 841	\$ 813	\$ -	\$ -	\$ -	\$ -	\$ -	Contingency	5.00% of (8)	-	-	730	638	701	677	-	-	-	-	-	Overhead	5.00% of (8)	-	-	730	638	701	677	-	-	-	-	-	Taxes / Insurance	1.00% of (8)	-	-	146	128	140	135	-	-	-	-	-	<b>Sub-Total (9)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,482</b>	<b>\$ 2,171</b>	<b>\$ 2,383</b>	<b>\$ 2,303</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	Construction Financing	7.00% of (8+9)	\$ -	\$ -	\$ 1,196	\$ 1,046	\$ 1,148	\$ 1,109	\$ -	\$ -	\$ -	\$ -	\$ -	Builder Profit	15.00% of (8)	\$ -	\$ -	\$ 2,190	\$ 1,915	\$ 2,103	\$ 2,032	\$ -	\$ -	\$ -	\$ -	\$ -	<b>Sub-Total (10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,386</b>	<b>\$ 2,961</b>	<b>\$ 3,251</b>	<b>\$ 3,141</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Soft Costs (11) = (9)+(10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,868</b>	<b>\$ 5,132</b>	<b>\$ 5,635</b>	<b>\$ 5,444</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Devpt. Costs (12) = (8)+(11)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,470</b>	<b>\$ 17,900</b>	<b>\$ 19,654</b>	<b>\$ 18,990</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Land Costs @</b>	<b>\$ 85.00 /s.f.</b>	<b>\$ 22,216</b>											<b>CASH FLOWS</b>													<b>Total Cash Flow</b>	<b>\$ (22,216)</b>	<b>\$ -</b>	<b>\$ (20,470)</b>	<b>\$ (1,784)</b>	<b>\$ 4,885</b>	<b>\$ 6,285</b>	<b>\$ 35,222</b>	<b>\$ 36,278</b>	<b>\$ 36,554</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>PROJECT IRR = 18.8%</b>												
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Existing Structures @	\$ 10.00 /s.f.	\$ -	\$ -	\$ 1,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Site Prep./Grading	\$ 2.00 /s.f.	-	-	277	-	294	-	-	-	-	-	-																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	-	-	382	-	405	-	-	-	-	-	-																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Site Development Costs (6)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,205</b>	<b>\$ 868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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Retail / Office @	\$ 125 /s.f.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Residential @	\$ 165,000 /DU	\$ -	\$ -	\$ 9,978	\$ 10,277	\$ 10,585	\$ 10,903	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Parking</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
Surface	\$ 2,800 /Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Podium	\$ 20,000 /Space	\$ -	\$ -	\$ 2,419	\$ 2,491	\$ 2,566	\$ 2,643	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Subterranean	\$ 32,000 /Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Sub-Total (7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,397</b>	<b>\$ 12,769</b>	<b>\$ 13,152</b>	<b>\$ 13,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Total Hard Costs (8) = (6)+(7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,601</b>	<b>\$ 12,769</b>	<b>\$ 14,020</b>	<b>\$ 13,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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A&E	6.00% of (8)	\$ -	\$ -	\$ 876	\$ 766	\$ 841	\$ 813	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Contingency	5.00% of (8)	-	-	730	638	701	677	-	-	-	-	-																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Overhead	5.00% of (8)	-	-	730	638	701	677	-	-	-	-	-																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Taxes / Insurance	1.00% of (8)	-	-	146	128	140	135	-	-	-	-	-																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Sub-Total (9)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,482</b>	<b>\$ 2,171</b>	<b>\$ 2,383</b>	<b>\$ 2,303</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Construction Financing	7.00% of (8+9)	\$ -	\$ -	\$ 1,196	\$ 1,046	\$ 1,148	\$ 1,109	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Builder Profit	15.00% of (8)	\$ -	\$ -	\$ 2,190	\$ 1,915	\$ 2,103	\$ 2,032	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Sub-Total (10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,386</b>	<b>\$ 2,961</b>	<b>\$ 3,251</b>	<b>\$ 3,141</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Total Soft Costs (11) = (9)+(10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,868</b>	<b>\$ 5,132</b>	<b>\$ 5,635</b>	<b>\$ 5,444</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Total Devpt. Costs (12) = (8)+(11)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,470</b>	<b>\$ 17,900</b>	<b>\$ 19,654</b>	<b>\$ 18,990</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>Land Costs @</b>	<b>\$ 85.00 /s.f.</b>	<b>\$ 22,216</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
<b>CASH FLOWS</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
<b>Total Cash Flow</b>	<b>\$ (22,216)</b>	<b>\$ -</b>	<b>\$ (20,470)</b>	<b>\$ (1,784)</b>	<b>\$ 4,885</b>	<b>\$ 6,285</b>	<b>\$ 35,222</b>	<b>\$ 36,278</b>	<b>\$ 36,554</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
<b>PROJECT IRR = 18.8%</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

<sup>1</sup> "in-tract" costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

# Figure 89

## Mid-Corridor: Mixed Use Development Pro Forma

### Alternative 2

Mid Corridor Mixed Use Development

<b>Existing Use(s)</b>		
Land Area	1.00 acres or	43,500 s.f.
Existing Bldg. Area	26,100 s.f.	
<b>Proposed Development</b>		
Land Area	1.00 acres or	43,500 s.f.
<b>Retail Office Mixed Use</b>		
Retail GLA	25,448 s.f.	
Office GLA	- s.f.	
Retail Rent	\$ 30.00 /s.f./Yr. (NNN)	
Office Rent	\$ 24.00 /s.f./Yr. (Modified Gross)	
<b>Parking</b>		
Surface Parking	44 @	\$ 1,800 /space
Subterranean	154 @	\$ 32,000 /space
<b>Residential</b>		
Total For-Sale Units	62	
Unit Size	1,250 s.f.	
Price / S.f.	\$ 325	
Price / Unit	406,250	
<b>Parking</b>		
Podium	- @	\$ 20,000 /space

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Inflation	3.00%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38
<b>INCOME PRODUCTS (Mixed Use)</b>													
<b>Retail</b>													
Occupancy		0%	0%	0%	50%	75%	80%	95%	95%	95%	95%	95%	95%
Occupied GLA (s.f.)		-	-	-	12,724	19,086	20,358	24,175	24,175	24,175	24,175	24,175	24,175
<b>Office</b>													
Occupancy		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupied GLA (s.f.)		-	-	-	-	-	-	-	-	-	-	-	-
<b>FOR SALE PROPERTIES</b>													
<b>Residential Townhomes</b>													
Absorption		-	-	-	23%	23%	26%	28%	-	-	-	-	-
Absorbed Units		-	-	-	14	14	16	17	-	-	-	-	-

<b>REVENUES</b>												
<i>Thousands of Dollars</i>												
<b>Rental Revenues</b>												
Retail	\$ -	\$ -	\$ -	\$ 417	\$ 644	\$ 708	\$ 866	\$ 892	\$ 919	\$ 946	\$ 975	\$ 1,004
Office	-	-	-	-	-	-	-	-	-	-	-	-
<b>Rental Revenues (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 417</b>	<b>\$ 644</b>	<b>\$ 708</b>	<b>\$ 866</b>	<b>\$ 892</b>	<b>\$ 919</b>	<b>\$ 946</b>	<b>\$ 975</b>	<b>\$ 1,004</b>
<b>Sales Revenues</b>												
Sales Proceeds	\$ -	\$ -	\$ -	\$ 6,330	\$ 6,520	\$ 7,592	\$ 8,421	\$ -	\$ -	\$ -	\$ -	\$ -
Less Cost of Sales	5.00%	\$ -	\$ -	\$ (317)	\$ (326)	\$ (380)	\$ (421)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sales Revenues (2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,014</b>	<b>\$ 6,194</b>	<b>\$ 7,212</b>	<b>\$ 8,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>OPERATING EXPENSES</b>												
<i>Thousands of Dollars</i>												
<b>Fixed</b>												
Retail	5.00%	\$ -	\$ -	\$ 21	\$ 32	\$ 35	\$ 43	\$ 45	\$ 46	\$ 47	\$ 49	\$ 50
Office	27.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Expenses (3)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21</b>	<b>\$ 32</b>	<b>\$ 35</b>	<b>\$ 43</b>	<b>\$ 45</b>	<b>\$ 46</b>	<b>\$ 47</b>	<b>\$ 49</b>	<b>\$ 50</b>
<b>Net Operating Income (4)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 396</b>	<b>\$ 612</b>	<b>\$ 673</b>	<b>\$ 823</b>	<b>\$ 847</b>	<b>\$ 873</b>	<b>\$ 899</b>	<b>\$ 926</b>	<b>\$ 954</b>
<b>Adjusted Total Revenues (5) = (4)+(2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,410</b>	<b>\$ 6,806</b>	<b>\$ 7,885</b>	<b>\$ 8,823</b>	<b>\$ 847</b>	<b>\$ 873</b>	<b>\$ 899</b>	<b>\$ 926</b>	<b>\$ 954</b>

<b>DEVELOPMENT COSTS</b>												
<i>Thousands of Dollars</i>												
<b>Site Development</b>												
<b>Demolition</b>												
Existing Structures @	\$ 10.00 /s.f.	\$ -	\$ -	\$ 277	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$ 2.00 /s.f.	-	-	92	-	-	-	-	-	-	-	-
Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	-	-	127	-	-	-	-	-	-	-	-
<b>Site Development Costs (6)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 496</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Hard Costs</b>												
Retail / Office @	\$ 125 /s.f.	\$ -	\$ -	\$ 3,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential @	\$ 137,500 /DU	\$ -	\$ -	\$ 9,044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Parking</b>												
Surface	\$ 1,800 /Space	\$ -	\$ -	\$ 84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Podium	\$ 20,000 /Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subterranean	\$ 32,000 /Space	\$ -	\$ -	\$ 5,234	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total (7)	\$ -	\$ -	\$ -	\$ 18,111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Hard Costs (8) = (6)+(7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,608</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Soft Costs</b>												
A&E	6.00% of (8)	\$ -	\$ -	\$ 1,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)	-	-	930	-	-	-	-	-	-	-	-
Overhead	5.00% of (8)	-	-	930	-	-	-	-	-	-	-	-
Taxes / Insurance	1.00% of (8)	-	-	186	-	-	-	-	-	-	-	-
Sub-Total (9)	\$ -	\$ -	\$ -	\$ 3,163	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Financing	7.00% of (8+9)	\$ -	\$ -	\$ 1,524	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Builder Profit	15.00% of (8)	-	-	2,791	-	-	-	-	-	-	-	-
Sub-Total (10)	\$ -	\$ -	\$ -	\$ 4,315	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Soft Costs (11) = (9)+(10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,478</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Devpt. Costs (12) = (8)+(11)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Land Costs @</b>	<b>\$ 60.00 /s.f.</b>	<b>\$ 2,610</b>										
<b>CASH FLOWS</b>												
<b>Cash Flow Before Sale</b>	\$ (2,610)	\$ -	\$ (26,086)	\$ 6,410	\$ 6,806	\$ 7,885	\$ 8,823	\$ 847	\$ 873	\$ 899	\$ 926	\$ 954
Sale @ Blended Cap. Rate of	7.25%											13,155
Cost of Sale	3%											(395)
<b>Cash Flow After Sale</b>	<b>\$ (2,610)</b>	<b>\$ -</b>	<b>\$ (26,086)</b>	<b>\$ 6,410</b>	<b>\$ 6,806</b>	<b>\$ 7,885</b>	<b>\$ 8,823</b>	<b>\$ 847</b>	<b>\$ 873</b>	<b>\$ 899</b>	<b>\$ 926</b>	<b>\$ 13,714</b>

PROJECT IRR = 11.7%

<sup>1</sup> In-tract costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

**Figure 90**  
**Center: Mixed Use and Urban Live Work Units Pro Forma**  
**Alternative 3**

Center : Mixed Use and Urban Live Work Units													
<b>Existing Use(s)</b>													
Land Area	2.31 acres or	100,500 s.f.											
Existing Bldg. Area	60,300 s.f.												
<b>Proposed Development</b>													
Land Area	2.31 acres or	100,500 s.f.											
<b>Retail Office Mixed Use</b>													
Retail GLA	26,325 s.f.												
Office GLA	420 s.f.												
Retail Rent	\$ 36.00 /s.f./Yr. (NNN)												
Office Rent	\$ 33.00 /s.f./Yr. (Modified Gross)												
<b>Residential</b>													
Townhouses	10												
Unit Size	1,500 s.f.												
Price / S.f.	\$ 420												
Price / Unit	\$ 630,000												
Live Work Units	23												
Unit Size	2,000 s.f.												
Price / S.f.	\$ 350												
Price / Unit	\$ 700,000												
Condos	29												
Unit Size	1,250 s.f.												
Price / S.f.	\$ 420												
Price / Unit	\$ 525,000												
<b>Parking</b>													
Podium	44 @	\$ 20,000 /space											
Surface Parking	60 @	\$ 2,800 /space											
Subterranean	74 @	\$ 32,000 /space											
Tuck Under	42 @	\$ 10,000 /space											
<b>INCOME PRODUCTS (Mixed Use)</b>													
Inflation	3.00%	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Retail</b>													
Occupancy	0%	0%	0%	50%	75%	80%	85%	85%	85%	85%	85%	85%	85%
Occupied GLA (s.f.)				13,163	19,744	21,060	25,009	25,009	25,009	25,009	25,009	25,009	25,009
<b>Office</b>													
Occupancy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupied GLA (s.f.)													
<b>FOR SALE PROPERTIES</b>													
<b>Absorption</b>													
Townhomes	-	-	-	50%	50%								
Live Work	-	-	-	20%	20%	30%	30%						
Condos	-	-	-	20%	20%	30%	30%						
<b>Absorbed Units</b>													
Townhomes	-	-	-	5	5	-	-	-	-	-	-	-	-
Live Work	-	-	-	5	5	7	6	-	-	-	-	-	-
Condos	-	-	-	6	6	9	8	-	-	-	-	-	-
<b>REVENUES</b>													
<b>Rental Revenues</b>													
Retail		\$ -	\$ -	\$ -	\$ 518	\$ 800	\$ 879	\$ 1,075	\$ 1,107	\$ 1,140	\$ 1,175	\$ 1,210	\$ 1,246
Office		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Rental Revenues (1)</b>		\$ -	\$ -	\$ -	\$ 518	\$ 800	\$ 879	\$ 1,075	\$ 1,107	\$ 1,140	\$ 1,175	\$ 1,210	\$ 1,246
<b>Sales Revenues</b>													
Sales Proceeds		\$ -	\$ -	\$ -	\$ 10,709	\$ 11,030	\$ 11,158	\$ 10,030	\$ -	\$ -	\$ -	\$ -	\$ -
Less Cost of Sales	5.00%	\$ -	\$ -	\$ -	\$ (535)	\$ (551)	\$ (558)	\$ (502)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sales Revenues (2)</b>		\$ -	\$ -	\$ -	\$ 10,173	\$ 10,478	\$ 10,600	\$ 9,528	\$ -	\$ -	\$ -	\$ -	\$ -
<b>OPERATING EXPENSES</b>													
<b>Fixed</b>													
Retail	5.00%	\$ -	\$ -	\$ -	\$ 26	\$ 40	\$ 44	\$ 54	\$ 55	\$ 57	\$ 59	\$ 60	\$ 62
Office	27.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Expenses (3)</b>		\$ -	\$ -	\$ -	\$ 26	\$ 40	\$ 44	\$ 54	\$ 55	\$ 57	\$ 59	\$ 60	\$ 62
<b>Net Operating Income (4)</b>		\$ -	\$ -	\$ -	\$ 492	\$ 760	\$ 835	\$ 1,021	\$ 1,052	\$ 1,083	\$ 1,116	\$ 1,149	\$ 1,184
<b>Adjusted Total Revenues (5) = (4)+(2)</b>		\$ -	\$ -	\$ -	\$ 10,665	\$ 11,238	\$ 11,435	\$ 10,550	\$ 1,052	\$ 1,083	\$ 1,116	\$ 1,149	\$ 1,184
<b>DEVELOPMENT COSTS</b>													
<b>Site Development</b>													
<b>Demolition</b>													
Existing Structures @	\$ 10.00 /s.f.	\$ -	\$ -	\$ 640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$ 2.00 /s.f.	\$ -	\$ -	\$ 213	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	\$ -	\$ -	\$ 294	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Site Development Costs (6)</b>		\$ -	\$ -	\$ 1,147	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Hard Costs</b>													
Retail / Office @	\$ 120 /s.f.	\$ -	\$ -	\$ 3,724	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential		\$ -	\$ -	\$ 849	\$ 874	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Townhouses @	\$ 160,000 /DU	\$ -	\$ -	\$ 1,354	\$ 1,395	\$ 1,916	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Live Work @	\$ 140,000 /DU	\$ -	\$ -	\$ 2,154	\$ 2,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Condo @		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking		\$ -	\$ -	\$ 516	\$ 295	\$ 130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Podium	\$ 20,000 /Space	\$ -	\$ -	\$ 54	\$ 57	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Surface Parking	\$ 2,800 /Space	\$ -	\$ -	\$ 845	\$ 854	\$ 376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subterranean	\$ 32,000 /Space	\$ -	\$ -	\$ 127	\$ 127	\$ 68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuck Under	\$ 10,000 /Space	\$ -	\$ -	\$ 9,622	\$ 5,821	\$ 2,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total (7)		\$ -	\$ -	\$ 9,622	\$ 5,821	\$ 2,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Hard Costs (8) = (6)+(7)</b>		\$ -	\$ -	\$ 10,769	\$ 5,821	\$ 2,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Soft Costs</b>													
A/E	6.00% of (8)	\$ -	\$ -	\$ 646	\$ 349	\$ 151	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)	\$ -	\$ -	\$ 538	\$ 291	\$ 126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overhead	5.00% of (8)	\$ -	\$ -	\$ 538	\$ 291	\$ 126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes / Insurance	1.00% of (8)	\$ -	\$ -	\$ 108	\$ 58	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total (9)		\$ -	\$ -	\$ 1,831	\$ 990	\$ 428	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Financing	7.00% of (8+9)	\$ -	\$ -	\$ 882	\$ 477	\$ 206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Builder Profit	15.00% of (8)	\$ -	\$ -	\$ 1,615	\$ 873	\$ 377	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total (10)		\$ -	\$ -	\$ 2,497	\$ 1,350	\$ 583	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Soft Costs (11) = (9)+(10)</b>		\$ -	\$ -	\$ 4,328	\$ 2,339	\$ 1,011	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Devpt. Costs (12) = (8)+(11)</b>		\$ -	\$ -	\$ 15,096	\$ 8,160	\$ 3,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Land Costs @</b>	\$ 100.00 /s.f.	\$ 10,050											
<b>CASH FLOWS</b>													
Cash Flow Before Sale		\$ (10,050)	\$ -	\$ (15,096)	\$ 2,505	\$ 7,713	\$ 11,435	\$ 10,550	\$ 1,052	\$ 1,083	\$ 1,116	\$ 1,149	\$ 1,184
Site @ Blended Cap. Rate of	7.0%												16,913
Cost of Sale	3%												(507)
<b>Cash Flow After Sale</b>		\$ (10,050)	\$ -	\$ (15,096)	\$ 2,505	\$ 7,713	\$ 11,435	\$ 10,550	\$ 1,052	\$ 1,083	\$ 1,116	\$ 1,149	\$ 17,590
<b>PROJECT IRR = 15.0%</b>													

<sup>1</sup> In-tract costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

**Figure 91**  
**Center: High Density Vertical Mixed Use Pro Forma**  
**Alternative 4a**

Center : High Density Vertical Commercial Mixed Use													
<b>Existing Use(s)</b>													
Land Area	1.69 acres or	73,600 s.f.											
Existing Bldg. Area	-	s.f.											
<b>Proposed Development</b>													
Land Area	1.69 acres or	73,600 s.f.											
<b>Retail/Office Mixed Use</b>													
Retail GLA	43,056	s.f.											
Office GLA	122,544	s.f.											
Retail Rent	\$ 45.00	/s.f./Yr. (NNN)											
Office Rent	\$ 42.00	/s.f./Yr. (Modified Gross)											
<b>Parking</b>													
Surface Parking	74 @	\$ 2,800 /space											
Subterranean	691 @	\$ 32,000 /space											
<b>INCOME PRODUCTS (Mixed Use)</b>													
Inflation	3.00%	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>REVENUES</b>													
<b>Rental Revenues</b>													
Retail	Occupancy	0%	0%	0%	50%	75%	80%	95%	95%	95%	95%	95%	95%
	Occupied GLA (s.f.)	-	-	-	21,528	32,292	34,445	40,903	40,903	40,903	40,903	40,903	40,903
Office	Occupancy	0%	0%	0%	50%	75%	80%	90%	90%	90%	90%	90%	90%
	Occupied GLA (s.f.)	-	-	-	61,272	91,908	98,035	110,290	110,290	110,290	110,290	110,290	110,290
<b>Thousands of Dollars</b>													
Retail		\$ -	\$ -	\$ -	\$ 1,059	\$ 1,636	\$ 1,797	\$ 2,198	\$ 2,264	\$ 2,332	\$ 2,402	\$ 2,474	\$ 2,548
Office		\$ -	\$ -	\$ -	\$ 2,812	\$ 4,345	\$ 4,773	\$ 5,531	\$ 5,697	\$ 5,868	\$ 6,044	\$ 6,225	\$ 6,412
Parking		\$ -	\$ -	\$ -	\$ 241	\$ 372	\$ 409	\$ 474	\$ 488	\$ 503	\$ 518	\$ 534	\$ 550
<b>Rental Revenues (1)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,112</b>	<b>\$ 6,353</b>	<b>\$ 6,979</b>	<b>\$ 8,203</b>	<b>\$ 8,449</b>	<b>\$ 8,703</b>	<b>\$ 8,964</b>	<b>\$ 9,233</b>	<b>\$ 9,509</b>
<b>OPERATING EXPENSES</b>													
<b>Fixed</b>													
Retail	% of (1)	5.00%			53	82	90	110	113	117	120	124	127
Office		27.00%			759	1,173	1,299	1,493	1,538	1,584	1,632	1,681	1,731
<b>Total Operating Expenses (3)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 812</b>	<b>\$ 1,255</b>	<b>\$ 1,379</b>	<b>\$ 1,603</b>	<b>\$ 1,651</b>	<b>\$ 1,701</b>	<b>\$ 1,752</b>	<b>\$ 1,804</b>	<b>\$ 1,859</b>
<b>Net Operating Income (4)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,299</b>	<b>\$ 5,098</b>	<b>\$ 5,601</b>	<b>\$ 6,600</b>	<b>\$ 6,798</b>	<b>\$ 7,002</b>	<b>\$ 7,212</b>	<b>\$ 7,428</b>	<b>\$ 7,651</b>
<b>DEVELOPMENT COSTS</b>													
<b>Site Development</b>													
<b>Demolition</b>													
Existing Structures @	\$ 10.00	/s.f.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Relocation Costs	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$ 2.00	/s.f.	\$ -	\$ -	\$ 156	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other In-Tract Costs <sup>1</sup>	\$ 120,000	/acre	\$ -	\$ -	\$ 215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Site Development Costs (6)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 371</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Hard Costs</b>													
Retail / Office @	\$ 135	/s.f.	\$ -	\$ -	\$ 17,129	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Surface	\$ 2,800	/Space	\$ -	\$ -	\$ 142	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subterranean	\$ 32,000	/Space	\$ -	\$ -	\$ 15,257	\$ 8,462	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (7)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,528</b>	<b>\$ 18,041</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Hard Costs (8) = (6) + (7)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,900</b>	<b>\$ 18,041</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Soft Costs</b>													
A&E	6.00% of (8)		\$ -	\$ -	\$ 1,974	\$ 1,082	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)		\$ -	\$ -	\$ 1,645	\$ 902	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overhead	5.00% of (8)		\$ -	\$ -	\$ 1,645	\$ 902	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes / Insurance	1.00% of (8)		\$ -	\$ -	\$ 329	\$ 180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (9)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,593</b>	<b>\$ 3,067</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Construction Financing	7.00% of (8+9)		\$ -	\$ -	\$ 2,694	\$ 1,478	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Builder Profit	15.00% of (8)		\$ -	\$ -	\$ 4,935	\$ 2,708	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (10)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,629</b>	<b>\$ 4,184</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Soft Costs (11) = (9) + (10)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,222</b>	<b>\$ 7,251</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Devpt. Costs (12) = (8) + (11)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,122</b>	<b>\$ 25,291</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Land Costs @</b>	<b>\$ 150.00</b>	<b>/s.f.</b>	<b>\$ 11,040</b>										
<b>CASH FLOWS</b>													
<b>Cash Flow Before Sale</b>			\$ (11,040)	\$ -	\$ (46,122)	\$ (21,992)	\$ 5,098	\$ 5,601	\$ 6,600	\$ 6,798	\$ 7,002	\$ 7,212	\$ 7,428
Sale @ Blended Cap. Rate of	6.5%												\$ 117,705
Cost of Sale	3%												\$ (3,531)
<b>Cash Flow After Sale</b>			<b>\$ (11,040)</b>	<b>\$ -</b>	<b>\$ (46,122)</b>	<b>\$ (21,992)</b>	<b>\$ 5,098</b>	<b>\$ 5,601</b>	<b>\$ 6,600</b>	<b>\$ 6,798</b>	<b>\$ 7,002</b>	<b>\$ 7,212</b>	<b>\$ 7,428</b>
													<b>\$ 121,825</b>
<b>PROJECT IRR = 10.1%</b>													

<sup>1</sup> "in-tract" costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

# Figure 92

## Center: High Density Vertical Mixed Use Pro Forma

### Alternative 4b

Center : High Density Vertical Mixed Use With Commercial and Luxury Residential

<b>Existing Use(s)</b>		
Land Area	1.69 acres or	73,600 s.f.
Existing Bldg. Area	-	s.f.
<b>Proposed Development</b>		
Land Area	1.69 acres or	73,600 s.f.
<b>Retail Office Mixed Use</b>		
Retail GLA	47,840	s.f.
Office GLA	68,080	s.f.
Retail Rent	\$ 45.00 /s.f./Yr. (NNN)	
Office Rent	\$ 42.00 /s.f./Yr. (Modified Gross)	
<b>Residential</b>		
Total For-Sale Units	45	
Unit Size	1,500	s.f.
Price / S.f.	\$ 575	
Price / Unit	862,500	
<b>Parking</b>		
Surface Parking	74 @	\$ 2,800 /space
Subterranean	559 @	\$ 32,000 /space

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Inflation	3.00%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
<b>INCOME PRODUCTS (Mixed Use)</b>												
<b>Retail</b>												
Occupancy	0%	0%	0%	50%	75%	80%	95%	95%	95%	95%	95%	95%
Occupied GLA (s.f.)	-	-	-	23,920	35,880	38,272	45,448	45,448	45,448	45,448	45,448	45,448
<b>Office</b>												
Occupancy	0%	0%	0%	50%	75%	80%	90%	90%	90%	90%	90%	90%
Occupied GLA (s.f.)	-	-	-	34,040	51,060	54,464	61,272	61,272	61,272	61,272	61,272	61,272
<b>FOR SALE PROPERTIES</b>												
<b>Luxury Condos</b>												
Absorption	-	-	-	30%	30%	40%	-	-	-	-	-	-
Absorbed Units	-	-	-	14	14	18	-	-	-	-	-	-

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>REVENUES</b>												
<b>Rental Revenues</b>												
Retail	\$ -	\$ -	\$ -	\$ 1,176	\$ 1,817	\$ 1,997	\$ 2,442	\$ 2,515	\$ 2,591	\$ 2,668	\$ 2,749	\$ 2,831
Office	-	-	-	1,562	2,414	2,652	3,073	3,165	3,260	3,358	3,458	3,562
Parking	-	-	-	134	207	227	263	271	279	288	296	305
<b>Rental Revenues (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,872</b>	<b>\$ 4,438</b>	<b>\$ 4,876</b>	<b>\$ 5,778</b>	<b>\$ 5,952</b>	<b>\$ 6,130</b>	<b>\$ 6,314</b>	<b>\$ 6,503</b>	<b>\$ 6,699</b>
<b>Sales Revenues</b>												
Sales Proceeds	\$ -	\$ -	\$ -	\$ 12,723	\$ 13,105	\$ 17,998	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Cost of Sales	\$ -	\$ -	\$ -	\$ (636)	\$ (655)	\$ (900)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sales Revenues (2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,087</b>	<b>\$ 12,450</b>	<b>\$ 17,098</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>OPERATING EXPENSES</b>												
<b>Fixed</b>												
Retail	5.00%	\$ -	\$ -	\$ 59	\$ 91	\$ 100	\$ 122	\$ 126	\$ 130	\$ 133	\$ 137	\$ 142
Office	27.00%	-	-	422	652	716	830	855	880	907	934	962
<b>Total Operating Expenses (3)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 481</b>	<b>\$ 743</b>	<b>\$ 816</b>	<b>\$ 952</b>	<b>\$ 980</b>	<b>\$ 1,010</b>	<b>\$ 1,040</b>	<b>\$ 1,071</b>	<b>\$ 1,103</b>
<b>Net Operating Income (4)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,392</b>	<b>\$ 3,695</b>	<b>\$ 4,060</b>	<b>\$ 4,826</b>	<b>\$ 4,971</b>	<b>\$ 5,120</b>	<b>\$ 5,274</b>	<b>\$ 5,432</b>	<b>\$ 5,595</b>
<b>Adjusted Total Revenues (5) = (4)+(2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,479</b>	<b>\$ 16,145</b>	<b>\$ 21,158</b>	<b>\$ 4,826</b>	<b>\$ 4,971</b>	<b>\$ 5,120</b>	<b>\$ 5,274</b>	<b>\$ 5,432</b>	<b>\$ 5,595</b>

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>DEVELOPMENT COSTS</b>												
<b>Site Development</b>												
Demolition												
Existing Structures @	\$ 10.00 /s.f.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$ 2.00 /s.f.	-	-	156	-	-	-	-	-	-	-	-
Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	-	-	215	-	-	-	-	-	-	-	-
<b>Site Development Costs (6)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 371</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Hard Costs</b>												
Retail / Office @	\$ 135 /s.f.	\$ -	\$ -	\$ 10,791	\$ 5,985	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential @	\$ 250,000 /DU	\$ -	\$ -	\$ 7,758	\$ 4,303	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking												
Surface	\$ 2,800 /Space	\$ -	\$ -	\$ 142	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subterranean	\$ 32,000 /Space	\$ -	\$ -	\$ 12,339	\$ 6,843	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,030</b>	<b>\$ 17,210</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Hard Costs (8) = (6)+(7)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,401</b>	<b>\$ 17,210</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Soft Costs</b>												
A&E	6.00% of (8)	\$ -	\$ -	\$ 1,884	\$ 1,033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)	\$ -	\$ -	\$ 1,570	\$ 860	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overhead	5.00% of (8)	\$ -	\$ -	\$ 1,570	\$ 860	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes / Insurance	1.00% of (8)	\$ -	\$ -	\$ 314	\$ 172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (9)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,338</b>	<b>\$ 2,926</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Construction Financing	7.00% of (8)+(9)	\$ -	\$ -	\$ 5,511	\$ 3,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Builder Profit	15.00% of (8)	\$ -	\$ -	\$ 4,710	\$ 2,581	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,221</b>	<b>\$ 5,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Soft Costs (11) = (9)+(10)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,559</b>	<b>\$ 8,527</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Devpt. Costs (12) = (8)+(11)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,961</b>	<b>\$ 25,737</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Land Costs @</b>	<b>\$ 150.00 /s.f.</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,040</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>CASH FLOWS</b>												
<b>Cash Flow Before Sale</b>												
Sale @ Blended Cap. Rate of	7.00%	\$ (11,040)	\$ -	\$ (46,961)	\$ (11,258)	\$ 16,145	\$ 21,158	\$ 4,826	\$ 4,971	\$ 5,120	\$ 5,274	\$ 5,432
Cost of Sale	3%	-	-	-	-	-	-	-	-	-	-	\$ (2,398)
<b>Cash Flow After Sale</b>		<b>\$ (11,040)</b>	<b>\$ -</b>	<b>\$ (46,961)</b>	<b>\$ (11,258)</b>	<b>\$ 16,145</b>	<b>\$ 21,158</b>	<b>\$ 4,826</b>	<b>\$ 4,971</b>	<b>\$ 5,120</b>	<b>\$ 5,274</b>	<b>\$ 5,432</b>
												<b>\$ 83,128</b>

PROJECT IRR = 12.0%

<sup>1</sup> "in-tract" costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

Figure 93

Stand Alone Mid-Box Retail with Surface Parking Pro Forma  
Alternative 5

Stand Alone Mid-Box Retail with Surface Parking													
<b>Existing Use(s)</b>													
Land Area	1.10 acres or	48,000 sf											
Existing Bldg. Area	24,000 sf.												
<b>Proposed Development</b>													
Land Area	1.10 acres or	48,000 sf											
Retail GLA	20,000 sf.												
Retail Rent	\$ 27.00 /sf./Yr. (NNN)												
<b>Parking</b>													
Surface Parking	80 @	\$ 2,800 /space											
Subterranean	- @	\$ 32,000 /space											
<b>INCOME PRODUCTS (Mixed Use)</b>													
Inflation	3.00%	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
		1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38
<b>REVENUES</b>													
<b>Rental Revenues</b>													
Retail		\$ -	\$ -	\$ -	\$ 590	\$ 608	\$ 626	\$ 645	\$ 664	\$ 684	\$ 705	\$ 726	\$ 747
<b>Rental Revenues (1)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 590</b>	<b>\$ 608</b>	<b>\$ 626</b>	<b>\$ 645</b>	<b>\$ 664</b>	<b>\$ 684</b>	<b>\$ 705</b>	<b>\$ 726</b>	<b>\$ 747</b>
<b>OPERATING EXPENSES</b>													
<b>Fixed</b>													
Retail	% of (1)	\$ -	\$ -	\$ -	\$ 12	\$ 12	\$ 13	\$ 13	\$ 13	\$ 14	\$ 14	\$ 15	\$ 15
<b>Total Operating Expenses (3)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12</b>	<b>\$ 12</b>	<b>\$ 13</b>	<b>\$ 13</b>	<b>\$ 13</b>	<b>\$ 14</b>	<b>\$ 14</b>	<b>\$ 15</b>	<b>\$ 15</b>
<b>Net Operating Income (4)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 578</b>	<b>\$ 596</b>	<b>\$ 613</b>	<b>\$ 632</b>	<b>\$ 651</b>	<b>\$ 670</b>	<b>\$ 690</b>	<b>\$ 711</b>	<b>\$ 733</b>
<b>DEVELOPMENT COSTS</b>													
<b>Site Development</b>													
<b>Demolition</b>													
Existing Structures @	\$ 10.00 /sf.	\$ -	\$ -	\$ 255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$ 2.00 /sf.	-	-	102	-	-	-	-	-	-	-	-	-
Other In-Tract Costs <sup>1</sup>	\$ 120,000 /acre	-	-	140	-	-	-	-	-	-	-	-	-
<b>Site Development Costs (6)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 497</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Hard Costs</b>													
Retail @	\$ 120 /sf.	\$ -	\$ -	\$ 2,546	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking													
Surface	\$ 2,800 /Space	\$ -	\$ -	\$ 238	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total (7)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,784</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Hard Costs (8) = (6)+(7)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,281</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Soft Costs</b>													
A&E	6.00% of (8)	\$ -	\$ -	\$ 197	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)	-	-	164	-	-	-	-	-	-	-	-	-
Overhead	5.00% of (8)	-	-	164	-	-	-	-	-	-	-	-	-
Taxes / Insurance	1.00% of (8)	-	-	33	-	-	-	-	-	-	-	-	-
<b>Sub-Total (9)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 558</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Construction Financing	7.00% of (8+9)	\$ -	\$ -	\$ 269	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Builder Profit	15.00% of (8)	-	-	492	-	-	-	-	-	-	-	-	-
<b>Sub-Total (10)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 761</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Soft Costs (11) = (9)+(10)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,318</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Devpt. Costs (12) = (8)+(11)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,599</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Land Costs @</b>	<b>\$ 60.00 /sf.</b>	<b>\$ 2,880</b>											
<b>CASH FLOWS</b>													
<b>Cash Flow Before Sale</b>													
Sale @ Blended Cap. Rate of	6.0%	\$ (2,880)	\$ -	\$ (4,599)	\$ 578	\$ 596	\$ 613	\$ 632	\$ 651	\$ 670	\$ 690	\$ 711	\$ 733
Cost of Sale	3%												12,209
<b>Cash Flow After Sale</b>		<b>\$ (2,880)</b>	<b>\$ -</b>	<b>\$ (4,599)</b>	<b>\$ 578</b>	<b>\$ 596</b>	<b>\$ 613</b>	<b>\$ 632</b>	<b>\$ 651</b>	<b>\$ 670</b>	<b>\$ 690</b>	<b>\$ 711</b>	<b>\$ 12,575</b>
<b>PROJECT IRR = 11.0%</b>													

<sup>1</sup> In-tract costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

## Figure 94 2-Storey Big Box and Additional Street Retail Pro Forma Alternative 6

2 Storey Big Box with Subterranean parking

Existing Use(s)		5.74 acres or 125,000 s.f.	250,000 s.f.													
Proposed Development		5.74 acres or 225,000 s.f.	250,000 s.f.													
Retail Rent	\$	34.65 /s.f./Yr. (NNN)														
Parking																
Surface Parking		390 @	\$ 2,800 /space													
Subterranean		510 @	\$ 27,000 /space													
				2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Initiation				3.00%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38
<b>INCOME PRODUCTS (Mixed Use)</b>																
<b>Retail</b>																
Occupancy		0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Occupied GLA (s.f.)		-	-	-	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	
<b>REVENUES</b>																
<i>Thousands of Dollars</i>																
<b>Rental Revenues</b>																
Retail		\$ -	\$ -	\$ -	\$ 8,519	\$ 8,775	\$ 9,038	\$ 9,309	\$ 9,588	\$ 9,876	\$ 10,172	\$ 10,478	\$ 10,792			
<b>Rental Revenues (1)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,519</b>	<b>\$ 8,775</b>	<b>\$ 9,038</b>	<b>\$ 9,309</b>	<b>\$ 9,588</b>	<b>\$ 9,876</b>	<b>\$ 10,172</b>	<b>\$ 10,478</b>	<b>\$ 10,792</b>			
<b>OPERATING EXPENSES</b>																
<i>Thousands of Dollars</i>																
<b>Fixed</b>																
Retail	% of (1)	5.00%	\$ -	\$ -	\$ -	\$ 426	\$ 439	\$ 452	\$ 465	\$ 479	\$ 494	\$ 509	\$ 524	\$ 540		
<b>Total Operating Expenses (3)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 426</b>	<b>\$ 439</b>	<b>\$ 452</b>	<b>\$ 465</b>	<b>\$ 479</b>	<b>\$ 494</b>	<b>\$ 509</b>	<b>\$ 524</b>	<b>\$ 540</b>			
<b>Net Operating Income (4)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,093</b>	<b>\$ 8,336</b>	<b>\$ 8,586</b>	<b>\$ 8,844</b>	<b>\$ 9,109</b>	<b>\$ 9,382</b>	<b>\$ 9,664</b>	<b>\$ 9,954</b>	<b>\$ 10,252</b>			
<b>DEVELOPMENT COSTS</b>																
<i>Thousands of Dollars</i>																
<b>Site Development</b>																
<b>Demolition</b>																
Existing Structures @	\$	10.00 /s.f.	\$ -	\$ 1,326	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Relocation Costs	\$	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Site Prep./Grading	\$	2.00 /s.f.	-	530	-	-	-	-	-	-	-	-	-	-	-	
Other In-Tract Costs <sup>1</sup>	\$	120,000 /acre	-	731	-	-	-	-	-	-	-	-	-	-	-	
<b>Site Development Costs (6)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,587</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Hard Costs</b>																
Retail @	\$	125 /s.f.	\$ -	\$ 29,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Parking																
Surface	\$	2,800 /Space	\$ -	\$ 1,159	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sub	\$	27,000	\$ -	\$ 14,609	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sub-Total (7)			\$ -	\$ 56,859	\$ 6,242	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Hard Costs (8) = (6)+(7)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 59,446</b>	<b>\$ 6,242</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Soft Costs</b>																
A&E		6.00% of (8)	\$ -	\$ 3,567	\$ 374	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Contingency		5.00% of (8)	-	2,972	312	-	-	-	-	-	-	-	-	-	-	
Overhead		5.00% of (8)	-	2,972	312	-	-	-	-	-	-	-	-	-	-	
Taxes / Insurance		1.00% of (8)	-	594	62	-	-	-	-	-	-	-	-	-	-	
Sub-Total (9)			-	10,106	1,061	-	-	-	-	-	-	-	-	-	-	
Construction Financing		7.00% of (8)+(9)	\$ -	\$ 4,869	\$ 511	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Builder Profit		15.00% of (8)	-	8,917	936	-	-	-	-	-	-	-	-	-	-	
Sub-Total (10)			\$ -	\$ 13,786	\$ 1,447	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Soft Costs (11) = (9)+(10)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,891</b>	<b>\$ 2,509</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total Devpt. Costs (12) = (8)+(11)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,338</b>	<b>\$ 8,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Land Costs @</b>		<b>\$ 85.00 /s.f.</b>	<b>\$ 21,250</b>													
<b>CASH FLOWS</b>																
<b>Cash Flow Before Sale</b>																
Sale @ Blended Cap. Rate of	6.0%	\$ (21,250)	\$ -	\$ (83,338)	\$ (657)	\$ 8,336	\$ 8,586	\$ 8,844	\$ 9,109	\$ 9,382	\$ 9,664	\$ 9,954	\$ 10,252	170,871		
Cost of Sale	3%														\$ (5,126)	
<b>Cash Flow After Sale</b>		<b>\$ (21,250)</b>	<b>\$ -</b>	<b>\$ (83,338)</b>	<b>\$ (657)</b>	<b>\$ 8,336</b>	<b>\$ 8,586</b>	<b>\$ 8,844</b>	<b>\$ 9,109</b>	<b>\$ 9,382</b>	<b>\$ 9,664</b>	<b>\$ 9,954</b>	<b>\$ 10,252</b>	<b>\$ 175,997</b>		
<b>PROJECT IRR = 10.6%</b>																

<sup>1</sup> In-tract costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

**Figure 95**  
**2-Storey Retail with Podium Parking Pro Forma**  
**Alternative 7**

2-Storey Retail With Surface and Podium Parking											
<b>Existing Use(s)</b>											
Land Area	0.69 acres or	30,000 s.f.									
Existing Bldg. Area	15,000 s.f.										
<b>Proposed Development</b>											
Land Area	0.69 acres or	30,000 s.f.									
Retail GLA	25,500 s.f.										
Retail Rent	\$	28.80 /s.f./Yr. (NNN)									
<b>Parking</b>											
Surface Parking	19 @	\$ 2,800 /space									
Podium	70 @	\$ 20,000 /space									
<b>INCOME PRODUCTS (Mixed Use)</b>											
Inflation	3.00%	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
		1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30
<b>REVENUES</b>											
<b>Rental Revenues</b>											
Retail		\$ -	\$ -	\$ -	\$ 522	\$ 620	\$ 724	\$ 833	\$ 858	\$ 884	\$ 910
Occupancy		0%	0%	0%	65%	75%	85%	95%	95%	95%	95%
Occupied GLA (s.f.)		-	-	-	16,575	19,125	21,675	24,225	24,225	24,225	24,225
<b>OPERATING EXPENSES</b>											
<b>Fixed</b>											
Retail	5.00%	\$ -	\$ -	\$ -	\$ 26	\$ 31	\$ 36	\$ 42	\$ 43	\$ 44	\$ 46
<b>DEVELOPMENT COSTS</b>											
<b>Site Development</b>											
<b>Demolition</b>											
Existing Structures @	\$	10.00 /s.f.	\$ -	\$ 159	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Prep./Grading	\$	2.00 /s.f.	-	64	-	-	-	-	-	-	-
Other In-Tract Costs <sup>1</sup>	\$	120,000 /acre	-	88	-	-	-	-	-	-	-
<b>Hard Costs</b>											
Retail @	\$	130 /s.f.	\$ -	\$ -	\$ 3,517	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking											
Podium	\$	20,000		1,485							
Surface	\$	2,800 /Space	\$ -	\$ -	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subterranean	\$	32,000 /Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Soft Costs</b>											
A&E	6.00% of (8)	\$ -	\$ -	\$ 322	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	5.00% of (8)	-	-	268	-	-	-	-	-	-	-
Overhead	5.00% of (8)	-	-	268	-	-	-	-	-	-	-
Taxes / Insurance	1.00% of (8)	-	-	54	-	-	-	-	-	-	-
<b>CASH FLOWS</b>											
<b>Cash Flow Before Sale</b>											
Sale @ Blended Cap. Rate of	6.0%	\$ (2,550)	\$ -	\$ (7,528)	\$ 496	\$ 589	\$ 687	\$ 791	\$ 815	\$ 840	\$ 865
Cost of Sale	3%										
<b>Cash Flow After Sale</b>											
		\$ (2,550)	\$ -	\$ (7,528)	\$ 496	\$ 589	\$ 687	\$ 791	\$ 815	\$ 840	\$ 865

PROJECT IRR = 9.9%

<sup>1</sup> 'In-tract' costs include infrastructure costs, impact fees and entitlement fees

Source: Economics Research Associates

## Fiscal Impact of Alternative Development Scenarios

In this analysis, the term “Fiscal Impact” is defined as the net annual fiscal revenue or cost to the city’s general fund during the first stable year of operations (as defined as full project absorption) of the proposed development alternatives. ERA previously discussed the mythology to establish costs at an EDU basis (as presented in Section II). The fiscal impact presented in this section takes into account anticipated general fund revenues, less the projected costs. The revenue per EDU has been adjusted to evaluate the estimated impacts of the alternative development scenarios. ERA has separately estimated the sales and property tax generated by project. Consequently, the sales and property tax has been removed from the general fund revenues. Similarly, as presented in Figure 96, ERA removed other sources of general fund revenue that will not increase with the addition of new housing or employees in the City.

**Figure 96**  
**Adjusted Revenue per EDU**  
**2007**

	Hawthorne	Redondo Beach	Torrance
Total General Fund Revenues	50,299,066	66,827,383	153,217,503
Sales Tax	(7,764,639)	(10,339,000)	(40,707,000)
Property Tax	(3,815,000)	(16,435,000)	(30,692,000)
Revenue from Use of Money or Property	(2,575,000)	(1,256,880)	(2,325,358)
Other Revenue	(1,637,500)	(1,256,004)	(8,757,087)
<u>Total Adjusted General Fund Revenue</u>	<u>34,506,927</u>	<u>37,540,499</u>	<u>70,736,058</u>
<b>Estimated Adjusted Revenue per EDU</b>	<b>\$1,039</b>	<b>\$1,137</b>	<b>\$1,025</b>

Notes

-1- As per the City's 2006/2007 Budget, Total Adjusted City General Fund Expenditures divided by EDU

Source: Economics Research Associates

Several other key assumptions are at the basis of this fiscal impact analysis:

- All projections are made assuming full absorption of the project, as provided Figures 87 – 95;
- New households income levels are estimated at a set ratio (.25) based on residential sales price;
- The amount of retail spending per household is set by income group per the Bureau of Labor Statistics Consumer Expenditure Study (2006);
- ERA estimates that 30 percent of all new household spending will occur within the City of residence;

- In scenarios 1 -3 and 4B, ERA estimates that 30 percent of retail sales will be “net new” to the City. The associated employment spending is calculated in all scenarios based on typical spending patterns previously discussed in Section II. In these scenarios, ERA assumes that the average sales per square foot will equal \$300;
- In scenarios 5 and 6, mid-box and big box retailers, ERA estimates that 45 percent of retail sales will be “net new” to the City. In these scenarios, ERA assumes that the average sales per square foot will equal \$500;
- Net assessed value of the projects, used to estimate property tax, is the individual projects’ construction cost plus land acquisition costs less the current land’ s assessed value (estimated at \$30 per square foot in all scenarios); and
- ERA did not consider the loss of property tax based on a development potentially locating within a redevelopment area.

Using the development alternatives evaluated in the cities of Redondo Beach, Torrance and Hawthorne, Figure 97 presents a summary of the fiscal impacts of development. As presented, two of the nine alternatives return negative net fiscal impacts to the city. Alternative 1B, which is strictly a high density housing development, yielded a cost to the city. Similarly, Alternative 3 also yielded a negative impact to the City of analysis due to its heavy housing component. The largest fiscal benefit came under Scenario 6, a big-box retail development.

While the fiscal circumstances of each city influences the fiscal impact of the alternative development scenarios, several general conclusions can be drawn based on this fiscal impact analysis. First, in order for density to provide a positive fiscal impact for the cities analyzed, each project must contain high value housing. The high incomes required to purchase such housing are likely going to have more disposable income that will in turn provide fiscal benefit for the city via sales tax. Additionally, higher priced residential will have a higher associated property tax value which will increase the city’ s general fund. Second, the ability for cities to attract the new retail dollars from the new households is important. ERA assumes that 30 percent of all new household spending will occur within the city.

However, if the actual amount falls below 30%, the relative cost per new EDU will increase. On the other hand, if a city can increase the capture above 30 percent of new household retail spending, it will positively affect the fiscal impact of the development. Currently, there are large retail centers in neighboring South Bay cities that can be expected to attract a high percentage of the retail spending created by new housing developments in the cities analyzed. Finally, all scenarios assume five percent vacancy for retail uses. While

this is an industry norm for retail development, it is important to carefully consider the retail portion of a mixed use project before development. As noted in the pro forma analysis of hypothetical scenarios, a developer can attain its required return through the residential component of the mixed use development alone. If the proposed retail is not properly developed, the retail may not reach full occupancy and fiscal benefit, in terms of sales tax, will be negatively affected.

**Figure 97**  
**Fiscal Impact Matrix**  
**Alternatives 1 – 7**

	Alternative 1A	Alternative 1B	Alternative 2	Alternative 3	Alternative 4A	Alternative 4B	Alternative 5	Alternative 6	Alternative 7
<b>Project Equivalent Dwelling Unit</b>									
Residential Dwelling Units	114	228	62	62	0	45	0	0	0
Employment Equivalent Dwelling Units (1)	331	0	19	19	143	121	14	158	19
<b>Total Equivalent Dwelling Units</b>	<b>445</b>	<b>228</b>	<b>81</b>	<b>81</b>	<b>143</b>	<b>166</b>	<b>14</b>	<b>158</b>	<b>19</b>
<b>General Fund Revenues</b>									
Pro-Rata Revenues @ City EDU (2)	\$505,747	\$259,334	\$83,987	\$83,461	\$162,704	\$188,960	\$15,924	\$179,145	\$21,431
Sales & Use Tax (3)	\$99,389	\$37,629	\$28,757	\$32,577	\$6,400	\$55,813	\$30,626	\$513,489	\$23,022
Property Tax (4)	\$375,370	\$181,136	\$56,005	\$48,656	\$159,048	\$161,595	\$11,969	\$209,774	\$18,191
<b>Total Annual General Fund Revenues</b>	<b>\$980,507</b>	<b>\$478,099</b>	<b>\$168,749</b>	<b>\$164,694</b>	<b>\$328,153</b>	<b>\$406,368</b>	<b>\$58,520</b>	<b>\$902,408</b>	<b>\$62,644</b>
<b>General Fund Expenditures</b>									
Pro-Rata Expenditures @ City EDU (5)	\$936,310	\$480,116	\$115,505	\$180,762	\$301,221	\$349,830	\$29,481	\$331,659	\$39,676
<b>Total Annual General Fund Expenditures</b>	<b>\$936,310</b>	<b>\$480,116</b>	<b>\$115,505</b>	<b>\$180,762</b>	<b>\$301,221</b>	<b>\$349,830</b>	<b>\$29,481</b>	<b>\$331,659</b>	<b>\$39,676</b>
<b>Net Annual Impact to the General Fund</b>	<b>\$44,196</b>	<b>(\$2,017)</b>	<b>\$53,244</b>	<b>(\$16,068)</b>	<b>\$26,932</b>	<b>\$56,538</b>	<b>\$29,039</b>	<b>\$570,749</b>	<b>\$22,968</b>

Notes

- (1) Based on 450 or 500 square feet per employee
- (2) Figure 96
- (3) Based on development programs
- (4) Net assessed value (AV) less estimated AV
- (5) Figures 4, 7, 12

Source: Economics Research Associates