

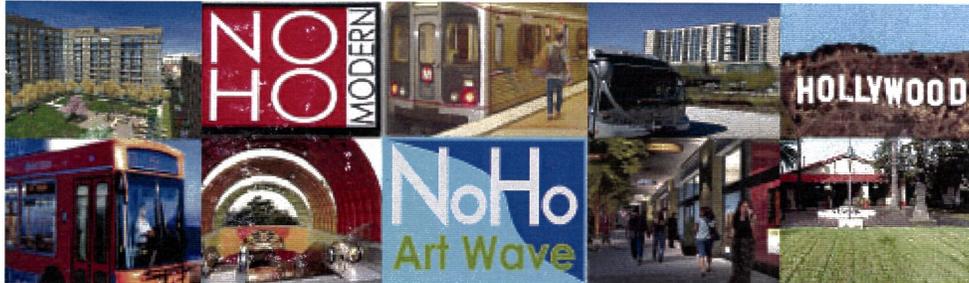
RESPONSE TO  
REQUEST FOR PROPOSAL

Development of Metro-Owned Parcels in North Hollywood  
North Hollywood, California

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May 18, 2007

Prepared for:  
Los Angeles County Metropolitan Transportation Authority  
&  
Community Redevelopment Agency of the City of Los Angeles



Prepared by:



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Suite 900  
Los Angeles, California  
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# TABLE OF CONTENTS

## SECTION 1 EXECUTIVE SUMMARY

A. Lowe Team .....	1
B. Key Attributes.....	2
C. Project Plan .....	4
D. Ground Lease Economics.....	7
E. Financing Commitments & Strategy.....	7
F. Economic Benefits.....	7
G. Community & Public Spaces .....	8

## SECTION 2 ORGANIZATIONAL PROFILE

A. Lowe Team .....	9
B. Company Profile.....	9
C. Lowe Bios.....	12
D. AC Martin Bios.....	17
E. Miriam Lehrer Bio .....	19
F. Latham & Watkins Bios .....	20
G. Economic Research Associates Bios .....	22
H. Brightworks Bios .....	23

## SECTION 3 DEVELOPMENT PLAN

A. Project Site and Location .....	25
B. Development Summary .....	26
C. Narrative and Illustrative Descriptions.....	27
D. Adjacent Property .....	32
E. Community Components.....	32
F. Architectural Guidelines and Design Character .....	33
G. Program Summary .....	34
H. Phasing Summary.....	36
I. Government Actions or Approvals Necessary .....	37
J. Affordable Housing Component.....	39
K. Sustainability .....	39
L. Architectural Exhibits .....	42

## SECTION 4 FINANCIAL CAPACITY

A. Commitments.....	46
B. References.....	48
C. Financial Statements & Bankruptcy History .....	49
D. Litigation History .....	49

## TABLE OF CONTENTS (CONT)

<b>SECTION 5</b>	<b>MARKET ASSESSMENT</b>	
	A. Area Overview .....	47
	B. Office Market .....	50
	C. Retail Market .....	52
	D. Residential Market.....	54
<b>SECTION 6</b>	<b>FINANCIAL PROPOSAL</b>	
	A. Financial Compensation to Metro.....	57
	B. Ground Lease Terms .....	58
	C. Summary.....	60
	D. Transit Parking .....	61
<b>SECTION 7</b>	<b>FINANCING STRATEGY</b>	
	A. Description & Method by Phase and Product .....	62
	B. Equity & Debt .....	62
<b>SECTION 8</b>	<b>FINANCIAL ANALYSIS</b>	
	A. Financial Results.....	64
	B. Detailed Project Budget.....	65
	C. Anticipated Revenue.....	66
	D. Capital Sources & Uses .....	67
	E. Pretax Project Proforma (Metro) .....	68
	F. Economic Benefits.....	69
<b>SECTION 9</b>	<b>ORGANIZATION &amp; MANAGEMENT PLAN .....</b>	<b>70</b>
<b>SECTION 10</b>	<b>IMPLEMENTATION SCHEDULE.....</b>	<b>73</b>



1

EXECUTIVE SUMMARY





**“This project presents an opportunity for us to utilize our diverse development experience to create a dynamic urban environment that will compliment the rich diversity, history, and culture of NoHo and leave a lasting impact in our own backyard.”**

**Thomas W. Wulf, Lowe Enterprises**  
**Babak Ziai, Lowe Enterprises**

## 1. EXECUTIVE SUMMARY

Lowе Enterprises Real Estate Group (“Lowе”) is pleased to present this proposal to the Los Angeles County Metropolitan Transportation Authority (“Metro”) and the Community Redevelopment Agency of the City of Los Angeles (“CRA/LA”) for the joint development of the Metro-owned parcels (“Project Site”) in the NoHo Arts District of North Hollywood.

It is our understanding that Metro and the CRA/LA are seeking a strategic development plan for the area defined as the Project Site, which consists of four separate parcels adjacent to the Metro Red Line and Orange Line North Hollywood Stations. Lowе presents the attached conceptual master plan, which will lead to the signature development of the Project Site with over 1.7 million square feet of development. Through this single master plan defined over multiple phases, Lowе proposes to deliver a new integrated development for the 15.6-acre site entitled the “NoHo Art Wave”. The overall plan, as proposed, will deliver approximately 190,000 square feet of retail, entertainment and community uses, 1,000,000 square feet of office and 560 residential units (approximately 515,000 square feet) to the NoHo Arts District. Implementing the development in multiple phases will allow for the highest probability for success of the NoHo Art Wave.

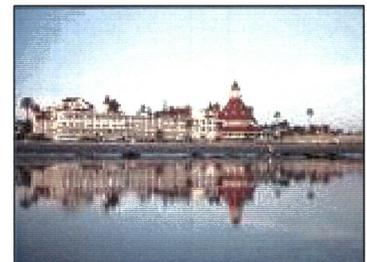
Economically the \$687 million development will provide Metro with ground lease payments on a 20-year net present value basis exceeding \$57.8 million. Minimum Base Rent per year has been established at 9.25% of net land value or \$10,822,500. The NoHo Art Wave will additionally create in excess of a projected \$1 million annually in additional tax and license fee revenue as well as 2,873 new permanent jobs.

Lowе Enterprises, based here in Los Angeles has assembled a team uniquely suited to develop this project in partnership with Metro and CRA/LA. Principals of Lowе Enterprises, AC Martin Partners (“AC Martin”) and Latham and Watkins have extensive experience in similar Los Angeles development projects and in working with cities and private ventures to achieve development plans that meet their community goals. Furthermore, the Lowе team has worked together on other successful development projects.

**Lowе Enterprises** is an award winning, nationally recognized real estate firm with experience developing commercial, residential and hospitality properties ([www.LowеEnterprises.com](http://www.LowеEnterprises.com)). Our name is associated with several well-known California landmarks including the famous Hotel del Coronado in Coronado, the Marineland property in Rancho Palos Verdes, and the Transamerica Building in San Francisco. Lowе is widely acclaimed for product diversity unparalleled in the industry. Over the last two years alone the company has financed and completed over \$2 billion in real estate development projects. Lowе will be the Master Developer for the Project Site.

*“It is important to us that we operate our business under high ethical standards treating people in a fair and consistent manner, really thinking about the long term investments that make a positive contribution to the communities in which we operate.”*

Robert J. Lowе  
Chairman & Chief Executive Officer  
Lowе Enterprises



Hotel Del Coronado  
Coronado, CA



Northrop Grumman  
Colorado Springs Campus  
Colorado Springs, CO

## A. THE LOWE TEAM

The Lowe Team is distinguished by: (1) our proven development record on government projects, (2) our successful team member/consultant history on past projects of similar size and technical complexity, (3) our expertise in the financing of sophisticated facilities that involve public-private agreements, and (4) our locally based team of dedicated and dependable associates. Collectively, The Lowe Team possesses exceptional qualifications to design, entitle, construct, and operate, a comprehensive, master planned development in North Hollywood. Furthermore, our development will be a model of sustainable LEED certified design that will exceed Metro and CRA/LA objectives and become a high standard of quality development for the North Hollywood Project Area.

As Master Developer, Lowe Enterprises has assembled a dynamic team uniquely qualified to partner with Metro and CRA/LA on the joint development of the Project Site. The Lowe Team is a collaboration of like minded professionals who have chosen to work with each other in this endeavor because of a shared vision that this team will produce a new and dynamic environment in North Hollywood.

Principal team members include the following:

**AC Martin Partners** will be a sub-consultant firm to Lowe Enterprises. Celebrating 100 years in the business, also based here in Los Angeles, AC Martin has successfully bridged the gap between the private and public sector needs in a manner that achieves the objectives of both. The architects and designers at AC Martin have built a portfolio of quality urban planning and design projects that have won the affinity of their neighbors while contributing to the commercial success of their developers and their communities. AC Martin will lead the architectural design and engineering aspects of the project.

**Latham and Watkins** will be a sub-consultant firm to Lowe Enterprises. At the forefront of land use, project development and finance, Latham & Watkins has been counsel to some of the world's largest and most complex projects.

A complete summary and resumes of team members is included in Section 2, Organizational Profile.

## B. KEY TEAM ATTRIBUTES

Key attributes of The Lowe Team are highlighted below:

### Proven Development and Financing Record

- Lowe Enterprises has a proven record as a financially strong and responsible developer in public/private joint ventures. Over its 35-year history as a privately-owned, vertically-integrated real estate development, management, and investment company, Lowe Enterprises has developed, acquired, or managed more than \$8.5 billion of real estate assets.



City Vista  
Washington, DC



Verizon Wireless  
Irvine, CA



Howard Hughes Center  
Los Angeles, CA

- Lowe’s development portfolio includes over 12 million square feet of completed commercial projects with another 5.3 million square feet totaling almost \$2 billion in the pipeline.

**Significant Team Local Experience**

- Lowe has been operating in the Southern California market for over 35 years. Lowe is currently developing Terranea, a master planned mixed-use hotel and luxury resort in Rancho Palos Verdes and has a portfolio of Los Angeles assets that includes the BOMA (Building Owners and Managers Association) award-winning Grand Avenue Courtyard in El Segundo, Encino Financial Center, and the 6<sup>th</sup> and Alameda Wholesale Distribution Center in Downtown.
- Members of the Lowe Team are active in many significant Los Angeles developments. We understand the entitlement process and can pursue optimum value for the development activities.
- The primary Lowe Team members are local, Los Angeles firms with significant local, regional and national experience in architecture, engineering, land use, sustainability, commercial brokerage and construction.



Chandler Commons  
Chandler, AZ

**Extensive Team Government Experience**

- Lowe has completed public/private ventures, build-to-suits and leases with a variety of Government entities including the University of California, San Diego, District of Columbia, Brea Olinda School District, City of Azusa, and GSA.
- AC Martin has completed master plans and designed major government facilities for the City and County of Los Angeles, the Los Angeles Police Department and Cal State University in Los Angeles.



Fluor Daniel  
Aliso Viejo, CA

**Commitment to Design Excellence**

- The Lowe Team is committed to achieving design excellence in the execution of the mixed use development while meeting the following goals:
  - Creation of a master plan which will continue the NoHo Arts District revitalization
  - Enhancement of transit-oriented location with increased density of uses, while,
  - Maintaining sensitivity to surrounding existing uses and working to integrate those into the master plan.

**Sustainable and Energy Efficient Design Credentials**

- The Lowe Team includes Brightworks, an energy and sustainability consultant, which specializes in energy modeling, including financial incentives, Title 24 and LEED achievement and documentation.
- The Lowe Team has committed a significant effort to sustainable and energy efficient design and has included a goal of not only meeting the LEED certification requirement mandated by Metro, but possibly exceeding those levels for new construction.
- The Lowe Team includes LEED Accredited Professionals in development, construction, design, engineering, consulting and contracting.



GSA Bureau of Public Debt  
Parkersburg, WV

**Award Winning Team Record**

- The combined experience of The Lowe Team spans thousands of acres of land development, millions of square feet of office, retail and commercial construction and over 3,500 new housing units.
- Lowe Enterprises was selected as the 2002 NAIOP (National Association of Industrial and Office Properties) National Developer of the Year and is the recipient of many local, regional and national awards including several BOMA Buildings of the Year.
- The Lowe Team has strong pre-existing relationships and a history of success with many past projects completed as was indicated in the prior Request for Qualifications submittal.



Sony Music  
Santa Monica, CA

**C. DEVELOPMENT PLAN**

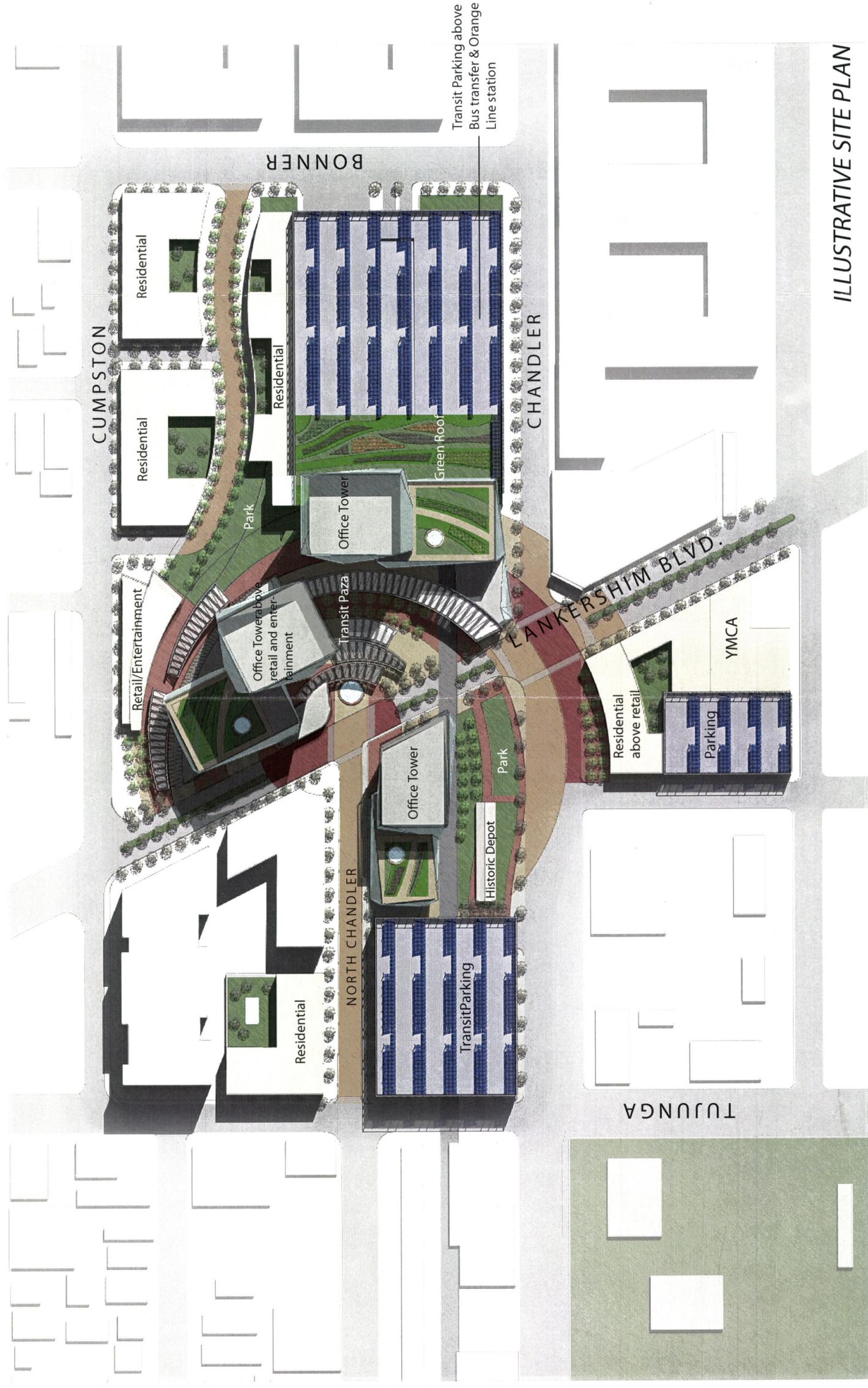
Lowe’s vision for the NoHo Art Wave is to create a master plan for the development of the entire project area and then develop this plan in distinct phases. Lowe recommends this market-based phased approach to create a vibrant, integrated, mixed-use office, retail and residential environment while balancing the significant time and capital it will take to achieve the goal. Lowe also desires for the CRA/LA to retain its current momentum in the NoHo Arts District in North Hollywood. The CRA/LA, in projects such as NoHo Commons, has made significant progress in its redevelopment. By creating a strategic plan with phased components, we intend to seize upon this momentum and continue the development of an integrated transit-oriented development in North Hollywood.

Metro’s primary objectives for the joint development of the Project Site are to 1) create a transit-oriented development that a) enhances and increases transit ridership; b) provides transportation-related services and conveniences; c) enhances the transfer connection between rail passengers to bus and other transportation services; and d) is pedestrian-oriented; 2) sponsor a project that generates economic development benefits such as quality jobs and fiscal revenues to the local area and the City of Los Angeles; 3) create a project that responds to the social and design context of the local community; and 4) achieve transit, land use, economic development and urban planning goals while providing at a minimum a financial return equal to the current and future fair market value of the offering.

The CRA/LA’s objective is to foster a development that 1) includes a mix of uses that will continue the revitalization of the North Hollywood Redevelopment Project Area, in general, and the NoHo Arts District in particular; 2) strengthens the identity of the NoHo Arts District as a destination area and cultural attraction; 3) achieves the highest level of quality in terms of urban and architectural design; 4) generates economic development benefits such as job opportunities and fiscal revenues to the local area and the City of Los Angeles; and 5) promotes development that conforms to the North Hollywood Urban Design Guidelines.



Univision  
Los Angeles, CA



ILLUSTRATIVE SITE PLAN



The proposed mix of densities and uses totaling 1.72 million square feet were determined by The Lowe Team based upon extensive market and development experience, and represents, in our estimation, the best opportunity to complete the strategic development plan as outlined by Metro. The plan has been studied with respect to the financial, office, retail and housing markets. The compilation of this vision leads to the development of the strategic plan and proposed phases, the culmination of which will result in a comprehensive, master planned transit-oriented development with medium-density housing, re-energized retail, an office campus and an enhanced entertainment district for the NoHo Arts District.

It is important to emphasize that the development plan presented by The Lowe Team establishes our recommendation of the balanced and optimal mix of uses while maintaining Metro's vision for the property. However, in terms of maximum value, current market conditions dictate the highest and best use for the property to favor residential development over commercial uses. Should Metro and CRA/LA favor an increase in residential uses above the presented Lowe program, The Lowe Team is prepared to further investigate alternative options.

#### **D. GROUND LEASE ECONOMICS**

In summary, The Lowe Team is presenting a comprehensive ground lease transaction structure highly responsive to metro's request which provides Metro with the following components of revenue:

- A \$541,125 Option Rent payment per year from the date of approval of the Exclusive Negotiation Agreement until the execution of the Joint Development Agreement and Ground Lease.
- A \$1,082,250 Entitlement Rent payment per year from the date of the execution of the Joint Development Agreement and Ground Lease until entitlement approvals.
- A \$2,164,500 Holding Rent payment per year from the date of entitlement approvals and the earlier of the minimum dates or the completion of construction for each phase.
- A \$10,822,500 Minimum Base Rent payment per year from the earlier of the minimum dates or the completion of construction for each phase.
- Additionally, The Lowe Team will share the "upside" with Metro and have proposed both Percentage Rent and Profit Participation upon achieving specified performance hurdles for the proposed development.
- Overall the present value of total ground rent over a 20 year period at a 9.25% discount rate exceeds \$57.8 million.

#### **E. FINANCING COMMITMENTS & STRATEGY**

The development of the NoHo Art Wave master plan will be funded with an equity commitment from the **Lowe Urban Infill Fund**, an expected \$1 billion investment fund which focuses exclusively on large-scale, urban infill development and investment. Additional funding for the development will be secured through traditional debt/construction financing mechanisms. Additionally, Lowe will work closely with Metro to further investigate other, or alternative public financing options in order to maximize the economic return and ground rent payable to Metro.

#### **F. ECONOMIC BENEFITS**

Additionally, in making the NoHo Art Wave a reality, The Lowe Team will create substantial economic benefits to the City of Los Angeles from the execution of a \$687 million development program. Included within the response is a report from Economics Research Associates, which projects the total economic impact of the development. The NoHo Art Wave will create an annualized average of 519 construction jobs over its 78-month construction period and 2,873 permanent new positions.

Additionally once the project has reached stabilized operations; it will generate \$1.7 million in annual tax increment (TIF) revenues dedicated for the Agency's Housing Set-Aside Fund, and \$6.9 million annually in unrestricted TIF revenues. The unrestricted TIF revenues would support debt service on a bond of \$62-to-\$69 million (rough estimate).

The project is also projected to generate \$254,800 in annual sales tax revenues from the on-site retail and restaurant businesses and \$535,800 in annual business license fees. Finally, the project's construction activity, the ongoing operations of businesses located in the project and the consumer spending activities of project residents will produce positive indirect impacts within the greater economy of the City of Los Angeles. ERA projects that these indirect impacts will generate sales tax revenues averaging \$59,300 per year over the 78 months of construction, and by stabilized operations, indirect sales tax revenues will total \$196,900 per year.

## G. COMMUNITY & PUBLIC SPACES

Finally, The Lowe Team has initiated a series of significant discussions with stakeholders in the local community. Lowe takes a "hands-on" approach to development and has begun the process in NoHo. The development of the NoHo Art Wave includes a proposed new East Valley YMCA to serve the community as well as public spaces to support the NoHo Arts and Theater Business Collaborative. We believe these efforts will continue to support the positive growth of the NoHo Arts District. In addition, the public outdoor spaces include gathering places, pocket parks, and outdoor entertainment. These are all vital to a successful and well received development program.

The Lowe Team is focused on partnering with Metro and the CRA/LA to develop the Metro-owned parcels while achieving and exceeding the objectives of both parties, meeting market demand needs and generating the highest residual value for the property.

Lowe was founded in Los Angeles, maintains our national office here, and our team members make this their home. The team is committed to making our collective home a better place in which to live, to work, to shop and to play. The Lowe Team looks forward to working together to realize and implement our vision for the NoHo Art Wave.

**ORGANIZATIONAL  
PROFILE**

2

ORGANIZATIONAL PROFILE



## 2. ORGANIZATIONAL PROFILE

### A. THE LOWE TEAM

As Master Developer, Lowe has assembled a dynamic team uniquely qualified to partner with the Metro on the development of the Metro-owned parcels. The Lowe Team has extensive experience with similar development projects and in working with government agencies to achieve their goals and objectives. Included in this section are company profiles and key personnel bios of development team members for Lowe Enterprises, AC Martin Partners and Latham and Watkins and economics research associates and Brightworks. Principal team members for this submission include the following:

<u>Team Member</u>	<u>Primary role</u>
Lowe Enterprises	Master Developer/Commercial
AC Martin Partners, Inc.	Master Architect/Commercial
Togawa Smith Martin Residential, Inc.	Residential Architect
Mia Lehrer and Associates	Landscape Architect
Latham and Watkins, LLP	Land Use Attorney
Economics Research Associates	Financial Advisory
Brightworks	Sustainability Advisor
Swinerton Builders	General Contractor

### B. COMPANY PROFILE

Lowe Enterprises, Inc. is a diversified, vertically integrated, national real estate organization active in commercial, hospitality and residential property investment, management and development. Founded in 1972 by Chairman and CEO Robert J. Lowe, the firm has an executive staff of 250 and a total employment of over 8,000. Lowe is headquartered here in Los Angeles and maintains regional offices in Irvine, Sacramento, San Francisco, Portland, Phoenix, Denver, and Washington, D.C. Lowe is privately owned by a group of forty three (43) employee shareholders.

The Mission of Lowe Enterprises is to serve our clients and investors by generating maximum value from real property assets, to provide our customers with the highest level of services, to provide our associates with rewarding career opportunities and to contribute to the communities in which we operate. We believe the best way to fulfill this Mission is to have congruent interests with our clients and investors, and to maintain direct responsibility for each property and for the services provided to our customers. Accordingly, Lowe applies its proven capabilities to the acquisition, financing, development, management, marketing and disposition of real property.

The firm operates through three wholly owned divisions:

- Lowe Enterprises Real Estate Group directs the investment, development and property management of the firm's commercial, mixed use and residential projects throughout the U.S.; including the development of more than \$1 billion of commercial project underway.



Terranea  
Palos Verdes, CA



Ocean Ridge  
San Diego, CA



Estancia Hotel and Spa  
La Jolla, CA

- Lowe Enterprises Investors directs the Company's capital and investment activities, including more than \$3 billion in real estate assets for a list of investment clients that include public pension funds, insurance companies, international institutions and high net worth investors and;
- Lowe Hospitality Group is responsible for its hotel and resort investment, development and management activities. Its hospitality management subsidiary, Destination Hotels and Resorts, was recently ranked the fifth largest independent hotel management company in the U.S. by a leading hospitality industry publication. Its development subsidiary, Lowe Destination Development, currently has \$2 billion of resort and planned community projects underway.



Owings Mill  
Baltimore, MD

Since its inception, Lowe has been responsible for developing and managing over \$8 billion in assets nationwide. The firm's executives are experienced in a wide array of property types. Their backgrounds include investment, management, development, finance, law, property management, marketing, planning, and construction. Virtually all of its senior executives have extensive hands-on experience working at the property level. Lowe's organizational philosophy is to combine highly experienced executives with diverse disciplines into management teams tailored to the special needs of its clients and projects. This matrix of property type expertise and professional training has enabled the firm to outperform the market in several real estate cycles.



The Exchange  
Hawthorne, CA

The depth and breadth our team's collective experience with public/private ventures, corporate campus build-to-suits, government build-to-suits and the local City of Los Angeles entitlement processes, makes us uniquely qualified to serve as Master Developer. Three of our most recent public / private partnerships include The Estancia La Jolla Conference Center and Hotel with the University of San Diego, and the award winning Brea Place, Brea, CA, a mixed-use partnership with the Brea-Olinda School District, and the City Vista mixed-use development with the District of Columbia.

Our project teams are experienced in coordinating with numerous community and stakeholder groups. These include financing, environmental remediation, historical building sensitivity, hazardous material demolition and coordination with various stakeholders (Army Corp of Engineers, California Coastal Commission, and Department of Toxic Substance Control, and EPA). Special interest groups are just some of the complex issues managed by our team on these and other projects.

#### **Collaborative Approach**

Our approach is quite simple, select the most qualified associates to manage the project, support them with senior, highly experienced executives, provide them with the most cost effective capital tailored for this project, and empower them to make decisions. Our project team is compensated on performance, which includes annual goals tied to the business plan and profit participation.



601 New Jersey  
Washington, D.C.

**Types of Products Developed**

Lowe's product type diversity is unequalled in the real estate industry. This diversity has allowed the company to prosper during all phases of the real estate cycle. Lowe has developed master planned communities, office, R&D, industrial, retail, hotel, golf, resort, residential and mixed-use properties throughout the United States.

**Land Development**

Lowe has been involved in thousands of acres of master planned communities over its thirty five (35) year history with approximately eleven thousand (11,000) acres with a combined value in excess of \$750 million in seven projects currently under development.

**Vertical Development**

Lowe has over \$2.2 billion of completed development projects with approximately \$2.5 billion of commercial and hotel/resort and planned community properties currently under development.

**Number of Years in Business**

Thirty-five (35) years.

**Geographical Range of Activities**

Major markets in the United States of America.

**Ownership Structure**

Private company owned by forty three (43) employee shareholders.

**Size of Firm**

Executive staff of two hundred fifty (250) and a total employment of over seven thousand five hundred (7,500).

**Volume of Business**

Lowe has 9.5 million square feet of commercial properties and over 8,000 hotel rooms currently under management totaling in excess of \$3 billion. Lowe also has 7 million square feet of commercial properties, 1,700 hotel rooms and 11,000 acres of master planned communities currently under development valued in excess of \$1 billion. Additionally, Lowe has five discretionary investment funds that will acquire close to \$1 Billion in income producing properties in 2007.

**Distinguishing Achievements**

Lowe has been selected for a number of awards and achievements over its thirty five (35) years and was the National Association of Industrial and Office Properties (NAIOP) Developer of the Year in 2002.

**Corporate Headquarters**

Los Angeles, California.

**Regional and project offices**

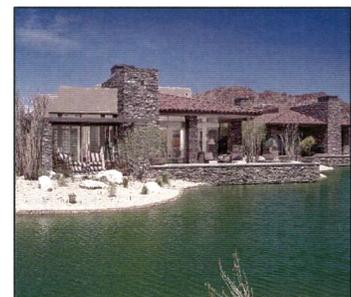
San Diego, Irvine, Denver, San Francisco, Portland, Sacramento, Washington D.C., Phoenix.



Specialty Labs  
Valencia, CA



Arboretum Courtyard  
Santa Monica, CA



The Reserve  
Indian Wells, CA



**“The difference between a great project and a mediocre one is in the meshing of the thousands of details in a unified fashion. It takes the spirit of the passionate intellect to tie them together; to interweave the kit of parts and personalities towards a successful completion”**

*The Lowe Team*

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**C. LOWE ENTERPRISES EXECUTIVE BIOS**  
**DEVELOPMENT**



**RICHARD G. NEWMAN**

**PRESIDENT, WESTERN UNITED STATES**

Richard G. Newman, Jr., President of the Western U.S. is responsible for all commercial property acquisitions, development and asset management and operations. He is a member of the National Association of Industrial and Office Properties and Chair of its Los Angeles Community Enhancement Committee, an executive member of the Los Angeles Commercial Real Estate Association and a member of the Urban Land Institute. Education: Stanford University, BS; Massachusetts Institute of Technology, MS



**THOMAS W. WULF**

**SENIOR VICE PRESIDENT**

Shareholder and Senior Vice President responsible for commercial property acquisitions and development management in Southern California. Recently Mr. Wulf completed the Exchange, a 1.8 million square foot mixed-use development in Hawthorne, California. Mr. Wulf also directed the development of the 210,000sf, three building office campus at Calabasas Commerce Center and the 140,000sf, Santa Monica located, Arboretum Courtyard. He is a member of Urban Land Institute, the International Council of Shopping Centers, and currently serves on the Executive Board of Directors of the USC Architectural Guild. Education: University of Southern California, B Arch; University of Southern California, MRED.

Mr. Wulf will be the primary development manager responsible for the North Hollywood Development.



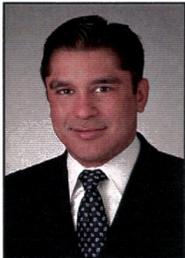
**MILES HUBER**

**SENIOR VICE PRESIDENT**

Senior Vice President of Lowe Enterprises Real Estate Group, responsible for Multi-Family development and operations for the Western Region. From 2003 to 2006, Mr. Huber was Vice President of Infill Development for Pulte Homes responsible for all for sale multifamily infill developments in Southern California. From 1997 to 2003, Mr. Huber was Vice President for Archstone Smith acquiring and developing large luxury apartment communities in the Bay Area. From 1990 to 1997 he worked as Project Director for Catellus Development in Los Angeles working on Union Station entitlements and the MTA and MWD office towers and transportation oriented development projects. Education: University of Wisconsin, BS in Urban Geography; MS in Real Estate.

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## DEVELOPMENT



### **J. ALBERTO LEMUS**

#### **SENIOR VICE PRESIDENT**

Senior Vice President for Lowe Enterprises Real Estate Group responsible for expanding Lowe's mixed use development and redevelopment in urban markets. Previously, he was co-founder and Senior Vice President of Telscape Communications, a Hispanic communications firm. Mr. Lemus continues to serve as a board member and advisor to the firm. Education: University of California, Los Angeles BA; Stanford Graduate School of Business, MBA.



### **BABAK ZIAI**

#### **ASSISTANT VICE PRESIDENT**

Mr. Ziai is responsible for supporting the acquisition and development of commercial and residential mixed-use properties in Southern California. Mr. Ziai was previously an Associate in LEREG and facilitated over \$200 million in commercial property acquisitions in the Western United States. Mr. Ziai is a member of the International Council of Shopping Centers and the National Association of Industrial and Office Properties where he is active in its Young Professionals Group. Education: University of California, Los Angeles, BA; University of Southern California, MRED

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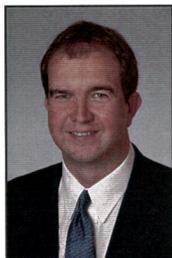
**FINANCE**



**MICHAEL H. LOWE**

**EXECUTIVE VICE PRESIDENT AND CHIEF INVESTMENT OFFICER**

Responsible for coordinating the firms' national investment activities including investments made by the firm on its own account, as well as for its investment clients and partners. His responsibilities include developing investment strategies, structuring both individual investments and investment programs and identifying new capital partners. He is an active member of the Urban Land Institute and the Los Angeles Commercial Realty Association. Education: Stanford University, BA; Stanford University Graduate School of Business, MBA



**CHRISTOPHER M. HARAHAH**

**SENIOR VICE PRESIDENT**

Christopher M. Harahan, Senior Vice President of Lowe Enterprises responsible for the placement and completion of the company's project-level debt financing activities, and management of lender relationships. Previously, Mr. Harahan was a Vice President with Sonnenblick-Eichner Company. He is a licensed California salesperson and a member of the Urban Land Institute, the International Council of Shopping Centers and the Mortgage Bankers Association.

Education: University of Southern California, BS, MRED; Pepperdine University, MBA



**PETER O'KEEFFE**

**SENIOR VICE PRESIDENT**

Senior Vice President of Corporate Finance of Lowe Enterprises responsible for arranging debt capital for investment and development projects as well as overseeing Lowe's treasury function, corporate financing and banking relationships. Previously, Mr. O'Keeffe was Vice President of Citicorp in New York. Mr. O'Keeffe is a member of the board of the American Red Cross of Greater Los Angeles.

Education: Bucknell University, BA; Boston University, MBA

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## CONSTRUCTION



### **GORDON HOWE**

#### **SENIOR VICE PRESIDENT**

Senior Vice President of Lowe Enterprises responsible for physical and environmental due diligence activities for all commercial and hospitality property acquisitions. Mr. Howe has extensive experience in new and renovated construction projects, having worked for a construction management company as well as several prominent general contractors. He has been involved with the management and construction of projects totaling over \$250 million. He is a licensed California general contractor. Education: California Polytechnic State University, BS.



### **DAVID SONDEREGGER**

#### **SENIOR VICE PRESIDENT**

David Sonderegger has been involved in over 3.5 million square feet of construction projects, including the 1.4 million square foot Howard Hughes Center in Los Angeles, The Exchange, a 1.8 million square foot mixed-use development in Hawthorne and the 200,000 square foot Specialty Labs Headquarters in Valencia CA. His more recent activities include the recently completed 75,000 square foot Ocean Ridge office building in San Diego, The Vista at Rancho Bernardo, a planned three-building 270,000 square foot office project in San Diego and renovation of a 315,000 square foot office building in Portland. David has been a key member of the development and construction team for over 8 years and has helped champion the successful construction of many high profile development projects. Education: California State University, Long Beach, BS

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## OPERATIONS



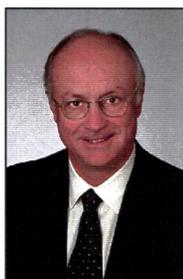
### **LYNDA S. COOK**

#### **SENIOR VICE PRESIDENT**

Shareholder of Lowe Enterprises and Senior Vice President of Lowe Enterprises Real Estate Group oversees the operations of all commercial properties in the Western U.S. Previously, Ms. Cook was an asset manager for a residential investment company. She is Past- President of the Orange County Chapter of the Institute of Real Estate Management and a member of Building Owners and Managers Association, National Association of Industrial and Office Properties, and the International Council of Shopping Centers. Ms. Cook is a Certified Property Manager. Education: University of California at Irvine, BA; MBA

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## SENIOR LEADERSHIP



### **ROBERT LOWE**

#### **FOUNDER, DIRECTOR, CHAIRMAN OF THE BOARD AND CHIEF EXECUTIVE OFFICER**

Mr. Lowe is Chairman of the Board of Trustees of the Los Angeles Metropolitan YMCA; Chairman of the Board of Directors the Real Estate Roundtable; Trustee of Claremont McKenna College and past Chairman of the Board; Chairman and Co-Founder of the Lowe Institute of Political Economy of Claremont McKenna College; and Director of the Los Angeles Area Chamber of Commerce. Mr. Lowe is past Chairman of the New Los Angeles Marketing Partnership; past member of the California Economy Strategy Panel; and past Director and member of the Executive Committee of the Economic Development Corporation of Los Angeles County. Mr. Lowe's honors include City of Hope "Spirit of Life" Award, 2000; National Entrepreneur of the Year for Real Estate and Construction, 1997; and Los Angeles Mayor's "City of Angeles" Award, 1996. Education: Claremont McKenna College, BA cum laude; Stanford University MBA.



### **ROBERT WEEKLEY**

#### **PRESIDENT**

Director of Lowe Enterprises and President of Lowe Enterprises Residential Division. While with Lowe, Mr. Weekley has been responsible for residential and master planned community development and asset management projects. He has developed and/or managed over \$500 million of various types of residential development including planned communities, resorts, land, single-family homes, townhomes, condominiums, apartments, high-rise condominiums and mobile home parks, in California and throughout the United States. Previously, he was President and Co-Founder of American Western Communities, a Southern California development company. Education: Southern Methodist University, BA; Harvard Business School, MBA

## D. AC MARTIN BIOS



### **RICHARD W. THOMPSON, AIA, AICP**

#### **PRINCIPAL-IN-CHARGE, PLANNING & URBAN DESIGN**

As Director of Urban Design and Planning, Mr. Thompson has an extensive background in planning, urban design, and architecture with over twenty-five years in the design and management of a wide range of award-winning projects throughout the United States and abroad. He is widely recognized as a leader in creative problem solving with multi-disciplinary teams and in reaching consensus with user and/or community-based participatory planning processes. Prior to joining AC Martin Partners, Mr. Thompson was cofounder and design principal for twenty years at Archiplan urban design collaborative, which, over the years, developed a well-earned reputation for its innovative planning and urban design strategies under his leadership. Education: Harvard Graduate School of Design, Master of Architecture in Urban Design; Virginia Polytechnic Institute, Bachelor of Architecture; Massachusetts Institute of Technology, Graduate Studies in Urban Planning and Transportation.



### **DAVID C. MARTIN, FAIA**

#### **PRINCIPAL-IN-CHARGE, DESIGN, RETAIL & OFFICE**

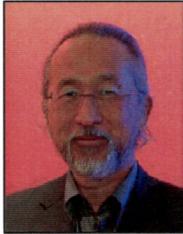
Mr. Martin is an award-winning designer who has been involved in major design projects on an international basis. Regardless of the location, his designs are sensitive and responsive to the local community and the context of the surrounding neighborhood. Education: Columbia University, Master of Architecture; University of Southern California, Bachelor of Architecture.



### **CHRISTOPHER C. MARTIN, FAIA**

#### **PLANNING ADVISOR**

Christopher C. Martin is the third generation leader of one of Southern California's oldest planning, architecture and engineering firms. His architectural work has contributed to the economic vitality of downtown Los Angeles, and as a civic leader, he has devoted a significant portion of his time to critical issues facing the city. He has spear headed a number of innovative planning efforts, including the concept for a Los Angeles Government Center, which will be the second largest government center in the U.S. after Washington D.C. Mr. Martin was a founding member of the Los Angeles Business Improvement District (BID), an idea that he helped initiate at the Central City Association. This BID is now the largest in the country, and has improved street cleanliness, maintenance, friendliness, and safety for property owners, residents, and visitors. He championed the need to restore and update, rather than merely seismically retrofit, Los Angeles City Hall, which recently reopened as a vibrant seat of local government. Education: University of Southern California, Bachelor of Science, Architecture.

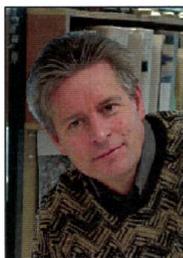


## **GLENN TOGAWA, AIA**

**PRINCIPAL-IN-CHARGE, RESIDENTIAL DESIGN**

**TOGAWA SMITH MARTIN RESIDENTIAL**

Mr. Togawa contributes a high standard of design as principal for all of Togawa Smith Residential's projects. Throughout his career, Mr. Togawa's projects have received a number of awards for design excellence, including numerous Gold Nugget Awards from the Pacific Coast Builders Conference for high-density multi-family projects. Mr. Togawa's creative approach to design combined with his ability to communicate effectively with clients and agencies have proven an invaluable tool for the integration of critical design data. Education: University of Southern California, Bachelor of Architecture.



## **CRAIG O'CONNOR, LEED® AP**

**SENIOR PROJECT PLANNER**

Mr. O'Connor is an urban planner and geographer with more than 20 years of planning experience in Southern California centered on campus master plans, facility plans/programming, specific plans, design guidelines, transit projects and environmental analysis. Education: California State Polytechnic University, Pomona, Master of Urban Planning; California State University, Northridge, Bachelor of Arts, Geography.



## **OSCAR MORAN**

**PLANNER/DESIGNER**

Mr. Moran is a Planner and Urban Designer with AC Martin Partners. He has participated in various projects that include Campus Planning, Transit Oriented Development, Student Housing, and Community Planning. Having worked as a professional in the U.S. and abroad, Mr. Moran brings a perspective to his planning practice that is aware of inclusiveness, multi-culturalism, and the dynamics between global and local issues. Prior to joining AC Martin Partners, he worked as Planner at the University of Southern California Center for Economic Development, and as Researcher at the National Housing Institute of Mexico. Education: University of Southern California, Master of Urban Planning; Universidad Iberoamericana/ITESO, Bachelor of Architecture; Technical University of Berlin, Graduate Studies in Urban Design and Planning.

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## E. MIRIAM LEHRER BIO



### Miriam "Mia" Gutfreund Lehrer, ASLA

#### MIA LEHRER + ASSOCIATES

Internationally acclaimed landscape designer, Mia Lehrer is the founding principal of the Los Angeles firm, Mia Lehrer + Associates. Born in San Salvador, El Salvador, Ms. Lehrer received her Master of Landscape Architecture from the Graduate School of Design at Harvard University. Following her education Ms. Lehrer established a base of valuable experience by working on large-scale public projects such as the World Bank Coastal Zone Project in El Salvador, as well as small, intimate gardens for residential clients. Today she is internationally recognized for her progressive landscape designs – unique amalgamations of graphic configurations, found objects, architectural pottery, and rich textures – and her advocacy for environmentally sensitive and people-friendly public space.

Ms. Lehrer leads the ML+A office through the design and development of a diverse range of ambitious public and private projects that include large urban parks, such as the expansive Baldwin Hills Park Master Plan; historic renovation projects such as the courtyards at Union Station in Los Angeles; challenging commercial projects like the outdoor plaza at the Capital Records building in Hollywood, and residential projects that vary in scale and context.

Committed to her community and profession, Ms. Lehrer is actively involved in several organizations. She is on the Board of Directors at TreePeople and the Collage Dance Theater. She is a member of the International Federation of Landscape Architects, American Society of Landscape Architects, Hollywood Design Review Committee, and has served on the Harvard Graduate School of Design Alumni Council. Ms. Lehrer often lectures, traveling as far as Brazil and China to share her insights and philosophy on public landscape design.

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## F. LATHAM AND WATKINS EXECUTIVE BIOS

LATHAM & WATKINS LLP



### GEORGE J. MIHLSTEN

#### PARTNER

George Muhlsten has substantial experience in real estate transactions and in securing regulatory approvals for large scale development projects. Projects on which he has advised include studios, resorts, office complexes, mixed use projects, hospitals, high-rise condominium projects, shopping centers, residential projects and sports facilities. Mr. Muhlsten has served on a number of task forces dealing with issues such as housing policies, transportation policies, permit streamlining and environmental review processes.

Specific projects for which Mr. Muhlsten has had primary responsibility, including coordination of transactional issues for each project, include the following:

- The \$350 million, 20,000 seat Staples Center arena, home of the NBA's Los Angeles Lakers, the NBA's Los Angeles Clippers and the NHL's Los Angeles Kings
- Negotiations with the Coliseum Commission/City of Los Angeles and the City of Anaheim for a new NFL stadium on behalf of the NFL
- The Disney Resort Specific Plan on behalf of The Walt Disney Company, a master plan for a Disneyland and Disney's California Adventure in Anaheim, California
- Master Plan for Cedars Sinai Medical Center in Los Angeles, California
- Master Plan for Universal City on behalf of Universal
- Approvals for the redevelopment of the former ABC Entertainment Center in Century City, including the new 800,000 square foot 2000 Avenue of the Stars project
- Approvals for the 40 story Sun America tower in Century City on behalf of JMB Realty
- Sale of the Ahmanson Ranch property to the State of California on behalf of Washington Mutual
- Complex regulatory approvals for Playa Vista, one of the largest infill urban projects in Los Angeles, near Marina del Rey

Education: University of Southern California, JD, MBA, BS



## **E. MICHAEL NYTZEN**

### **SENIOR LAND USE PROJECT MANAGER**

Michael Nytzen is a Senior Land Use Project Manager in the Los Angeles office of Latham & Watkins. He joined the firm in June, 1988. Mr. Nytzen handles a range of environmental and land use matters including: preparing and processing environmental documents and land use entitlements, managing and coordinating technical consultants, coordinating with elected officials and staff, government departmental staff and community interest groups. In addition, he works with local, county and state representatives on proposed legislation affecting development. Representative projects for which Mr. Nytzen has had a significant role in obtaining approvals include the following:

- The 10,260 seat, 300,000 square foot Galen Center and Athletic Pavilion at the University of Southern California, home of the USC Trojans basketball and volleyball teams;
- The 2000 Avenue of the Stars office building, a 770,000 square foot Class “A” office building, on the site of the former ABC Entertainment Center in Century City, California;
- The \$350 million, 20,000 seat Staples Center arena, home of the Los Angeles Lakers, Los Angeles Clippers and Los Angeles Kings, located in Los Angeles, California;
- The HEALTHSOUTH Training Center, a public ice skating complex and the practice site for the Los Angeles Kings, Lakers, and Sparks, located in El Segundo, California;
- The \$60 million restoration of the historic 129-room Hotel Casa Del Mar in Santa Monica, California;
- A 385,300 square foot graduate school campus and 185,000 square feet of infill development at Pepperdine University’s Malibu campus;
- A 500,000 square foot animation studio for DreamWorks SKG in Glendale, California;
- A 700,000 square foot master plan for Cedars-Sinai Medical Center in Los Angeles, California;
- A 400,000 square foot new hospital building and a 75,000 square foot state of the art medical research building for Childrens Hospital Los Angeles;
- Major renovations of the Westfield Topanga regional shopping center in Warner Center, California, and the Sherman Oaks Galleria regional shopping center in Sherman Oaks, California.

Prior to joining Latham & Watkins in 1988, Mr. Nytzen was an Assistant Planner and Zoning Engineer for the City of El Segundo and an Assistant Planner for the City of Long Beach. Mr. Nytzen is a graduate of Occidental College, receiving an A.B. in Urban Studies in 1985.

Education : A.B., Occidental College, 1985



**MICHAEL WRIGHT**

**PRINCIPAL**

Michael Wright has considerable experience as it relates to financial and economic modeling of large-scale, mixed-use and multi-phased development. Michael was previously a Managing Director of Grubb & Ellis’s Public/Private Consulting Practice Group based in Los Angeles. He brings over 15 years of experience in public/private development and real estate consulting. His expertise includes market demand and financial feasibility analysis, fiscal and economic impact assessments, as well as asset management and property disposition analysis. He has provided analysis and transaction strategy for ground lease negotiations; joint development strategies for transit properties, strategic planning for entertainment/retail developers, master planned communities, urban revitalization and large-scale commercial products. Michael has responsibility for ERA’s real estate practice based in California and will provide advisory services for The Lowe Team.

## H. BRIGHTWORKS EXECUTIVE BIOS



### SCOTT LEWIS, LEED ACCREDITED PROFESSIONAL

#### FOUNDER AND PRINCIPAL OF BRIGHTWORKS

One of the leading providers of green building and sustainability consulting services in the western US Brightworks currently supports over 50 projects and more than 10 million square feet of space in development in Oregon, California, and Washington. Brightworks projects include the first LEED Gold-certified condominium project (The Henry), the first LEED Gold US Courthouse (Wayne L. Morse US Courthouse, Eugene, OR) and a 400,000 sf medical office and lab building anticipating LEED Platinum certification in late 2006.

Brightworks portfolio includes LEED green building programs for over 15 highrise projects, and dozens of higher education, institutional, commercial and industrial projects.

Brightworks also provides comprehensive sustainability strategy consulting for large organizations including Oregon Health Science University and University of California, Santa Barbara.

Scott has conducted LEED workshops and trainings for large architecture and engineering firms, and is the author of the Succeed at LEED series in Environmental Design and Construction magazine. Scott also provides sustainability coaching services through the Oregon Natural Step Network, helping organizations strengthen their understanding of sustainability, and training them in methods of integrating principles of sustainability more deeply into their organizational mission and operations.

Scott has led advanced LEED process trainings and workshops on integrating LEED and The Natural Step sustainability framework to hundreds of participants in Los Angeles, San Francisco, Portland, Spokane, Seattle, Denver and Vancouver BC including two workshops at the US Green Building Council annual conference (Greenbuild).

#### Education:

Stanford Law School - JD -1984

Colorado College - BA - 1981 (honors)

Graduate, Harvard Business School Executive Education - Corporate Governance

National Outdoor Leadership School – Semester in the Rockies



## CHRIS GAGE

### SUSTAINABILITY ADVISOR

#### Sustainability Advisor

- Projects include Smith's Block, 4011 Building, Pacific University (HPC & NSH), Block 30 - Meriwether
- Database work: Researching and developing web-based LEED project management tool.

#### **Office of Sustainable Development**

Portland, OR (July 2003 – February 2004)

#### Green Building Research Assistant

- Responsible for all phases of design and development of an on-line database to promote and facilitate green building products and services.
- Contributed to site planning charrettes for Zenger Farms and Opal Creek Visitor Center to produce ecological master plans for sustainable land use and development
- Organized and reported data for Portland's food waste quantities for municipal food composting program

Education:

**Portland State University** – Masters of Urban and Regional Planning – 2006, Environmental specialization

**University of Idaho** – Bachelor of Science – 1993, Information Systems



## NICOLE WOLTERS

### SUSTAINABILITY ADVISOR

#### Sustainability Advisor

- LEED program manager and green building advisor, facilitating integrated design strategies for building design and construction teams
- Projects include Bellevue Towers, The Civic, 1900 Morrison, The Westerly, The Nines, Washington State University Compton Union Building, Pacific University New Student Housing Phase II (Oregon and Washington)
- Water Audit, Oregon Health and Science University - Pilot project for a major healthcare facility in Portland, Oregon. Duties included assisting with the development, field assessment, statistical analysis, and report preparation

Education:

**Portland State University**, Urban and Regional Planning. MS. Candidate, 2007

**Oregon State University**, Fisheries Science and Watershed Ecology. B.S., 1999

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## B. DEVELOPMENT SUMMARY

The proposed development program is summarized as follows:

<u>Development Component</u>	<u>Size / Square Footage</u>	<u>Number of Units</u>
<b>Commercial Office</b>		
Tower 1	459,800 SF	
Tower 2	352,000 SF	
Tower 3	199,800 SF	
<b>Total Office</b>	<b>1,011,600 SF</b>	
<b>Retail/Entertainment</b>		
Destination/Entertainment	40,000 SF	
Restaurant/Food Service	24,000 SF	
Entertainment	27,000 SF	
Fitness	24,900 SF	
Family Restaurants	12,000 SF	
Specialty Service	8,000 SF	
Local/Neighborhood	14,300 SF	
Neighborhood Service	7,300 SF	
<b>Total Retail</b>	<b>157,500 SF</b>	
<b>Residential Apartments</b>		
Rental Apartments	438,760 SF	478 Units
Rental Apartment (Affordable)	77,100 SF	84 Units
<b>Total Residential</b>	<b>515,860 SF</b>	<b>562 Units</b>
<b>Community Component</b>		
NoHo Arts	4,500 SF	
YMCA	30,560 SF	
<b>Total Community</b>	<b>35,060 SF</b>	
<b>Parking</b>		
Transit Parking		1,500 Stalls
Parking		4,700 Stalls
<b>Total Parking</b>		<b>6,200 Stalls</b>
<b>Grand Total</b>	<b>1,720,000 SF</b>	<b>562 Units 6,200 Stalls</b>

### C. NARRATIVE AND ILLUSTRATIVE DESCRIPTIONS

In conjunction with the Metro and the CRA/LA, the Lowe team proposes that a new approximately 1.72 million square foot mixed-use activity center – called *NOHO ART WAVE* be created around the North Hollywood Metro Red and Orange Line stations. This new activity center is envisioned as a balanced mix of civic, entertainment, commercial and residential uses integrated with the nexus of Metro transit facilities associated with the North Hollywood Metro Red Line and Orange Line stations.



At the heart of this urban vision lies a spiraling pedestrian promenade and open space network radiating from the transit portal and linking entertainment, restaurants, shops, a series of community live theaters, a public park and paseos that lead to and from adjoining residential neighborhoods, a reconfigured bus layover area and a parking structure for use by transit patrons and visitors to the NoHo Art Wave development. This circular promenade defined in part by a series of overhead trellises and periodic canopy trees will become a major daytime and evening landmark feature creating a central focal point around the transit plaza for the new development and the NoHo Arts District. The public space defined by this promenade will serve not only as the central focal point of public transit transfer but also as a gathering place for the Arts district, providing outdoor space for festivals and other public events. On the east side of Lankershim, the NoHo Art Wave promenade will be further enlivened with overhead image boards and live digital projection screens visible to

passengers entering and exiting the transit portal. In its entirety the Art Wave promenade will be reflected along both sides of Lankershim Blvd. through paving and landscape patterns knitting together the plazas, retail facilities, the art house theaters, and public park planned for Parcel 1. On the west side of Lankershim, the Art Wave promenade will essentially replace the public sidewalk along Lankershim connecting the planned office towers, historic train station and proposed residential, office and retail buildings.



Building from the Metro transit portal the NoHo Art Wave envelops the visitor, site tenant, and resident alike in the lively and dynamic atmosphere. This active integration along the wave is the heart to the entertainment and retail component on Parcel 1. Drawing upon the interaction with the visitors, daytime users and residents, the wave includes three full-service, sit-down restaurants. These are expected to include both an upscale eatery such as PF Chang's or Cheesecake Factory, as well as family style eateries such as California Pizza Kitchen, BJ's or Island's. This balanced mix of options is further enhanced by a series of quick-service type restaurants and eateries focused along the wave. Creating an additional anchor at the wave The Lowe Team envisions multiple entertainment event retailers such as Dave & Busters or Lucky Strike (bowling). Further enhancing the NoHo arts district the wave will seek to include a comedy club user and books retailer. The wave also anticipates a main-stream fitness club that can attract the transit patrons either before, during, or following their Metro commute. Finally, the wave will include a NoHo Arts District community component, multi-purpose space which, further detailed in the following text, includes the ability to hold arts classes, theater and dance rehearsals and even small theater productions and gallery space. The Lowe Team believes that these retail amenities with both satisfy an unmet demand for their use, and also foster the continued NoHo Arts District as a center of activity focused around the transit station.





Three signature office towers will rise above the edges of the promenade (on Parcels 1 and 3) giving the center landmark status by creating a unique silhouette on the valley skyline and at the same time, contribute to the commercial lease income needed to both finance the development, provide revenues to Metro and to build tax increment within the CRA/LA Project Area. The offices will be configured to attract both smaller entertainment companies seeking to be located in an entertainment area in proximity to the Burbank/Universal entertainment district and larger, corporate users seeking a central location with transit adjacency.

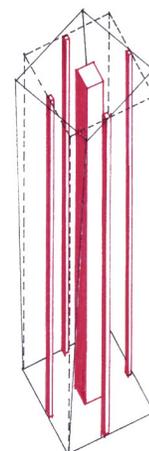
Ever since the first high-rise office buildings in Chicago in the 1870's, landmark office buildings have been defined by their shape. For the signature office towers at the NoHo complex we have arrived at a solution that speaks to innovation and creativity within a functional, cost effective building form that will bring a unique identity to the NoHO Art Wave project.

Traditionally economical buildings have been rectilinear in nature as the design and fabrication process has favored repetition and standardized lengths, joints and loads paths traveling thru the frames of buildings. However we now have reliable, accessible, industry wide computer programs such as BIM, that enable design and fabrication in a 3 dimensional manner. These innovations, combined with computer aided machine fabrication processes allow for highly sculpted forms and frames with a large number of member sizes, with only a slight increase in fabrication costs.

Our scheme proposes three high rise towers that rotate upward in a dramatic and iconic manner. The structural approach sets the central core as a rectilinear braced frame, with 4 to 8 continuously rectilinear (orthographic) columns carrying the major vertical loads. A series of secondary members then slope and rotate to give the building its dynamic form.

This strategy allows the major portion of the building (perhaps 80%) to be framed in a traditional manner with only a minor portion of the frame used to give the building its energized form.

The vision for the other Metro North Hollywood parcels includes a balanced mix of ground level retail development along Lankershim with upper levels developed as either office or housing and according to the context of the surrounding area. Parcel 2 will include housing, retail, a relocated East Valley YMCA facility



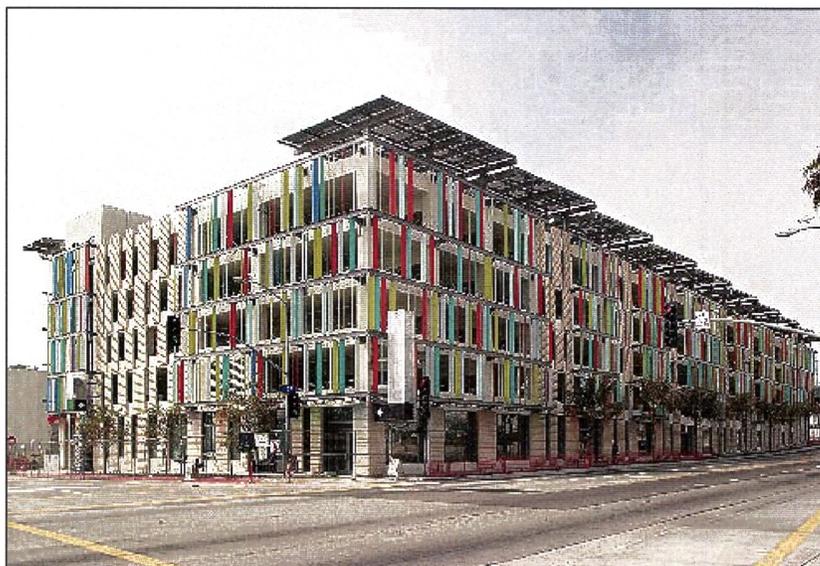
providing community services to the North Hollywood residents and families, and a freestanding parking structure. The Lankershim street level façade will feature retail spaces architecturally sympathetic to the adjacent historic bank building on the corner of Weddington Street. Unlike the entertainment retail at the wave, the proposed retail development for Parcel 2 is modeled to include neighborhood serving tenants such as a convenient grocery, and quick service items below the integrated residential development. These retail spaces add additional lease space to the NoHo area which could also include additional neighborhood shops and artist related uses. The remainder of the parcel will include housing with usable roof top open space.

Parcels 3 and 4 are envisioned to include a balanced mix of residential, office, retail and community uses organized around a reconfiguration of North Chandler Blvd. into a narrower limited use or even vacated street. Parcel 3 is seen as a good location for a second public parking structure to both achieve the long term Metro transit parking target of 1,500 spaces and to serve the balance of commercial needs for those retail and office components envisioned for the Parcels 3 and 4. In order to fully develop the eastern portion of Parcel 3, The Lowe Team proposes to relocate the Orange Line Terminus east of Lankershim Blvd. under the parcel 1 parking structure. This will facilitate connection for transit patrons to the Red Line Station, allow for the future extension of the Orange Line, and permit a more efficient use of Parcel 3 for revenue generation. A small component of live-work housing is envisioned for Parcel 3 with entries focused on North Chandler Blvd. The historic train depot, to be restored by the MTA, will remain in place with a small open space “pocket-park” placed to the east connecting it back to the Lankershim/Chandler intersection and providing it with full visibility from Lankershim. On both parcels 2 and 3, The Lowe Team envisions direct underground connection to the existing Red Line station through utilization of the existing knock-out panels. This will further enhance the functionality and efficiency of the Orange and Red Line connections. Parcels 3 and 4 also include a small component of retail amenities to serve the transit patrons and residents alike. Finally, Parcel 3 also incorporates a small community component adjacent to the park which will be utilized for community events, NoHo education and tours, and temporary gallery space.



Metro is clear in its goal to create a high intensity mixed use development with residential development as a complementary use. The proposed NoHo Art Wave accomplishes this by providing housing in appropriate areas of the four Metro parcels. In particular, the northeast portion of Parcel 1 is proposed as a residential neighborhood with 4 to 5 floor residential buildings oriented to a series of residential streets that connect to the adjacent neighborhood streets. The plan envisions creating a residential community linked to transit and the existing community. These newly-created mini blocks within Parcel 1 will feature entry ‘stoop’-type live work units facing each street further reinforcing the sense of neighborhood. These live-work units will also provide opportunities to support the NoHo Arts District by offering work spaces with residential floors above

for district artists and entrepreneurs. In other areas of the NoHo Art Wave, including Parcel 2 and the combined Parcels 3 and 4, residential units are built above ground level retail. Residential uses for the NoHo Art Wave project are seen as an essential development component that reinforce the entire NoHo district as a recognizable and human place where people live, work and interact.



Parking is a foundational part of the NoHo Art Wave development concept both as required to serve the current and long term needs of transit passengers using the Metro bus and rail systems and to serve the users coming to the center as a destination by automobile. As an overall concept, Parcel 1 will have both an above ground parking structure built in part over a relocated and reconfigured bus layover area and at least 2 levels of below ground parking augmenting public parking for the Metro transit users and commercial users. Below-grade parking will also be used to serve Parcel 1 for on-site housing uses. A second major structure located on Parcel 3 will provide the additional long-term transit related parking required by Metro for the parking needs of the North Hollywood stations. Access from this parking facility west of Lankershim will be tied directly to the Red Line Station via utilization of the existing Knock-Out Panel located adjacent to the Orange Line Station, thereby providing an underground pedestrian route interconnecting all Metro transit related facilities as well as the bulk of all new proposed commercial and residential development. This integrated transit station, parking and pedestrian pathway configuration will allow for a variety of arrival, departure and transfer opportunities for residents, employees and visitors.

In order to efficiently utilize the parking spaces provided within the development, there are significant opportunities to engage the use of “shared parking”. This involves the sharing of parking spaces with compatible uses dependent upon the peak hours of operation for the given use. The Lowe Team, in an effort to efficiently and cost effectively plan the site, has embraced the use of shared parking stalls between compatible uses. The development program contemplates that the destination retail and entertainment uses will have the opportunity to share stalls with both the office and transit parking stalls and vice versa. Of the overall 6,200 stalls, The Lowe Team has modeled approximately 600 stalls (10%) as shared use stalls.

The conceptual master plan is illustrated by the drawings shown on the following pages.

The Lowe Team has spent considerable time, energy and personal meetings exploring a number of options relating to both adjacent property development as well as community development components which will be incorporated into the master plan.

## D. ADJACENT PROPERTY

### Adjacent Property

Although Lowe does not believe that the incorporation of the vacant property east of Parcel 4 (and west of Lankershim) is necessary for the successful implementation and development of the NoHo Art Wave master plan, Lowe believes that in the future there could be a benefit in vacating some or all of North Chandler Street should the opportunity present itself in further study. Lowe has personally met with the principals of the JSM Companies, owners of this property, to discuss its possible incorporation into the master plan. At this time the JSM principals are interested in developing the property for retail uses which ultimately could benefit the master plan. However, JSM is willing and interested to work with the developer of the Metro parcels once a selection is made. Likewise, Lowe will pursue further discussion with JSM in the future in order to better incorporate this site into the master development planning process.

## E. COMMUNITY COMPONENTS

### Community Components – East Valley YMCA



East Valley Family YMCA

*We build strong kids, strong families, strong communities!*

As noted in the Development Plan narrative above, Lowe proposes the inclusion of a new East Valley YMCA as a component of the development on Parcel 2 along Lankershim Boulevard. For a number of years the YMCA of Metropolitan Los Angeles has been seeking a new location for the currently undersized and overcrowded East Valley YMCA located on Tujunga Avenue. Lowe has met with the senior site selection and real estate executives for the YMCA and has obtained strong, positive support for the inclusion of a new East Valley YMCA (“YMCA”) within the NoHo Art Wave master plan. The new YMCA will encompass approximately 30,000 square feet on two floors and include a lap pool, community rooms, activity rooms, multi-purpose rooms and a fitness center. Drawing upon the transit oriented location at the hub of the NoHo activity, both Lowe and YMCA are confident that the location will be successful in retaining existing members and families as well as incorporating new users to the facility and programs.

### Community Components – NoHo Theater and Arts Business Collaborative

*“As President of NoHo Communications Group and publisher of NoHoArts.com, I am excited about the future development in NoHo as I believe it is key to the success of all businesses in the arts district – whether theater, gallery or the local print shop.” - Nancy Bianconi, President of NoHo Communications Group / Publisher of NoHoArtsDistrict.com*



**DEVELOPMENT PLAN**

3

DEVELOPMENT PLAN



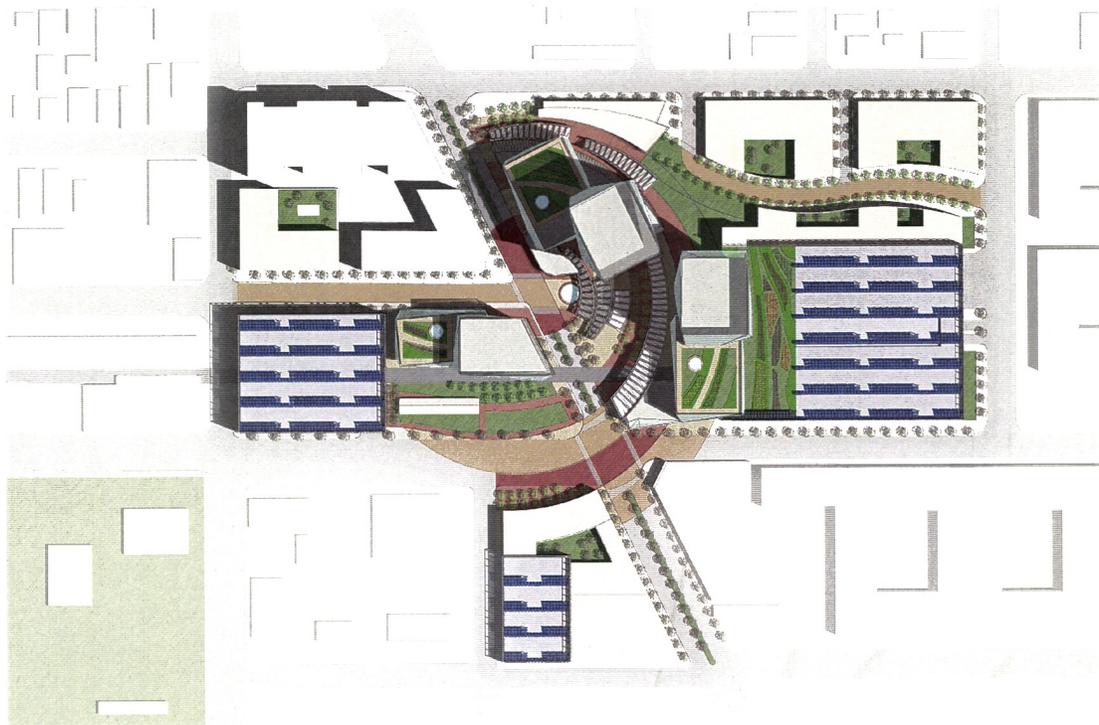
### 3 . DEVELOPMENT PLAN

#### A. PROJECT SITE AND LOCATION

The NoHo Art Wave master plan is designed to encompass all four metro owned parcels on either side of Lankershim Blvd. near the intersection of Lankershim Blvd. and North Chandler Blvd.

- Parcel 1, bounded by Lankershim Boulevard, Cumpston Street, South Chandler Boulevard and Fair Avenue, consists of approximately 10.45 acres and is currently used for the Metro Red Line North Hollywood Station entrance, a 14-bay bus layover and a 906-space transit park-and-ride.
- Parcel 2, bounded by Lankershim Boulevard, South Chandler Boulevard, Bakman Avenue and Weddington Street, is approximately 1.8 acres and is currently vacant.
- Parcel 3, located directly across the Metro Red Line Station along Lankershim Boulevard, is approximately 2.7 acres and provides the location for the historic train depot, a one-story office building at the northwest corner, and the Metro Orange Line eastern terminal.
- Parcel 4, located at the northeast corner of Tujunga Avenue and North Chandler Boulevard, is approximately two-thirds of an acre and currently leased on a month-to-month basis to two small business operators.

The Lowe Team believes that in order to create an effective, dynamic, lively, and ultimately successful master plan, it is important to address the interrelation of property uses and locations and match those with appropriate densities on the properties.



"We are very enthusiastic about the opportunity being proposed at the Lowe Enterprises' NoHo development. This would provide an enriched venue for the East Valley YMCA, and would allow us to provide expanded, multi-faceted and multi-generational healthy lifestyle (body, mind and spirit) programs and services to the greater North Hollywood community."

**Thomas G. Miller**

Board of Directors for the Metropolitan YMCA of Los Angeles



**East Valley Family YMCA**

*We build strong kids, strong,  
families, strong communities!*

As a component of The Lowe Team’s master planning of the NoHo Art Wave development, Lowe personally met with the director of the NoHo Theater and Arts Business Collaborative to gain a thorough understanding of the NoHo arts community, its offerings and its needs. This vibrant arts community is thriving with live theater, dance, music and visual arts. Lowe recognizes the essential need for not only the NoHo Art Wave master planned development, but also the continued strength of the arts community to maintain NoHo as a premier theater and dance destination for Los Angeles. In order to enhance and build upon this integration, Lowe has proposed a community component within Parcel 1 to include up to 5,000 square feet of dedicated, multi-purpose space to be utilized by the NoHo Theater and Arts Business Collaborative. This space is envisioned to be configured for uses such as visual arts education, gallery space, rehearsal space for dance and theater, and even divisible for small theater productions. Lowe views this incorporation as a very important linkage with the utmost respect for the growth and continued operations of NoHo Arts District. In addition, the NoHo Art Wave incorporates multiple outdoor spaces within Parcel 1 where Lowe envisions evening and weekend music concerts and performances by local artists. Finally, Lowe also believes that the NoHo Art Wave can function to provide space for a component of the annual NoHo Theater & Arts Festival. Through our meetings, the NoHo Theater and Arts Business Collaborative is supportive of working with Lowe to strengthen and meet the needs of the arts district.

## F. ARCHITECTURAL GUIDELINES AND DESIGN CHARACTER

Streetscape, architectural and landscape guidelines are seen as essential implementation tools needed to achieve the vision of the NoHo Art Wave. These guidelines will insure pleasant pedestrian experiences, the incorporation of public and private art work, the creation of memorable buildings and the proper interfacing of differing building types and activities.



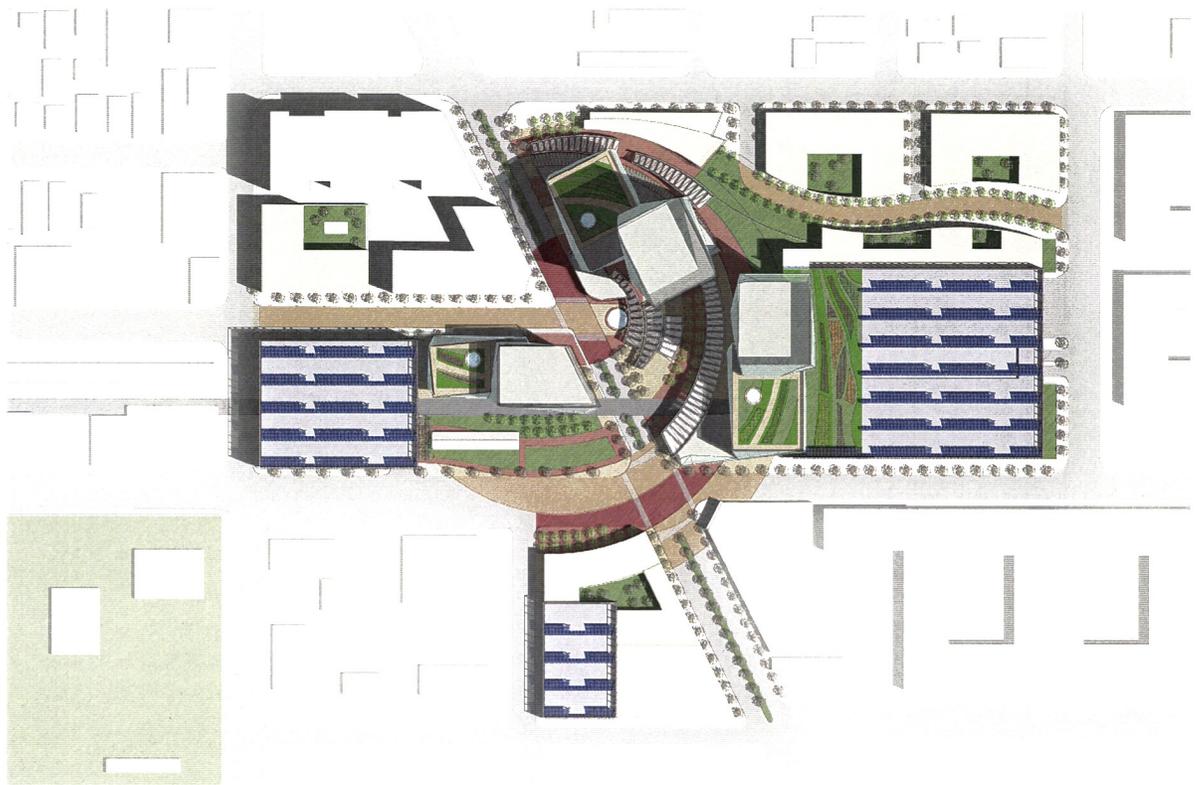
Since both the proposed NoHo Art Wave development and the entire NoHo Arts District, are pedestrian oriented, careful attention to creating appropriate streetscapes is paramount to implementing the vision for the area. Lankershim is envisioned as having a different character from south to north as it responds to the different scale and architectural character of each block. Along the historic storefront area from Magnolia to Weddington, artistically restored facades and minor but consistent street elements such as banners will be emphasized. This idea will be carried north to Chandler along Parcel 2, where façades will be of a scale similar to the existing historic bank. At Chandler where the highest development densities begin and where transit

driven pedestrian traffic is also concentrated, the Art Wave promenade begins with its wider enriched pavement sidewalks and planted spreading canopy trees used to soften the larger buildings and provide a pleasant environment for pedestrians. A landscape median within Lankershim is proposed between Chandler and Cumpston to create a more intimate scale in this focal area of high density and intense pedestrian activity. Side streets radiating from Lankershim will have individual street trees selected to provide a visual and protected experience for the pedestrian. Along portions of the north side of Chandler (South), taller trees and ground level landscape screening assemblages will be used to help disguise and soften the presence of the envisioned above grade parking structure and related street level bus layover area. The appearance of the proposed parking structures will be enhanced through careful design attention to architectural forms and detailing, through the use of facade ‘green screen’ vine lattices and through the exterior use of solar photovoltaic panels. Various architectural guidelines will also be delineated to insure proper building orientations and massing for larger commercial buildings and pedestrian orientations for the residential buildings.

### G. PROGRAM SUMMARY

The development plan addresses both the programmatic parcels identified in the RFP and allows for flexibility between uses which will be necessary to execute a phased by parcel development plan in changing market conditions.

The master plan can be discussed in four general pieces as identified on the conceptual plan and the following:





“With the combination of public transit components already in place and the right mix of development components, this project has the potential to be a major catalyst for wholesale change in the NOHO Arts District. This project could set the model for sustainable, transit friendly urban development in Los Angeles at a time when the city is searching for a more balanced approach to the way we build.”

**Richard Thompson, FAIA, AICP**  
Principal for Urban Design and  
Planning  
AC Martin Partners

“This project is about true urban “place-making”. I’m particularly excited about the opportunity to create a signature architecture for this new center, one that will create a memorable impression. In this valley setting, we have designed a series of office towers that create a silhouette on the skyline establishing the NoHo project as a place of special importance.”

**David Martin, FAIA**  
Design Principal  
AC Martin Partners

“The NoHo project requires addressing a unique set of urban challenges with an unusual combination of skill sets: urban design/planning, architecture, transit planning, urban housing design, retail/entertainment, parking structure design. AC Martin is particularly well qualified as a multi-disciplinary architecture and planning firm to address these challenges.”

**Christopher Martin, FIA**  
Managing Principal  
AC Martin Partners

## J. AFFORDABLE HOUSING COMPONENT

Incorporated into the residential components of the development program, The Lowe Team has included an affordable housing mix of 15% of the units. Although the affordable component is not required by current codes, the development team believes that this amount of units is 1) appropriate for a master planned public/private joint development, and 2) likely to be necessary as the plan progresses through the entitlement process. However, should this mix of 15% not be required, there could be some incremental increase in overall property value and hence ground rent.

Lowe has modeled the 15% affordable units into three categories of median rent levels.

- 5% allocated to CRA Very Low (50% of median income)
- 5% allocated to CRA Low (80% of median income)
- 5% allocated to CRA Moderate (120% of median income)

## K. SUSTAINABILITY

### APPROACH

The Lowe Team will integrate sustainability into the planning, design, construction and operation of the NoHo Art Wave by taking a holistic, strategic approach, and deriving specific tactical strategies from this broader perspective. The Lowe Team's sustainability advisors, Brightworks, have used this approach with terrific success on two major urban infrastructure-scale projects: The Brewery Blocks ([www.breweryblocks.com](http://www.breweryblocks.com)) and The South Waterfront redevelopment ([www.southwaterfront.com](http://www.southwaterfront.com)), both in Portland, Oregon.

On both projects, Brightworks worked closely with the development teams, community stakeholders and public agencies to help define broad, infrastructure-scale sustainability objectives, and then to identify specific infrastructure-level and building-scale strategies to achieve those objectives.

In both the Brewery Blocks and South Waterfront, this approach led to highly successful LEED green building certification levels for the buildings. For example, in the Brewery Blocks, The Henry condominiums became the first LEED Gold certified condominium project in the US, while the Louisa Apartments achieved LEED Gold as well. Blocks 2 and 4, both commercial office towers, are anticipating LEED Core and Shell Gold certification later this year.

In South Waterfront, the infrastructure-first, buildings-second approach led to a district stormwater plan that treats all public stormwater from the district in a massive vegetated biological treatment system (bioswale) before returning the treated water to the adjacent Willamette River, where it supports native salmon habitat. The first building to be completed in the 40-acre, 12-block district is the 400,000 sf Oregon Health Sciences University Center for Health and Healing, which received LEED Platinum certification in February 2007, making it the largest LEED Platinum building in the world.

### GREEN BUILDING STRATEGIES

Through its work on over sixty LEED-registered projects, including nearly a dozen in southern California, Brightworks has established its clear expertise at achieving LEED certification on urban infill projects and working successfully in the regional market. The team's local and regional projects include the first LEED certified building in the Coachella Valley, the South Group condominium projects in the Staples Center district south of downtown Los Angeles, the Wilshire Center highrise mixed-use building near Wilshire and Vermont (nearly 1 million square feet of space in development), and three other highrise mixed-use projects in Los Angeles.

The Lowe team identifies sustainability strategies and opportunities first through a collaborative goal-setting session called an “eco-charrette.” A range of stakeholders including the development team, community members and participants from planning agencies all have a chance to have their priorities and concerns voiced, and then sustainability goals are established through a dynamic team process. This dialogue initiates the Integrated Design Process, which breaks down compartmentalization and allows for more innovative, “outside the box” thinking.

Although it would be premature to define specific strategies with any level of certainty at this early stage, a range of examples of the strategies we would take is presented below. This survey is intended to represent the approach to sustainability and illustrate examples of strategies which have been used with success on past projects.

#### 1. Energy Performance

In this era of climate change and rising energy costs, enhancing energy performance is essential to both the planet and the financial security of the project. Energy-saving strategies begin with load reduction through building massing and orientation, exterior shading, high-performance glazing, and finally, high-efficiency HVAC systems. The viability of district energy (combined heat and power) and chilled water (for cooling) systems will be investigated.

Additionally, the development holds the view that the most significant single sustainability measure that can be implemented is the use of on-site energy production from renewable sources. The team will thoroughly investigate the aggressive use of photovoltaics (PVs), which can serve dual purpose as shading devices over parking or on south-facing glazing (see illustration from OHSU CHH building), and will explore the possibility of finding third-party providers who may install the PV systems for free in exchange for energy purchase agreements (an innovative and aggressive strategy to help finance large PV arrays). The team will also work with the State and local utilities to seek out any and all applicable financial incentives for on-site renewable power.

#### 2. Water Use

Recognizing the scarcity of potable water in the southern California bioregion and the severity of non-point source pollution from urban stormwater runoff, the project team’s approach to water strategies for the development will be predicated on two broad overall goals:

- A. Reduce the use of potable water for non-potable uses (irrigation, sewage conveyance, cooling tower makeup, etc.) to the extent possible, and eliminate such uses entirely where possible. This is done by specifying drought tolerant vegetation and using high-efficiency irrigation, by specifying high-efficiency water-using fixtures including sinks and toilets, appliances in residential portions of the project, and by seeking innovative strategies such as greywater treatment and re-use for non-potable uses. Brightworks has used these strategies with success on several projects: The OHSU Center for Health and Healing treats all of its sewage on-site using a membrane bioreactor filtration system that produces close to 30,000 gallons per day of Level IV treated water, which is then re-circulated to flush toilets in the building and for irrigation. The Pacific University College of Health Professions building uses an 80,000 gallon storage tank to store stormwater for irrigation and toilet flushing, eliminating potable water use for irrigation and reducing its use for sewage conveyance by over 50 percent.
- B. Eliminate negative ecologic impacts of stormwater runoff through on-site infiltration or storage for reuse.

### 3. Landscape

Vegetation strategies will reduce water, pesticide and herbicide use while provide a lovely visual amenity and some basic level of habitat restoration, even on a dense urban site. Birds, butterflies, and a host of small creatures can find refuge in native and adaptive vegetation in an urban environment, and appropriate vegetation provides a link for humans to their natural surroundings as well as a pleasant visual experience. We will also explore the use of eco-roof strategies for the tower portion of the tower-and-pedestal buildings, to provide insulation and UV protection to the roof membrane and a visual amenity to the tower occupants. By selecting sedems and xeriscape-style vegetation design, the eco-roofs can be designed to require minimal irrigation after establishment. This strategy will be combined with the effort to use greywater for irrigation, as a way to dispose greywater and provide a more green, lush looking visual space on the rooftop, which also helps mitigate the urban heat island effect.

### 4. Materials

All materials selections for all infrastructure and building projects will seek to use high recycled content materials from within a 500 mile radius, reducing the embodied energy impacts of those materials. Additionally, “rapidly renewable” materials (materials having a growth cycle of 10 years or less) such as bamboo flooring, wheatboard cores for casework and doors, wool carpeting, cork paneling and flooring, and more, will be sought out. Wood certified by the Forest Stewardship Council will also be specified. These strategies also will help the project earn LEED points.

### 5. Occupant Comfort and Health

A broad range of strategies to improve occupant health and comfort will be utilized. Many of these strategies also have energy-saving or other environmental benefits as well (such as reducing the use of toxic chemicals). Typical strategies include specifying low or no-VOC paints, adhesives and sealants for all interior finishes, designing to maximize daylight and opportunity for natural ventilation, and designing HVAC systems to provide ample fresh air with excellent filtration of particulates.

### 6. Financing Issues

One of the greatest challenges facing all sustainability projects is finding ways to lower first cost premiums and to internalize operating cost savings to offset first cost premiums. This is particularly challenging in spec office buildings and residential projects, where the future occupants pay the energy bills (and thereby get the savings associated with energy efficient systems) but the developers pay most of the first cost premiums. Some strategies we have used successfully in the past include finding third-party vendors to develop district-scale systems (district chilled water, district combined heat and power with co-generation, PV systems, etc.). Additionally, incentives from local and state government and from utility companies can play an important role. In Oregon, the state has enacted a tax credit for LEED Silver buildings that provides over \$1/sf incentive for larger projects. Our team will work with the utilities, city and state to seek incentive opportunities for this development and also to help those bodies develop broader incentive programs to promote green building and sustainability.

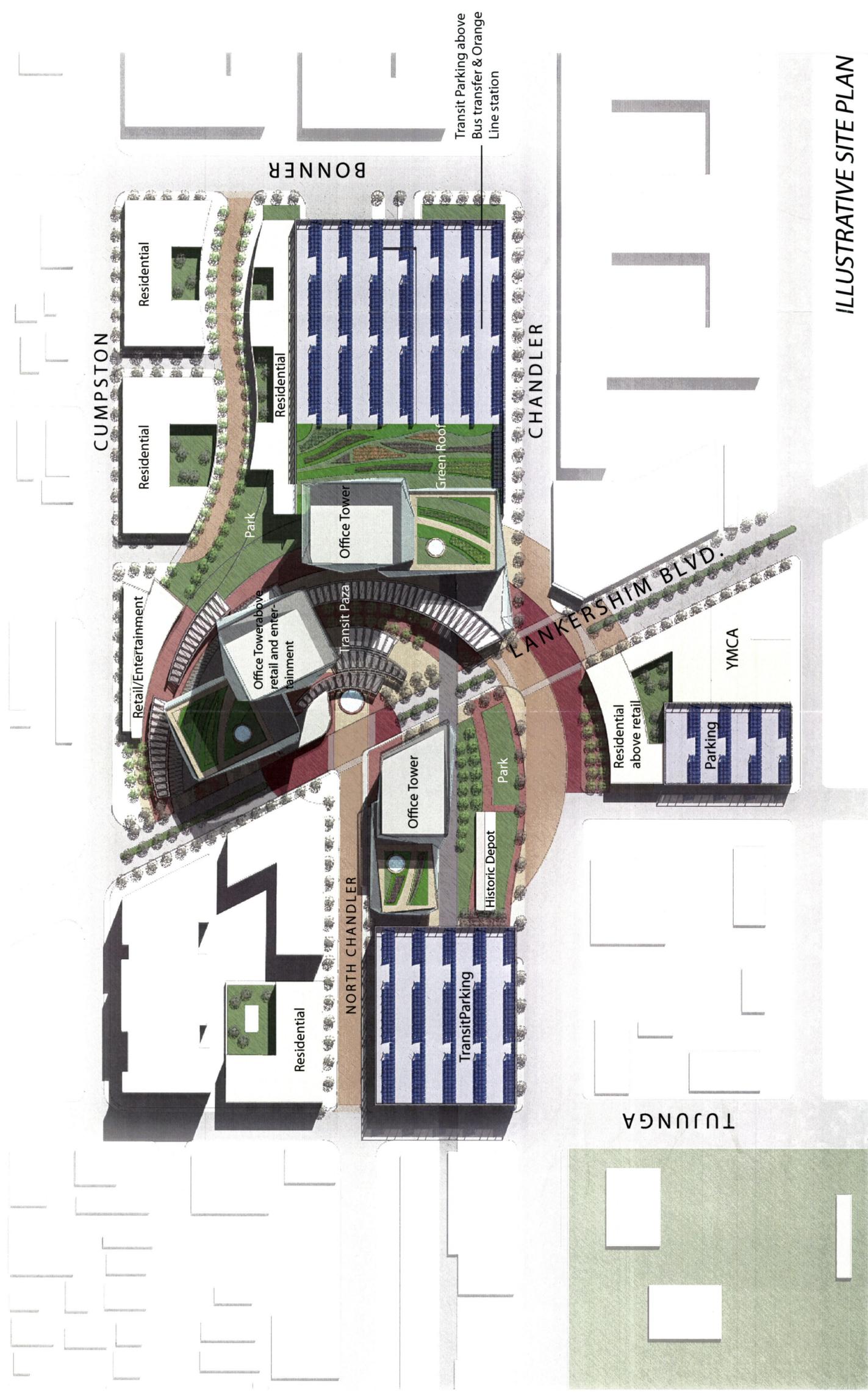
**SUSTAINABILITY REFERENCE IMAGES**



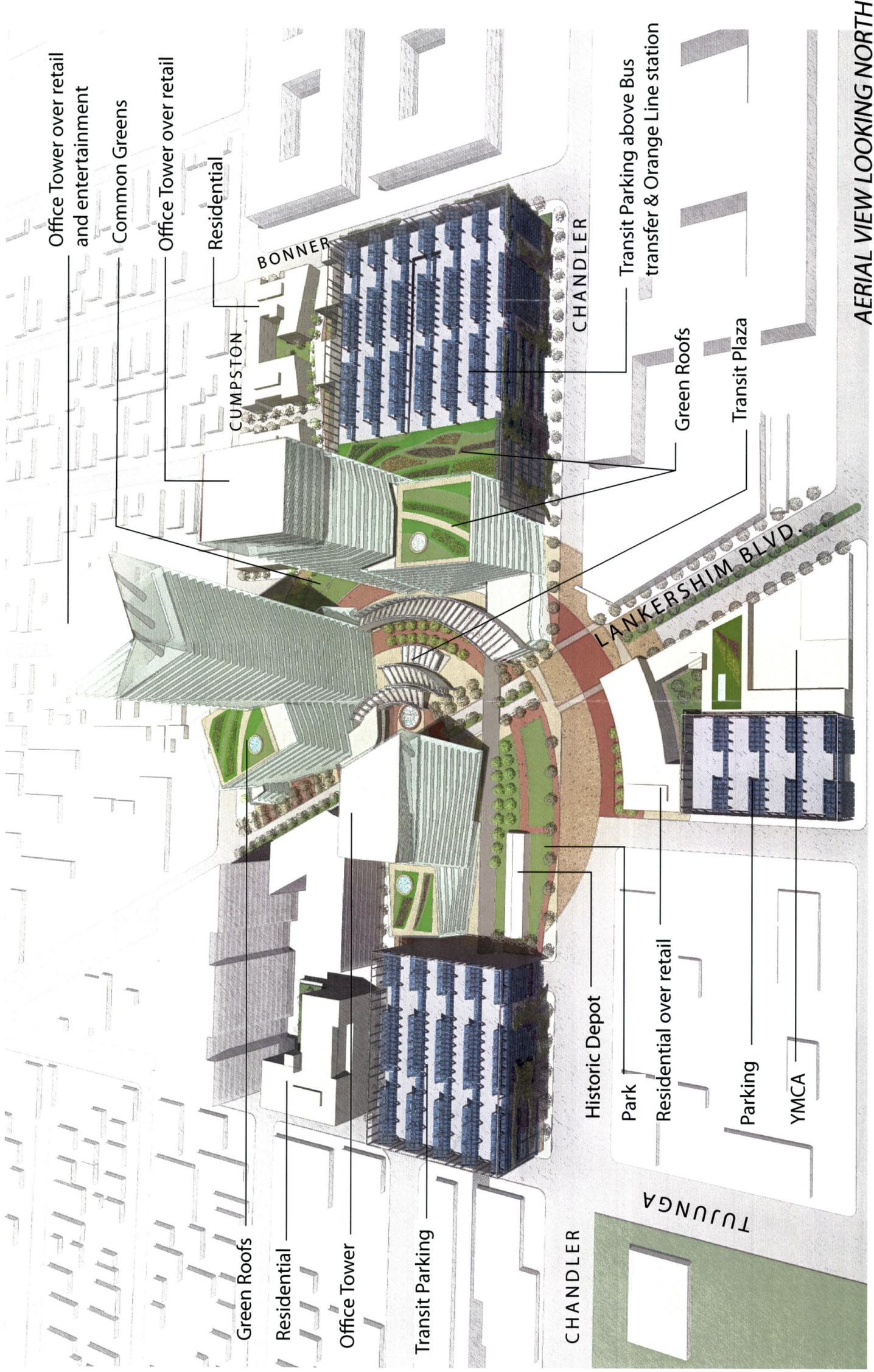
**L. ARCHITECTURAL EXHIBITS**

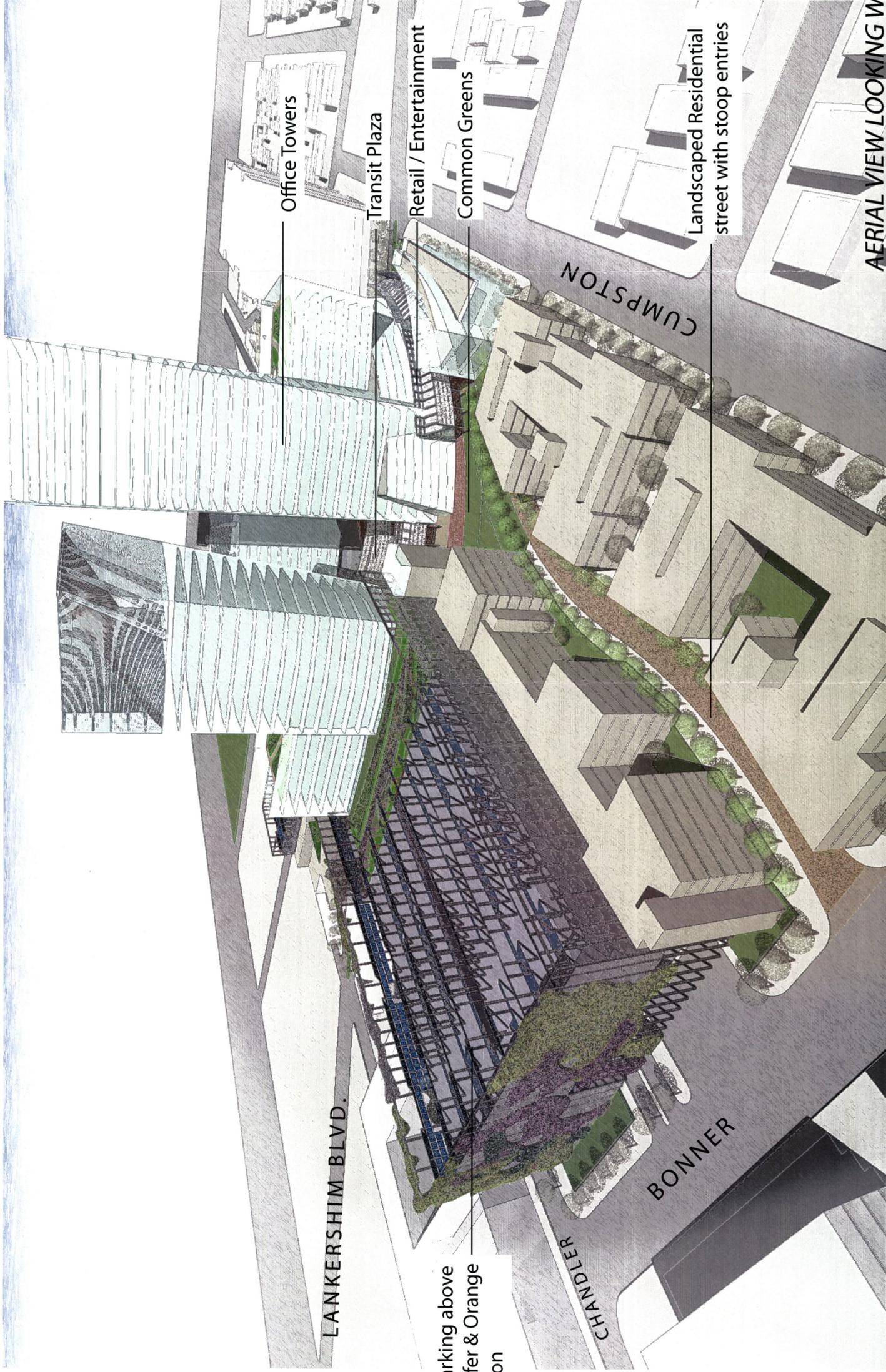
1. Illustrative Site Plan and Surrounding Uses
2. Aerial Rendering
3. Aerial Rendering
4. Eye Level Rendering (looking North)
5. Eye Level Rendering (looking East)
6. Eye Level Rendering (looking South)
7. Street Level Plan
8. Second & Third Level Plan
9. Mid-Level Plan
10. Below Grade Plan
11. East-West Site Section
12. North-South Site Section
13. Functional Diagrams
14. Potentials and Constraints Diagram
15. Phasing Diagrams





ILLUSTRATIVE SITE PLAN





Transit Parking above  
Bus transfer & Orange  
Line station

LANKERSHIM BLVD.

CHANDLER

BONNER

CUMPSTON

Office Towers

Transit Plaza

Retail / Entertainment

Common Greens

Landscaped Residential  
street with stoop entries

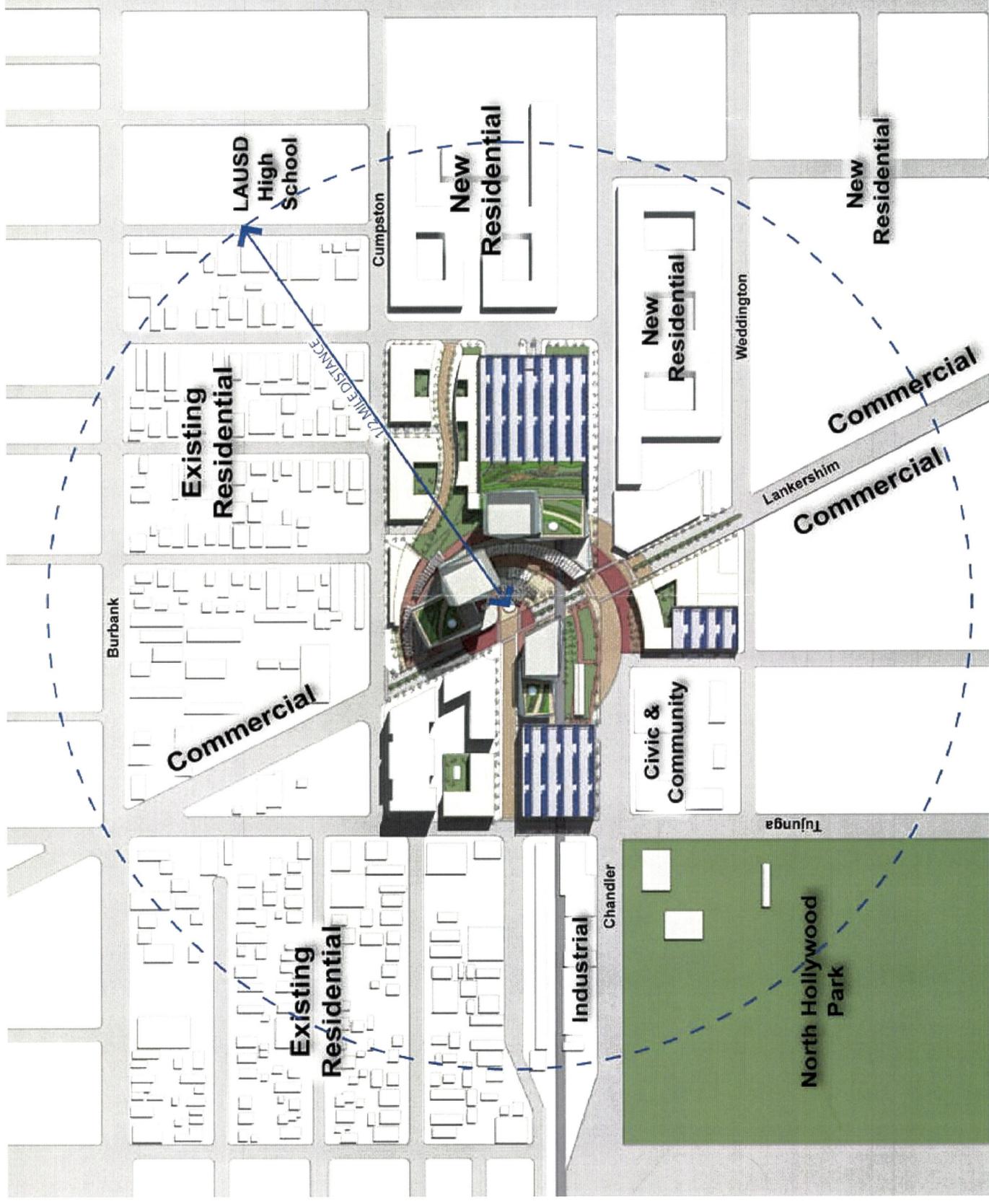
AERIAL VIEW LOOKING WEST



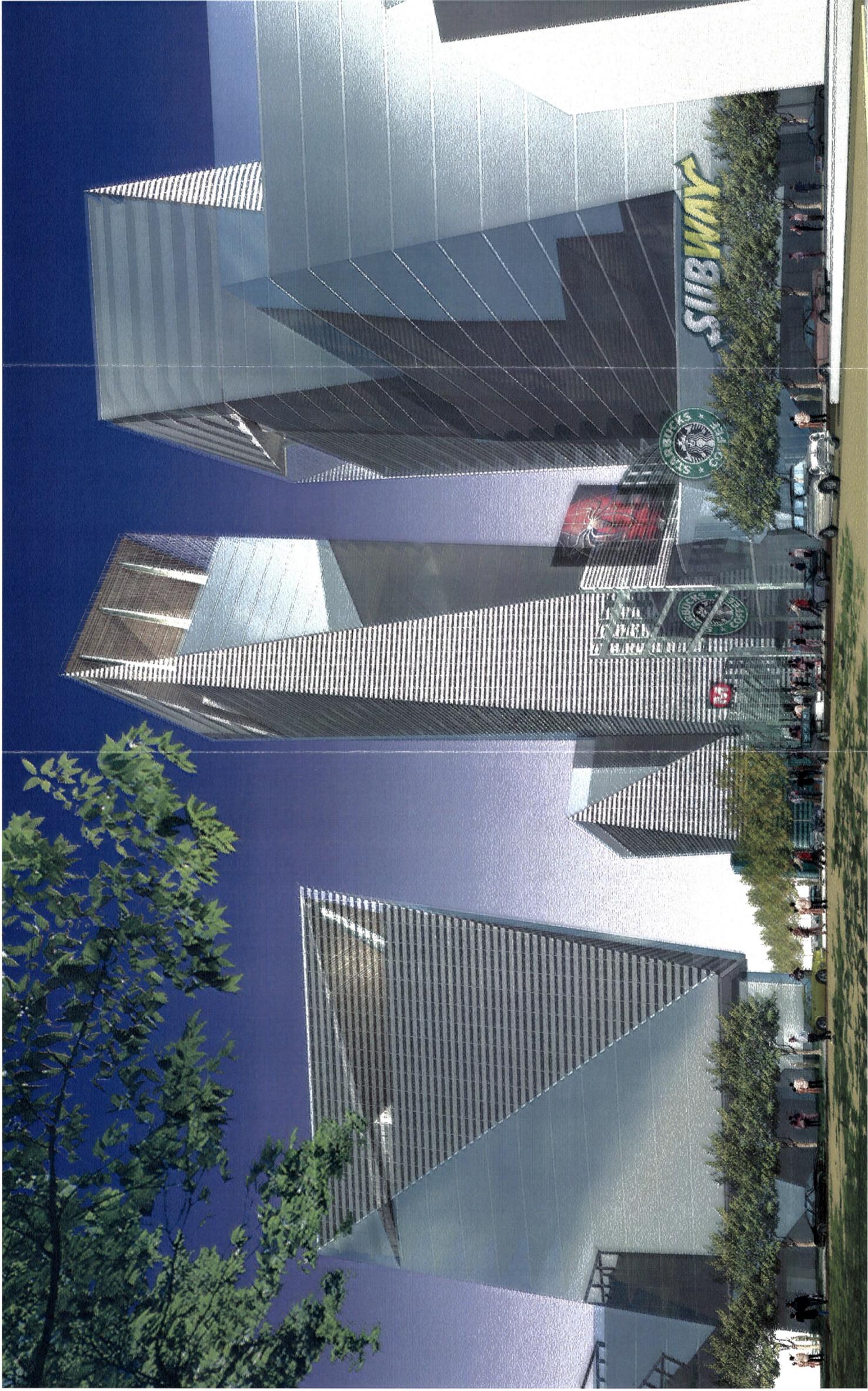
NORTH HOLLYWOOD TRANSIT ORIENTED DEVELOPMENT CONCEPT

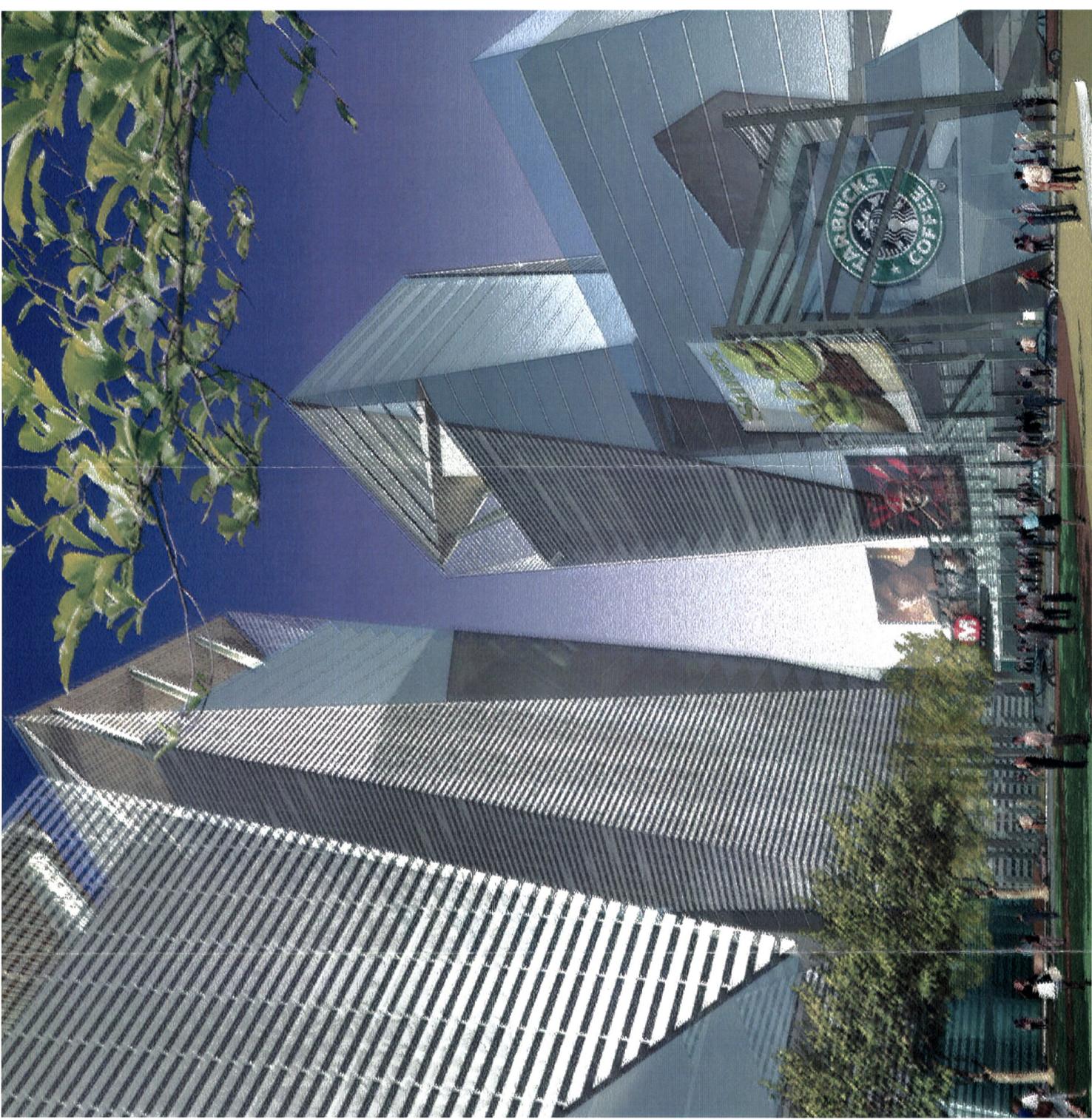
LOWE ENTERPRISES

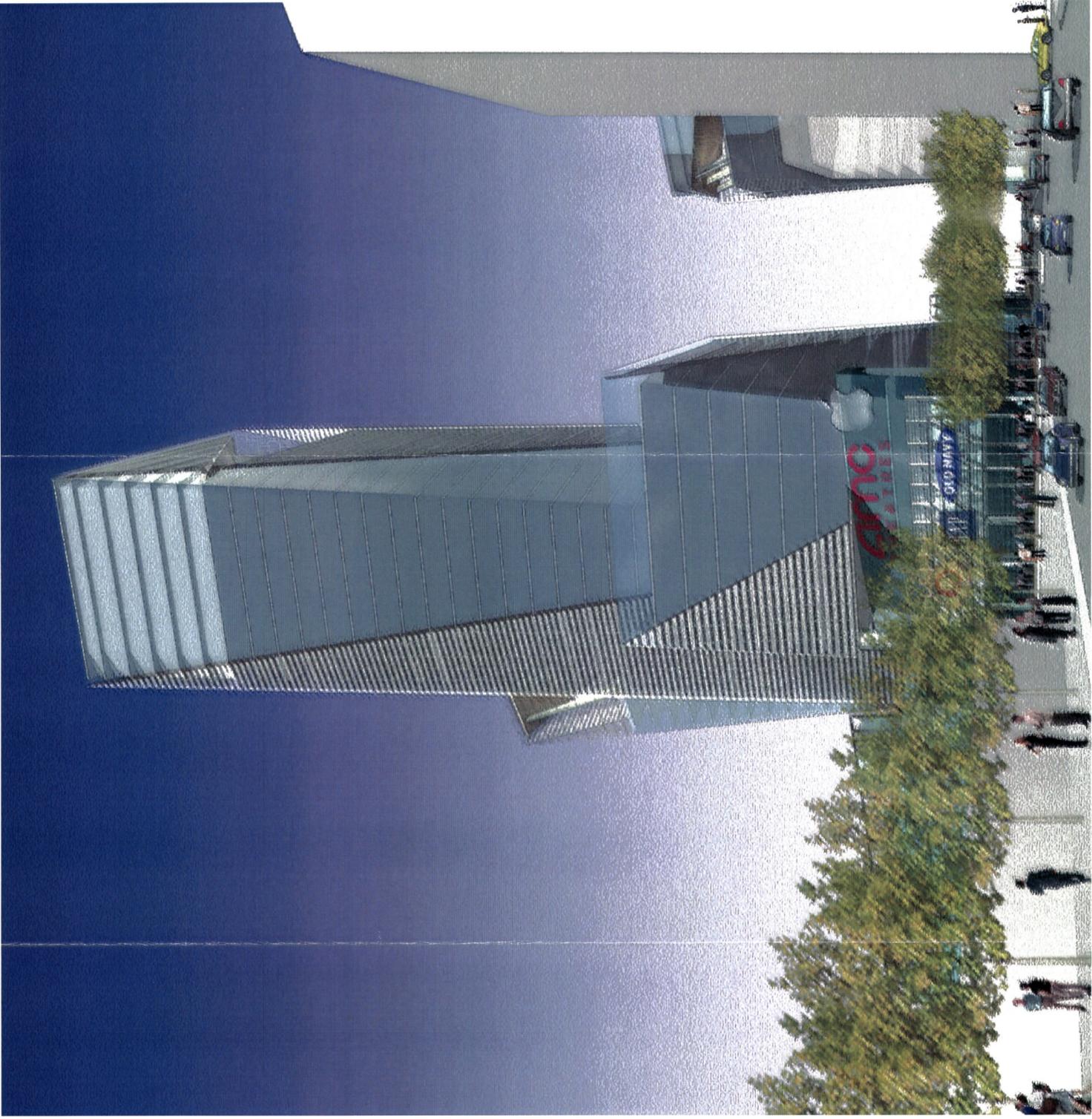




**SURROUNDING USES**





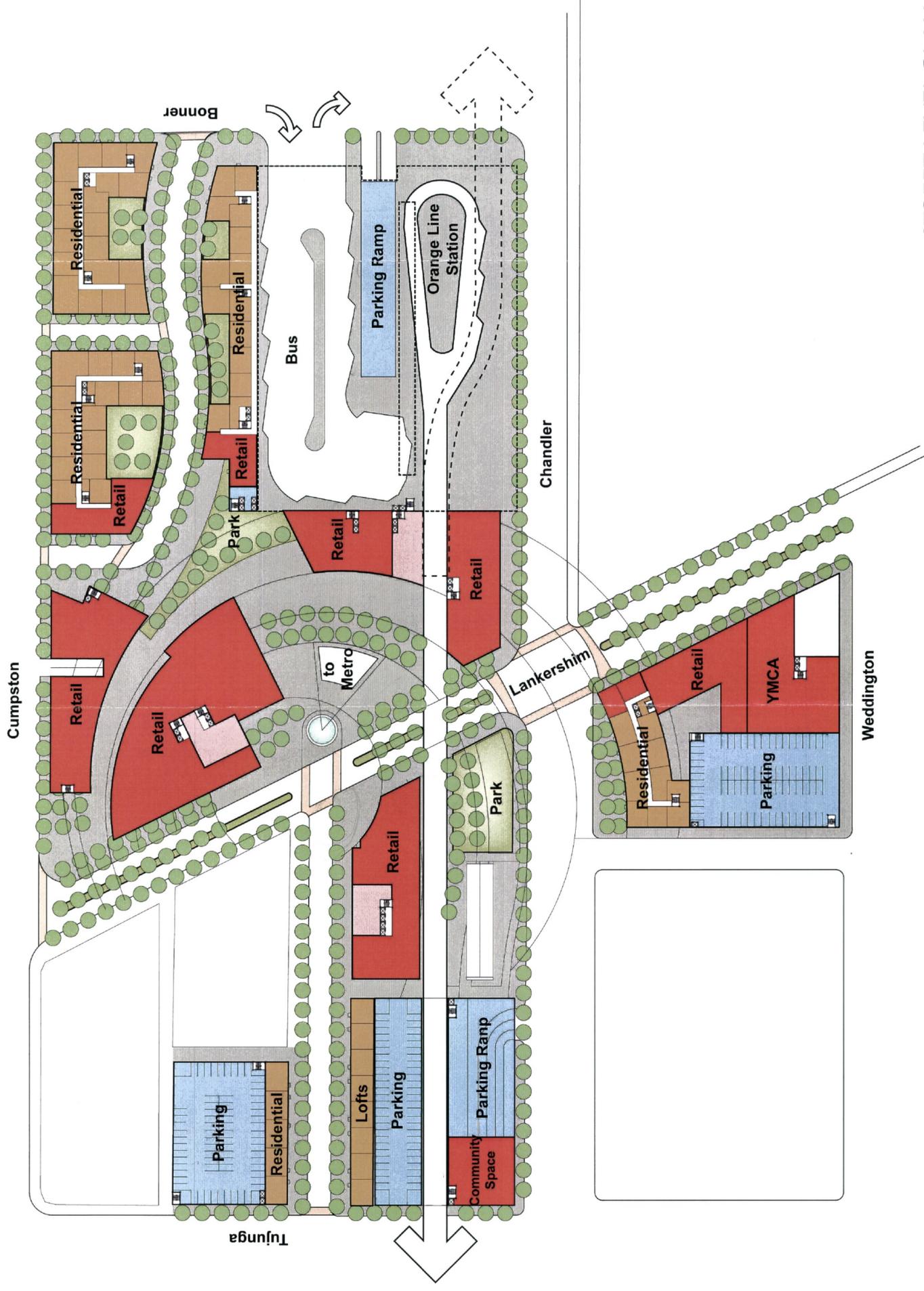


NORTH HOLLYWOOD TRANSIT ORIENTED DEVELOPMENT CONCEPT

LOWE ENTERPRISES



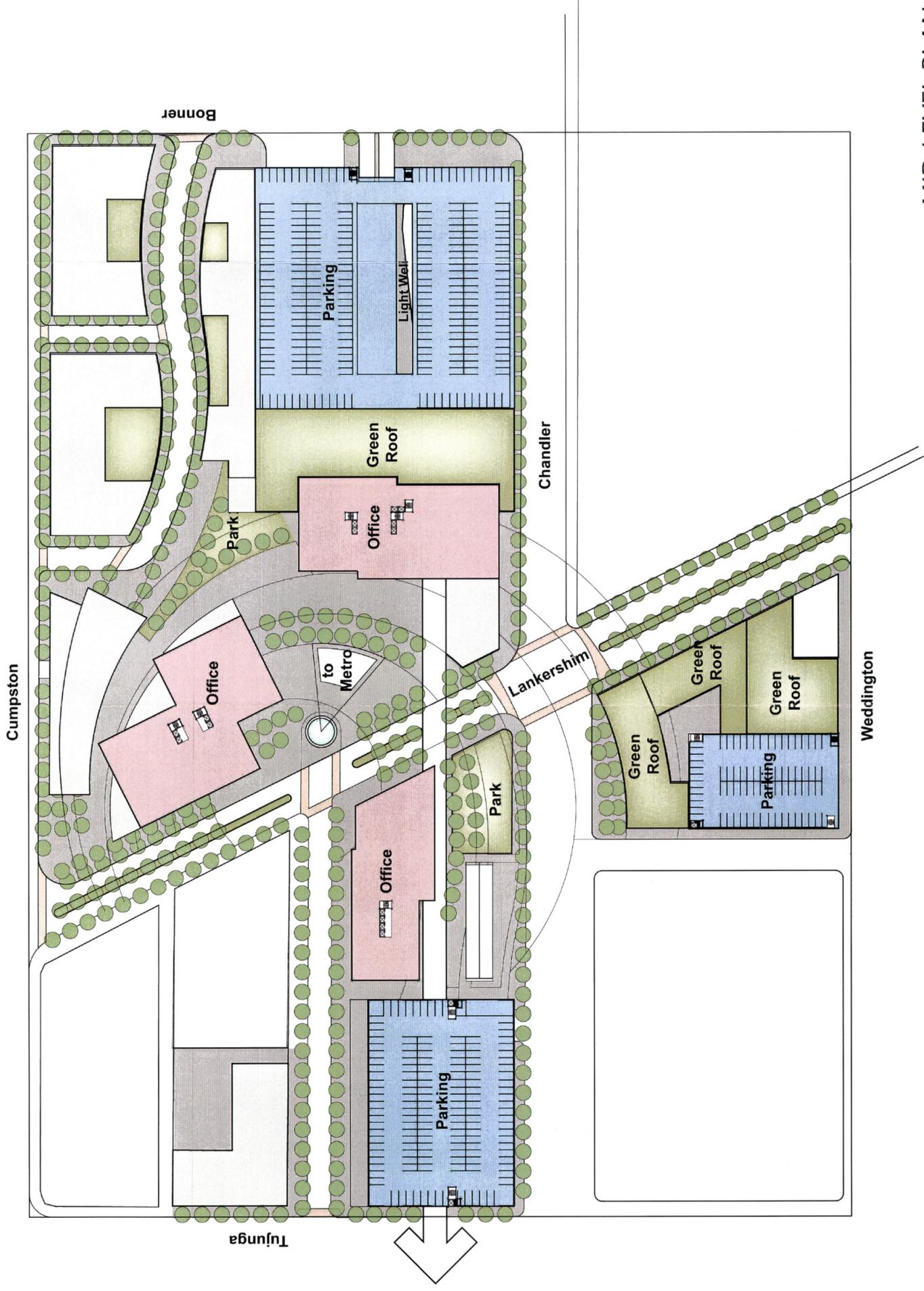
ac martin partners, inc  
PLANNING  
ARCHITECTURE  
ENGINEERING



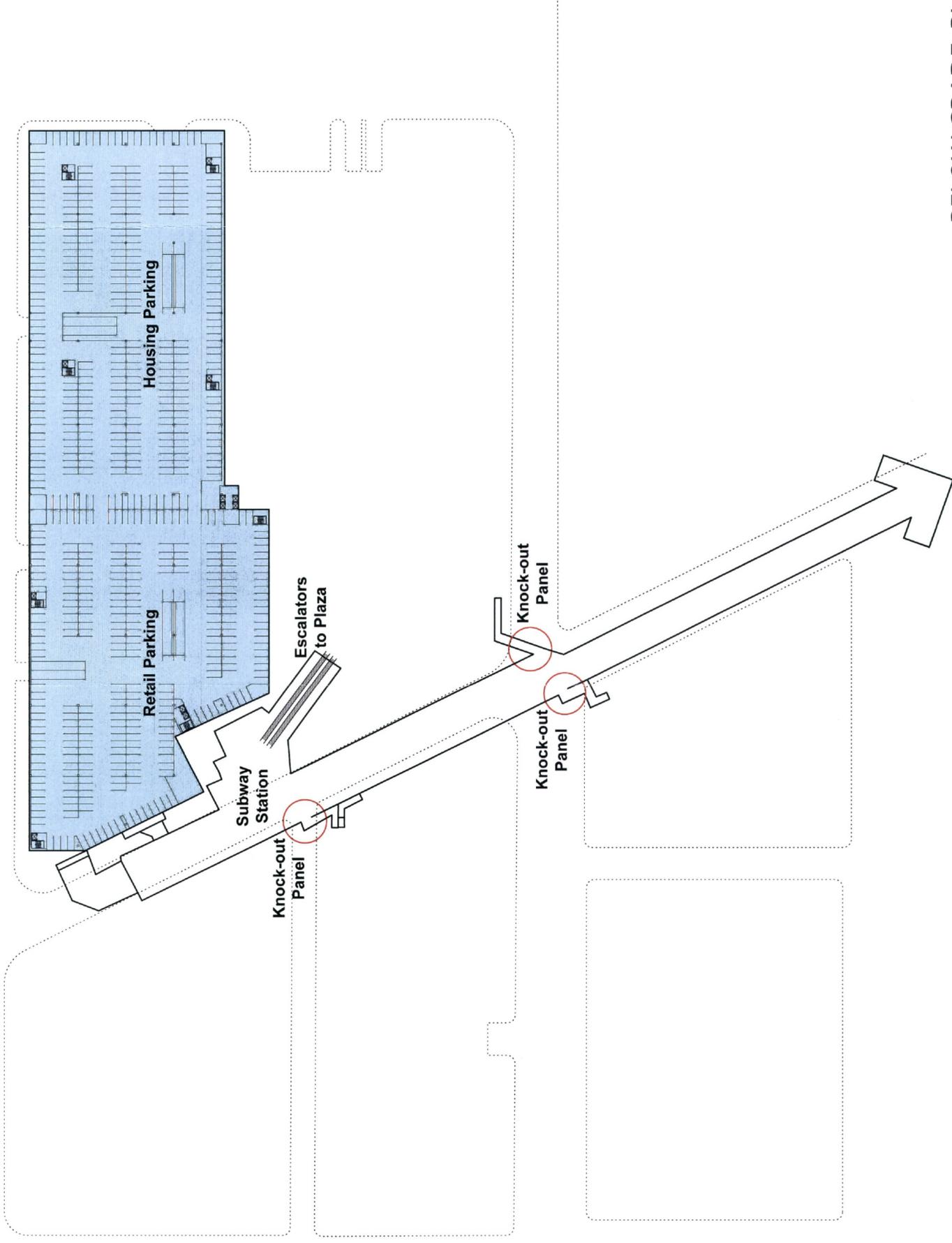
STREET LEVEL PLAN



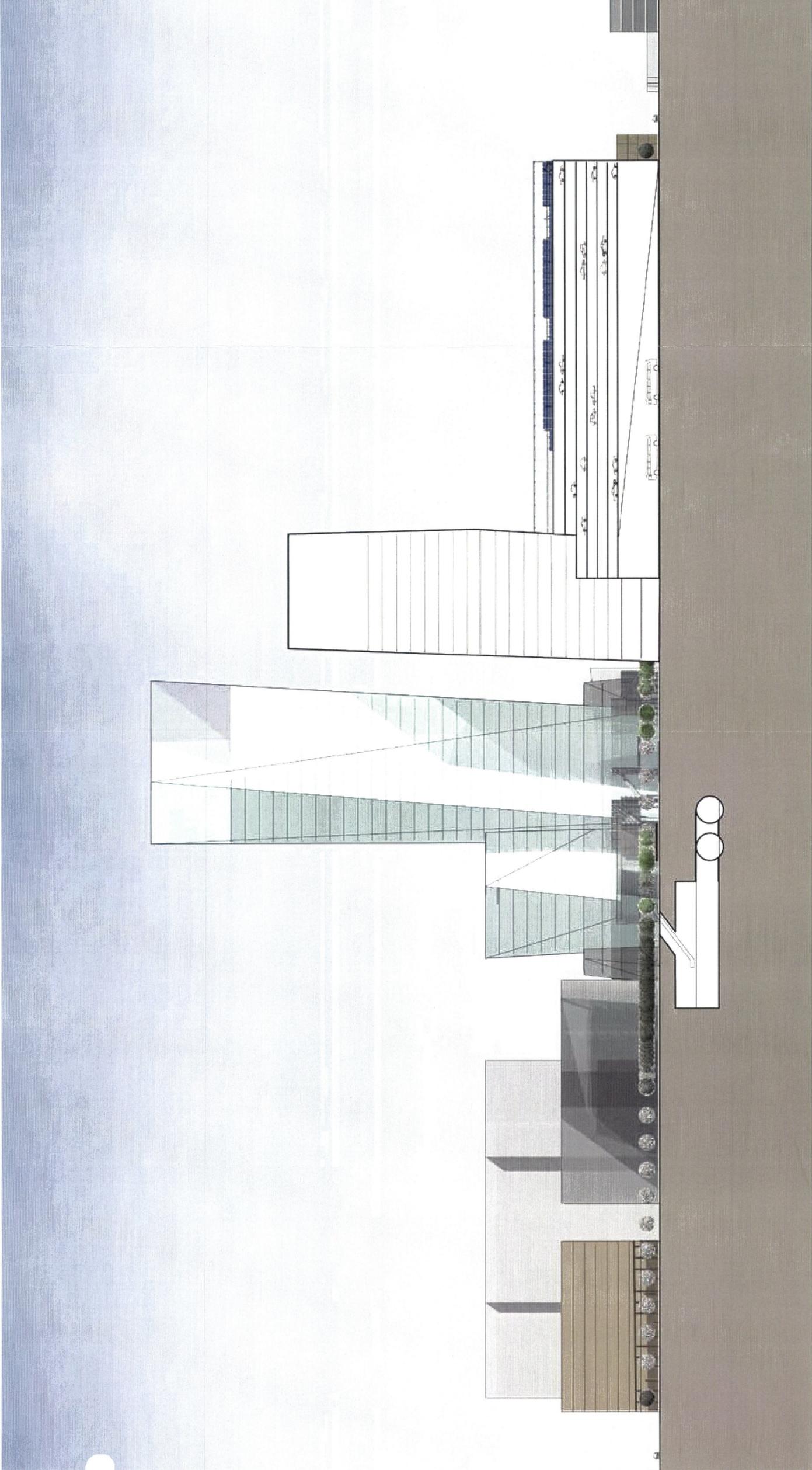
2nd & 3rd LEVEL PLAN



MID-LEVEL PLAN



BELOW GRADE PLAN



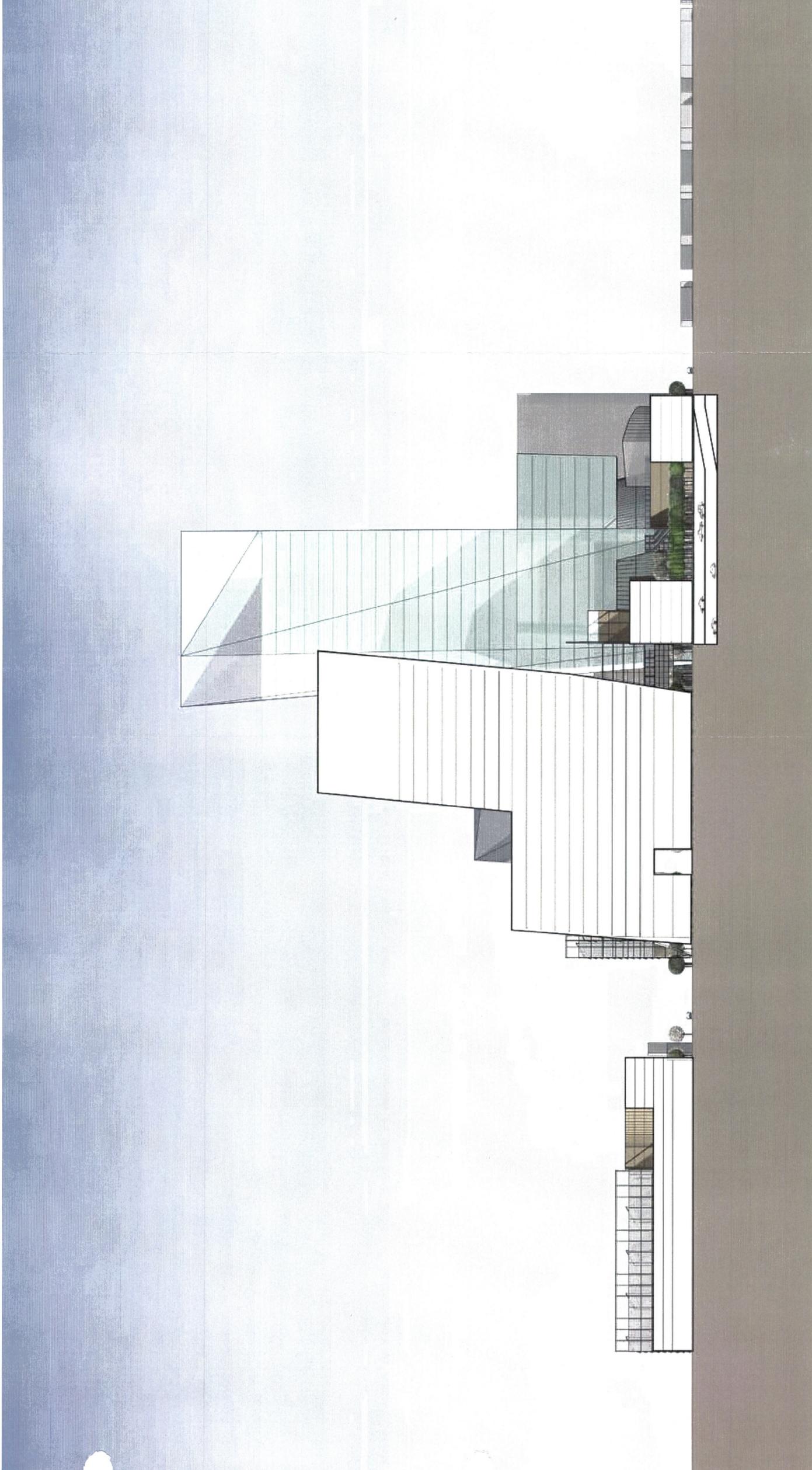
EAST WEST SECTION



NORTH HOLLYWOOD TRANSIT ORIENTED DEVELOPMENT CONCEPT

LOWE ENTERPRISES





NORTH SOUTH SECTION

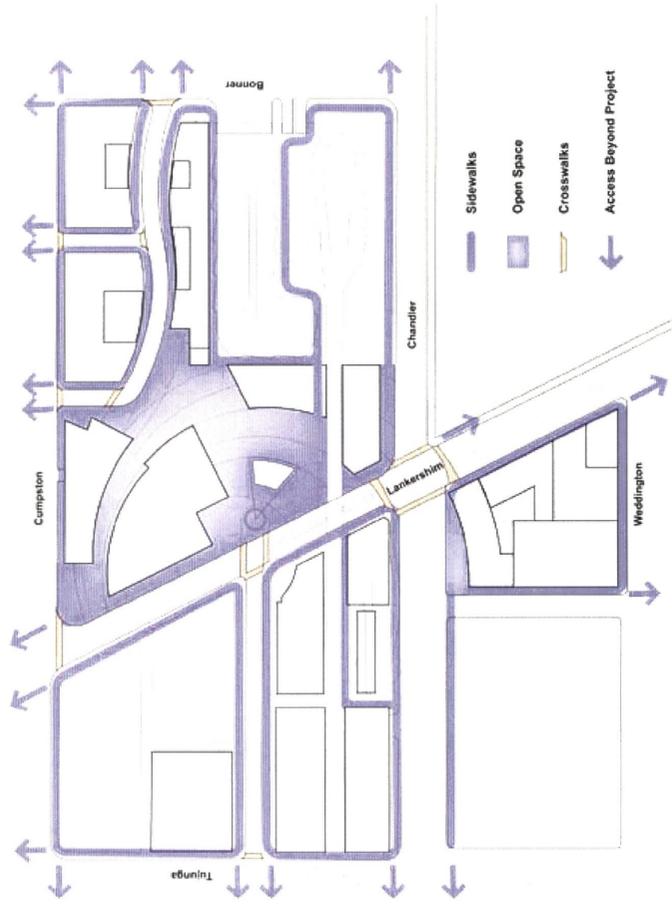


NORTH HOLLYWOOD TRANSIT ORIENTED DEVELOPMENT CONCEPT

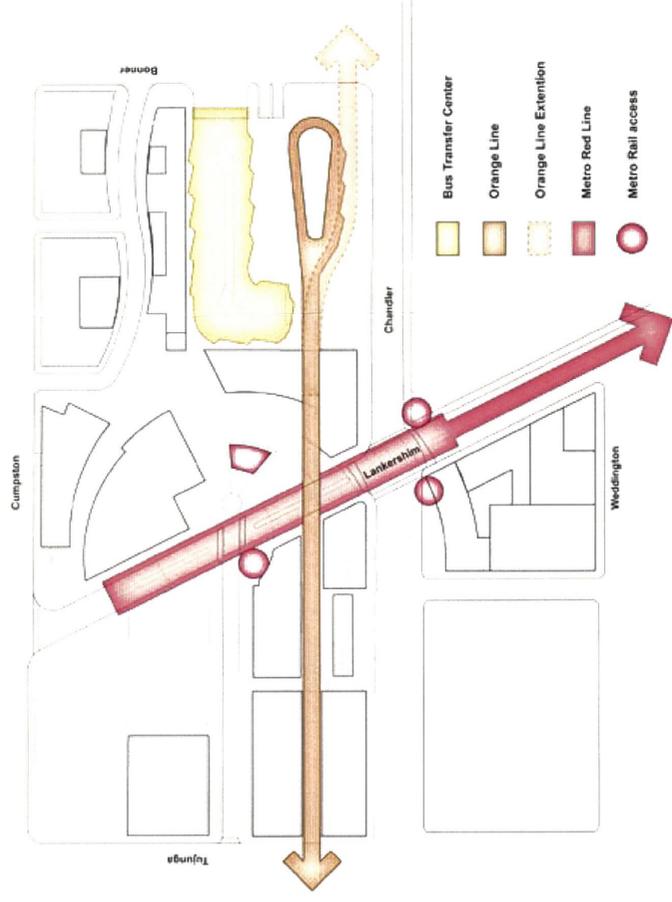
LOWE ENTERPRISES

ac martin partners, inc

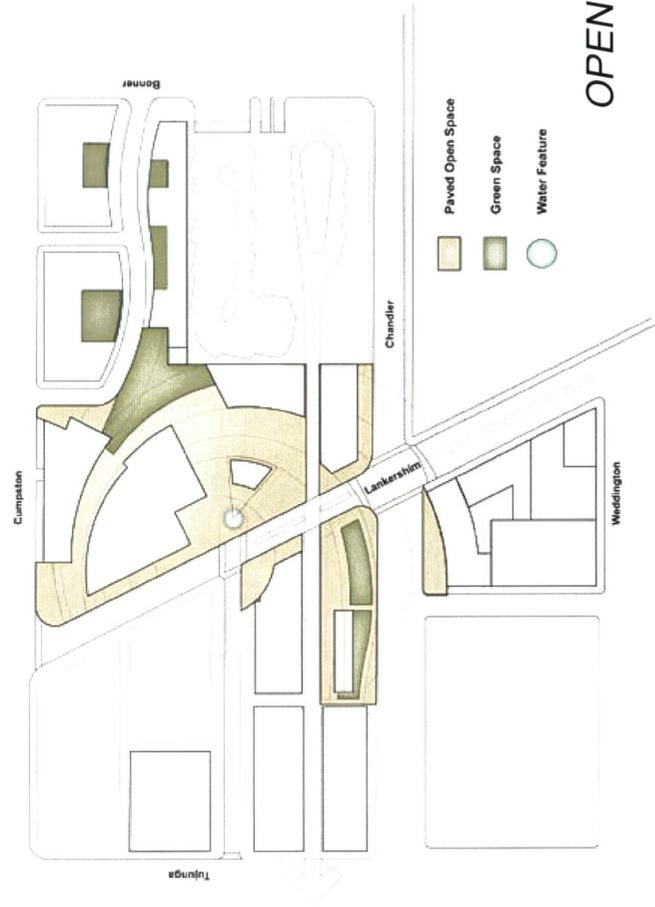




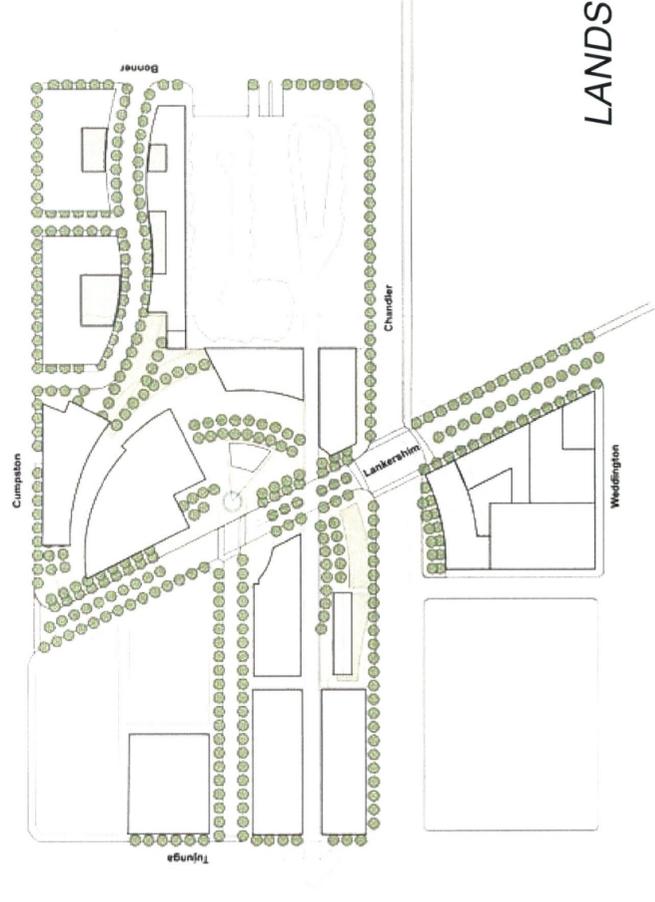
PEDESTRIAN CIRCULATION



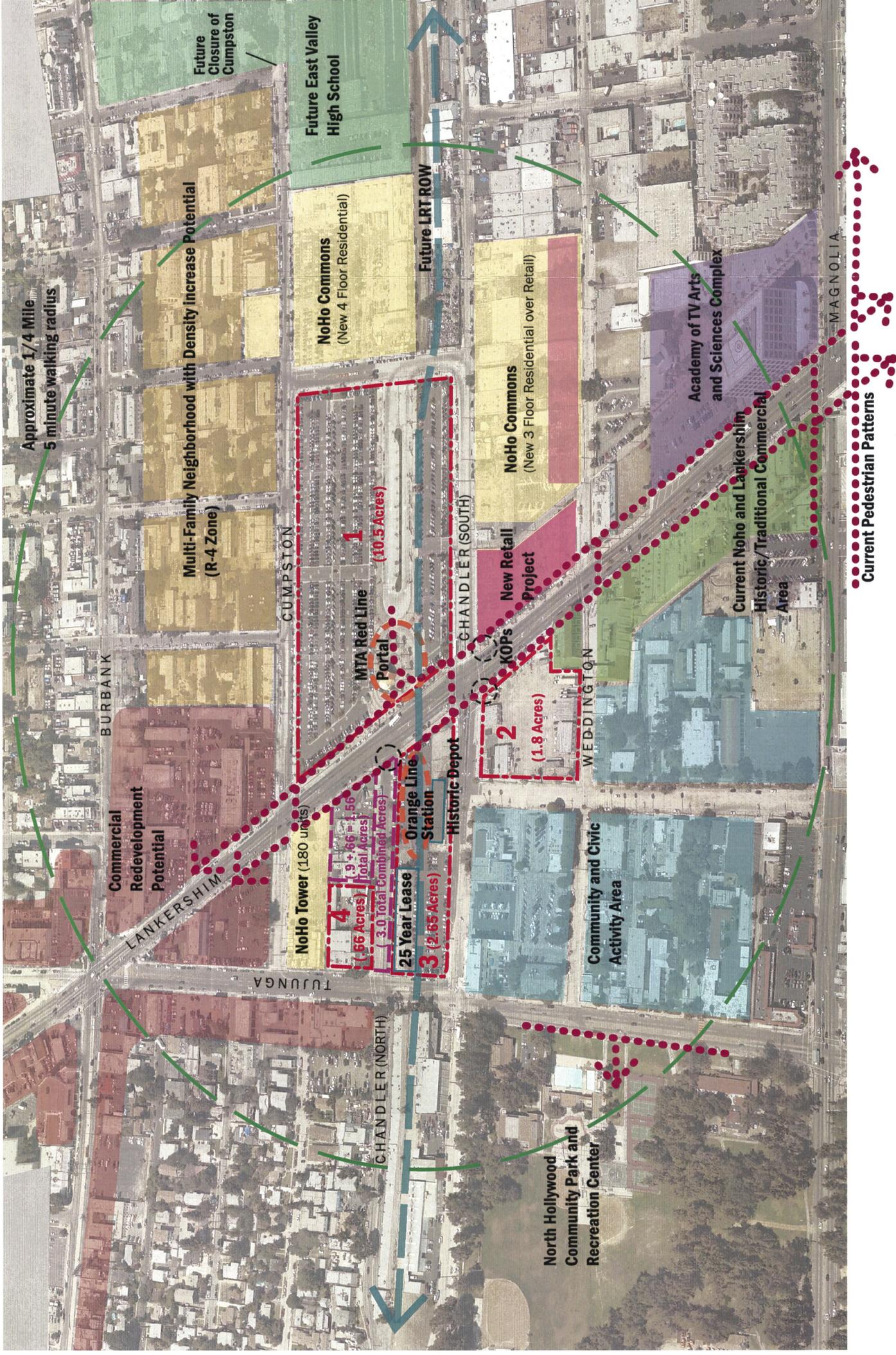
TRANSIT DIAGRAM



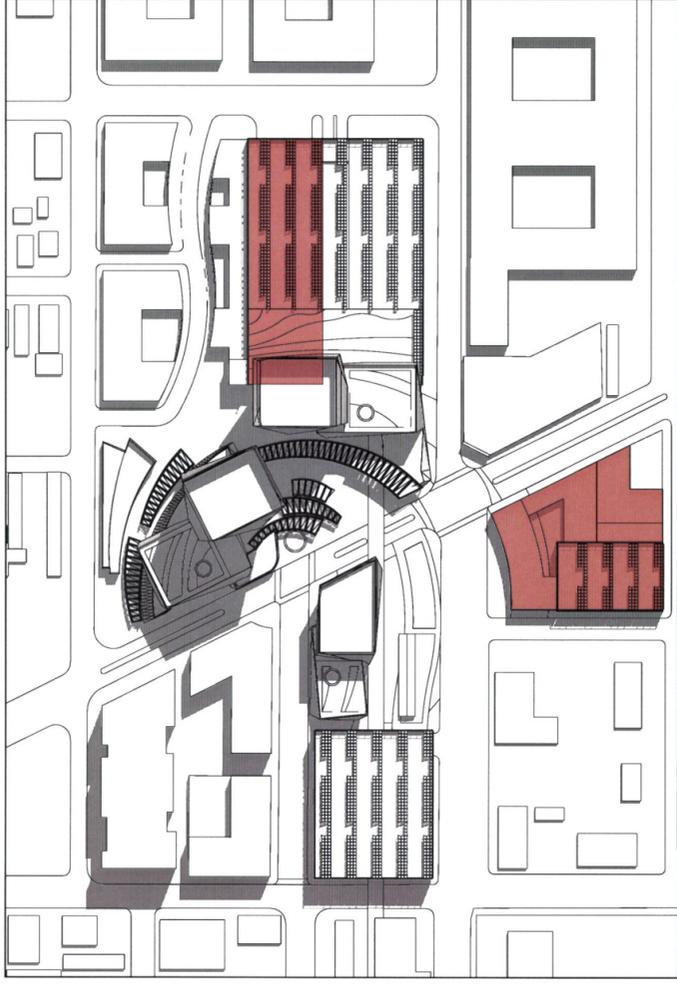
OPEN SPACE



LANDSCAPE



## EXISTING CONDITIONS, OPPORTUNITIES and CONSTRAINTS



**PHASE 1**

**Parcel 1**

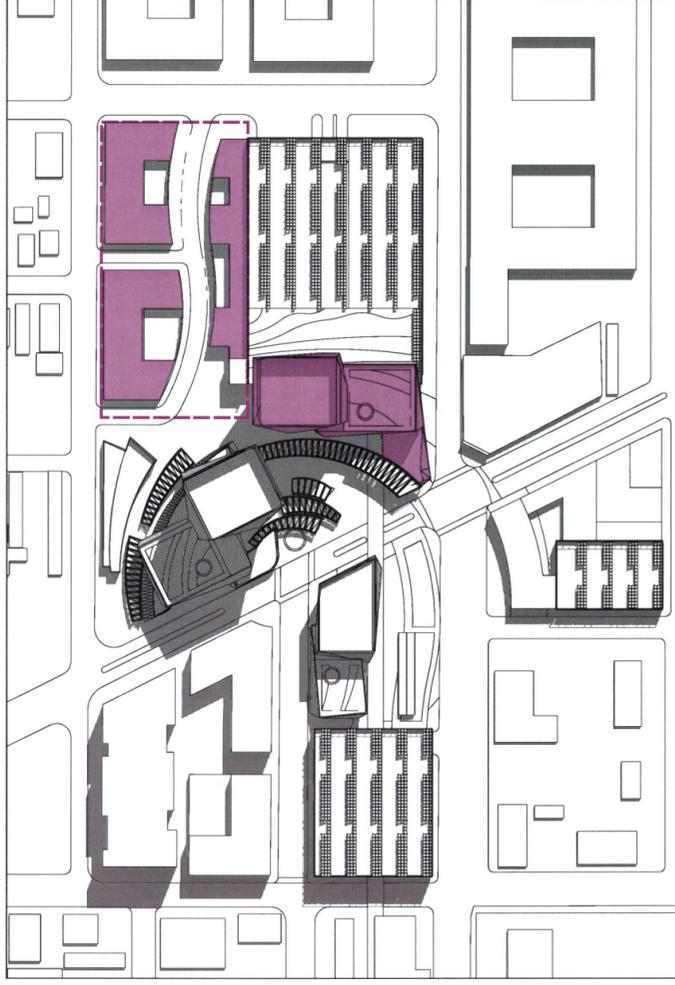
- Bus Layover Area (note 1)
- Relocate Bus Layover area
- Transit Parking Structure (note 2)

Phase 1 - 1320 spaces  
(1000 spaces allocated to Transit)

**Parcel 2**

- Commercial--Retail  
14,300 SF
- Traditional Rental Housing  
100 units
- YMCA  
30,560 SF
- Parking Structure  
443 spaces

**PHASE 1**

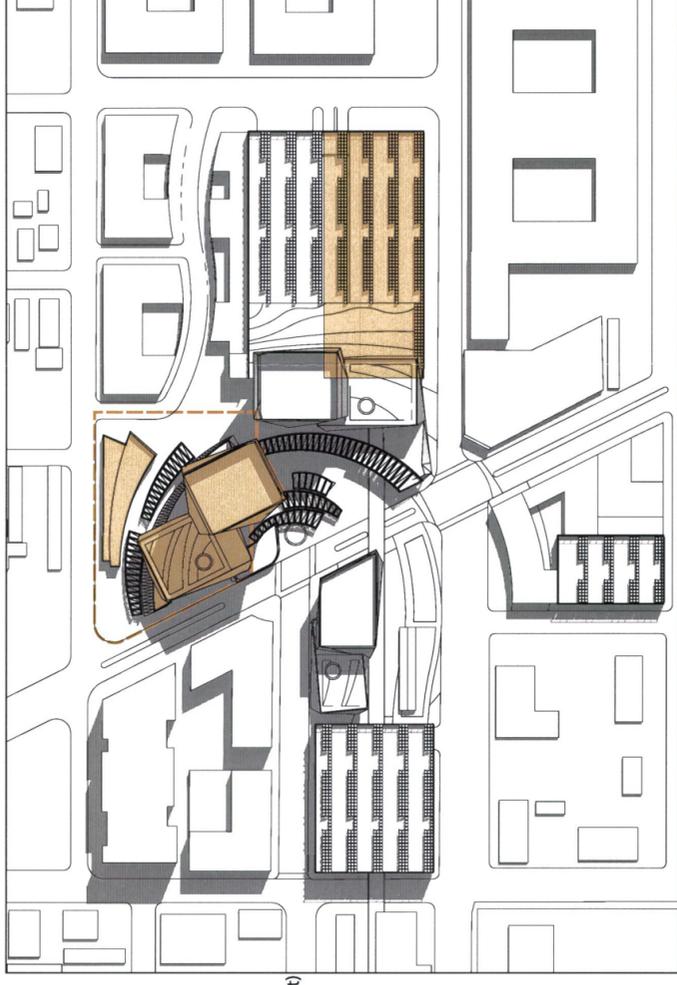


**PHASE 3**

**Parcel 1**

- Commercial--Office  
Tower 2 - 352,000 SF
- Live-Work Housing  
30 units
- Traditional Rental Housing  
77 units
- Residential Parking  
460 spaces (below grade)

**PHASE 3**

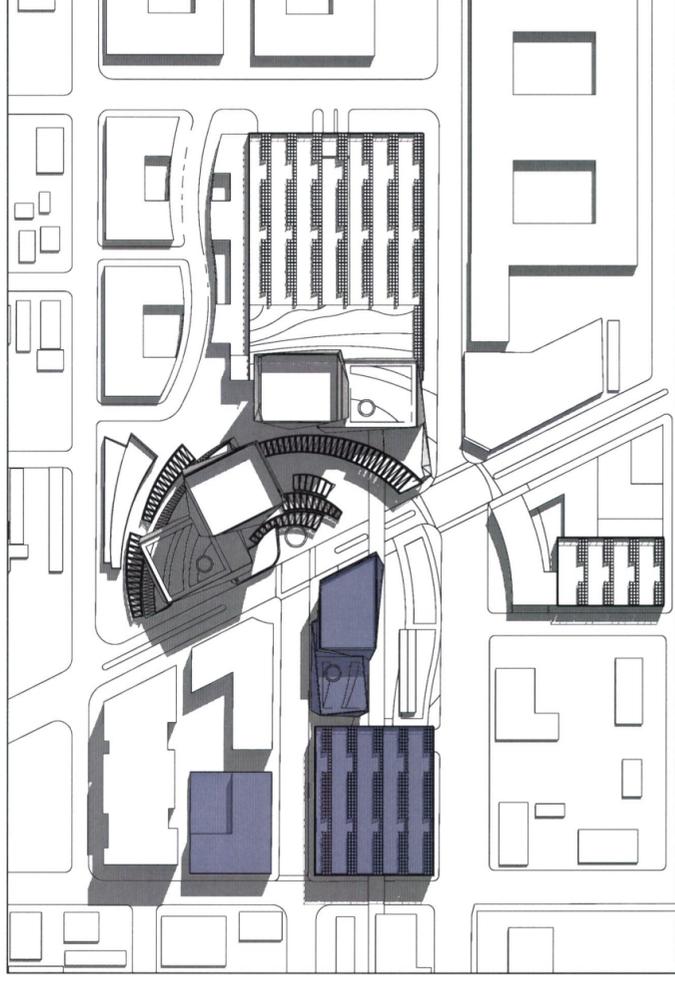


**PHASE 2**

**Parcel 1**

- Phase 2 Parking structure  
1320 spaces
- Commercial--Office  
Tower 1 - 459,800 SF
- Commercial--Retail  
135,896 SF
- Community -- Arts Theaters  
4,500 SF
- Public Parking  
(Commercial Uses)  
550 spaces  
(below grade)

**PHASE 2**



**PHASE 4**

**Parcel 3**

- Orange Line Facilities  
(relocate to Parcel 1)
- Transit Parking  
876 spaces  
(500 spaces for transit)
- Commercial--Office  
Tower 3 - 199,800 SF
- Commercial--Retail  
7,320 SF
- Live-Work Housing  
18 units

**Parcel 4**

- Traditional Rental Housing  
138 units
- Parking  
220 spaces

**PHASE 4**

**FINANCIAL CAPACITY**

**MARKET ASSESSMENT**

5

MARKET ASSESSMENT



## 5 . MARKET ASSESSMENT

### A. AREA OVERVIEW

#### SAN FERNANDO VALLEY

The San Fernando Valley, while a part of Los Angeles County, is a distinct geographic and economic area. The 345 square mile Valley is defined by the boundaries of the city of Glendale to the east, Santa Clarita to the north, Calabasas to the west, and the Santa Monica Mountains and Hollywood Hills to the south. The Valley can be divided into three specific areas:

- The Central Valley with Sherman Oaks, Encino and Van Nuys
- The West Valley with the communities of Woodland Hills, Warner Center, West Hills, Northridge, Chatsworth and Canoga Park
- The East Valley with Burbank, Glendale, Studio City, Toluca Lake, Universal City and North Hollywood

The Valley boasts well-defined retail, office and industrial employment markets. One of the strongest characteristics of the San Fernando Valley market is the significant number of major employers in the area. The Valley is home to approximately 40,000 businesses that employ over 600,000 people. Many Fortune 500 companies have regional headquarters in the valley. The San Fernando Valley is home to the:

- Largest number of aerospace firms
- Largest number of media and entertainment employers
- Fifth largest number of manufacturing operations
- Sixth largest number of finance, insurance, and real estate companies

#### NORTH HOLLYWOOD

North Hollywood is originally famous as the birthplace of California statehood. In 1847, Lt. Colonel John C. Fremont of the United States and General Andres Pico of Mexico met at the Campo de Cahuenga (“Cahuenga Field”) and signed the treaty to end the Mexican-American War. Twenty-two years later, in 1869, newcomer Isaac Lankershim recognized that the fertile lands lying just over the Cahuenga Pass from the city of Los Angeles will support many crops. He and his friend, I.N. Van Nuys, purchased the entire southern half of the San Fernando Valley, about 59,500 acres, for \$115,000, and planted wheat. Thus was sown the Valley's bountiful agricultural industry.

North Hollywood, more commonly referred to as “NoHo” or the “NoHo Arts District” of the San Fernando Valley, is known as one of the most exciting redevelopment areas in all of metro Los Angeles. NoHo is strategically located in close proximity to large media and entertainment employers throughout Universal City, Burbank, Glendale, Studio City, and Sherman Oaks and just over the hill in Hollywood.

The North Hollywood Redevelopment Project covers 750-acres and is administered by the Community Redevelopment Agency of the City of Los Angeles. The project area encompasses:

- The NoHo Arts and Entertainment District with more than 30 theaters, numerous restaurants, cafes and shops;
- A commercial district anchored by the Academy Entertainment and Business Center, the Academy of Television Arts and Sciences and the Academy Hall of Fame Plaza;

- A neighborhood shopping center with Ralph’s grocery as its anchor tenant and a recently completed 35,000 square foot HOWS Market;
- The recently completed East Valley High School, a \$77 million state-of-the-art facility recently completed in 2006;

**Population**

The 2007 population within the approximate five-mile radius of the NoHo Art Wave is estimated to be approximately 575,000 with an average household income of \$73,000. In addition, 69% of the population is over the age of 25 and approximately 37% have college degrees. The population within the approximate 1-mile radius of the NoHo Art Wave increased 24% between 1990 and 2007.

<b>Population Growth &amp; Average Household Income</b>			
	<b>1-Mile Radius</b>	<b>3-Mile Radius</b>	<b>5-Mile Radius</b>
1990 Census	35,885	216,181	492,868
Population 2007	42,196	251,157	574,735
Projected Population 2012	44,448	265,984	609,966
Growth Rate 1990-2007	23.9%	16.2%	16.6%
Projected Growth Rate 2006-2012	5.3%	5.9%	6.1%
Average Household Income	\$56,234	\$69,192	\$73,008

*Source: Claritas, April 2007*

**Transportation in North Hollywood**

**Freeways** The San Fernando Valley is well served by one of the largest freeway systems in the world, connecting all areas of Greater Los Angeles. Major freeways through the Valley include the Foothill (210), Golden State (5), Hollywood (170), San Diego (405), San Fernando Valley (118) and Ventura (101) Freeways. The NoHo Art Wave enjoys an advantageous location close to the Ventura (101) Freeway and Hollywood (170) Freeway providing easy access to Downtown Los Angeles, the San Diego (405) Freeway, West Los Angeles and the beach communities and the West Valley communities.

**Airports** The Bob Hope Airport (formerly known as Burbank Airport) is the primary commercial airport in the San Fernando Valley, providing service for the following airlines: Alaska, America West, American, Delta, JetBlue, Southwest and United Airlines. Other smaller airports servicing the Valley include Van Nuys Airport, Whitman Airpark and San Fernando Airport.

**Metro Rail/Metrolink** Located on the corner of Chandler and Lankershim and at the center of the NoHo Art Wave, the North Hollywood Metro Subway station opened in June 2000 and is the starting point for the Metro Red Line Subway system. This station links North Hollywood with Universal City, Hollywood and Downtown Los Angeles. The North Hollywood Metro station also provides access to the Orange Line Busway. This successful transit project opened in October 2005 linking North Hollywood with Warner Center over a 14-mile landscaped transit corridor with 13 stops along the way.

### Colleges and Universities

Residents of North Hollywood are just a quick drive from excellent institutions of higher learning.

- California State University Northridge, a member of the 20-campus California State University system, is the third largest college or university in Los Angeles County and serves almost 30,000 students seeking bachelor's and master's degrees.
- Los Angeles Valley College, in Van Nuys has an enrollment of 17,000 students. Founded in 1949, the college employs 250 full-time and 300 part-time instructors.
- Other nearby colleges and universities within commuting distance include: Kings College and Seminary, National University, University of California Los Angeles (UCLA), University of Southern California (USC), Pepperdine University's Valley Campus, California Institute of the Arts, California Institute of Technology and Woodbury University.

### Entertainment

The immediate neighborhood, offers theatres, dance instruction, galleries, playhouses, acting schools, recording studios and a number of art-related festivals and events. In addition, there are numerous restaurants, bars, lounges, coffee houses and bistros all within a short walk. The large North Hollywood park and outdoor recreation center just one block from the NoHo Art Wave. The NoHo Arts District offers more than 30 professional theaters producing both classics and adventurous new work, diverse art galleries, public art showings, professional dance studios, the largest concentration of music recording venues on the west coast and annual festivals.

The El Portal Theatre is a historic landmark located in the heart of North Hollywood at 5269 Lankershim Boulevard. The theatre, originally built as a vaudeville house in 1926, sits directly across from the Academy of Television Arts and Sciences. The El Portal Theatre has quickly become an icon within the Valley community and continues to establish the identity of the NoHo Arts District within the theatre and entertainment community. Rebuilt in the late 1990's and opened in January 2000, this historic 1,400 seat movie house now offers three live theatres: The 42-seat Studio, The 95-seat Forum and The 350-seat Main Stage.

Burbank, Glendale, Universal City, North Hollywood, Studio City and Hollywood are well known for the largest concentration of media and entertainment employers in the world, covering the full spectrum including animation, movies, television, radio, broadcasting, music labels and more studio production square footage and sound stages than any place in the world. Top employers include, but are not limited to Warner Bros. NBC/Universal, ABC/Walt Disney, DreamWorks, CBS, MCA Records and Clear Channel. The Academy of Television Arts & Sciences, honors primetime programming by awarding "Emmy Awards".

Nearby entertainment venues include:

- Universal City – City Walk & Universal Studios.
- Studio City – Ventura Boulevard, "The Rodeo Drive of The Valley".
- Sherman Oaks – Sherman Oaks Galleria & Westfield Fashion Square.
- Hollywood – Hollywood & Highland, Grumman's Chinese Theatre, Archlight Cinemas
- Glendale – The Glendale Galleria
- Burbank – Media District, Griffith Park, LA Zoo

## B. OFFICE MARKET

### NORTH LOS ANGELES, TRI-CITIES AND WEST LOS ANGELES OFFICE SUBMARKETS

The North Hollywood micro market has performed historically as a mix of trends in the three surrounding office submarkets: Tri Cities (Burbank, Glendale, Pasadena), North Los Angeles and West Los Angeles. Within the geographical nexus of three thriving office submarkets, the limited supply and strong demand fundamentals of the smaller Burbank, North Hollywood, Universal City and Studio City office micro markets will provide the NoHo Art Wave with substantial opportunities to capture significant spillover in office demand. Lowe has engaged Property and Portfolio Research (“PPR”) to combine the trends in demand and supply fundamentals for the three submarkets involved and then apply these trends to the North Hollywood micro market.

Burbank is a leading part of the Tri-Cities office submarket, North Hollywood and Universal City are in the North LA office submarket, and Studio City is tracked as part of the West LA office submarket. West LA remains the heart of high-level business dealing in the entertainment industry, with strength in that sector leading to more production activity in the subject micro market. In contrast, the Tri-Cities and North LA office submarkets are where the entertainment industry has most of its production and back office operations. Vacancy rates in the three submarkets combined have rebounded sharply in recent years, from nearly 17% in 2002 to 10% today.

	North LA / Tri-Cities / West LA Combined							
	2004 Q4	2005 Q4	2006 Q4	2007 Q4	2008 Q4	2009 Q4	2010 Q4	2011 Q4
Net Absorption (000 SF)	3,852	5,910	3,062	1,466	1,397	1,218	1,478	1,498
Supply (past 4 quarters, 000 SF)	1,382	1,227	947	1,655	1,564	1,431	1,616	1,817
Inventory (000 SF)	154,194	155,421	156,368	158,023	159,587	161,018	162,633	164,450
Vacancy Rate	14.8%	11.7%	10.3%	10.3%	10.3%	10.3%	10.3%	10.4%
<i>Metrowide Vacancy</i>	16.7%	15.4%	14.6%	14.2%	13.8%	13.6%	13.2%	12.9%
Rent (\$)	\$29.57	\$30.70	\$33.74	\$36.43	\$38.28	\$38.62	\$38.71	\$39.72
<i>Metrowide Rent</i>	\$25.86	\$25.90	\$27.85	\$30.04	\$31.87	\$32.46	\$32.68	\$33.52
YOY Rent Growth (Q4/Q4)	(0.7%)	3.8%	9.9%	8.0%	5.1%	0.9%	0.2%	2.6%
<i>Metrowide Rent Growth (Q4/Q4)</i>	(1.1%)	0.1%	7.5%	7.9%	6.1%	1.8%	0.7%	2.6%

### NORTH HOLLYWOOD OFFICE MICRO MARKET

The North Hollywood Micro market has performed historically as a mix of trends in the three surrounding office submarkets, with the underlying drivers in the micro market being that of the entertainment industry combined with an array of supporting professional and business services firms. The NoHo office micro market has performed similar to the North Los Angeles office submarket in recent years, but is evolving closer to the Tri-Cities office submarket in terms of performance, implying modestly higher rent levels and rent growth rates in the future.

#### Demand

Tightening in the Burbank, North Hollywood, Universal City and Studio City office micro markets has been pronounced, with the vacancy rate plummeting from 10% in 2002 to around a miniscule 2% currently. Net absorption is forecast to increase from 210,000 sq ft in 2008 to 375,000 sq ft in 2011. These levels of net absorption assume that the micro market captures between 15% and 25% of forecast net absorption in the

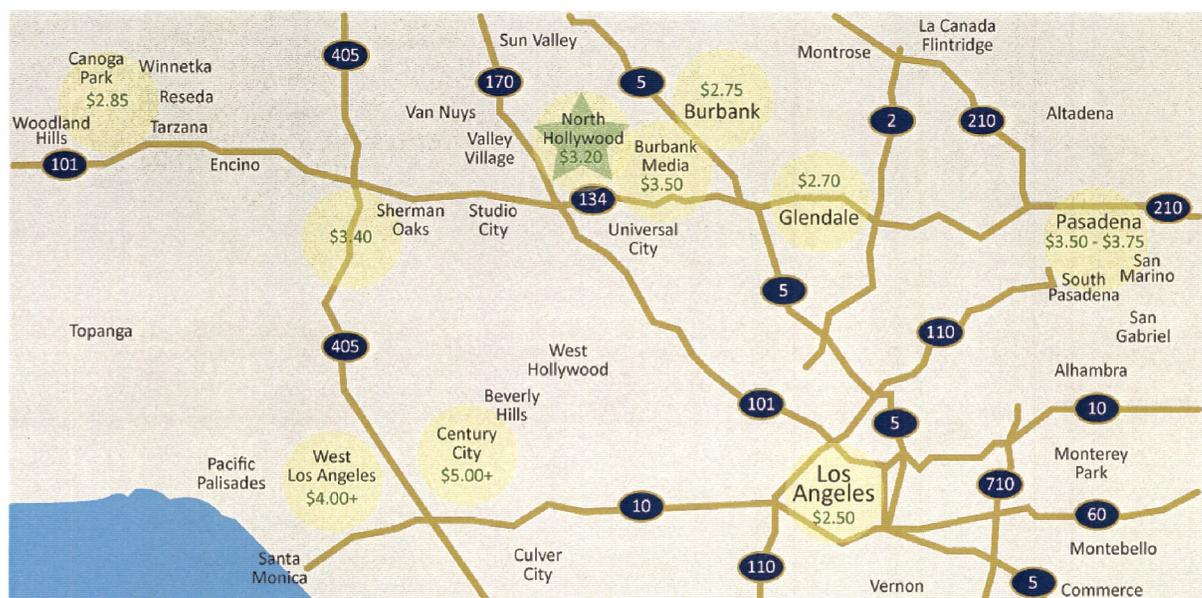
three office submarkets. Achieving the upper end 25% share of market demand appears to be likely given the synergistic growth that will occur as these mixed-use projects generally will be complemented by substantial residential and retail components, boosting neighborhood amenities and the vibrancy of the micro market. As net absorption will fall short of new construction, the ultra-low vacancy rate in the micro market will gradually rise from under 2% in 2007-08 to about 6% in 2011 (still a low level). PPR estimates that office rents will climb 10% in 2007, around 8% in 2008, and a robust 5% in 2009, before moderating to annual growth around 3%

Burbank / North Hollywood / Universal City / Studio City Office Micromarket								
	2004 Q4	2005 Q4	2006 Q4	2007 Q4	2008 Q4	2009 Q4	2010 Q4	2011 Q4
Net Absorption (000 SF)	534	894	423	73	210	304	370	375
Supply (past 4 quarters, 000 SF)	0	660	0	0	200	600	600	600
Inventory (000 SF)	14,865	15,525	15,525	15,525	15,725	16,325	16,925	17,525
Vacancy Rate	6.7%	4.9%	2.2%	1.8%	1.7%	3.4%	4.7%	5.8%
Metrowide Vacancy	16.7%	15.4%	14.6%	14.2%	13.8%	13.6%	13.2%	12.9%
Rent (\$)	\$29.57	\$30.70	\$33.74	\$37.11	\$39.74	\$41.33	\$42.16	\$43.21
Metrowide Rent	\$25.86	\$25.90	\$27.85	\$30.04	\$31.87	\$32.46	\$32.68	\$33.52
YOY Rent Growth (Q4/Q4)	(0.7%)	3.8%	9.9%	10.0%	8.1%	5.0%	3.0%	2.5%
Metrowide Rent Growth (Q4/Q4)	(1.1%)	0.1%	7.5%	7.9%	6.1%	1.8%	0.7%	2.6%

### Supply

New construction in this micro market is forecast to increase to 600,000 square feet per year over 2009-2011. This forecast is premised upon the developers currently planning large mixed-use projects with substantial office components. These include M. David Paul in Burbank, Thomas Properties Group in Universal City, J.H. Snyder at NoHo Commons.

### Commercial Office – Class A Market Rental Rates (\$/SF/Month)



Market rents in locations surrounding North Hollywood have continued to show increased strength amid declining vacancy rates. This strength of the market will continue to propel North Hollywood into a new, class-A quality market. As such modeled economic rental rates average \$3.20 per square foot per month.

In summary, the NoHo Art Wave is well-positioned to take advantage of the following:

- Proximity to the major media and entertainment employment centers of Universal City, Studio City, Burbank and Glendale, as well as the ease of access via the Metro Rail to Hollywood’s vast and growing employer base.
- Moderate new development in surrounding submarkets due to high physical and regulatory barriers to entry for office development in the Burbank, Universal City and Studio City office micro markets
- Capture the spillover of office demand from Burbank, Glendale and Universal City, which are home to the highest concentration of studios including Disney Studios, Warner Brothers Studios, Universal Studios, NBC Studios, ABC Studios and Dream Works. CBS Studios is located in Studio City; Paramount Studios is in Hollywood;
- Capture a portion of the projected net absorption of approximately 600,000 square feet per year. The NoHo Art Wave will deliver 1 million square feet over a six year period, or an average of 170,000 square feet per year, well within the expected net absorption projections.
- Service the expansion of large corporate tenants in North Hollywood including Greystone, Time Warner, Starcom, Mediawest, Weller Grossman, Los Angeles Unified Communications Entertainment Worldwide Production School District, ASI Entertainment, Leo Burnett USA, The Academy of White Light Television Arts & Sciences, Entertainment Howard Anderson Company, Disney Online, Universal Mastering Studios, Howard Anderson Company and Ian H. Graham Insurance.
- Low vacancy rates over the forecast period, with only temporary upticks as new buildings come on line a few years from now.

## C. RETAIL MARKET

### SAN FERNANDO VALLEY

The San Fernando Valley makes up a significant portion of the total Los Angeles retail market and is considered a high-growth retail submarket that continually proves to be an ideal home for national retailers and boutique retailers. Ventura Boulevard, stretching from Woodland Hills in the west to Studio City in the east has evolved into a significant retail corridor with the stretch of Ventura Boulevard located in Studio City now referred to as the “Rodeo Drive” of the Valley. Burbank, Glendale, Universal City, Studio City, North Hollywood and Sherman Oaks represent the highest concentration of retail and entertainment destinations within the Valley.

Retail rent growth in the NoHo micromarket will outpace the metro average as new retail at NoHo Commons, Valley Plaza, the subject property, and along major arterials will synergistically upgrade the perceived ambiance of shopping in North Hollywood, and will benefit from the arrival of more residents with higher household incomes. This new retail space will be complementary, assuming landlords differentiate their tenant mixes.

### TRI CITIES AND SAN FERNANDO VALLEY RETAIL MARKETS

The Tri-Cities (Burbank, Glendale, Pasadena) submarket has a 1.1% vacancy rate for its 1.6 million square feet of anchor space, and a 7.3% vacancy rate for 1.2 million square feet of non-anchor space. The average asking rent is \$20.44 psf for anchor space and \$29.33 psf for non-anchor space. Overall vacancies increased 100 basis points here in the fourth quarter of 2006, to 3.7%, thanks to 27,000 square feet of negative net absorption. Net absorption was negative by 60,000 square feet for the year. Still, Reis forecasts that demand will keep up with the nearly 600,000 square feet of space predicted to complete from 2007 to 2011, including 147,000 square feet this year. The American at Brand project continues to move forward, *GlobeSt.com* reports. Caruso Affiliated received a \$300 million construction loan from PNC Bank in December. The project is on schedule for a spring 2008 opening, according to the principal.

Burbank/Glendale/Pasadena Submarket							
Year	Inventory (SF/Units)	Completions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent % Chg
2004	2,730,000	0	1.8	50,000	2,680,000	-3,000	4.4
2005	2,730,000	0	1.5	41,000	2,689,000	9,000	7.5
2006	2,730,000	0	3.7	101,000	2,629,000	-60,000	7.1
2007	2,877,000	147,000	3.0	88,000	2,789,000	160,000	7.3
2008	2,921,000	44,000	2.7	79,000	2,842,000	53,000	5.1
2009	3,050,000	129,000	2.3	71,000	2,979,000	137,000	3.0
2010	3,183,000	133,000	2.2	69,000	3,114,000	135,000	3.3
2011	3,285,000	102,000	2.4	78,000	3,207,000	93,000	2.9

The San Fernando Valley East submarket has a 0.0% vacancy rate for 1.6 million square feet of anchor space and a 2.5% vacancy rate for 1.6 million square feet of non-anchor space. The average asking rents are \$19.70 psf and \$33.21 psf, respectively. Rents spiked by more than 11.0% here in 2006.

East San Fernando Valley							
Year	Inventory (SF/Units)	Completions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent % Chg
2004	3,092,000	0	2.0	62,000	3,030,000	114,000	7.5
2005	3,172,000	80,000	2.0	63,000	3,109,000	79,000	5.4
2006	3,172,000	0	1.3	40,000	3,132,000	23,000	11.0
2007	3,232,000	60,000	2.5	80,000	3,152,000	20,000	7.9
2008	3,232,000	0	2.9	94,000	3,138,000	-14,000	5.9
2009	3,232,000	0	3.3	107,000	3,125,000	-13,000	2.9
2010	3,359,000	127,000	3.1	103,000	3,256,000	131,000	2.7
2011	3,359,000	0	3.6	120,000	3,239,000	-17,000	2.8

**“We believe that residents make the neighborhood and create the vitality of an area. We are seeking to tap into this energy that exists in NoHo and develop interesting new spaces of retail, residential and office for living and interacting that will enhance the area, image, and lifestyle of NoHo and the Arts District community.”**



**Miles Huber**  
Lowе Enterprises

**Bob Weekley**  
Lowе Enterprises

## D. RESIDENTIAL MARKET

### SHERMAN OAKS/STUDIO CITY/NORTH HOLLYWOOD SUBMARKET

The 43,590-unit Sherman Oaks/Studio City/North Hollywood submarket had a fourth-quarter 2006 vacancy rate of 5.5%, second highest metro-wide, and an average asking rent of \$1,478 per month. Rent gains were robust in 2006, with Reis reporting a 7.3% gain in the average asking rent and a 7.8% gain in the average effective rent for the year. Vacancy in this submarket was pushed up by the completion of the 438-unit The Gallery at NoHo Commons and the 292-unit second phase of NoHo Commons Lofts, both in North Hollywood. For 2006 as a whole, 958 units delivered in this submarket, pushing the vacancy rate up 220 basis points. With another 299 units already under construction for 2007 delivery and Reis forecasting more in coming years, vacancy is expected to remain in the vicinity of 5.0% through 2011.

Sherman Oaks/Studio City/North Hollywood Submarket								
Year	Inventory (SF/Units)	Completions	Conversions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent % Chg
2004	42,783	138	0	3.4	1,455	41,328	-166	4.6
2005	42,762	0	0	3.3	1,411	41,351	23	5.8
2006	43,590	958	-130	5.5	2,397	41,193	-158	7.3
2007	44,027	437	0	5.5	2,421	41,606	413	6.9
2008	44,219	192	n/a	5.2	2,308	41,911	305	5.2
2009	44,719	500	n/a	5.1	2,281	42,438	527	3.5
2010	45,138	419	n/a	5.3	2,388	42,750	312	2.8
2011	45,526	388	n/a	5.5	2,495	43,031	281	2.9

In the 17,053-unit Burbank/North Glendale submarket, the 2006 fourth quarter vacancy rate was 2.4%, and the average asking rent was \$1,399 per month. This is another submarket whose peak year for rent gains was 2005, with both the average asking rent and the average effective rent rising 5.2% in 2006, the latter to \$1,349 per month. New supply is forecast to arrive in the 2008 to 2010 period; vacancy is forecast to rise slowly toward 5.0%.

According to Property and Portfolio Research, apartment rent growth in the NoHo micromarket will outperform that of PPR's "North LA" apartment market as new higher-quality product comes on line at higher rents *and* as the ambiance / quality of life in NoHo continues to improve (gentrify). Average rents in NoHo will approach, but stay below, the average level of rents in the Tri-Cities submarket.

APARTMENT DEVELOPMENT PIPELINE				
APARTMENT COMMUNITY	LOCATION	DEVELOPER	COMPLETION	UNITS
NoHo Tower (The Florentine)	5445 Lankershim Blvd North Hollywood	JSM	May 2007	180
NoHo Collection (Imperia Apartments)	11049 McCormick St North Hollywood	JSM	June 2007	103
NoHo Collection (Milano Apartments)	11049 Magnolia Blvd North Hollywood	JSM	June 2007	196
Alexan Universal City	4029 Lankershim Blvd Studio City	Trammell Crow Residential	January 2007	145
NoHo Collection (Gangi Apartments)	Vineland & McCormick North Hollywood	JSM	March 2008	152
NoHo Warehouse (Imperia Apartments)	Magnolia Avenue North Hollywood	HDS Group	2008	50
NoHo Live/Work	4900 Vineland Ave North Hollywood	CO Wood	2008	<u>58</u>
<b>TOTAL</b>				<b>884</b>

*Notes on Affordability Components:*

- NoHo Tower is a 180 unit property with 10 affordable units
- Imperia Apartments in a 103 unit property with 8 affordable units
- Milano Apartments is a 196 unit property with 15 affordable units

**Competitive Set**

The rent comparables maintain an average occupancy of 91.5%; however, Academy Village is undergoing renovations and therefore is artificially low. Properties currently in lease-up are not included in the average occupancy. The median age/year built of the comparable set is 2003 with a range of 1990 to 2006. Five properties were delivered in 2006. The rent comparables total 1,148 units with an average property size of 164 units, ranging from 50 units to 438 units.

PROPERTY	YEAR COMPLETED	OCCUPANCY	TOTAL UNITS	UNITS SURVEYED	AVG UNIT RENT	AVG UNIT SF	AVG UNIT RENT PSF	WEIGHTED AVG RENT PSF 1 BR	WEIGHTED AVG RENT PSF 2 BR	WEIGHTED AVG RENT PSF 3 BR
The NoHo Lofts	2006	92.0%	68	68	\$2,047	947	\$2.16	\$2.12	\$2.26	\$2.22
Gallery - NoHo Commons	2006	16.0%	438	323	\$2,089	838	\$2.49	N/A	\$2.51	\$2.45
Lofts - NoHo Commons	2006	32.0%	292	186	\$2,226	853	\$2.61	\$2.60	\$2.62	N/A
NoHo Collection - Tocino	2004	94.0%	103	103	\$1,985	898	\$2.21	\$2.77	\$2.45	\$1.95
Academy Village	1990	87.5%	248	248	\$1,788	766	\$2.33	N/A	\$2.45	\$2.21
NoHo Gardens	2006	94.0%	100	92	\$1,899	827	\$2.30	N/A	\$2.52	\$2.12
Cosmo Lofts	2006	90.0%	50	50	\$3,465	1,143	\$3.03	\$3.03	N/A	N/A
<b>TOTAL</b>		<b>91.5%</b>	<b>1,299</b>	<b>1,070</b>	<b>\$2,214</b>	<b>896</b>	<b>\$2.45</b>	<b>\$2.63</b>	<b>\$2.47</b>	<b>\$2.19</b>
<b>NoHo Art Wave</b>										

The average unit size for the comparable set is 896 square feet with a range of 766 square feet to 1,143 square feet. The NoHo Art Wave has an average unit size of 918 square feet. The average unit market rent for the comparable set is \$2,214 per unit with a range of \$1,788 per unit to \$3,465 per unit. The average unit market rent per square foot for the comparable set is \$2.45 per square foot while the range is \$2.16 to \$3.03 per square foot.

**Sources:**

- Property and Portfolio Research
- Reis
- Transwestern Multi housing Capital Advisors
- Pierce Eislen



6

FINANCIAL PROPOSAL



**“We believe our thirty five years of development experience coupled with our dynamic development team can help make Metro and the Community Redevelopment Agency’s dream a reality.”**



**J. Alberto Lemus, Lowe Enterprises**

**Richard G. Newman, Lowe Enterprises**

**David Sonderegger, Lowe Enterprises**

## 6. FINANCIAL PROPOSAL

### A. FINANCIAL COMPENSATION TO METRO

After careful consideration of the complex issues associated with the financing, leasing and selling of a mixed-use development of this magnitude, Lowe has crafted a transaction structure which provides Metro with both fixed and upside financial compensation while aligning Lowe and Metro toward making the NoHo Art Wave a near-term reality. Starting at the approval of the Exclusive Negotiation Agreement, Metro will be paid minimum “base” rent that will increase upon meeting significant project milestones including execution of the joint development and obtaining entitlements. As the individual leasehold improvements achieve stabilized income-producing levels, Metro will be paid a percentage of the adjusted gross revenues in addition to the minimum base rent. Lowe will also provide Metro with the opportunity to participate in the profits from capital events such as sales and refinancing as Lowe optimizes the value of the individual properties on the site and long-term appreciation is achieved.

The key elements of the Lowe’s financial compensation to the Metro include the following:

- **Option Rent** payments from the date of approval of the Exclusive Negotiation Agreement until the execution of the Joint Development Agreement and Ground Lease.
- **Entitlement Rent** payments from the date of execution of the Joint Development Agreement and Ground Lease until entitlement approvals.
- **Holding Rent** payments from the date of approval of entitlements to the earlier of completion of construction for each phase or the Minimum Dates.
- **Minimum Base Rent** payments from earlier of completion of construction for each phase or the Minimum Dates through the remaining term of the ground lease. The minimum base rent was determined as a percentage of the total value of the site based on its development program.
- **Percentage Rent** as a percentage of the adjusted gross revenue from all income-producing leasehold improvements upon achieving the hurdles specified for each land use.
- **Profit Participation** in the proceeds from the refinancing and sale of individual components of the development upon achieving specific return hurdles for each land use.

Metro will receive an annual payment of \$10,822,500 ground rent payment for the Minimum Base Ground Rent. The 20-year net present value (“NPV”) of total ground rent payments to Metro is \$57.8 million (9.25% discount rate).

## B. GROUND LEASE TERMS

Ground Lessor:	Metro
Ground Lessee:	Low Enterprises
Site:	The entire project site as defined by Metro in the Request for Proposal
Term:	60 year initial term plus four successive 11-year options
Option Rent:	\$541,125 per year (\$45,094 per month) from the date of approval of the Exclusive Negotiation Agreement through the execution of the Joint Development Agreement and Ground Lease. This amount equals 5% of the Minimum Base rent.
Entitlement Rent:	\$1,082,250 per year (\$90,188 per month) from the date of execution of the Joint Development Agreement and Ground Lease through the entitlement period to entitlements approval. This amount equals 10% of the Minimum Base rent.
Holding Rent:	<p>\$2,164,500 per year (\$180,375 per month) from the date of approval of entitlements and the earlier of the construction completion date of each phase or the minimum date. This amount equals 20% of the Minimum Base rent and shall be paid on a pro-rata basis by phase.</p> <p>The minimum date shall be established as a date twelve months beyond the expected completion date of each specific phase.</p>
Minimum Base Rent:	<p>\$10,822,500 per year (\$901,875 per month) from the earlier of the construction completion or the Minimum Date for each phase of the development through the remaining term of the lease. This annual amount equals 9.25% of the total land value.</p> <p>Minimum Base Rent shall be paid on a pro-rata basis by phase as completion or minimum dates are reached.</p>
Adjustments to Base Rent:	The Minimum Base Rent will be adjusted every five years by inflation according the Consumer Price Index and will be subject to a floor of 5% and a cap of 10%.

Percentage Rent: Percentage Rent shall be paid on the Adjusted Gross Income for each component of the development upon Lowe achieving the following annual Return-On-Cost levels:

	Return Hurdle	% Share of Adjusted Gross Income
Office	10.0%	8.0%
Retail	9.75%	8.0%
Residential	9.50%	11.5%

Adjusted Gross Income is defined to be the gross revenues generated by each element, less those operating expenses considered to be beyond the control of the Developer, defined to be property taxes, insurance and utilities and maintenance expenses.

Return-On-Cost is defined as the Adjusted Gross Income divided by the total development direct and indirect costs associated with each leasehold improvement.

Participation in Net Proceeds from Refinancing: Upon refinancing of the construction financing for any portion of the leasehold improvements, Lowe shall pay Metro 3% of the net financing proceeds.

Net Financing Proceeds are defined as the amount by which the gross amount of the post-construction refinancing proceeds less financing costs, less amounts reinvested in the property, exceeds the most recent net financing basis.

Participation in Net Sales Proceeds: Upon the sale of any portion of the leasehold improvements in the development, Lowe shall pay Metro 15% of the net sales proceeds above a 20% net profit margin.

Net Profit Margin is calculated by dividing the Net Profit by the gross sales revenue.

Net Profit is equal to the gross sales revenue less all costs of sales and total development direct and indirect costs associated with the disposed leasehold improvement.

Open Book Policy: The Lowe team will provide access to project accounting information during all phases of the project to comply with an “open-book” approach to the project’s finances and costs. We also want to emphasize that upon any sale of the Developer’s interest during the term of the ground lease, the ground lease will remain in place.

We have presented this financial structure in a form that we believe will be beneficial to Metro, but we recognize that Metro may prefer other approaches. The Lowe Team reconfirms its commitment to a strong partnership with Metro and will consider other ways to structure payments to Metro that will have substantially the same value to the Developer, if deemed appropriate by Metro.

### C. SUMMARY

Type of Payment	Ground Lease Payments (Annual Basis)	Ground Lease Payments (20-Year Period)	Timing of Payment
Option Rent	\$541,125	\$811,688	Paid upon execution of the ENA until execution of Ground Lease document.
Entitlement Rent	\$1,082,250	\$1,629,542	Paid upon execution of Ground Lease document until approval of Entitlements.
Holding Rent	\$2,164,500	\$7,476,467	Paid upon the approval of Entitlements until the earlier of Completion of Construction or minimum date for phase.
Minimum Base Rent	\$10,882,500		Paid upon the earlier of Completion of Construction or minimum date for phase and then on annual basis by pro-rata share by phase. Rate is adjusted every five years.
<b>Subtotal Non-Contingent Payments</b>	<b>\$3,787,875</b> (Initial period payments; not including Minimum Base Rent)	<b>\$173,200,000</b>	<b>\$57,872,642</b> (Net Present Value of 20-year period payments based on 9.25% discount rate)
Percentage Rent		\$101,868	Paid according to return on cost triggers at levels specified by product type.
Profit Participation		\$5,400,200 Estimated in the Base Case Pro Forma from refinancing  \$3,135,200 Estimated in the Base Case Pro Forma from sale proceeds	Paid upon refinancing and sale(s) of phases/product types.
<b>Subtotal Contingent Payments</b>		<b>\$8,535,400 Estimate</b>	
<b>TOTAL PAYMENTS</b>		<b>\$181,735,400</b>	

## **D. TRANSIT PARKING**

As identified in the Development program description, The Lowe Team has provided for the inclusion of the requested 1,500 transit parking spaces. As the proposal requests, these facilities have been assumed to be financed directly by Metro through its own financial resources. The delivery of these transit parking stalls are somewhat dependent upon the implementation of the phasing program for the NoHo Art Wave.

Within Phase I the first phase of the Parcel 1 parking structure is constructed. This structure will accommodate approximately 1,300 spaces. In a later development phase, Phase 4, the balance of 200 spaces will be constructed to deliver the total 1,500 spaces for transit parking. In order to secure a maximum amount of transit parking in the initial phase of development, The Lowe Team has assumed that Metro will fund the cost of the 1,300 space structure and will permit the later replacement and relocation of 300 spaces from this location to the second structure to be completed later in Phase 4. In addition, The Lowe Team has assumed that Metro will also then fund the cost of the 200 spaces in the same later phase of development.

In the end Metro will have the requested 1,500 spaces, at their cost, in two structures. The Parcel 1 structure will house 1,000 spaces and the Parcel 3 structure will house 500 spaces. The rationale for this concept is simple – provide the necessary parking for both the transit patrons and the overall development in the most efficient and cost effective manner in which to benefit both Metro and the developer.



7

FINANCING STRATEGY



## 7. FINANCING STRATEGY

The financing strategy for a large-scale, multi-phase development such as the NoHo Art Wave is essential to a successful implementation program. The Lowe Team has identified the Lowe Urban Infill Fund as the equity funding for the development program. An expected \$1 billion fund that is focused solely on urban infill developments such as the NoHo Art Wave. In addition to the equity commitment The Lowe Team will secure competitive debt from our substantial lender relationships on a phased and product basis.

### A. DEVELOPMENT FINANCE STRUCTURE

The relationship of project financing by phase and product can be summarized as follows:

Development Phase/Product	Total Development Cost	Equity Funding (Lowe Urban Infill Fund)	Debt Funding (Lenders)	Metro Funded
Phase I				
Transit Structure – Parcel 1	\$35.4 million			\$35.4 million
Residential – Parcel 2	\$29.5 million	\$7.4 million	\$22.1 million	
Retail – Parcel 2	\$16.1 million	\$4.0 million	\$12.1 million	
Phase II				
Office Tower 1 – Parcel 1	\$172.4 million	\$43.1 million	\$129.3 million	
Retail – Parcel 1	\$44.8 million	\$11.2 million	\$33.6 million	
Phase III				
Office Tower 2 – Parcel 1	\$136.7 million	\$34.2 million	\$102.5 million	
Residential – Parcel 1	\$105.2 million	\$26.3 million	\$78.9 million	
Phase IV				
Office Tower 3 – Parcel 3	\$86.8 million	\$21.7 million	\$65.1 million	
Transit Structure – Parcel 3	\$6.7 million			\$6.7 million
Residential – Parcel 3-4	\$54.2 million	\$13.5 million	\$40.6 million	
<b>TOTAL:</b>	<b>\$687.7 million</b>	<b>\$161.4 million</b>	<b>\$484.2 million</b>	<b>\$42.1 million</b>

### B. DEBT & LENDER RELATIONSHIPS

Through Lowe’s continuous and significant developments across the country in various product types, the company maintains a series of substantial lender relationships. At this stage of the development planning process a specific lender for any future phase or product type cannot be yet identified. However, Lowe has reviewed the development and financial modeling assumptions both internally and with a few select lending institutions and is confident that there will be significant interest from the debt markets for development financing.

Following, please find attached a letter from our project finance team members reviewing and identifying Lowe’s financing capabilities, relationships and commitments with lending institutions.



May 17, 2007

Ms. Nelia Custodio  
Transportation Planning Manager  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Mail Stop: 99-13-51  
Los Angeles, CA 90012-2952

RE: RFQ for Metro-Owned Parcels in North Hollywood

Dear Ms. Custodio:

During our 35 year history, Lowe Enterprises, Inc. has established relationships with the most active commercial real estate lenders in the country and has completed a wide array of project financings in various geographic areas on behalf of the Company's subsidiaries, partnerships and clients. Currently, Lowe has both project and corporate level financing under management with 44 different lenders. Lowe has significant multiple financing commitments currently under management with the following institutions (including total commitment amounts) that provide construction loans and credit facilities:

- Wachovia Bank - \$244.0 million
- LaSalle Bank - \$215.0 million
- Corus Bank - \$180.0 million
- iStar Financial - \$160.0 million
- US Bank - \$156.0 million
- Guaranty Bank - \$89.3 million
- JPMorganChase Bank - \$32.5 million
- Pacific Western Bank - \$21.9 million
- National City Bank - \$17.6 million

Further, Lowe has significant multiple financing commitments currently under management with the following institutions (including total commitment amounts) that provide permanent loans and credit facilities:

- Prudential - \$268.0 million (although will increase to \$593.6 million upon the closing of a \$325.6 million loan at the end of this month)
- Merrill Lynch - \$205.5 million
- Morgan Stanley - \$120.0 million
- Nomura Credit & Capital, Inc. - \$84.0 million

From 2004 through April 2007, Lowe has completed over 83 project financing transactions (new loan originations, existing loan extensions, or existing loan assumptions with acquisitions) totaling over \$2.89 billion in loan commitment volume. The attached table

Ms. Nelia Custodio  
May 17, 2007  
Page 2

summarizes the total annual volume of project financings including key transaction highlights for each year during this period.

The opportunity to provide construction and permanent financing for the Lowe Team's exciting concept adjacent to the terminus of both the Red Line and Orange Line in North Hollywood will attract tremendous interest by lenders based on the Lowe Team's creative development concept and financials, solid reputation and track record as a sponsor/borrower/developer, and the attractiveness of the location within the burgeoning North Hollywood market. We feel confident that upon selection, the Lowe Team will successfully finance the development concept and create a vibrant mixed-use destination that is a major contributor to the continued growth of North Hollywood, and to the Metro rail and bus line system in Los Angeles County.

Sincerely,

A handwritten signature in blue ink, appearing to read 'C. Harahan', with a long horizontal flourish extending to the right.

Christopher M. Harahan  
Senior Vice President

**LOWE ENTERPRISES, INC AND SUBSIDIARIES**  
**DEBT FINANCING VOLUME SUMMARY**  
**2004 – 2007 (YTD APRIL)**

<u>Year</u>	<u># of Transactions</u>	<u>Transaction Volume</u>	<u>Select Transaction Highlights</u>
2004	20	\$691.0 million	<ul style="list-style-type: none"> <li>• \$180.0 mm hotel construction loan for new resort at former Marineland site in Rancho Palos Verdes, CA</li> <li>• \$120.0 mm credit facility for commercial property acquisition fund</li> <li>• \$48.0 mm loan assumption for existing office building in Crystal City, VA.</li> <li>• \$33.5 mm office acquisition loan for existing office building in Crystal City, VA.</li> <li>• \$29.7 mm office acquisition and reposition loan for 100% vacant building in Skokie, IL.</li> <li>• \$13.1 mm office acquisition loan for 100% vacant building in Hawthorne, CA.</li> <li>• \$12.8 mm office construction loan for new development in Carlsbad, CA.</li> </ul>
2005	31	\$1.1 billion	<ul style="list-style-type: none"> <li>• \$160.0 mm mixed use construction loan for new development in Washington, D.C.</li> <li>• \$160.0 mm credit facility for residential land loan program.</li> <li>• \$155.0 mm permanent and construction loan for existing and future resort condominium project in Charleston, SC</li> <li>• \$82.8 mm student housing acquisition loan for 3 property portfolio in MN, TX, FL</li> <li>• \$67.0 mm office acquisition loan for property in Sacramento, CA</li> <li>• \$66.0 mm office acquisition loan for two properties in Tysons Corner, VA</li> <li>• \$44.0 mm office loan for re-finance of office building in Encino, CA</li> <li>• \$11.3 mm land and pre-development loan for former battery production site in Fullerton, CA</li> <li>• \$4.4 mm industrial acquisition and reposition loan for current pool supply property in El Monte, CA</li> </ul>

**LOWE ENTERPRISES, INC AND SUBSIDIARIES**  
**DEBT FINANCING VOLUME SUMMARY**  
**2004 – 2007 (YTD APRIL)**

<u>Year</u>	<u># of Transactions</u>	<u>Transaction Volume</u>	<u>Select Transaction Highlights</u>
2006	22	\$756.7 million	<ul style="list-style-type: none"> <li>• \$74.8 mm office acquisition and reposition loan for three property portfolio in Phoenix, AZ</li> <li>• \$39.0 mm industrial re-finance loan for property in downtown Los Angeles, CA</li> <li>• \$31.6 mm office acquisition and reposition loan for property in Denver, CO</li> <li>• \$28.9 mm apartment acquisition and reposition loan for property in Richmond, VA</li> <li>• \$25.9 mm office loan assumption for property in San Francisco, CA</li> <li>• \$25.2 mm residential land and pre-development loan for master planned community in Denver, CO</li> <li>• \$22.8 mm mixed use construction loan for project in Washington, D.C.</li> <li>• \$22.2 mm office acquisition loan for two property portfolio in Denver, CO</li> <li>• \$10.3 mm apartment acquisition and reposition loan for property in West Los Angeles, CA</li> </ul>
2007 (through April)	10 (year end projection is 24)	\$340.5 million (year end projection is \$1.0 billion)	<p><u>Completed through April</u></p> <ul style="list-style-type: none"> <li>• \$95.6 mm hotel acquisition and reposition loan for the Sheraton Universal Hotel in Universal City, CA</li> <li>• \$76.6 mm office construction loan in San Francisco, CA</li> <li>• \$40.8 mm office and retail acquisition and reposition loan in Evanston, IL</li> <li>• \$40.0 mm hotel refinance loan for property in Englewood, CO</li> <li>• \$26.6 mm hotel loan assumption for property in Daytona Beach, FL</li> <li>• \$21.9 mm construction loan for build to suit project for Northrop Grumman.</li> <li>• \$9.8 mm student housing acquisition and re-position loan in Pomona, CA</li> </ul>

**LOWE ENTERPRISES, INC AND SUBSIDIARIES  
DEBT FINANCING VOLUME SUMMARY  
2004 – 2007 (YTD APRIL)**

<u>Year</u>	<u># of Transactions</u>	<u>Transaction Volume</u>	<u>Select Transaction Highlights</u>
			<p><u>Upcoming Closings</u></p> <ul style="list-style-type: none"> <li>• \$325.6 mm hotel acquisition and reposition loan for landmark property in Washington, DC</li> <li>• \$170.0 mm hotel and resort community facility for property east of Seattle, WA</li> <li>• \$94.2 mm resort construction loan for property in Stowe, VT</li> <li>• \$33.6 mm construction loan for former battery production site in Fullerton, CA</li> </ul>

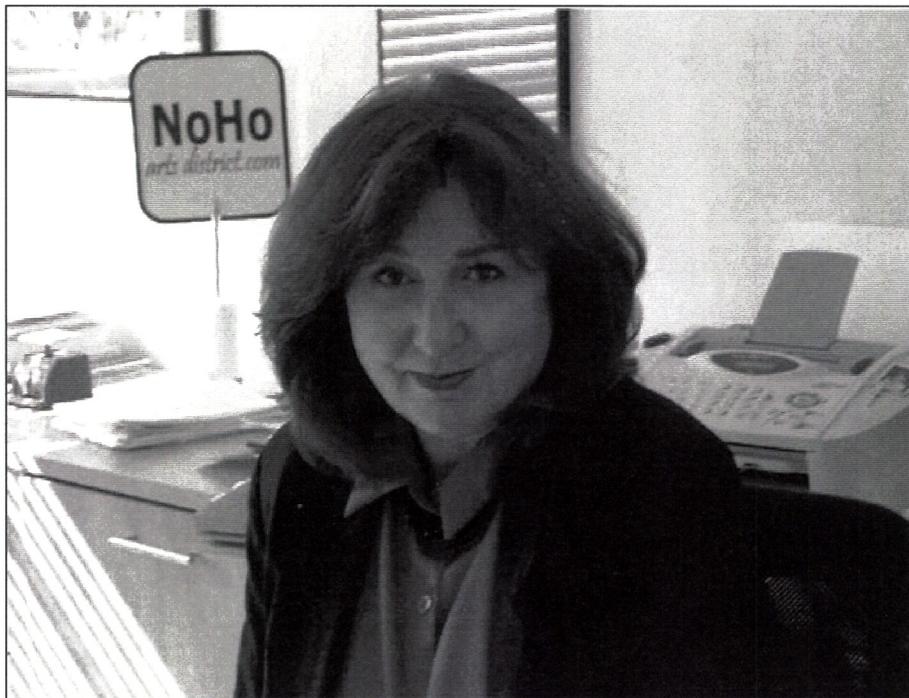


8

FINANCIAL ANALYSIS



“I moved to this neighborhood 8 years ago because I could feel the vibrant diversity and urban-art lifestyle taking shape in NoHo. As President of NoHo Communications Group Inc. and publisher of NoHoArtsDistrict.com, I am excited about the future development in NoHo. I believe it is key to the success of all businesses in the arts district - whether theater, gallery, music, dance or the local print shop.”



**Nancy Bianconi**

President of NoHo Communications Group  
Publisher of NoHoArtsDistrict.com

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## 8 . FINANCIAL ANALYSIS

### A. FINANCIAL RESULTS

As Metro and The Lowe Team share the mutual goal of commencing the development as soon as possible, we have endeavored to include financial assumptions within this response that are 1) realistic; 2) conservative; and 3) readily achievable in the near-term based on current real estate and capital market conditions. Throughout the process of generating the project budgets and pro formas, the viability of the fundamental underwriting of the costs and revenue streams has been independently verified by third-party experts. The assessments from the third party consultants are that the analyses utilized are appropriately underwritten. We are highly confident that we have structured a transaction that is truly viable and produces substantial ground lease payments to Metro.

The assumptions for the development have been appropriately underwritten to give Metro a realistic picture of the financial returns that they can reasonably expect to receive at a minimum. The economic incentives have also been structured so that, if market conditions are better than what has been conservatively underwritten, Metro will benefit significantly from the success of the NoHo Art Wave.

The following pro forma results are based on detailed pro forma models that were individually created for each component of the project.





## B. DETAILED PROJECT BUDGET

The enclosed development budgets provide a comprehensive view of the costs based on detailed hard cost estimates provided by Swinerton Builders and input from third-party consultants.

Please note the following considerations made in the development cost budgets:

**Structured Parking:** The structured parking costs have been allocated to each use based on its pro rata share of the parking costs according to the following parking ratios:

- a. Office: 3 stalls per 1,000 sq ft
- b. Retail: 4 stalls per 1,000 sq ft
- c. Residential: 1.5 stalls per unit

**Metro Transit Parking:** The budgets for the development of Structure I-A on Parcel 1 and Structure III on Parcel 3 reflect the total costs allocated to Metro for its 1,500 parking stalls. Metro is assumed to fund the construction of 1,320 parking stalls in Structure I-A in Phase I and 180 stalls in Structure III in Phase IV.

**Cost Contingencies:** Direct costs include a 3% contractor contingency and a 5% developer contingency. Indirect costs include a 5% contingency.

**Cost Inflation Allowances:** 5% for Phase I, 7.5% for Phase II, 10% for Phase III and 12.5% for Phase IV.

**LEED Allowance:** 1.5% allowance of direct costs for the achievement of LEED standards.

**Property Taxes During Construction:** Property taxes have been budgeted on an annual basis and calculated by multiplying a 1.1% annual millage rate by the 1) land value upon execution of the ground lease and 2) the land value plus 50% of the direct costs during construction.

**Loss (Income) From Operations:** This amount is an adjustment to the total project costs by the amount of income or loss upon the delivery of each phase through the lease-up period.

**Interest Costs During Construction:** This amount reflects the amount of interest accrued on the construction loan during the construction and lease-up periods.



**NOHO ART WAVE**  
Development Cost Budget

PROJECT SPECIFICATIONS	PHASE I		PHASE II		PHASE III		PHASE IV		GRAND TOTAL	
	Total	Total/SF	Total	Total/SF	Total	Total/SF	Total	Total/SF	Total	Total/SF
Uses										
Buildings										
Square Footage*										1,720,042
<b>DEVELOPMENT COSTS</b>	<b>Total</b>	<b>Total/SF</b>	<b>Total</b>	<b>Total/SF</b>	<b>Total</b>	<b>Total/SF</b>	<b>Total</b>	<b>Total/SF</b>	<b>Total</b>	<b>Total/SF</b>
<b>DIRECT COSTS</b>										
Demolition	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$600,000	\$1.72	\$600,000	\$0.35
Core and Shell	\$18,272,045	\$10.63	\$80,307,975	\$46.63	\$88,666,596	\$51.54	\$49,641,480	\$28.86	\$236,888,096	\$137.72
Structured Parking - Above Grade	\$27,893,235	\$16.22	\$16,954,648	\$9.86	\$9,810,000	\$5.71	\$10,848,461	\$6.25	\$65,506,345	\$38.08
Structured Parking - Subterranean	\$0	\$0.00	\$8,784,356	\$5.10	\$27,454,643	\$15.96	\$6,620,914	\$3.85	\$42,859,913	\$24.92
On-Site Work / Landscaping	\$2,809,604	\$1.63	\$1,408,400	\$0.82	\$2,466,800	\$1.43	\$5,840,000	\$3.39	\$12,524,804	\$7.28
Offsite	\$650,000	\$0.38	\$750,000	\$0.43	\$800,000	\$0.46	\$700,000	\$0.40	\$2,900,000	\$1.69
Tenant Improvements	\$1,009,807	\$0.58	\$30,807,787	\$17.85	\$21,458,849	\$12.47	\$13,500,802	\$7.85	\$66,777,245	\$38.82
General Contractor Fees, Conditions, Requirements & Insurance	\$5,360,182	\$3.12	\$11,687,696	\$6.79	\$13,955,197	\$8.11	\$8,020,132	\$4.66	\$39,023,207	\$22.69
Contractor Contingency (Excl. TI's)	\$1,488,747	\$0.86	\$3,246,161	\$1.88	\$3,875,941	\$2.25	\$2,227,526	\$1.29	\$10,838,375	\$6.30
General Contractor Contingency	\$739,123	\$0.43	\$1,623,081	\$0.94	\$1,937,971	\$1.13	\$1,113,763	\$0.64	\$5,413,937	\$3.15
LEED Allowance	\$2,693,887	\$1.56	\$8,810,893	\$5.12	\$12,052,320	\$7.00	\$10,076,769	\$5.86	\$33,633,870	\$19.55
Escalation Allowance	\$2,693,887	\$1.56	\$8,810,893	\$5.12	\$12,052,320	\$7.00	\$10,076,769	\$5.86	\$33,633,870	\$19.55
Developer Contingency	\$2,693,887	\$1.56	\$5,873,929	\$3.41	\$7,013,516	\$4.07	\$4,030,708	\$2.34	\$19,612,039	\$11.40
Total Direct Costs	\$63,610,517	\$37.00	\$170,254,926	\$99.00	\$189,491,833	\$109.58	\$113,220,554	\$65.83	\$536,577,830	\$311.96
<b>INDIRECT COSTS</b>										
Architecture & Engineering (Incl. Predevelopment)	\$2,063,906	\$1.20	\$1,807,314	\$1.05	\$2,256,568	\$1.31	\$2,291,341	\$1.33	\$8,419,130	\$4.89
Civil, Soils & Landscape	\$1,143,671	\$0.66	\$1,860,767	\$1.08	\$2,751,173	\$1.59	\$1,602,858	\$0.93	\$7,358,469	\$4.28
Plan Check & Permits	\$1,999,722	\$1.16	\$900,294	\$0.52	\$4,212,000	\$2.45	\$2,870,112	\$1.67	\$9,982,128	\$5.80
Legal	\$275,000	\$0.16	\$200,000	\$0.12	\$200,000	\$0.12	\$250,000	\$0.14	\$925,000	\$0.54
Insurance - General Liability/OCIP	\$1,376,526	\$0.79	\$2,970,377	\$1.72	\$5,384,880	\$3.13	\$2,982,012	\$1.73	\$12,713,794	\$7.39
Working Capital & Predevelopment Costs	\$825,000	\$0.48	\$500,000	\$0.29	\$700,000	\$0.40	\$825,000	\$0.48	\$2,850,000	\$1.66
Marketing/On-site Office	\$1,000,000	\$0.58	\$300,000	\$0.17	\$1,000,000	\$0.58	\$1,000,000	\$0.58	\$3,300,000	\$1.92
Leasing Commissions (Initial Lease-up)	\$462,795	\$0.27	\$9,717,641	\$5.65	\$6,332,511	\$3.68	\$4,079,214	\$2.37	\$20,592,161	\$11.97
Property Taxes During Construction	\$1,231,463	\$0.71	\$2,954,313	\$1.72	\$4,104,252	\$2.38	\$2,234,907	\$1.29	\$10,524,934	\$6.12
Development Fee, Construction Management & Overhead	\$2,959,544	\$1.72	\$7,658,625	\$4.45	\$8,657,329	\$5.03	\$5,254,240	\$3.05	\$24,529,738	\$14.26
Contingency	\$468,056	\$0.27	\$912,820	\$0.53	\$1,272,502	\$0.74	\$864,341	\$0.50	\$3,517,718	\$2.05
Total Indirect Costs	\$13,805,683	\$7.99	\$29,782,150	\$17.31	\$36,871,216	\$21.43	\$24,254,024	\$14.10	\$104,713,073	\$60.88
<b>INCOME FROM OPERATIONS</b>										
	(\$151,058)	(\$0.09)	(\$11,940,813)	(\$6.94)	(\$30,147,771)	(\$17.52)	(\$6,793,348)	(\$3.95)	(\$49,032,990)	(\$28.51)
<b>FINANCING COSTS</b>										
Legal - Construction Loan	\$100,000	\$0.06	\$100,000	\$0.06	\$150,000	\$0.09	\$150,000	\$0.09	\$500,000	\$0.29
Lender Underwriting - Construction Loan	\$248,500	\$0.14	\$50,000	\$0.03	\$75,000	\$0.04	\$75,000	\$0.04	\$448,500	\$0.26
Const. Loan Fee	\$2,019,049	\$1.17	\$1,638,338	\$0.95	\$1,776,668	\$1.03	\$1,060,470	\$0.61	\$6,494,524	\$3.78
Interest Costs During Construction	\$786,052	\$0.45	\$24,762,945	\$14.39	\$29,145,976	\$17.00	\$14,626,524	\$8.47	\$69,321,496	\$40.30
Permanent Loan Fee	\$482,166	\$0.28	\$2,346,051	\$1.36	\$2,571,350	\$1.50	\$1,516,035	\$0.88	\$6,915,602	\$4.02
Total Financing Costs	\$3,635,766.42	\$2.11	\$28,897,333	\$16.79	\$33,718,994	\$19.61	\$17,428,029	\$10.13	\$83,680,122	\$48.65
<b>TOTAL DEVELOPMENT COSTS</b>	<b>\$80,900,909</b>	<b>\$47.11</b>	<b>\$217,144,654</b>	<b>\$126.79</b>	<b>\$241,875,084</b>	<b>\$140.53</b>	<b>\$148,109,258</b>	<b>\$86.13</b>	<b>\$688,029,905</b>	<b>\$400.01</b>

\*Excludes parking square footage





**NOHO ART WAVE**  
Development Cost Budget

Uses	PHASE III				TOTAL
	Office B Structure I & IV-A 1 0 352,000 N/A 10	Total	Total/SF	Total/Unit	
Building Parking Structure Parcel Construction Type/Height Gross Building SF Residential Units Average Square Foot/Residential Unit					633,826
<b>DEVELOPMENT COSTS</b>	<b>Total</b>	<b>Total/SF</b>	<b>Total/Unit</b>	<b>Total</b>	<b>Total/SF</b>
<b>DIRECT COSTS</b>					
Demolition	\$0	\$0.00	\$0.00	\$0	\$0.00
Core and Shell	\$47,520,000	\$135.00	\$146.00	\$88,666,596	\$139.89
Structured Parking - Above Grade	\$9,810,000	\$27.87	\$0.00	\$9,810,000	\$15.48
Structured Parking - Subterranean	\$14,433,460	\$41.00	\$46.20	\$27,454,643	\$43.32
On-Site Work / Landscaping	\$490,000	\$1.39	\$7.01	\$2,466,800	\$3.89
Offsite	\$500,000	\$1.42	\$1.06	\$800,000	\$1.26
Tenant Improvements	\$21,458,849	\$60.96	\$0.00	\$21,458,849	\$33.86
General Contractor Fees, Conditions, Requirements & Insurance	\$7,858,392	\$22.32	\$21.63	\$13,955,197	\$22.02
Contractor Contingency (Excl. TI's)	\$2,182,604	\$6.20	\$6.01	\$3,875,941	\$6.12
LEED Allowance	\$1,091,302	\$3.10	\$3.00	\$1,937,971	\$3.06
Escalation Allowance	\$5,924,132	\$16.83	\$21.74	\$12,052,320	\$19.02
Developer Contingency	\$3,949,422	\$11.22	\$10.87	\$7,013,516	\$11.07
Total Direct Costs	\$115,218,160	\$327.32	\$263.54	\$189,491,833	\$298.97
<b>INDIRECT COSTS</b>					
Architecture & Engineering (Incl. Predevelopment)	\$908,367	\$2.58	\$4.78	\$2,256,568	\$3.56
Civil, Soils & Landscape	\$1,219,126	\$3.46	\$5.44	\$2,751,173	\$4.34
Plan Check & Permits	\$528,000	\$1.50	\$13.07	\$4,212,000	\$6.65
Legal	\$100,000	\$0.28	\$0.35	\$200,000	\$0.32
Insurance - General Liability/OCIP	\$1,998,206	\$5.68	\$12.02	\$5,384,880	\$8.50
Working Capital & Predevelopment Costs	\$250,000	\$0.71	\$1.60	\$700,000	\$1.10
Marketing/On-site Office	\$150,000	\$0.43	\$3.02	\$1,000,000	\$1.58
Leasing Commissions (Initial Lease-up)	\$6,332,511	\$17.99	\$0.00	\$6,332,511	\$9.99
Property Taxes During Construction	\$1,491,347	\$4.24	\$9.27	\$4,104,252	\$6.48
Development Fee, Construction Management & Overhead	\$5,127,829	\$14.57	\$12.52	\$8,657,329	\$13.66
Contingency	\$574,311	\$1.63	\$2.48	\$1,272,502	\$2.01
Total Indirect Costs	\$18,679,696	\$53.07	\$64.55	\$36,871,216	\$58.17
<b>INCOME FROM OPERATIONS</b>	(\$17,442,184)	(\$49.55)	(\$2.71)	(\$30,147,771)	(\$47.56)
<b>FINANCING COSTS</b>					
Legal - Construction Loan	\$50,000	\$0.14	\$0.35	\$150,000	\$0.24
Lender Underwriting - Construction Loan	\$25,000	\$0.07	\$0.18	\$75,000	\$0.12
Const. Loan Fee	\$1,013,168	\$2.88	\$2.71	\$1,776,668	\$2.80
Interest Costs During Construction	\$17,556,053	\$49.88	\$41.12	\$29,145,976	\$45.98
Permanent Loan Fee	\$1,556,732	\$4.42	\$3.60	\$2,571,350	\$4.06
Total Financing Costs	\$20,200,953	\$57.39	\$47.97	\$33,718,994	\$53.20
<b>TOTAL DEVELOPMENT COSTS</b>	<b>\$136,656,625</b>	<b>\$380.39</b>	<b>\$328.09</b>	<b>\$241,875,084</b>	<b>\$381.61</b>

\*Excludes parking square footage



## C. ANTICIPATED REVENUE & ASSUMPTIONS

After carefully studying the market demand, a competitive survey of existing units and underwriting the pipeline of new projects scheduled for delivery, an individual cash flow model for each land use component of the NoHo Art Wave has been prepared. The anticipated revenue assumptions are summarized by phase and use at the end of this section. Key development assumptions used in the creation of this model are as follows:

### 1. Commercial Assumptions:

**Market Rental Rates:** Rental rate projections are based on market rental rate forecasts provided by Property and Portfolio Research. The assumed rental rates for the office buildings track the Burbank Media Center and Sherman Oaks Office markets a by 5-10% discount after factoring a premium for new construction. The assumed rental rates for the retail buildings are based on comparable lease transactions entered by the type of retail user in similar projects.

**Operating Expenses:** Operating expenses include property taxes, insurance, repairs and maintenance, payroll, utilities, landscaping, security, property management and administrative expenses.

**Operating Expense Reimbursements:** The office leases were modeled on a full service gross basis ("FSG") with base year expense stops for the tenants to reimburse the landlord for their pro rata share of the operating expenses above total expenses incurred in the first stabilized year. The retail leases were modeled on a triple-net ("NNN") basis for the tenants to reimburse the landlord for their total pro rata share of the expenses.

**Tenant Improvements:** Tenant improvements are assumed to inflate 3% per annum throughout the project period.

**Capital Reserves:** In addition to operating expenses, each property is carrying a capital reserve budget of \$.25 per sq ft. per year.

### 2. Residential Assumptions:

**Unit Mix:** All residential buildings are assumed to have 50% 2-bedroom units, 40% 1-bedroom units, 5% studio units, and 5% 3-bedroom units.

**Market Rents:** The forecast assumes market rents of \$2.60 per square foot per month (\$2,400 per unit) for newly constructed apartment units, reflecting a \$.15 per square foot premium for new construction based on the competitive set average of \$2.45 per square foot (\$2,200 per unit).

**Affordable Units:** 15% of the total units are assumed to meet the affordability criteria of "very low", "low" and "moderate" average median income levels based on blended average rental rate of \$1.00 per sq. ft. per month (\$918 per unit). The rental rates for these units are assumed to inflate 3% per annum.

**Economic Loss:** The property is forecast to experience a loss-to-lease of 1.0% of gross potential income, general vacancy of 4.0% of gross potential income, bad debt expense of 0.50% of gross potential income, and concessions of .50% of gross potential income for a total economic loss of 6.0%.

**Operating Expenses:** Operating expenses include property taxes, insurance, repairs and maintenance, personnel, "make-ready expenses", utilities, landscaping, security, property management, marketing and administrative expenses.

**Capital Reserves:** In addition to operating expenses, each property is carrying a capital reserve budget of \$.25 per sq ft. per year.



**NOHO ART WAVE**  
Anticipated Revenue & Operating Assumptions

Uses	PHASE I		PHASE II		PHASE III		PHASE IV	
	MTA Parking	Retail	Office	Retail	Office	Residential	Office	Residential
Building	H5, H6	H-6 & YMCA	A	A1, A2, B, C	B	H1, H2, H3	E	H7, H8, H9
Parcel	2	1	1	1	1	1	3	4
Building SF	91,750	44,860	459,800	140,396	352,000	281,826	207,120	142,290
Residential Units	100	N/A	N/A	N/A	N/A	307	N/A	155
Average Square Foot/Unit	918	N/A	N/A	N/A	N/A	918	N/A	918
<b>TIMELINE</b>								
ENA Period	Jul-2007 - Jun-2008		Jul-2007 - Jun-2008		Jul-2007 - Jun-2008		Jul-2007 - Jun-2008	
Entitlement Period	Jul-2008 - Dec-2009		Jul-2008 - Dec-2009		Jul-2008 - Dec-2009		Jul-2008 - Dec-2009	
Construction Start	Jan-10	Jan-10	Jan-11	Jan-11	Jan-13	Jan-12	Jan-15	Jan-14
Construction Period (Months)	18	18	20	20	18	18	18	18
First Occupancy/Delivery	Jul-11	Jul-11	Sep-12	Sep-12	Jul-14	Jul-13	Jul-16	Jul-15
<b>REVENUE ASSUMPTIONS</b>								
Lease Type	FSG	NNN	FSG	NNN	FSG	FSG	FSG	FSG
2007 Pre-Lease Rate/sq ft/month - Commercial	N/A	\$2.00	\$3.15	\$2.00	\$3.15	N/A	\$3.15	N/A
2007 Spec Rate/sq ft/month - Commercial	N/A	\$2.25	\$3.25	\$2.25	\$3.25	N/A	\$3.25	N/A
2007 Market Rate/Sq Ft/Month - Residential	\$2.60	N/A	N/A	N/A	N/A	\$2.60	N/A	\$2.60
2007 Affordable Rate/Sq Ft/Month - Residential	\$1.00	N/A	N/A	N/A	N/A	\$1.00	N/A	\$1.00
Annual Inflation - Affordable Units	3.0%	N/A	N/A	N/A	N/A	3.0%	N/A	3.0%
Market Rent Growth - Yr. 1	6.0%	3.9%	7.9%	3.9%	7.9%	6.0%	7.9%	6.0%
Market Rent Growth - Yr. 2	5.0%	3.3%	6.1%	3.3%	6.1%	5.0%	6.1%	5.0%
Market Rent Growth - Yr. 3	5.0%	3.0%	3.0%	3.0%	3.0%	5.0%	3.0%	5.0%
Market Rent Growth - Yr. 4	4.0%	3.0%	3.0%	3.0%	3.0%	4.0%	3.0%	4.0%
Market Rent Growth - Yr. 5	4.0%	3.0%	3.0%	3.0%	3.0%	4.0%	3.0%	4.0%
Thereafter	3.5%	3.0%	3.0%	3.0%	3.0%	3.5%	3.0%	3.5%
Other Revenue Line Items								
Office Parking Revenue/Stall/Month	N/A	N/A	\$85.00	N/A	\$85.00	N/A	\$85.00	N/A
Apartment Other Income - Laundry/Parking	\$50/Unit/mmonth	N/A	N/A	N/A	N/A	\$50/Unit/mmonth	N/A	\$50/Unit/mmonth
<b>VACANCY &amp; OPERATING EXPENSES</b>								
Stabilized Vacancy %	6.0%	4.00%	6.0%	4.0%	6.0%	4.0%	6.0%	6.0%
Percentage - Affordable Housing	15.0%	N/A	N/A	N/A	N/A	15.0%	N/A	15.0%
2007 Stabilized Operating Expenses Per Sq Ft/Per Unit	\$9300/unit	\$12.75	\$13.50	\$12.75	\$13.50	\$9,300/unit	\$16.00	\$9,300/unit
Projected Stabilized Operating Expenses Per Sq Ft/Per Unit	\$9700/unit	\$13.00	\$14.40	\$13.60	\$14.40	\$10,000/unit	\$16.00	\$10,300/unit
Annual Operating Expense Inflation	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Annual Property Tax Inflation	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>MARKET LEASING ASSUMPTIONS</b>								
Pre-Lease Percentage	N/A	68.0%	30.0%	60.0%	30.0%	N/A	32.5%	N/A
Absorption Period (Months)	N/A	3	21	6	18	12	18	6
2007 Tenant Improvement Allowance Per Sq Ft	N/A	\$20.00	\$50.00	\$25	\$59	N/A	\$61	N/A
Leasing Commissions % of Lease Revenue	N/A	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%

\*Excludes parking square footage

#### **D. CAPITAL SOURCES & USES**

The following schedule of Sources and Uses of Capital illustrates the amounts of equity and construction financing to fund the development.



**NOHO ART WAVE**  
Sources & Uses of Capital

PHASE I					
	Parking	Residential	Retail & Community	TOTAL	% of Total
	Structure I-A	H5, H6	H-6 & YMCA		
	1	2	2		
				Total	% of Total
Uses					
Building					
Parcel					
Gross Building SF	488,288	91,750	44,860	136,610	
Residential Units	N/A	100	N/A		
Average Square Foot/Residential Unit	N/A	918	N/A		
	<b>Total</b>	<b>% of Total</b>	<b>Total</b>	<b>% of Total</b>	
<b>SOURCES OF CAPITAL</b>					
Equity	\$0	\$7,362,630	\$4,009,860	\$11,372,490	14.1%
Construction Loan	\$0	\$22,008,276	\$11,958,135	\$33,966,411	42.0%
Income From Operations During Lease-Up	\$0	\$79,613	\$71,445	\$151,058	0.2%
MTA Funding	<u>\$35,410,951</u>	<u>\$0</u>	<u>\$0</u>	<u>\$35,410,951</u>	<u>43.8%</u>
Total	\$35,410,951	\$29,450,518	\$16,039,440	\$80,900,909	100.0%
<b>USES OF CAPITAL</b>					
Direct Costs	\$30,573,389	\$20,721,221	\$12,315,906	\$63,610,517	78.6%
Indirect Costs	\$4,837,562	\$6,259,685	\$2,708,436	\$13,805,683	17.1%
Net Financing Costs During Construction	<u>\$0</u>	<u>\$2,469,611</u>	<u>\$1,015,097</u>	<u>\$3,484,709</u>	<u>4.3%</u>
Total	\$35,410,951	\$29,450,518	\$16,039,440	\$80,900,909	100.0%
<b>CONSTRUCTION FINANCING ASSUMPTIONS</b>					
Construction Loan - to - Project Cost %	100% by MTA	75%	75%		
3-Month Forward LIBOR Rate	TBD	5.40%	5.40%		
Construction Interest Rate Spread Above LIBOR	TBD	2.75%	3.00%		
Construction Loan Fee	TBD	1.00%	1.00%		



**NOHO ART WAVE**  
Sources & Uses of Capital

PHASE II			
	Office	Retail	Total
	% of Total	% of Total	% of Total
Uses			
Building	A	A1,A2, B, C	Total
Parcel	4	1	600,196
Gross Building SF	459,800	140,396	
Residential Units	N/A	N/A	
Average Square Foot/Residential Unit	22	7	
<b>SOURCES OF CAPITAL</b>			
Equity	\$43,090,884	\$11,195,280	\$54,286,164
Construction Loan	\$118,139,377	\$32,929,358	\$151,068,735
Income From Operations During Lease-Up	\$11,133,275	\$656,481	\$11,789,755
MTA Funding	\$0	\$0	\$0
Total	\$172,363,536	\$44,781,119	\$217,144,654
	25.0%	25.0%	25.0%
	68.5%	73.5%	69.6%
	6.5%	1.5%	5.4%
	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%
<b>USES OF CAPITAL</b>			
Direct Costs	\$135,343,812	\$34,911,114	\$170,254,926
Indirect Costs	\$23,065,550	\$6,716,601	\$29,782,150
Net Financing Costs During Construction	\$13,954,174	\$3,153,404	\$17,107,578
Total	\$172,363,536	\$44,781,119	\$217,144,654
	78.5%	78.0%	78.4%
	13.4%	15.0%	13.7%
	8.1%	7.0%	7.9%
	100.0%	100.0%	100.0%
<b>CONSTRUCTION FINANCING ASSUMPTIONS</b>			
Construction Loan - to - Project Cost %	75%	75%	
3-Month Forward LIBOR Rate	5.40%	5.40%	
Construction Interest Rate Spread Above LIBOR	3.25%	3.25%	
Construction Loan Fee	1.00%	1.00%	



**NOHO ART WAVE**  
Sources & Uses of Capital

PHASE III					
Uses	Office	Residential	TOTAL	Total	% of Total
Building	B	H1,H2,H3			
Parcel	1	1			
Gross Building SF	352,000	281,826			
Residential Units	N/A	307			
Average Square Foot/Residential Unit	10	4			
	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>% of Total</b>
<b>SOURCES OF CAPITAL</b>					
Equity	\$34,164,156	\$26,304,615	\$60,468,771		25.0%
Construction Loan	\$85,050,286	\$78,149,069	\$163,199,355		67.5%
Income From Operations During Lease-Up	\$17,442,184	\$764,775	\$18,206,959		7.5%
MTA Funding	\$0	\$0	\$0		0.0%
Total	\$136,656,625	\$105,218,459	\$241,875,084		100.0%
<b>USES OF CAPITAL</b>					
Direct Costs	\$115,218,160	\$74,273,673	\$189,491,833		78.3%
Indirect Costs	\$18,679,696	\$18,191,520	\$36,871,216		15.2%
Net Financing Costs During Construction	\$2,758,769	\$12,753,266	\$15,512,035		6.4%
Total	\$136,656,625	\$105,218,459	\$241,875,084		100.0%
<b>CONSTRUCTION FINANCING ASSUMPTIONS</b>					
Construction Loan - to - Project Cost %	75%	75%			
3-Month Forward LIBOR Rate	5.40%	5.40%			
Construction Interest Rate Spread Above LIBOR	3.50%	3.25%			
Construction Loan Fee	1.00%	1.00%			



**NOHO ART WAVE**  
Sources & Uses of Capital

PHASE IV					
Uses	Office	MTA Parking	Residential	TOTAL*	
	Total	Total	Total	Total	% of Total
Building	E	Structure III	H8,H9		
Parcel	3	3	4	349,410	
Gross Building SF	207,120	466,288	142,290	562	
Residential Units	N/A	N/A	155		
Average Square Foot/Residential Unit	1	8	3		
	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>% of Total</b>
<b>SOURCES OF CAPITAL</b>					
Equity	\$21,780,265	\$0	\$13,574,853	\$35,355,118	23.9%
Construction Loan	\$59,180,914	\$0	\$40,091,092	\$99,272,006	67.0%
Income From Operations During Lease-Up	\$6,159,882	\$0	\$633,467	\$6,793,348	4.6%
MTA Funding	\$0	\$6,688,786	\$0	\$6,688,786	4.5%
Total	\$87,121,061	\$6,688,786	\$54,299,411	\$148,109,258	100.0%
<b>USES OF CAPITAL</b>					
Direct Costs	\$69,764,595	\$5,076,052	\$38,379,907	\$113,220,554	76.4%
Indirect Costs	\$11,839,174	\$1,612,733	\$10,802,116	\$24,254,024	16.4%
Net Financing Costs During Construction	\$5,517,292	\$0	\$5,117,389	\$10,634,681	7.2%
Total	\$87,121,061	\$6,688,786	\$54,299,411	\$148,109,258	100.0%
<b>CONSTRUCTION FINANCING ASSUMPTIONS</b>					
Construction Loan - to - Project Cost %	75%	100% by MTA	75%		
3-Month Forward LIBOR Rate	5.40%	TBD	5.40%		
Construction Interest Rate Spread Above LIBOR	3.75%	TBD	3.50%		
Construction Loan Fee	1.00%	TBD	1.00%		

## E. PRETAX PROJECT PROFORMA (METRO)

The Metro pro forma is included at the end of this section. Due to the differences in mechanics and assumption-inputs between the Metro and The Lowe Team pro forma models, the following is a list of differences in assumptions made in the Metro pro forma model to be consistent with The Lowe Team's financial results:

### Adjustments:

- The timing of each individual component of The Lowe Team's four-phased development was input into the Metro pro forma template;
- Apartment rent rates are based on the weighted average of market and affordable rental rates assumed in The Lowe Team's pro forma template;
- Miscellaneous hard costs in all product types include subguard, general conditions, general requirements, gross receipts tax, general contractor insurance, contractor contingency, general contractor fee, LEED allowance, and cost inflation;
- Other professional services include the following consulting costs: civil, soils, landscape and testing and inspection;
- All contingency and development management fee percentages were solved to equal the total amounts for these line items in The Lowe Team's pro formas;
- Office parking revenue inflates by 4% in The Lowe Team model and 3% in the Metro model;
- Parking is divided into above-ground and subterranean structured parking in The Lowe Team's model versus surface and structured parking in the Metro model;
- The Lowe Team model includes option rent (5% of minimum base rent), entitlement rent (10% of minimum base rent), and holding rent (20% of minimum base rent);
- Occupancy of all buildings starts mid year for every product type in The Lowe Team model versus beginning of years in the Metro model.

INPUT EXHIBIT 1.0  
OPERATING ASSUMPTIONS - APARTMENT USE

OPERATING ASSUMPTIONS INPUT - 2007 \$'S		Illustrative PHASE I		PHASE - II		PHASE - III	
DEVELOPMENT PROGRAM		Units		Units		Units	
Land Square Footage		40,343		70,600		50,094	
FAR Built		2.27		3.99		2.84	
Building Square Footage		91,750		281,673		142,213	
Year of First Occupancy		2011		2013		2015	
Years to Stabilization		0.33		1.025		0.5167	
Parking Spaces per Unit		1.5		1.5		1.5	
Structured Parking %		100%		100%		100%	
INCOME		Units	Rent/Mth.	Units	Rent/Mth.	Units	Rent/Mth.
Studios - Market/Affordable		5	\$ 1,739	15	\$ 1,927	8	\$ 2,041
1BD/1BA - Market/Affordable		40	2,411	123	2,673	62	2,833
2BD/1BA - Market/Affordable		-	-	-	-	-	-
2BD/2BA - Market/Affordable		50	2,826	154	3,133	78	3,321
3BD/3BA - Market/Affordable		5	3,188	15	3,534	8	3,746
Others		-	-	-	-	-	-
Total/Average		100	\$ 2,624	307	\$ 2,909	155	\$ 3,083
Monthly Revenues							
Parking Revenue			\$ 3,695		\$ 12,305		\$ 6,494
Other Revenue			2,463		8,203		3,615
Other Revenue			-		-		-
Other Revenues			-		-		-
Annual Total			\$ 73,904		\$ 246,097		\$ 121,307
Rental Growth Rate			3.50%		3.50%		3.50%
OPERATING EXPENSES		Rate	\$/Yr.	Rate	\$/Yr.	Rate	\$/Yr.
Stabilized Vacancy Rate		6.0%		6.0%		6.0%	
Estimated Property Tax @ Completion			\$469,634		\$1,595,608		\$ 824,733
Operating Insurance			66,823		188,675		99,578
Property Management			86,913		287,402		151,427
Property Operations and Maintenance			44,161		124,689		65,808
Utility Costs			55,782		157,502		83,126
Marketing			29,053		82,032		43,295
Reserve for Replacement			21,499		60,704		32,038
Landscaping			11,621		32,813		17,318
Other Expenses			212,089		598,837		316,051
Expense Inflation Factor		3.0%		3.0%		3.0%	
CONSTRUCTION & LEASE TERMS		% Rate/Amount		% Rate/Amount		% Rate/Amount	
Construction Period (Months)		19		19		19	
% of Development Costs in First Year		63%		63%		63%	
% of Development Costs in Second Year		63%		63%		63%	
Percentage Rent Rate		11.50%		11.50%		11.50%	
Minimum Rent							
Minimum Rent		1,202,500		3,145,000		1,202,500	
Frequency of Adjustments, yrs		5		5		5	
FINANCING PARAMETERS		% Rate/Amount		% Rate/Amount		% Rate/Amount	
<b>Construction Loan</b>							
Construction Loan		\$22,350,000		\$ 76,350,000		\$41,025,000	
Construction Interest Rate		8.05%		8.55%		8.8%	
Finance Fees/Loan Points		1.0%		1.0%		1.0%	
<b>Permanent Loan</b>							
Permanent Loan Amount		\$31,483,812		\$ 101,461,781		\$54,059,693	
Interest Rate		7.0%		7.0%		7.0%	
Amortization Term		30		30		30	
Annual Debt Service		\$ 2,537,000		\$ 8,176,000		\$ 4,356,000	
Discount Rate		9.25%		9.25%		9.25%	
DEVELOPMENT COSTS INPUT - 2007 \$'s		Illustrative PHASE I		PHASE - II		PHASE - III	
HARD COSTS		Per Unit	Units	Per Unit	Units	Per Unit	Units
Demolition	Per Apartment	\$ -	100	\$ -	307	\$ 968	155
Unit Construction Costs	Per Apartment	104,136	100	110,100	307	111,935	155
Finishes (Fixtures, Plumbing, Drapes, Carpet)	Per Apartment	14,221	100	14,221	307	14,221	155
Common Area Costs	Per Bldg. SF	5	91,750	5	281,673	5	142,213
Elevators	Per Apartment	5,046	100	5,046	307	5,046	155
Parking Construction - Surface Lot	Per Space	18,100	150	-	-	-	-
Parking Construction - Structure	Per Space	-	150	28,246	461	28,246	233
Landscaping	Per Apartment	5,648	100	6,439	307	5,648	155
Off-Site Costs (Identify)	Per Apartment	3,500	100	977	307	3,500	155
Public Spaces	Per Land SF	-	40,343	-	70,600	-	50,094
Miscellaneous		33,920	100	48,075	307	54,690	155
Hard Cost Contingency	% of Hard Costs	4.5%	891,844	4.3%	3,062,887	4.2%	1,593,782
<b>Total Hard Costs (In Million \$'s)</b>		<b>\$ 20.71</b>		<b>\$ 74.23</b>		<b>\$ 39.25</b>	
Hard Costs as % of Total Costs		69.9%		70.1%		70.1%	
SOFT COSTS		% Rate/Amount		% Rate/Amount		% Rate/Amount	
Architect Reimbursables	Allowance	107,021		122,515		127,503	
Other Consultants	Allowance	445,922		1,531,439		796,891	
Architecture / Engineering	% of Hard Costs	3.6%		1.7%		3.4%	
Permits and Fees	Allowance	1,200,000		3,684,000		1,860,000	
Entitlements	% of Hard Costs	0.0%		0.0%		0.0%	
Other Professional Services	% of Hard Costs	0.0%		0.0%		0.0%	
Developer / OH / Project Management	% of Hard Costs	5.2%		5.0%		5.1%	
Advertising and Promotion	Allowance	850,000		850,000		850,000	
Working Capital	Allowance	450,000		450,000		450,000	
Mitigation Costs (Identify)	Allowance	-		-		-	
Construction Interest	Allowance	1,897,005		11,589,923		4,650,008	
Loan Fees	Calculated	223,500		763,500		410,250	
Appraisal and Closing Costs	Allowance	150,000		150,000		150,000	
Property Taxes During Construction	Allowance	642,700		2,612,905		1,386,277	
Other Soft Costs (Permanent Loan Costs)	% of Perm Loan	1.2%		1.0%		1.0%	
Other Soft Costs (Insurance/Legal)		592,868		3,485,330		1,861,572	
Soft Cost Contingency	% of Soft Costs	2.9%		2.3%		2.6%	
<b>Total Soft Costs (In Million \$'s)</b>		<b>\$ 8.93</b>		<b>\$ 31.71</b>		<b>\$ 16.71</b>	
Soft Costs as % of Total Costs		30.1%		29.9%		29.9%	
<b>TOTAL DEVELOPMENT COSTS (In Million \$'s)</b>		<b>\$ 29.64</b>		<b>\$ 105.94</b>		<b>\$ 55.96</b>	





OUTPUT EXHIBIT 1.1  
CASH FLOW - ALL USES CONSOLIDATED  
PHASE I

CONSOLIDATED CASH FLOW (IN THOUSAND \$'S)	Total Income 20 Years	Discounted Value @ 8% 20 Years	2007 - 2026																			
			2007 1	2008 2	2009 3	2010 4	2011 5	2012 6	2013 7	2014 8	2015 9	2016 10	2017 11	2018 12	2019 13	2020 14	2021 15	2022 16	2023 17	2024 18	2025 19	2026 20
<b>PHASE - I</b>																						
<b>Gross Revenues</b>																						
Apartment	\$ 73,005.6	\$ 26,882.4	\$ -	\$ -	\$ -	\$ -	\$ 3,481.3	\$ 3,603.1	\$ 3,729.2	\$ 3,859.7	\$ 3,994.8	\$ 4,134.6	\$ 4,279.4	\$ 4,429.1	\$ 4,584.2	\$ 4,744.6	\$ 4,910.7	\$ 5,082.5	\$ 5,260.4	\$ 5,444.5	\$ 5,635.1	\$ 5,832.3
Retail	22,308.1	8,288.7	-	-	-	1,106.7	1,139.9	1,174.1	1,209.3	1,245.6	1,283.0	1,321.5	1,361.1	1,402.0	1,444.0	1,487.3	1,487.3	1,532.0	1,577.9	1,625.3	1,674.0	1,724.2
Office	372,450.5	129,833.2	-	-	-	-	13,033.9	13,033.9	21,035.3	21,666.4	22,316.4	22,985.9	23,675.5	24,385.7	25,117.3	25,870.8	26,646.9	27,446.3	28,269.7	29,117.8	29,991.4	30,891.1
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 467,764.2</b>	<b>\$ 165,004.3</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,588.0</b>	<b>\$ 17,777.0</b>	<b>\$ 25,938.7</b>	<b>\$ 26,735.5</b>	<b>\$ 27,556.8</b>	<b>\$ 28,403.5</b>	<b>\$ 29,276.3</b>	<b>\$ 30,176.0</b>	<b>\$ 31,103.4</b>	<b>\$ 32,059.4</b>	<b>\$ 33,044.9</b>	<b>\$ 34,060.8</b>	<b>\$ 35,108.1</b>	<b>\$ 36,187.6</b>	<b>\$ 37,300.5</b>	<b>\$ 38,447.7</b>	
<b>Gross Expenditures</b>																						
Apartment	\$ 19,491.4	\$ 7,399.5	\$ -	\$ -	\$ -	\$ 1,063.8	\$ 1,081.7	\$ 1,100.0	\$ 1,118.9	\$ 1,138.4	\$ 1,158.5	\$ 1,179.1	\$ 1,200.4	\$ 1,222.4	\$ 1,244.9	\$ 1,268.2	\$ 1,292.2	\$ 1,316.8	\$ 1,342.2	\$ 1,368.4	\$ 1,395.4	
Retail	7,939.8	3,015.4	-	-	-	434.4	441.5	448.9	456.4	464.3	472.3	480.6	489.1	497.9	506.9	516.3	525.9	535.8	546.0	556.4	567.3	
Office	82,898.9	29,940.0	-	-	-	-	4,878.2	4,959.3	5,042.8	5,128.8	5,217.4	5,308.6	5,402.6	5,499.4	5,599.1	5,701.8	5,807.6	5,916.6	6,028.8	6,144.4	6,263.5	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 110,330.2</b>	<b>\$ 40,353.9</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,498.2</b>	<b>\$ 6,401.4</b>	<b>\$ 6,508.2</b>	<b>\$ 6,618.2</b>	<b>\$ 6,731.5</b>	<b>\$ 6,848.2</b>	<b>\$ 6,966.4</b>	<b>\$ 7,092.2</b>	<b>\$ 7,219.7</b>	<b>\$ 7,351.0</b>	<b>\$ 7,486.3</b>	<b>\$ 7,625.6</b>	<b>\$ 7,769.2</b>	<b>\$ 7,917.0</b>	<b>\$ 8,069.3</b>	<b>\$ 8,226.1</b>	
<b>Net Operating Income</b>																						
Apartment	\$ 45,130.8	\$ 16,397.0	\$ -	\$ -	\$ -	\$ 2,017.7	\$ 2,107.7	\$ 2,201.0	\$ 2,297.6	\$ 2,397.7	\$ 2,501.4	\$ 2,608.8	\$ 2,720.1	\$ 2,835.4	\$ 2,954.8	\$ 3,078.6	\$ 3,206.7	\$ 3,339.5	\$ 3,477.1	\$ 3,619.6	\$ 3,767.2	
Retail	12,583.6	4,610.2	-	-	-	583.8	607.2	631.3	656.2	681.7	708.1	735.2	763.1	791.9	821.6	852.1	883.5	915.9	949.3	983.6	1,019.0	
Office	259,755.6	89,506.6	-	-	-	-	7,113.0	14,393.2	14,890.3	15,402.3	15,929.6	16,472.8	17,032.2	17,608.5	18,202.0	18,813.3	19,443.0	20,091.6	20,759.6	21,447.7	22,156.4	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 317,469.9</b>	<b>\$ 110,513.8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,601.5</b>	<b>\$ 9,827.9</b>	<b>\$ 17,225.5</b>	<b>\$ 17,844.0</b>	<b>\$ 18,481.7</b>	<b>\$ 19,139.1</b>	<b>\$ 19,816.8</b>	<b>\$ 20,515.5</b>	<b>\$ 21,235.8</b>	<b>\$ 21,978.4</b>	<b>\$ 22,744.0</b>	<b>\$ 23,533.3</b>	<b>\$ 24,347.0</b>	<b>\$ 25,186.0</b>	<b>\$ 26,050.9</b>	<b>\$ 26,942.6</b>	
<b>Net Cash Flow</b>																						
Apartment	\$ 12,769.0	\$ 6,213.7	\$ -	\$ 23.3	\$ (572.5)	\$ 8,260.1	\$ (429.3)	\$ (336.0)	\$ (239.4)	\$ (139.3)	\$ (35.6)	\$ 71.8	\$ 183.1	\$ 298.4	\$ 417.8	\$ 541.6	\$ 669.7	\$ 802.5	\$ 940.1	\$ 1,082.6	\$ 1,230.2	
Retail	(3,371.3)	(3,544.6)	-	(4,436.8)	(4,778.6)	5,829.3	(191.8)	(167.7)	(142.8)	(117.3)	(90.9)	(63.8)	(35.9)	(7.1)	22.6	53.1	84.5	116.9	150.3	184.6	220.0	
Office	67,911.9	24,866.4	-	(5,045.4)	(8,655.3)	34,952.1	34,952.1	(319.8)	177.3	889.3	1,216.6	1,759.8	2,319.2	2,895.5	3,489.0	4,100.3	4,730.0	5,378.6	6,046.6	6,734.7	7,443.4	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	
<b>MTA Ground Rent</b>																						
Apartment	\$ 8,383.4	\$ 3,087.0	\$ -	\$ -	\$ -	\$ 399.8	\$ 413.8	\$ 428.2	\$ 443.2	\$ 458.7	\$ 474.8	\$ 491.4	\$ 508.6	\$ 526.4	\$ 544.8	\$ 563.9	\$ 583.6	\$ 604.1	\$ 625.2	\$ 647.1	\$ 669.7	
Retail	1,784.6	683.1	-	-	-	88.5	91.2	93.9	96.7	99.7	102.6	105.7	108.9	112.2	115.5	119.0	122.6	126.2	130.0	133.9	137.9	
Office	29,796.0	10,386.7	-	-	-	-	1,042.7	1,882.8	1,733.3	1,785.3	1,838.9	1,894.0	1,950.9	2,009.4	2,069.7	2,131.8	2,195.7	2,261.6	2,329.4	2,399.3	2,471.3	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 39,964.1</b>	<b>\$ 14,136.7</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 488.3</b>	<b>\$ 1,547.7</b>	<b>\$ 2,205.0</b>	<b>\$ 2,273.3</b>	<b>\$ 2,343.7</b>	<b>\$ 2,416.3</b>	<b>\$ 2,491.2</b>	<b>\$ 2,568.4</b>	<b>\$ 2,647.9</b>	<b>\$ 2,730.0</b>	<b>\$ 2,814.6</b>	<b>\$ 2,901.9</b>	<b>\$ 2,991.9</b>	<b>\$ 3,084.7</b>	<b>\$ 3,180.3</b>	<b>\$ 3,279.0</b>	









OUTPUT EXHIBIT 2.3  
CASH FLOW - APARTMENT USE  
PHASE III

CASH FLOW PROJECTION - PHASE III	Total Income 20 Years	Discounted Value @ 8% 20 Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
<b>INCOME</b>																							
Apartment Income																							
Studio	\$ 3,649,882	\$ 1,117,041																					
1B0/1B4	40,525,801	12,402,864																					
2B0/1B4	0	0																					
2B0/2B4	59,378,225	18,172,621																					
3B0/2B4	6,897,882	2,049,871																					
Others	0	0																					
<b>Total</b>	<b>\$ 110,251,771</b>	<b>\$ 33,742,397</b>																					
<b>Effective Income</b>																							
Vacancy & Collection Allowance																							
Less: Annual Vacancy	\$ (6,515,105)	\$ (2,024,544)	100.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Other Revenues	\$ 2,332,489	\$ 713,858																					
<b>Gross Scheduled Income</b>	<b>\$ 105,969,162</b>	<b>\$ 32,431,711</b>																					
Plus: % Rent from Non-income Revenue	0	0																					
<b>Gross Operating Income</b>	<b>\$ 105,969,162</b>	<b>\$ 32,431,711</b>																					
<b>EXPENDITURES</b>																							
Estimated Property Tax @ Completion	\$ 9,896,800	\$ 3,139,569																					
Operating Insurance	1,790,215	550,581																					
Property Management	2,722,354	837,412																					
Property Operators and Maintenance																							
Utility Costs	1,183,928	363,928																					
Marketing	1,494,440	459,699																					
Reserve for Replacement	778,354	239,426																					
Landscaping	575,982	177,176																					
Other Expenses	311,342	95,771																					
	5,881,977	1,747,810																					
<b>Total Operating Expenses</b>	<b>\$ 24,434,582</b>	<b>\$ 7,611,471</b>																					
<b>NET OPERATING INCOME</b>																							
NOI Before Ground Rent	\$ 81,534,600	\$ 24,820,239																					
Minimum Rent	13,870,547	3,384,220																					
Excess Percentage Rent	(1,700,189)	340,501																					
Total Ground Rent	12,170,358	3,724,721																					
<b>NOI After Ground Rent</b>	<b>\$ 69,364,241</b>	<b>\$ 21,095,518</b>																					
NOI as % of Total Development Costs			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.2%	8.5%	8.9%	9.3%	9.6%	10.0%	10.5%	10.9%	11.3%	11.8%	12.3%	12.8%	
<b>NET CASH FLOW</b>																							
(-) Development Costs	\$ (67,018,173)	\$ (39,029,905)																					
(+) Permanent Loan Proceeds	68,285,928	38,460,646																					
(-) Debt Service Permanent Loan	(52,272,000)	(16,582,284)																					
<b>Net Cash Flow to Master Lessee</b>	<b>\$ 18,995,996</b>	<b>\$ 3,943,974</b>																					

OUTPUT EXHIBIT 2.0  
CASH FLOW - APARTMENT USE  
ALL PHASES COMBINED

CASH FLOW PROJECTION - ALL PHASES	Total Income 20 Years	Discounted Value @ 8% 20 Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
<b>INCOME</b>																							
Apartment Income	\$ 77,723,511	\$ 27,901,607	\$ -	\$ -	\$ -	\$ -	\$ 3,613,247	\$ 3,739,711	\$ 3,870,601	\$ 4,006,072	\$ 4,146,284	\$ 4,291,404	\$ 4,441,603	\$ 4,597,059	\$ 4,757,966	\$ 4,924,485	\$ 5,096,842	\$ 5,275,231	\$ 5,459,664	\$ 5,650,960	\$ 5,848,743	\$ 6,053,449	
Phase I	232,868,182	78,152,030	-	-	-	-	-	-	13,173,523	13,634,566	14,111,807	14,605,720	15,116,920	15,648,013	16,199,623	16,760,400	17,347,014	17,954,159	18,582,555	19,232,944	19,906,097	20,602,811	
Phase II	110,251,771	33,742,387	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 418,893,463</b>	<b>\$ 139,796,034</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,613,247</b>	<b>\$ 3,739,711</b>	<b>\$ 3,739,711</b>	<b>\$ 17,044,123</b>	<b>\$ 17,640,668</b>	<b>\$ 25,808,568</b>	<b>\$ 26,711,868</b>	<b>\$ 27,646,783</b>	<b>\$ 28,614,420</b>	<b>\$ 29,615,925</b>	<b>\$ 30,652,482</b>	<b>\$ 31,725,319</b>	<b>\$ 32,825,705</b>	<b>\$ 33,964,955</b>	<b>\$ 35,174,429</b>	<b>\$ 36,405,534</b>	<b>\$ 37,679,727</b>	
Effective Income	\$ 73,005,674	\$ 26,682,387	\$ -	\$ -	\$ -	\$ 3,481,258	\$ 3,481,258	\$ 3,603,102	\$ 3,729,211	\$ 3,869,733	\$ 3,994,824	\$ 4,134,643	\$ 4,279,355	\$ 4,429,133	\$ 4,584,153	\$ 4,744,598	\$ 4,910,659	\$ 5,082,532	\$ 5,260,420	\$ 5,444,535	\$ 5,635,034	\$ 5,832,322	
Phase I	224,732,057	75,544,822	-	-	-	-	-	-	13,174,012	13,129,625	13,589,162	14,064,782	14,557,050	15,066,547	15,593,876	16,139,661	16,704,550	17,289,209	17,894,331	18,520,633	19,168,855	19,839,765	
Phase II	105,969,162	32,431,711	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 403,706,792</b>	<b>\$ 134,858,920</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,481,258</b>	<b>\$ 3,481,258</b>	<b>\$ 3,603,102</b>	<b>\$ 16,903,223</b>	<b>\$ 16,989,358</b>	<b>\$ 24,841,173</b>	<b>\$ 25,710,614</b>	<b>\$ 26,610,485</b>	<b>\$ 27,541,852</b>	<b>\$ 28,505,817</b>	<b>\$ 29,503,521</b>	<b>\$ 30,536,144</b>	<b>\$ 31,604,909</b>	<b>\$ 32,711,081</b>	<b>\$ 33,855,968</b>	<b>\$ 35,040,927</b>	<b>\$ 36,267,360</b>	
Gross Operating Income	\$ 73,005,674	\$ 26,682,387	\$ -	\$ -	\$ -	\$ 3,481,258	\$ 3,481,258	\$ 3,603,102	\$ 3,729,211	\$ 3,869,733	\$ 3,994,824	\$ 4,134,643	\$ 4,279,355	\$ 4,429,133	\$ 4,584,153	\$ 4,744,598	\$ 4,910,659	\$ 5,082,532	\$ 5,260,420	\$ 5,444,535	\$ 5,635,034	\$ 5,832,322	
Phase I	224,732,057	75,544,822	-	-	-	-	-	-	13,174,012	13,129,625	13,589,162	14,064,782	14,557,050	15,066,547	15,593,876	16,139,661	16,704,550	17,289,209	17,894,331	18,520,633	19,168,855	19,839,765	
Phase II	105,969,162	32,431,711	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 403,706,792</b>	<b>\$ 134,858,920</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,481,258</b>	<b>\$ 3,481,258</b>	<b>\$ 3,603,102</b>	<b>\$ 16,903,223</b>	<b>\$ 16,989,358</b>	<b>\$ 24,841,173</b>	<b>\$ 25,710,614</b>	<b>\$ 26,610,485</b>	<b>\$ 27,541,852</b>	<b>\$ 28,505,817</b>	<b>\$ 29,503,521</b>	<b>\$ 30,536,144</b>	<b>\$ 31,604,909</b>	<b>\$ 32,711,081</b>	<b>\$ 33,855,968</b>	<b>\$ 35,040,927</b>	<b>\$ 36,267,360</b>	
<b>EXPENDITURES</b>																							
Operating Expenses	\$ 19,491,437	\$ 7,399,478	\$ -	\$ -	\$ -	\$ -	\$ 1,063,838	\$ 1,081,664	\$ 1,100,025	\$ 1,118,936	\$ 1,138,416	\$ 1,158,479	\$ 1,179,144	\$ 1,200,430	\$ 1,222,353	\$ 1,244,935	\$ 1,268,194	\$ 1,292,151	\$ 1,316,826	\$ 1,342,242	\$ 1,368,420	\$ 1,395,384	
Phase I	59,607,691	18,438,369	-	-	-	-	-	-	3,425,679	3,480,581	3,537,130	3,595,376	3,655,369	3,717,161	3,780,808	3,846,364	3,913,887	3,983,435	4,055,070	4,128,854	4,204,851	4,283,128	
Phase II	24,434,562	7,611,471	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 97,533,690</b>	<b>\$ 33,448,318</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,063,838</b>	<b>\$ 1,081,664</b>	<b>\$ 1,100,025</b>	<b>\$ 4,525,703</b>	<b>\$ 4,559,517</b>	<b>\$ 4,592,540</b>	<b>\$ 4,633,680</b>	<b>\$ 4,674,991</b>	<b>\$ 4,716,571</b>	<b>\$ 4,758,382</b>	<b>\$ 4,800,422</b>	<b>\$ 4,842,548</b>	<b>\$ 4,884,822</b>	<b>\$ 4,927,289</b>	<b>\$ 4,969,961</b>	<b>\$ 5,012,869</b>	<b>\$ 5,055,989</b>	
<b>NET OPERATING INCOME</b>																							
NOI Before Ground Rent	\$ 53,514,137	\$ 19,489,910	\$ -	\$ -	\$ -	\$ 2,417,421	\$ 2,521,439	\$ 2,629,186	\$ 2,740,797	\$ 2,856,408	\$ 2,976,164	\$ 3,100,211	\$ 3,228,703	\$ 3,361,789	\$ 3,499,663	\$ 3,642,465	\$ 3,790,381	\$ 3,943,594	\$ 4,102,292	\$ 4,266,674	\$ 4,436,938	\$ 4,613,598	
Phase I	171,124,365	57,106,453	-	-	-	-	-	9,748,334	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	9,649,044	
Phase II	81,534,600	24,820,239	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 306,173,102</b>	<b>\$ 101,410,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,417,421</b>	<b>\$ 2,521,439</b>	<b>\$ 12,377,520</b>	<b>\$ 12,398,941</b>	<b>\$ 18,316,533</b>	<b>\$ 19,076,934</b>	<b>\$ 19,864,494</b>	<b>\$ 20,680,181</b>	<b>\$ 21,524,985</b>	<b>\$ 22,399,973</b>	<b>\$ 23,306,189</b>	<b>\$ 24,244,755</b>	<b>\$ 25,216,921</b>	<b>\$ 26,223,581</b>	<b>\$ 27,266,267</b>	<b>\$ 28,346,159</b>	<b>\$ 29,463,159</b>	
NOI After Ground Rent	\$ 45,130,767	\$ 16,366,954	\$ -	\$ -	\$ -	\$ 2,017,661	\$ 2,107,687	\$ 2,200,954	\$ 2,297,576	\$ 2,397,675	\$ 2,501,375	\$ 2,608,805	\$ 2,720,088	\$ 2,835,382	\$ 2,954,832	\$ 3,078,564	\$ 3,206,744	\$ 3,339,530	\$ 3,477,087	\$ 3,619,585	\$ 3,767,202	\$ 3,919,828	
Phase I	145,315,787	48,430,423	-	-	-	-	-	8,234,120	8,141,298	8,051,514	7,964,271	7,884,271	7,809,016	7,738,211	7,671,338	7,607,882	7,547,309	7,490,269	7,436,309	7,385,188	7,336,568	7,290,000	
Phase II	69,364,241	21,095,518	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 259,810,795</b>	<b>\$ 85,922,895</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,017,661</b>	<b>\$ 2,107,687</b>	<b>\$ 10,435,074</b>	<b>\$ 10,438,874</b>	<b>\$ 15,463,808</b>	<b>\$ 16,124,363</b>	<b>\$ 16,808,584</b>	<b>\$ 17,517,314</b>	<b>\$ 18,251,427</b>	<b>\$ 19,011,830</b>	<b>\$ 19,799,462</b>	<b>\$ 20,615,292</b>	<b>\$ 21,460,327</b>	<b>\$ 22,335,609</b>	<b>\$ 23,242,217</b>	<b>\$ 24,181,267</b>	<b>\$ 25,150,267</b>	
<b>NET CASH FLOW</b>																							
Net Cash Flow to Master Lessee	\$ 12,769,019	\$ 6,213,702	\$ -	\$ -	\$ 23,303	\$ (572,533)	\$ 8,260,144	\$ (429,313)	\$ (336,046)	\$ (239,424)	\$ (139,925)	\$ (35,625)	\$ 71,805	\$ 183,088	\$ 299,382	\$ 417,832	\$ 541,564	\$ 689,744	\$ 802,530	\$ 940,087	\$ 1,082,585	\$ 1,230,202	
Phase I	39,434,274	11,132,926	-	-	-	-	-	13,482,091	13,345,667	13,211,514	13,088,271	12,974,211	12,868,713	12,771,211	12,682,005	12,598,892	12,520,388	12,447,188	12,378,858	12,314,954	12,256,054	12,201,828	
Phase II	18,359,996	3,949,974	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Phase III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>\$ 70,563,290</b>	<b>\$ 21,290,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,303</b>	<b>\$ (572,533)</b>	<b>\$ (2,962,825)</b>	<b>\$ (13,911,404)</b>	<b>\$ (24,948,598)</b>	<b>\$ (6,601,268)</b>	<b>\$ (19,050,728)</b>	<b>\$ (1,055,363)</b>	<b>\$ 1,739,584</b>	<b>\$ 2,448,314</b>	<b>\$ 3,182,427</b>	<b>\$ 3,942,830</b>	<b>\$ 4,730,462</b>	<b>\$ 5,546,292</b>	<b>\$ 6,391,327</b>	<b>\$ 7,265,609</b>	<b>\$ 8,173,217</b>	<b>\$ 9,112,267</b>	





OUTPUT EXHIBIT 3.1  
CASH FLOW - RETAIL USE  
PHASE III

CASH FLOW PROJECTION - PHASE III	Total Income 20 Years	Discounted Value @ 8% 20 Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
<b>INCOME</b>																							
Retail Income																							
Retail Store Anchor - Type I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail Store Anchor - Type II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail Shops - Type I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail Shops - Type II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Effective Income																							
Vacancy & Collection Allowance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Annual Vacancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Gross Scheduled Income</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plus: % Rent from Non-income Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Gross Operating Income</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>																							
Estimated Property Tax @ Completion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance & Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Fee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NET OPERATING INCOME</b>																							
NOI Before Ground Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minimum Rent	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Excess Percentage Rent	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Ground Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NOI After Ground Rent</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOI as % of Total Development Costs																							
<b>NET CASH FLOW</b>																							
(-) Development Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(+) Permanent Loan Proceeds	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
(-) Debt Service Permanent Loan	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Cash Flow to Master Lessee</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

CASH FLOW PROJECTION - ALL PHASES		Total	Discounted	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		Income	Value @ 8%	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		20 Years	20 Years																				
<b>OUTPUT EXHIBIT 3.0</b>																							
<b>CASH FLOW - RETAIL USE</b>																							
<b>ALL PHASES COMBINED</b>																							
<b>INCOME</b>																							
<b>Retail Income</b>																							
Phase I		\$ 23,102,804	\$ 8,584,008																				
Phase II		64,459,980	23,990,877																				
Phase III		0	0																				
<b>Total</b>		<b>\$ 87,562,784</b>	<b>\$ 32,574,886</b>																				
<b>Effective Income</b>																							
Phase I		\$ 22,308,068	\$ 8,288,719																				
Phase II		61,913,811	23,014,422																				
Phase III		0	0																				
<b>Total</b>		<b>\$ 84,221,879</b>	<b>\$ 31,303,141</b>																				
<b>Gross Operating Income</b>																							
Phase I		\$ 22,308,068	\$ 8,288,719																				
Phase II		61,913,811	23,014,422																				
Phase III		0	0																				
<b>Total</b>		<b>\$ 84,221,879</b>	<b>\$ 31,303,141</b>																				
<b>EXPENDITURES</b>																							
<b>Operating Expenses</b>																							
Phase I		\$ 7,939,807	\$ 3,015,381																				
Phase II		24,453,811	8,831,389																				
Phase III		0	0																				
<b>Total Operating Expenses</b>		<b>\$ 32,393,618</b>	<b>\$ 11,846,770</b>																				
<b>NET OPERATING INCOME</b>																							
<b>NOI Before Ground Rent</b>																							
Phase I		\$ 14,368,260	\$ 5,273,338																				
Phase II		37,460,000	14,183,033																				
Phase III		0	0																				
<b>Total</b>		<b>\$ 51,828,260</b>	<b>\$ 19,456,371</b>																				
<b>NOI After Ground Rent</b>																							
Phase I		\$ 12,583,615	\$ 4,610,240																				
Phase II		32,506,896	12,341,879																				
Phase III		0	0																				
<b>Total</b>		<b>\$ 45,090,510</b>	<b>\$ 16,952,120</b>																				
<b>NET CASH FLOW</b>																							
<b>Net Cash Flow to Master Lessee</b>																							
Phase I		\$ (3,571,306)	\$ (3,544,630)																				
Phase II		(15,241,934)	(5,972,102)																				
Phase III		0	0																				
<b>Total</b>		<b>#DIV/0!</b>	<b>#DIV/0!</b>																				







CASH FLOW PROJECTION - ALL PHASES		Total Income 20 Years	Discounted Value @ 8% 20 Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>OUTPUT EXHIBIT 4.0 CASH FLOW - OFFICE USE ALL PHASES COMBINED</b>																							
<b>INCOME</b>																							
Office Income		\$ 405,205,087	\$ 143,568,057																				
Phase I		281,386,278	83,937,350																				
Phase II		151,536,243	44,466,950																				
Phase III																							
<b>Total</b>		<b>\$ 848,128,607</b>	<b>\$ 281,992,278</b>																				
Effective Income																							
Phase I		\$ 372,450,516	\$ 128,833,221																				
Phase II		267,845,865	66,564,095																				
Phase III		138,780,833	40,282,291																				
<b>Total</b>		<b>\$ 779,077,214</b>	<b>\$ 255,469,608</b>																				
Gross Operating Income																							
Phase I		\$ 372,450,516	\$ 128,833,221																				
Phase II		267,845,865	66,564,095																				
Phase III		138,780,833	40,282,291																				
<b>Total</b>		<b>\$ 779,077,214</b>	<b>\$ 255,469,608</b>																				
<b>EXPENDITURES</b>																							
Operating Expenses																							
Phase I		\$ 82,886,909	\$ 29,599,964																				
Phase II		58,574,105	19,152,143																				
Phase III		31,454,596	9,326,480																				
<b>Total</b>		<b>\$ 172,927,610</b>	<b>\$ 58,418,617</b>																				
<b>NET OPERATING INCOME</b>																							
NOI Before Ground Rent																							
Phase I		\$ 289,551,607	\$ 99,893,227																				
Phase II		209,271,760	68,201,952																				
Phase III		107,326,236	30,956,812																				
<b>Total</b>		<b>\$ 606,149,603</b>	<b>\$ 197,050,991</b>																				
NOI After Ground Rent																							
Phase I		\$ 259,756,566	\$ 89,506,569																				
Phase II		187,644,091	58,373,625																				
Phase III		90,223,770	27,793,228																				
<b>Total</b>		<b>\$ 543,823,426</b>	<b>\$ 176,613,422</b>																				
<b>NET CASH FLOW</b>																							
Net Cash Flow to Master Lessee																							
Phase I		\$ 67,911,936	\$ 24,866,411																				
Phase II		48,696,699	12,195,634																				
Phase III		29,491,177	8,372,783																				
<b>Total</b>		<b>\$ 146,099,812</b>	<b>\$ 45,434,829</b>																				



OUTPUT EXHIBIT 6.2  
CASH FLOW - OTHER USE  
PHASE II

CASH FLOW PROJECTION - PHASE II	Total Income 20 Years	Discounted Value @ 6% 20 Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
<b>INCOME</b>																							
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Type I	0	0																					
Type II	0	0																					
Type III	0	0																					
Type IV	0	0																					
Type V	0	0																					
Type VI	0	0																					
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Effective Income</b>																							
Vacancy & Collection Allowance			100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Less: Annual Vacancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Gross Scheduled Income</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plus: % Rent from Non-Income Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Gross Operating Income</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>																							
Estimated Property Tax @ Completion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	0	0																					
Maintenance & Reserves	0	0																					
Management Fee	0	0																					
Other Expenses	0	0																					
<b>Total Operating Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NET OPERATING INCOME</b>																							
NOI Before Ground Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minimum Rent	0	0																					
Excess Percentage Rent	0	0																					
Total Ground Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NOI After Ground Rent</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOI as % of Total Development Costs																							
<b>NET CASH FLOW</b>																							
(1) Development Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(4) Permanent Loan Proceeds	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
(1) Debt Service Permanent Loan	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Cash Flow to Master Lessee</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



OUTPUT EXHIBIT 6.0  
CASH FLOW - OTHER USE  
ALL PHASES COMBINED

CASH FLOW PROJECTION - ALL PHASES	Total Income 20 Years	Discounted Value @ 8% 20 Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
<b>INCOME</b>																							
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phase I	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase II	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase III	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Effective Income</b>																							
Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phase II	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase III	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Gross Operating Income</b>																							
Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phase II	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase III	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>																							
<b>Operating Expenses</b>																							
Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phase II	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase III	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NET OPERATING INCOME</b>																							
<b>NOI Before Ground Rent</b>																							
Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phase II	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase III	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NOI After Ground Rent</b>																							
Phase I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Phase II	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phase III	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NET CASH FLOW</b>																							
<b>Net Cash Flow to Master Lessee</b>																							
Phase I	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Phase II	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Phase III	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Total</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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## F. ECONOMIC BENEFITS

In making the NoHo Art Wave a reality, The Lowe Team will create substantial economic benefits to the City of Los Angeles from the execution of a \$687 million development program. Economics Research Associates (“ERA”) projects the total economic impact of the development and their report is included on the following pages. In summary, the NoHo Art Wave will create an annualized average of 519 construction jobs over its 78-month construction period and 2,873 permanent new positions.

Additionally, once the project has reached stabilized operations; it will generate \$1.7 million in annual tax increment (TIF) revenues dedicated for the Agency's Housing Set-Aside Fund, and \$6.9 million annually in unrestricted TIF revenues. The unrestricted TIF revenues would support debt service on a bond of \$62-to-\$69 million (rough estimate).

The project is also projected to generate \$254,800 in annual sales tax revenues from the on-site retail and restaurant businesses and \$535,800 in annual business license fees. Finally, the project's construction activity, the ongoing operations of businesses located in the project and the consumer spending activities of project residents will produce positive indirect impacts within the greater economy of the City of Los Angeles. ERA projects that these indirect impacts will generate sales tax revenues averaging \$59,300 per year over the 78 months of construction, and by stabilized operations, indirect sales tax revenues will total \$196,900 per year.



**Economics Research Associates**

## **MEMORANDUM**

**TO:** Lowe Enterprises Real Estate Group

**FROM:** Economics Research Associates

**DATE:** May 18, 2007

**RE:** Estimated Economic Impacts of Proposed North Hollywood Project  
ERA Project No. 17198

---

### **BACKGROUND**

Lowe Enterprises Real Estate Group (Lowe) has proposed to develop a mixed-use project consisting of 562 units of apartments, 185,256 square feet of retail and entertainment uses, 1,018,920 square feet of office uses and a multi-level parking structure for the MTA. The site is located in the City of Los Angeles North Hollywood Redevelopment Project Area.

At the request of Lowe, Economics Research Associates (ERA) has estimated the economic benefits of this project projected to occur within the jurisdiction of the City of Los Angeles.

This memorandum details the findings of ERA's projection of the localized economic impact and fiscal benefits. The exhibits in Appendices A and B provide an outline of the detailed calculations that were used to derive the impact estimates.

### **METHODOLOGY**

Based on the development plan presented by Lowe, ERA has estimated gross economic impacts resulting from the new residential and commercial uses during construction as well as at the point of project stabilization. We have not attempted to net out the impacts of existing businesses or residents currently occupying the site.

Impacts projected include the number of jobs and associated wages, consumer and business-to-business spending, property tax increment to the City's Redevelopment Agency as well as and General Fund property tax revenues collected on the site's base year assessed value. Other tax revenues projected include sales tax and business license.

Projections of impact include direct impact (e.g. those impacts generated on-site at the project), as well as indirect and induced impacts from off-site consumer and business-to-business activities. Economic and job impacts from a project of this type can have ramifications over a very large area. ERA has been careful in this analysis to adjust gross impact values to assume a local City of Los Angeles capture of jobs and spending activity. Local capture estimates have been based on ERA's assessment of the City's current economic base of firms and retail outlets.

**SUMMARY OF IMPACTS TO THE CITY OF LOS ANGELES**

**Construction Period (78 months) (\$ Rounded)**

Consumer Spending	\$3,400,000
Business-to-Business Spending	\$74,800,000
Sales Tax Revenues to City Over 78-months	\$385,500
Construction Jobs Over 78-months	3,371 FTE
Annualized FTE Construction Jobs	519

**Ongoing On-Site and Off-Site Impacts (\$ Rounded)**

**Job Impacts**

• On-Site (Direct)	2,873 jobs
• Off-Site (Indirect/Induced)	<u>265 jobs</u>
• Total Job Impact	3,138 jobs

**Business Impacts**

• On-Site Retail Sales	\$38,797,000
• On-Site Office Business Sales	\$312,250,000
• Off-Site Sales in Los Angeles	\$38,400,000

**Tax Impacts (annual at stabilization)**

• Tax Increment (Housing Set-Aside)	\$1,731,000
• Unrestricted Tax Increment	\$6,925,121
• Business License Fee Revenue	\$535,800
• Sales Tax Revenues (direct on-site)	\$254,800
• Sales Tax Revenues (indirect)	<u>\$197,000</u>
• Total Tax Impact	\$9,644,000

## LOCAL ECONOMIC IMPACT DEFINED

When a new office building, manufacturing facility or retail center is built in a city, it can create additional jobs throughout the city's economy. As the firm buys supplies and materials from local businesses, it generates or supports jobs with those suppliers. Additionally, new payrolls flow through the area's economy, creating or supporting jobs in retail stores and other businesses serving consumers. In addition to job impacts, there will also be associated local tax impacts to the host jurisdiction.

Projections of impact rely on the use of job multipliers. A job multiplier for a particular industry shows the total number of jobs supported by each job in the industry. Each sector in the economy is dependent on every other sector. Consequently, goods or services produced by one sector may be used as inputs by another sector, the output of which in turn may be an input to production for yet another sector, and so on. Economic impact analysis measures this chain of economic events by considering three types of effects – direct, indirect, and induced – described below:

- **Direct Benefits** (effects of on-site jobs in the city) - direct effects refer to the production of finished products occurring as a result of construction and ongoing business operations. This represents the initial or “first-round” impact on the economy.
- **Business-to-Business Benefits** - indirect effects include the purchase of supplies and services by local businesses, as well as the successive rounds of spending on goods and services required for the production of these purchases (induced effects).
- **Consumer Demand Benefits** – Additional indirect effects reflect production required to meet consumer demand from payroll purchases of employees as well as purchases made by new residents relocating to the city.

An example of how the employment impact works for a company is as follows. A new business operation employs a number of line and managerial workers and these workers constitute the facility's direct employment. The facility; however, not only pays wages and salaries to its employees, but also purchases goods and services provided by other firms – food stores, office supply stores, advertising agencies and other professional service firms, etc. These suppliers themselves require inputs from other companies, which, in turn, require inputs from a myriad of other firms. Indirect and induced employment, as defined, includes all those jobs relating to the production of this chain of events. Please note ERA has been very careful to count only those direct purchases that are expected occur at vendors in the City of Los Angeles.

As a result of the direct and business-to-business employment described above, our hypothetical company also generates consumer demand-related employment. This employment reflects all jobs supported by the spending of direct payroll dollars at the household level. For non-resident workers consumer spending will likely be restricted to a minor amount of food and gasoline purchases, as well as some personal service spending. For this analysis, it has been assumed that all new workers to the City will not necessarily become residents. In other words, we have assumed that employee-spending levels will consist primarily of lunchtime and after work spending patterns rather than those of full-time residents. For the apartment development, it is assumed that a portion of the incoming tenants will consist of net new residents (and significantly consumers) in the City.

### **PROJECTED IMPACTS DURING CONSTRUCTION PERIOD**

Project construction is expected to last for approximately 78 months. Impacts to the City of Los Angeles will result from on-site construction labor as well as some business-to-business spending by contractors and other firms involved at the work site.

Over the 78-month construction period, the project is projected to support a total of 3,371 full-time-equivalent (FTE) construction jobs on site (an average of 519 FTE workers per year) (Exhibit A2). ERA estimates that up to 80 percent of these jobs could be filled by local Los Angeles businesses or residents.

During the project's 6.5 year construction, on-site workers are projected to spend \$3.4 million at Los Angeles establishments. This activity will support 17.5 jobs within the City during the construction period. (Exhibit A3). As seen in Exhibit A4, business-to-business spending is projected to total \$74.8 million over the 78-month construction period and this activity will support 321.5 jobs in the City.

Sales tax revenues to the City resulting from consumer and business-to-business spending will total \$385,500 over 78-months or approximately \$59,300 annually (Exhibit A5).

## **PROJECTED ONGOING DIRECT IMPACTS**

### **Population and Employment Impacts**

Once completed and stabilized, the project is expected to house approximately 1,293 new residents (Exhibit B1). A total of 85 percent of these units will be rented at market rates. ERA estimates that average annual household income in these units will be \$99,100. The remaining 15 percent of new households will be living in the project's affordable units and are projected to have annual household incomes of approximately \$36,700.

The retail and entrainment uses in the project are projected to employ 375 FTE employees with an average annual wage of \$21,700. Office-based employment is projected at nearly 2,500 FTE employees with an average annual wage of \$58,200.

### **Increases in Property Value**

As shown in Exhibit B3, project value at completion of the residential and commercial components is estimated at \$865.6 million.

Based on this net tax amount, ERA has estimated the annual tax increment to the City's Redevelopment Agency according to the following:

- 20 percent of the total is set aside for affordable housing
- The remaining amount equals the funds available to the Agency (this total is inclusive of any pass-through negotiated with other tax entities which may be in place).

ERA estimates that annual housing set-asides will total to \$1.7 million and the unrestricted Agency portion of tax increment revenue will total \$6.9 million annually. Based on a very rough estimate of bonding capacity, the TIF revenues could support bonding capacity of \$62 to \$69 million.

### **Other Direct Tax Revenues**

As shown in Exhibit B4, ERA projects that the retail portion of the Lowe project will generate sales of \$38.8 million annually (an average of \$251 per-square-foot). Of this amount, only 66 percent is subject to state sales tax. ERA's projection of sales tax revenue from on-site sales is \$254,800 annually.

Annual business license fee revenues are based on a gross receipts tax and include office-based businesses as well as retail and service businesses that will locate in the project. Business license tax revenue is projected to be \$535,800 per year.

## **ONGOING INDIRECT AND INDUCED IMPACTS**

Exhibits B5 and B6 present ERA's projections of consumer spending impacts in the City of Los Angeles resulting from new residents renting apartments in the Lowe project.

Resident purchasing power has been estimated using the current edition of the U.S. Department of Labor – Bureau of Labor Statistics, *Consumer Expenditure Survey*. A local capture rate has been used for each type of consumer good to estimate the final impact on Los Angeles stores and businesses.

Project resident consumer spending in the City of Los Angeles is estimated to be \$18.3 million annually and will support 140 local jobs<sup>1</sup>. This includes consumer purchases by residents of the market rate units as well as residents living in the affordable units. Local purchases subject to state sales taxes are estimated to constitute 54 percent of this total resulting in annual sales tax revenue to the City of nearly \$99,000 annually.

Additional sales impacts will result from employees working in the businesses located in the project's commercial center. As seen in Exhibit B7, the 2,873 on-site employees are projected to spend nearly \$11.5 million annually within the City. This level of spending will support 52 FTE jobs and will result in annual sales tax revenues of \$87,500.

Finally, as shown in Exhibit B8, there will be some impacts resulting from business-to-business spending in the City. ERA estimates that businesses located in the commercial center will spend \$8.7 million annually for goods and services at other businesses in the City of Los Angeles. This level of spending will support 73 FTE jobs and will result in annual sales tax revenues of nearly \$10,500.

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<sup>1</sup> ERA estimates of job impacts in the City assume that a portion of on-site resident purchases will occur at the retail stores located in the project. This has been done to avoid double-counting the job multiplier impacts.

## APPENDIX - A

### Project Profile and Construction Impacts

<b>EXHIBIT No.</b>	<b>Exhibit Name</b>
A 1	Project Profile
A 2	Estimate of Construction Workforce
A 3	Indirect and Induced Impact of Construction Employees
A 4	Indirect and Induced Impact of Construction Activity
A 5	Summary of Construction Impacts

### Exhibit A1 Project Profile

ITEM	Mix	Assumptions
<b>PHASE 1</b>		
<b>MTA Parking Structure 1-A</b>		488,288 sf
<b>Residential</b>		
Market Rate Units	85%	85 units
Average SF/Unit		918 sf
Total SF		77,988 sf
Affordable Units	15%	15 units
Average SF/Unit		918 sf
Total SF		13,763 sf
<b>Retail and Entertainment</b>		
Grocery		14,300 sf
YMCA		30,560 sf
Total		44,860 sf
<b>PHASE 2</b>		
<b>Office</b>		
Bldg A		459,800 sf
Bldg B		
Total		459,800 sf
<b>Retail and Entertainment</b>		
Destination Retail		27,198 sf
Cineplex		40,000 sf
In-line Shops/Food		36,000 sf
Restaurants		10,000 sf
Fitness Club		27,198 sf
Total		140,396 sf
<b>PHASE 3</b>		
<b>Residential</b>		
Market Rate Units	85%	261 units
Average SF/Unit		918 sf
Total SF		239,422 sf
Affordable Units	15%	46 units
Average SF/Unit		918 sf
Total SF		42,251 sf
<b>Office</b>		
Total SF		352,000 sf
<b>PHASE 4</b>		
<b>MTA Parking Structure - 3</b>		466,288 sf
<b>Residential</b>		
Market Rate Units	85%	132 units
Average SF/Unit		918 sf
Total SF		120,947 sf
Affordable Units	15%	23 units
Average SF/Unit		918 sf
Total SF		21,344 sf
<b>Office</b>		
Total SF		207,120 sf

**Notes**


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Source: Lowe Enterprises Real Estate Group

**Exhibit A2  
Estimate of Construction Workforce**

TYPES OF IMPACT	VALUES
<b>Value of Construction Activity (Direct Costs Only)</b>	
MTA Parking Structure	\$ 35,547,005
Residential and Commercial Structures	\$ 497,199,146
<b>Total Direct Costs</b>	<b>\$ 532,746,151</b> 1/

Segmented Construction Value by Projected Year	Cost of	Rental of	Labor	TOTAL
	Materials and Supplies	Equipment & Machinery		
Year 2010	\$ 28,927,892	\$ 5,259,617	\$ 18,408,659	\$ 52,596,168
Year 2011	\$ 62,275,427	\$ 11,322,805	\$ 39,629,817	\$ 113,228,048
Year 2012	\$ 64,697,572	\$ 11,763,195	\$ 41,171,182	\$ 117,631,948
Year 2013	\$ 55,573,955	\$ 10,104,355	\$ 35,365,244	\$ 101,043,554
Year 2014	\$ 34,770,648	\$ 6,321,936	\$ 22,126,776	\$ 63,219,361
Year 2015	\$ 33,474,639	\$ 6,086,298	\$ 21,302,043	\$ 60,862,981
Year 2016	\$ 13,290,250	\$ 2,416,409	\$ 8,457,432	\$ 24,164,090
<b>Total</b>	<b>\$ 293,010,383</b>	<b>\$ 53,274,615</b>	<b>\$ 186,461,153</b>	<b>\$ 532,746,151</b> 2/

Estimated No. of FTE Construction Workers	Labor	Weighted Avg	Total Mo. of	Annual FTE
	Costs	Annual Wage	Activity in Yr	Employment
Year 2010	\$ 18,408,659	\$ 55,410	12 mo	333
Year 2011	\$ 39,629,817	\$ 55,410	12 mo	704
Year 2012	\$ 41,171,182	\$ 55,410	12 mo	756
Year 2013	\$ 35,365,244	\$ 55,410	12 mo	639
Year 2014	\$ 22,126,776	\$ 55,410	12 mo	406
Year 2015	\$ 21,302,043	\$ 55,410	12 mo	384
Year 2016	\$ 8,457,432	\$ 55,410	6 mo	149
<b>Total</b>	<b>\$ 186,461,153</b>		<b>78 mo</b>	<b>3,371</b> 3/
<b>Average Annual On-Site Jobs</b>				<b>519</b>

Estimate of City Employment Demand	Annual FTE	Capture Rate	Total Emp	Associated
	Employment		Impact	Wage Impact
Year 2010	333	80%	266	\$ 14,761,224
Year 2011	704	80%	563	\$ 31,206,912
Year 2012	756	80%	605	\$ 33,511,968
Year 2013	639	80%	511	\$ 28,325,592
Year 2014	406	80%	325	\$ 17,997,168
Year 2015	384	80%	307	\$ 17,021,952
Year 2016	149	80%	119	\$ 6,604,872
<b>Total</b>	<b>3,371</b>	<b>80%</b>	<b>2,697</b>	<b>\$ 149,429,688</b> 4/
<b>Average Annual On-Site Jobs</b>			<b>415</b>	

**Notes**

- 1/ Information from Lowe Enterprises Real Estate Group
- 2/ Estimates for value breakdowns based on factors derived from RS Means Building Construction Cost Data guides.
- 3/ Wage and value factors derived from 2003 County Business Patterns, U.S. Census Bureau. Wage information adjusted for inflation.
- 4/ City capture rate estimated by ERA.

**Exhibit A3  
Indirect and Induced Impact of Construction Employees  
Total for All Months of Construction**

<u>TYPES OF IMPACTS</u>	<u>ASSUMPTIONS</u>					
<b>Employee Spending Power</b>						
Total Employee Income		\$	186,461,153 1/			
Income / Expenditure Differential			98.7% 2/			
Estimated Spending Power		\$	188,872,685			
Per Employee Spending Power		\$	56,029			
Total Months of Construction Activity			78			
<b>Direct Annual Consumer Spending Impacts</b>	Total Spending	Local Capture	Spending Impacts in City			
Retail Goods	3,987,900	85%	\$ 3,389,715			
Health Care	-		\$ -			
Entertainment	-		\$ -			
Personal Services	-		\$ -			
Other	-		\$ -			
Total 3/	3,987,900	85%	3,389,715			
Portion of Local Retail Spending that is Taxable			3,389,715			
<b>Indirect Employment Impacts</b>	Employees Per \$1M Revenue 4/		Indirect Employment			
Retail Goods	4.1		13.8			
Health Care	10.8		-			
Entertainment	17.6		-			
Personal Services	11.3		-			
Other	14.1		-			
Total			13.8			
Payroll Impact			\$ 336,949			
<b>Induced Employment Impacts</b>	Consumer Multiplier	Local Capture	Industry Increment	Local Capture	Adjusted Multiplier	Induced Employment 5/
Retail Goods	0.14	85%	0.23	68%	1.28	3.8
Health Care	0.14		0.24		1.00	-
Entertainment	0.16		0.42		1.00	-
Personal Services	0.13		0.09		1.00	-
Other	0.13		0.11		1.00	-
Total						3.8
Payroll Impact						\$ 92,796

<b>SUMMARY - INDIRECT AND INDUCED IMPACT OF CONSTRUCTION EMPLOYEES</b>	
Consumer Spending Activity in City	\$ 3,389,715
Portion of Spending that is Subject to Sales Tax	\$ 3,389,715
Sales Tax Revenue to City of Los Angeles	\$ 33,897
Local Jobs Supported by Consumer Spending Activity	17.5
Associated Payroll / Wage Income	\$ 429,744

**Notes**

- 1/ Information from Exhibit A2
- 2/ Factor derived from 2003 Consumer Expenditure Survey, U.S. Census. Value less than 1.0 implies that average consumer spends slightly more than he takes in from annual wages and salary.
- 3/ Estimates of spending based on Consumer Expenditure Survey 2003, U.S. Census. Construction worker spending includes food and beverages purchased in restaurants, bars and fast food outlets and gasoline purchases.
- 4/ Gross revenue multipliers based on 2002 Economic Census information, U.S. Census
- 5/ Consumer and Industry Multipliers from California Department of Commerce, derived from IMPLAN model, Los Angeles County

**Exhibit A4**  
**Indirect and Induced Impact of Construction Activity**  
**Total for All Months of Construction**

<b>TYPES OF IMPACTS</b>		<b>ASSUMPTIONS</b>			
<b>Business-to-Business Spending</b>					
Cost of Materials and Supplies				\$	293,010,383
Rental of Equipment/Machinery					53,274,615
Total				\$	346,284,998 <sup>1/</sup>
<b>Direct Annual Consumer Spending Impacts</b>					
	Portion of		Local		Spending Impacts
	Total <sup>2/</sup>	Total Spending	Capture		in City
Materials/Supplies - Retail	34%	117,204,153	30%	\$	35,161,246
Rental of Equipment	15%	53,274,615	15%		7,991,192
Materials and Supplies - Wholesale	51%	175,806,230	18%		31,645,121
Total	100%	346,284,998	22%		74,797,560
Portion of Local Retail Spending that is Taxable					35,161,246
<b>Indirect Employment Impacts</b>					
			Employees Per \$1M		Indirect
			Revenue <sup>3/</sup>		Employment
Materials/Supplies - Retail			4.1		142.7
Rental of Equipment			8.2		65.4
Materials and Supplies - Wholesale			2.5		77.9
Total					285.9
Payroll Impact				\$	8,784,022
<b>Induced Employment Impacts</b>					
	Consumer	Local	Industry	Adjusted	Induced
	Multiplier	Capture	Increment	Multiplier	Employment <sup>4/</sup>
Retail Purchases	0.14	30%	0.23	68%	1.20
Rental of Equipment	0.12	15%	0.08	12%	1.03
Wholesale Purchases	0.15	18%	0.30	14%	1.07
Total					35.58
Payroll Impact				\$	983,971

**SUMMARY - INDIRECT AND INDUCED IMPACT OF CONSTRUCTION ACTIVITY**

Business-to-Business Spending Activity in City	\$	74,797,560
Portion of Spending that is Subject to Sales Tax	\$	35,161,246
Sales Tax Revenue to City of Los Angeles		351,612
Local Jobs Supported by Business-to-Business Spending Activity		321.5
Associated Payroll / Wage Income	\$	9,767,992

**Notes**

1/ Information from Exhibit A2

2/ Estimates by Economics Research Associates based on Census data.

3/ Gross revenue multipliers based on 2002 Economic Census information, U.S. Census

4/ Consumer and Industry Multipliers from California Department of Commerce, derived from IMPLAN model, Los Angeles County

**Exhibit A5**  
**Summary of Construction Impacts**  
**Total Impacts in City of Los Angeles**

**Job Impacts**

Construction Jobs 1/		
All On-Site FTE Construction Jobs	3,371	<i>jobs over 78 months</i>
Average Annual FTE Jobs	519	<i>jobs</i>
Est. Construction Jobs Captured by City Businesses	2,697	<i>jobs</i>
Average Annual FTE Jobs	415	<i>jobs</i>
Associated Wage and Salary Impact (City only)	\$ 149,429,688	<i>over 78 months</i>
Additional City Jobs Supported During Construction Period 2/		
Jobs Supported by Consumer Spending	18	<i>jobs</i>
Jobs Supported by Bus-to-Bus Spending	322	<i>jobs</i>
	<hr/>	
Total Indirect and Induced Job Impact	339	<i>jobs</i>
Associated Wage and Salary Impact	\$ 10,197,737	
TOTAL CITY JOB IMPACTS (FTE)		
Average Annual FTE Jobs	3,036	<i>jobs over 78 months</i>
TOTAL CITY WAGE IMPACTS	467	<i>jobs</i>
	\$ 159,627,425	<i>over 78 months</i>
<b>Business Activity in City</b>		
From Consumer Spending (Construction Employees) 2/	\$ 3,389,715	<i>over 78 months</i>
From Business-to-Business Spending 3/	\$ 74,797,560	<i>over 78 months</i>
	<hr/>	
Total	\$ 78,187,275	
<b>Tax Revenues to City of Los Angeles 2/ and 3.</b>		
Sales Tax	\$ 385,510	<i>over 78 months</i>
Average Annual Tax Revenue	\$ 59,309	<i>annualized revenues</i>

**Notes**

- 
- 1/ Source: Exhibit A2  
2/ Source: Exhibit A3  
3/ Source: Exhibit A4

**APPENDIX - B**

## Estimate of Ongoing Impacts

<b>EXHIBIT No.</b>	<b>Exhibit Name</b>
B 1	Estimate of Onsite Population and Employment
B 2	Adjustments to Population Direct Impacts
B 3	Estimates of Property Value and Tax Increment Revenues
B 4	Estimates of Business License Fee and Sales Tax Revenues
B 5	Indirect and Induced Impact of Market Rate Apartment Residents
B 6	Indirect and Induced Impact of Affordable Rate Apartment Residents
B 7	Indirect and Induced Impact of Commercial Employee Spending
B 8	Indirect and Induced Impact of Commercial Operations
B 9	Summary of Ongoing Impacts

**Exhibit B1  
Estimate of Onsite Population and Employment**

<u>ITEM</u>	<u>ASSUMPTIONS</u>	
<b>Apartments - Market Rate Units</b>		
	478 units	1/
Average Population Per Household	2.3 persons	2/
Estimated Total Population	1,081	
Average Monthly Rent Per Unit		
Rent \$PSF	\$2.25	1/
Average Unit Size	918 sf	
Weighted Average Rent	\$ 2,065	
Estimated Household Income		
Average Annual Rent Payment	\$ 24,776	
Percent of HH Income Devoted to Rent	25%	
Estimated Average HH Income	\$ 99,105	
Total Houshold Income	\$ 47,342,453	
<b>Apartments - Affordable Units</b>		
	84 units	1/
Average Population Per Household	2.5 persons	2/
Estimated Total Population	212	
Average Monthly Rent Per Unit		
Rent \$PSF	\$1.00	1/
Average Unit Size	918 sf	
Weighted Average Rent	\$ 918	
Estimated Household Income		
Average Annual Rent Payment	\$ 11,012	
Percent of HH Income Devoted to Rent	30%	
Estimated Average HH Income	\$ 36,706	
Total Houshold Income	\$ 7,781,577	
<b>Commercial Property</b>		
Grocery	14,300 sf	3/
YMCA	30,560 sf	
Office	811,800 sf	
Destination Retail	27,198 sf	
Cineplex	40,000 sf	
In-line Shops/Food	36,000 sf	
Restaurants	10,000 sf	
Fitness Club	27,198 sf	
Estimated Employment and Wages	SF Per Emp	Annual Wage
Grocery	450	\$ 25,500
YMCA	800	\$ 16,400
Office (FIRE = 40% / Prof/Tech Services = 60%)	325	\$ 58,200
Destination Retail (Dave & Busters as Model)	298	\$ 29,600
Cineplex	1,000	\$ 16,400
In-line Shops/Food	400	\$ 20,100
Restaurants	200	\$ 17,400
Fitness Club	800	\$ 19,600
Total Estimated On-Site Jobs (FTE)		2,873
Estimated Annual Wage Per Employee (rounded)		\$ 53,400
		4/

**Notes:**

1/ Source: Lowe Enterprises Real Estate Group

2/ American Housing Survey, 2002. Market rate unit population adjusted to estimate for "lifestyle renter" profile.

3/ Source: Exhibit A1

4/ Wage factors derived from 2003 County Business Patterns, U.S. Census Bureau. Wage information adjusted for inflation. Square Feet per employee estimates by ERA.

**Exhibit B2**  
**Adjustments to Population Direct Impacts**

<b>ITEM</b>	<b>ASSUMPTIONS</b>	
<b>New Resident Population - Market Rate Units</b>		
Total Units	478	1/
Estimated Percent of "Move Up" Tenents from elsewhere in City	25%	
New Resident Households to City	358	
Estimated Average Household Income	\$ 99,105	
Total New Household Income	\$ 35,506,840	
Move Up Resident Households Already in City	119	
Household Income Adjustment	80%	
Adjusted Average Household Income	\$ 79,284	2/
Total New Household Income Resulting from Chaining of Move Ups	\$ 9,468,491	
Total Adjusted New Household Income to City of Los Angeles	\$ 44,975,331	
Adjusted Market Rate Household Income	\$ 94,150	
<b>New Resident Population - Affordable Apartment Units</b>		
Total Units	84	1/
Estimated Percent of "Move Up" Tenents from elsewhere in City	25%	
New Resident Households to City	63	
Estimated Average Household Income	\$ 36,706	
Total New Household Income	\$ 2,320,709	
Move Up Resident Households Already in City	21	
Household Income Adjustment	100%	
Adjusted Average Household Income	\$ 36,706	2/
Total New Household Income Resulting from Chaining of Move Ups	\$ 773,570	
Total Adjusted New Household Income to City of Los Angeles	\$ 3,094,278	
Adjusted Market Rate Household Income	\$ 36,706	

**Notes**

1/ Source: Exhibit A1

2/ Adjustment to average household income has been done to discount the household incomes of "move up" households relocated from elsewhere within the City of Los Angeles. It is assumed that vacated rental units will be relet by other households with slightly lower incomes. Estimates of household incomes in relet space have been discounted in order to make a conservative estimate of net new spending power.

**Exhibit B3**  
**Direct Impacts**  
**Estimates of Property Value and Tax Increment Revenues**

ITEM	ASSUMPTIONS
<b>ESTIMATE OF NEW PROJECT VALUE (Lowe Proposal)</b>	
<b>Apartment Project Value</b>	
Estimated Average Market Value At Stabilized Operations	\$550.91 PSF 1/
Total SF of Apartment Buildings	515,713
Total Estimated Market Value / Assessed Value (rounded)	\$ 284,112,321
Per Stabilized Unit	\$505,538 / unit
<b>Commercial Project Value</b>	
Estimated Average Market Value At Stabilized Operations	\$482.93 PSF
Total SF of Commercial Buildings	1,204,176 2/
Estimated Market Value / Assessed Value (rounded)	\$ 581,527,760
<b>Net New Assessed Value of Project</b>	
Assessed Value of New Project (based on value at stabilization)	
Apartments	\$ 284,112,321
Commercial	\$ 581,527,760
Total New Assessed Value	\$ 865,640,081
Less Agency Housing Set-Asides at 20% of increment	\$ (173,128,016)
Post Set-Aside Fund Value	\$ 692,512,065
NET TAXABLE INCREMENT	\$ 692,512,065 3/
<b>TAX INCREMENT AND PROPERTY TAX REVENUE CALCULATIONS</b>	
Annual Tax Increment to City Agency (Stabilized)	
Housing Set-Asides	\$ 1,731,280
Net Agency Allocations	\$ 6,925,121
Annual TI Revenues	\$ 8,656,401
Rough Estimate of Bonding Capacity Based on TIF Revenue (Range Estimate)	
9x Multiple	\$ 62,330,000
10x Multiple	\$ 69,250,000

**Notes**

- 1/ Estimates by Lowe Enterprises Group.  
2/ Retail cap rate estimate by ERA based on recent market comps for shopping center sales.  
3/ TIF projections are inclusive of any negotiated pass through agreements btw the Agency and other taxing entities.

**Exhibit B4**  
**Direct Impacts**  
**Estimates of Business License Fee and Sales Tax Revenues**

<b>ITEM</b>	<b>ASSUMPTIONS</b>	
<b>Business License Fees</b>		
Apartment Operations		
Type of Tax Base	Gross Receipts	1/
Estimated Gross Annual Income (Stabilized)	\$ 11,998,063	
Minimum Tax	\$ 102.75	
Minimum Gross Receipts	\$ 75,000	
Tax Rate Per Additional \$1,000 in Gross Receipts	\$ 1.37	
Exemptions	\$ 20,000	
Estimated Annual Tax Revenues (rounded)	\$ 16,400	
Commercial Building Operations		
Type of Tax Base	Gross Receipts	
Estimated Gross Annual Income (Stabilized)	\$ 33,994,265	
Minimum Tax	\$ 102.75	
Minimum Gross Receipts	\$ 75,000	
Tax Rate Per Additional \$1,000 in Gross Receipts	\$ 1.37	
Exemptions	\$ -	
Estimated Annual Tax Revenues (rounded)	\$ 46,600	
Retail Business Operations		
Type of Tax Base	Gross Receipts	
Estimated Gross Annual Income (Stabilized)	\$ 38,797,070	
Minimum Tax	\$ 102.75	
Minimum Gross Receipts	\$ 75,000	
Tax Rate Per Additional \$1,000 in Gross Receipts	\$ 1.37	
Exemptions	\$ -	
Estimated Annual Tax Revenues (rounded)	\$ 53,200	
Office-Based Business Operations		
Type of Tax Base	Gross Receipts	
Estimated Gross Annual Income (Stabilized)	\$ 312,250,000	
Estimated No. of Separate Business Operations	80	
Minimum Tax	\$ 102.75	
Minimum Gross Receipts	\$ 75,000	
Tax Rate Per Additional \$1,000 in Gross Receipts	\$ 1.37	
Exemptions	\$ -	
Estimated Annual Tax Revenues (rounded)	\$ 419,600	
<b>TOTAL BUSINESS LICENSE TAX REVENUES</b>	<b>\$ 535,800</b>	
<b>Sales Tax Revenues</b>		
Estimated Sales in Retail Buildings	<u>Gross Sales</u>	<u>Taxable Sales</u>
Grocery	\$500 PSF	\$100 PSF
Destination Retail	\$365 PSF	\$200 PSF
Cineplex	\$25 PSF	\$5 PSF
In-line Shops/Food	\$375 PSF	\$375 PSF
Restaurants	\$450 PSF	\$450 PSF
Fitness Club	\$100 PSF	\$15 PSF
Total	\$251 PSF	\$165 PSF
Gross Retail Sales Revenues		\$ 38,797,070
Portion of Revenues Subject to Sales Tax		\$ 25,477,570
Los Angeles Share of State Sales Tax		1.000%
<b>ANNUAL SALES TAX AT STABILIZATION (Rounded)</b>		<b>\$ 254,800</b>

**Notes**

1/ Source: City of Los Angeles Business Tax Rate Table for 2007

5/ Point of purchase sales tax rate is 8.25%. City of Los Angeles share is 1%.

**Exhibit B5  
Indirect and Induced Impact of Market Rate Apartment Residents**

<b>TYPES OF IMPACTS</b>		<b>ASSUMPTIONS</b>				
<b>Resident Spending Power</b>						
Total Residents			1,081			
Median Household Income		\$	94,150			
Estimated Per Capita Income		\$	41,607			
Total Resident Income		\$	44,977,267 <sup>1/</sup>			
Income / Expenditure Differential			128% <sup>2/</sup>			
Estimated Spending Power		\$	35,227,108			
<b>Direct Annual Consumer Spending Impacts</b>						
	Total Spending	Local Capture	Spending Impacts in City			
Retail Goods	\$ 13,023,462	80%	\$ 10,418,769			
Health Care	1,796,583	40%	718,633			
Entertainment	1,937,491	40%	774,996			
Personal Services	7,027,808	50%	3,513,904			
Other	11,441,765	10%	1,144,176			
Total <sup>3/</sup>	35,227,108	47%	16,570,479			
Portion of Local Retail Spending that is Taxable			\$ 8,998,412			
<b>Indirect Employment Impacts</b>						
	Employees Per \$1M Revenue <sup>4/</sup>		Indirect Employment			
Retail Goods	3.5		36.6			
Health Care	10.8		7.8			
Entertainment	17.6		13.7			
Personal Services	11.3		39.6			
Other	14.1		16.1			
Total			113.8			
Payroll Impact			\$ 2,541,632			
<b>Induced Employment Impacts</b>						
	Consumer Multiplier	Local Capture	Industry Increment	Local Capture	Adjusted Multiplier	Induced Employment <sup>5/</sup>
Retail Goods	0.14	80%	0.23	68%	1.27	9.84
Health Care	0.14	20%	0.24	0%	1.03	0.22
Entertainment	0.16	20%	0.42	0%	1.03	0.44
Personal Services	0.13	50%	0.09	0%	1.07	2.57
Other	0.13	3%	0.11	0%	1.00	0.05
Total						13.1
Payroll Impact						\$ 318,907

<b>SUMMARY - INDIRECT AND INDUCED IMPACT OF MARKET RATE APARTMENT RESIDENTS</b>	
Consumer Spending Activity in City	\$ 16,570,479
Portion of Spending that is Subject to Sales Tax	\$ 8,998,412
Sales Tax Revenue to City of Los Angeles	89,984
Local Jobs Supported by Consumer Spending Activity	127
Associated Payroll / Wage Income	\$ 2,860,540

**Notes**

- 1/ Information from Exhibit B1.
- 2/ Factor derived from 2003 Consumer Expenditure Survey, U.S. Census. Value less than 1.0 implies that average consumer spends slightly more than he takes in from annual wages and salary.
- 3/ Estimates of spending based on Consumer Expenditure Survey, 2003, U.S. Census. "Other" category includes payments made for consumer loans, utilities, insurance, public transportation, charitable contributions, pensions, social security and investments.
- 4/ Gross revenue multipliers based on 2002 Economic Census information for the Los Angeles, U.S. Census. Multiplier adjusted downward to account for on-site retail activity by on-site residents of the project.
- 5/ Consumer and Industry Multipliers from California Department of Commerce, derived from IMPLAN model, Los Angeles County

**Exhibit B6  
Indirect and Induced Impact of Affordable Rate Apartment Residents**

<b>TYPES OF IMPACTS</b>		<b>ASSUMPTIONS</b>			
<b>Resident Spending Power</b>					
Total Residents				212	
Median Household Income		\$		36,706	
Estimated Per Capita Income		\$		14,599	
Total Resident Income		\$	3,094,984	1/	
Income / Expenditure Differential			95.6%	2/	
Estimated Spending Power		\$	3,238,650		
<b>Direct Annual Consumer Spending Impacts</b>					
	Total	Local	Spending Impacts		
	Spending	Capture	in City		
Retail Goods	\$ 1,236,841	88%	\$ 1,088,420		
Health Care	226,706	44%	99,750		
Entertainment	161,933	44%	71,250		
Personal Services	659,389	55%	362,664		
Other	953,782	11%	104,916		
Total 3/	3,238,650	53%	1,727,001		
Portion of Local Retail Spending that is Taxable			\$ 890,059		
<b>Indirect Employment Impacts</b>					
	Employees Per \$1M		Indirect		
	Revenue 4/		Employment		
Retail Goods	3.5		3.8		
Health Care	10.8		1.1		
Entertainment	17.6		1.3		
Personal Services	11.3		4.1		
Other	14.1		1.5		
Total			11.7		
Payroll Impact			\$ 267,444		
<b>Induced Employment Impacts</b>					
	Consumer	Local	Industry	Adjusted	Induced
	Multiplier	Capture	Increment	Multiplier	Employment 5/
Retail Goods	0.14	88%	0.23	68%	1.28
Health Care	0.14	22%	0.24	0%	1.03
Entertainment	0.16	22%	0.42	0%	1.04
Personal Services	0.13	55%	0.09	0%	1.07
Other	0.13	3%	0.11	0%	1.00
Total					1.4
Payroll Impact					\$ 35,235

<b>SUMMARY - INDIRECT AND INDUCED IMPACT OF AFFORDABLE RATE APARTMENT RESIDENTS</b>	
Consumer Spending Activity in City	\$ 1,727,001
Portion of Spending that is Subject to Sales Tax	\$ 890,059
Sales Tax Revenue to City of Los Angeles	8,901
Local Jobs Supported by Consumer Spending Activity	13
Associated Payroll / Wage Income	\$ 302,680

**Notes**

- 1/ Information from Exhibit B1.
- 2/ Factor derived from 2003 Consumer Expenditure Survey, U.S. Census. Value less than 1.0 implies that average consumer spends slightly more than he takes in from annual wages and salary.
- 3/ Estimates of spending based on Consumer Expenditure Survey, 2003, U.S. Census. "Other" category includes payments made for consumer loans, utilities, insurance, public transportation, charitable contributions, pensions, social security and investments.
- 4/ Gross revenue multipliers based on 2002 Economic Census information for the Los Angeles, U.S. Census
- 5/ Consumer and Industry Multipliers from California Department of Commerce, derived from IMPLAN model, Los Angeles County

**Exhibit B7  
Indirect and Induced Impact of Commercial Employee Spending**

<b>TYPES OF IMPACTS</b>		<b>ASSUMPTIONS</b>	
<b>Employee Spending Power</b>			
Total Employees at Stabilized Operations			2,873
Average Employee Wage		\$	53,400
Total Employee Income		\$	153,418,200 <sup>1/</sup>
Income / Expenditure Differential			113% <sup>2/</sup>
Estimated Spending Power		\$	135,372,982
<b>Direct Annual Consumer Spending Impacts</b>			
	Total	Local	Spending Impacts
	Spending	Capture	in City
Retail Goods	\$ 51,780,165	20%	\$ 10,356,033
Health Care	7,580,887	2%	151,618
Entertainment	6,362,530	2%	127,251
Personal Services	27,304,730	3%	819,142
Other	42,344,669	0%	-
Total <sup>3/</sup>	135,372,982	8%	11,454,043
Portion of Local Retail Spending that is Taxable			\$ 8,753,217
<b>Indirect Employment Impacts</b>			
	Employees Per \$1M		Indirect
	Revenue <sup>4/</sup>		Employment
Retail Goods	3.5		36.4
Health Care	10.8		1.6
Entertainment	17.6		2.2
Personal Services	11.3		9.2
Other	14.1		-
Total			49.5
Payroll Impact			\$ 1,211,351
<b>Induced Employment Impacts</b>			
	Consumer	Local	Industry
	Multiplier	Capture	Increment
			Local Capture
			Adjusted
			Multiplier
			Induced
			Employment <sup>5/</sup>
Retail Goods	0.14	20%	0.23
Health Care	0.14	1%	0.24
Entertainment	0.16	1%	0.42
Personal Services	0.13	3%	0.09
Other	0.13	0%	0.11
Total			2.4
Payroll Impact			\$ 59,558

<b>SUMMARY - INDIRECT AND INDUCED IMPACT OF COMMERCIAL EMPLOYEE SPENDING</b>	
Consumer Spending Activity in City	\$ 11,454,043
Portion of Spending that is Subject to Sales Tax	\$ 8,753,217
Sales Tax Revenue to City of Los Angeles	87,532
Local Jobs Supported by Consumer Spending Activity	52
Associated Payroll / Wage Income	\$ 1,270,909

**Notes**

1/ Information from Exhibit B1.

2/ Factor derived from 2003 Consumer Expenditure Survey, U.S. Census. Value less than 1.0 implies that average consumer spends slightly more than he takes in from annual wages and salary.

3/ Estimates of spending based on Consumer Expenditure Survey, 2003, U.S. Census. "Other" category includes payments made for consumer loans, utilities, insurance, public transportation, charitable contributions, pensions, social security and investments.

4/ Gross revenue multipliers based on 2002 Economic Census information for the Los Angeles, U.S. Census

5/ Consumer and Industry Multipliers from California Department of Commerce, derived from IMPLAN model, Los Angeles County

**Exhibit B8  
Indirect and Induced Impact of Commercial Operations**

**TYPES OF IMPACTS**

**ASSUMPTIONS**

**Business-to-Business Spending**

Estimated Annual Revenues (stabilization)	\$ 351,047,070	1/
Operating Expenses as Percent of Total Revenues		60.0%
Business-to-Business Spending as Percent of Operating Expenses		15%
Estimated Business-to-Business Spending	\$ 31,594,236	2/

<b>Direct Annual Business Spending Impacts</b>	Portion of Total 2/	Total Spending	Local Capture	Spending Impacts in City
Retail Goods	6%	1,746,198	60%	\$ 1,047,719
Professional Services	73%	23,103,537	30%	6,931,061
Wholesale Goods	21%	6,744,502	10%	674,450
<b>Total</b>	<b>100%</b>	<b>31,594,236</b>	<b>27%</b>	<b>8,653,230</b>
Portion of Local Retail Spending that is Taxable				1,047,719

<b>Indirect Employment Impacts</b>	Employees Per \$1M Revenue 3/	Indirect Employment
Retail Goods	4.1	4.3
Professional Services	8.7	60.0
Wholesale Goods	2.5	1.7
<b>Total</b>		<b>65.9</b>
Payroll Impact		\$ 2,790,896

<b>Induced Employment Impacts</b>	Consumer Multiplier	Local Capture	Industry Increment	Local Capture	Adjusted Multiplier	Induced Employment 4/
Retail Goods	0.14	60%	0.23	48%	1.19	0.83
Professional Services	0.14	30%	0.23	24%	1.10	5.84
Wholesale Goods	0.14	10%	0.27	8%	1.04	0.06
<b>Total</b>						<b>6.72</b>
Payroll Impact						\$ 276,943

<b>SUMMARY - INDIRECT AND INDUCED IMPACT OF COMMERCIAL OPERATIONS</b>	
Business-to-Business Spending Activity in City	\$ 8,653,230
Portion of Spending that is Subject to Sales Tax	\$ 1,047,719
Sales Tax Revenue to City of Los Angeles	10,477
Local Jobs Supported by Business-to-Business Spending Activity	73
Associated Payroll / Wage Income	\$ 3,067,839

**Notes**

- 1/ Source: Lowe Enterprises Real Estate Group
- 2/ Estimates based on factors derived from 2002 Economic Census for Business Expenses, California Series, U.S. Census
- 3/ Gross revenue multipliers based on 2002 Economic Census information for the Los Angeles, U.S. Census
- 4/ Consumer and Industry Multipliers from California Department of Commerce, derived from IMPLAN model, Los Angeles County

**Exhibit B9**  
**Summary of Ongoing Impacts**  
**Impacts in Los Angeles**

**BUSINESS IMPACTS**Direct Impacts (On-Site Businesses)

Retail and Entertainment	\$ 38,797,070	<i>Annual On-Site Sales</i>
Office-Based Businesses	\$ 312,250,000	<i>Annual On-Site Sales</i>
Total Direct Impacts	\$ 351,047,070	

Indirect Impacts (Off-Site Spending)

Consumer Spending	\$ 29,751,523	<i>Annual Impact of Residents and Employees</i>
Business-to-Business Spending	\$ 8,653,230	<i>Annual Impact of Business Spending</i>
Total Indirect Impacts	\$ 38,404,753	<i>Annual</i>
TOTAL BUSINESS IMPACTS	\$ 389,451,823	<i>Annual</i>

**JOB AND WAGE IMPACTS**Direct Impacts (On-Site Businesses)

Retail / Entertainment + Offices		
Total On-Site Employment (FTE Annualized)	2,873	<i>total on-site jobs</i>
Wage Impacts	\$ 153,418,200	<i>Annual wage impact</i>

Indirect Impacts (Off-Site Spending)

City Jobs Supported by Consumer Spending	192	<i>jobs within City of Los Angeles</i>
Wage Impacts	\$ 4,434,128	<i>Annual wage impact of off-site sales</i>
City Jobs Supported by B2B Spending	73	<i>jobs within City of Los Angeles</i>
Wage Impacts	\$ 3,067,839	<i>Annual wage impact of off-site sales</i>
TOTAL CITY JOB IMPACTS	3,138	<i>jobs within City of Los Angeles</i>
TOTAL CITY WAGE IMPACTS	\$ 160,920,167	<i>Annual wage impact of on-site and off-site sales</i>

**TAX IMPACTS**Tax Increment Impacts

Housing Set Aside Revenues	\$ 1,731,280	<i>stabilized year annual revenue</i>
Net Agency TI Allocation	\$ 6,925,121	<i>stabilized year annual revenue (inclusive of pass-throughs)</i>
Total Tax Increment	\$ 8,656,401	

Other Tax Revenues

Business License Fees	\$ 535,800	<i>stabilized year annual revenue</i>
Sales Tax Impacts		
Direct - On-Site Sales	\$ 254,800	<i>stabilized year annual revenue</i>
Indirect - B2B Spending	\$ 10,477	<i>stabilized year annual revenue</i>
Indirect - Employee Spending	\$ 87,532	<i>stabilized year annual revenue</i>
Indirect - Apartment Residents Spending	\$ 98,885	<i>stabilized year annual revenue (net of on-site purchases)</i>
Total Sales Tax Revenues	\$ 451,694	

**ORGANIZATION &  
MANAGEMENT PLAN**

9

ORGANIZATION &  
MANAGEMENT PLAN





**George Mhlsten**

Lead Council

Latham & Watkins

## 9. ORGANIZATION & MANAGEMENT PLAN

The Lowe Team, an established and experienced collection of professionals, is dedicated to the successful implementation of the NoHo Art Wave development plan. The Los Angeles based development team is committed to the improvement of the City and particularly the NoHo Arts District. The management of the development will be lead by Lowe as the master developer and supported by the balance of The Lowe Team, including planning, design, landscape, and legal, land-use, residential, financial and sustainability consultants.

As master developer Lowe shall be fully responsible for the following:

- Preparing the development program and financial plan.
- Undertaking the design and construction of all infrastructure and developing an infrastructure finance plan.
- Securing all planning, zoning and entitlement approvals for the proposed development.
- Programming, designing, constructing and arranging financing for the mixed use development.

### Negotiations with Metro

Upon selection by Metro and CRA/LA Lowe will work very closely with Metro toward execution of a Ground Lease document for the project site. These negotiations will include the key Lowe principals and legal representatives from Latham & Watkins working closely with Metro's team of staff members and outside counsel.

The Lowe Team will place an emphasis on timely, accurate and responsive decision making in the collective interest of Metro and The Lowe Team. Through this process The Lowe Team will also continue to further confirm the necessary entitlement process steps which will be required based upon the master plan as this timing will be a critical component to the Ground Lease schedule of performance.

### Master Plan Design

Also upon selection and concurrent with the Ground Lease document negotiations with Metro, The Lowe Team will further refine and detail the master plan elements with a focus first on the entitlement process based upon the plan. Second, the master plan design, landscape and streetscape will continue to be refined to a level to permit construction schematics for further cost estimation. Third, the building design concepts for each phase and product type will be further detailed and estimated.

At this stage the team will be led by the key Lowe principals, including development and construction executives versed in each product type contemplated by the master plan. In addition, and more importantly, the team will draw extensively upon the architectural design team members, including AC Martin Partners, Togawa Smith Martin, and Mia Lehrer. In addition, at this master planning stage the support from the Brightworks team will also be instrumental in modeling and achieving the LEED standards established for the development.

Further, this stage will involve the continued coordination and review with both Metro and CRA/LA as the plan evolves. This will include our collective work to maintain the existing Metro facilities without interruption to transit users, model the temporary relocation of the Bus Layover Area, confirm the design concepts of the transit parking structure, as well as the transit connections both above and below ground to the Red and Orange lines. From the CRA/LA perspective, The Lowe Team will continue coordination with the agency staff to ensure that the master plan meets and exceeds the neighborhood and project area design guidelines and intent for development. This coordination will also continue to assist in our collective preparation for the entitlement processing of the master plan.

Also during the master plan design period The Lowe Team will continue our work with the neighborhood and community involvement components of the master plan. Lowe takes a very “hands-on” approach to each development and by doing so immerses the key executive development team members into the neighborhood discussions and meeting. This process will include continued meetings and coordination with the following:

**Adjacent property owners to the master plan area** – Follow-up meetings with each of the property owners and stakeholders adjoining the master planned development. The Lowe Team will seek input from and share the master plan design concepts in order to both educate and collect input which can be incorporated into the master plan. The Lowe Team will also further discussions with those property owners where neighboring sites can be incorporated into the master plan development.

**East Valley YMCA** – Extended discussion and negotiation of terms for inclusion of a new YMCA facility within the master plan. As noted, The Lowe Team has already had significant coordination with representatives from the YMCA and this process will continue during the master planning process.

**NoHo Theater and Arts Business Collaborative** – Having established a relationship with the NoHo Arts District, The Lowe Team will continue to build upon this connection and further refine our master plan to accommodate the planned multi-purpose theater, dance, and arts space identified for the development. Through this association, the team will continue to build and foster a connection and long-term relationship with the NoHo Arts community.

#### **Entitlements**

Once the ground lease document has been executed and the master plan has been further designed and refined the entitlement processing can begin for the NoHo Art Wave. This process, again managed by Lowe will draw upon the support and coordination of many team members. Essential to the entitlement processing will be our land use consultation from Latham & Watkins in direct coordination with the AC Martin architectural team. The EIR process is expected to be lead by either the Agency (CRA/LA) or the City Planning Department. This will necessitate the inclusion of a consultant team to prepare the EIR document. The selection of the preparation consultant is likely to be decided by the lead agency and The Lowe Team. During this process Lowe will continue to manage the master design and engineering process and specifically coordinate the preparation of the tract and parcel maps for recordation upon approval of entitlements.

#### **Design & Financing**

As the entitlement process is continuing and reaching conclusion, the development team will concurrently be completing detailed site and building design for phase I of the development program. This will be coordinated and lead by the AC Martin architectural team and include a design team consisting of a team of engineers and consultants with specific specialties in many fields. Further this stage will continue to require close coordination with Metro site and operations engineers to confirm design details which conform to the transit needs and requirements.

Additionally following entitlement approvals and through the design process, Lowe will manage the capital requirements for the development and secure the necessary equity and debt financing. Equity for the development will be provided through the Lowe Urban Infill Fund and competitive debt financing will be secured through Lowe’s plentiful lender relationships on a phased basis.

### **Construction**

The construction phase, again lead by management of the Lowe professional team, will include our senior construction and development executives. These team members will work extensively during the design phase with the architectural team and in close concert with a selected general contractor who will complete the construction. The selection of the general contractor and specifically individual team members of the contractor will be essential to the successful and timely completion of the development program. The Lowe professional team, consisting of project and construction managers will oversee the general contracting work and coordinate with the development team and Metro as construction progresses at the site. As the development is phased by parcel and by product type the consistency of the management team will be maintained throughout the construction and development process.

### **Operations**

Upon completion, Lowe will manage the operations and leasing of the property. Actually the inclusion of our operations team members begins well in advance of the completion of the built structures. Even as early as the master planning and building design phases commence, our operations executives will be coordinating side by side with the development and construction personnel. This early collaboration is paramount to the successful long-term operations and marketability of the development. It will be the responsibility of the operations team to bring the development vision to life and maintain the high quality built environment and experience that the design and development team established with Metro and CRA/LA so early in the process.

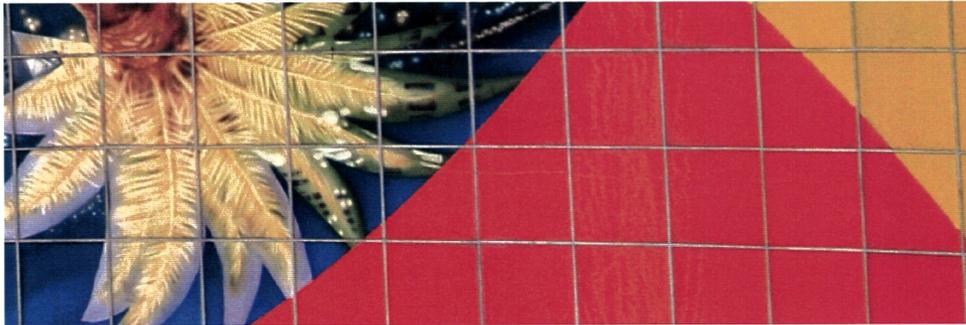
It takes a dedicated team of dependable participants with a common vision and purpose to successfully implement a master development program such as the NoHo Art Wave. The Lowe Team is excited to share our vision, and more importantly implement that vision in the final development program.





10

IMPLEMENTATION  
SCHEDULE

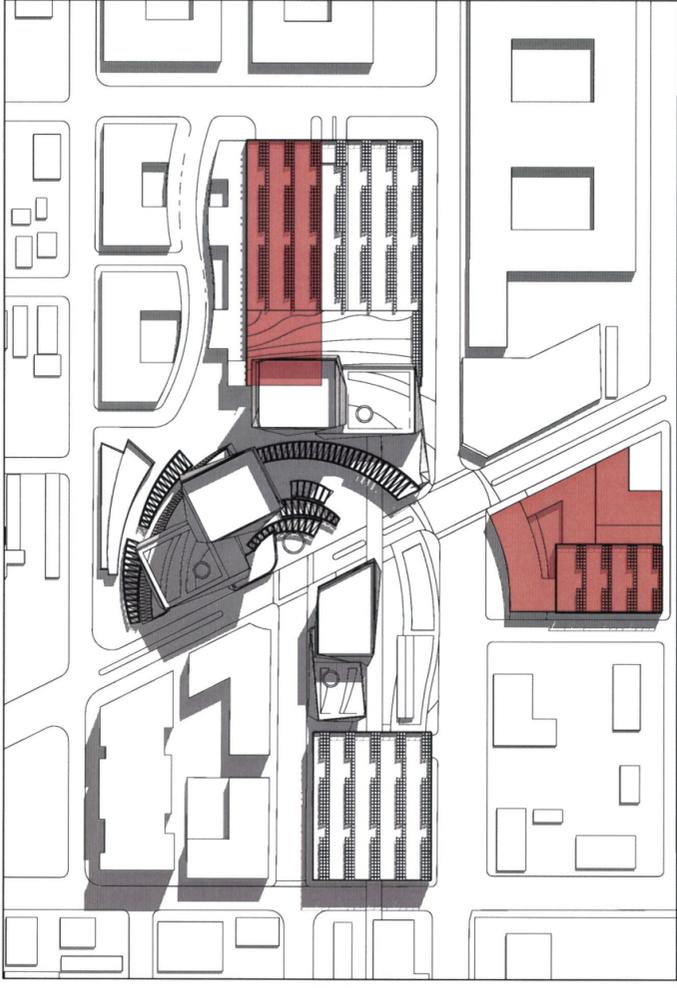


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## 10. IMPLEMENTATION SCHEDULE

The implementation of the phased development of the NoHo Art Wave is further described on the attached preliminary timeline. As identified, the development program is expected to be completed in four construction phases. In advance of the physical construction of each phase of development, there are significant progress activities which must be completed. These include the initial selection by Metro and CRA/LA, negotiation of the ground lease documents, and the City of Los Angeles entitlement process. Through our multiple meetings, discussions and input from the local CRA/LA staff and team members The Lowe Team has identified the expected entitlement steps to achieve construction approvals. Clearly some of these items may need to be refined depending further City review and input.

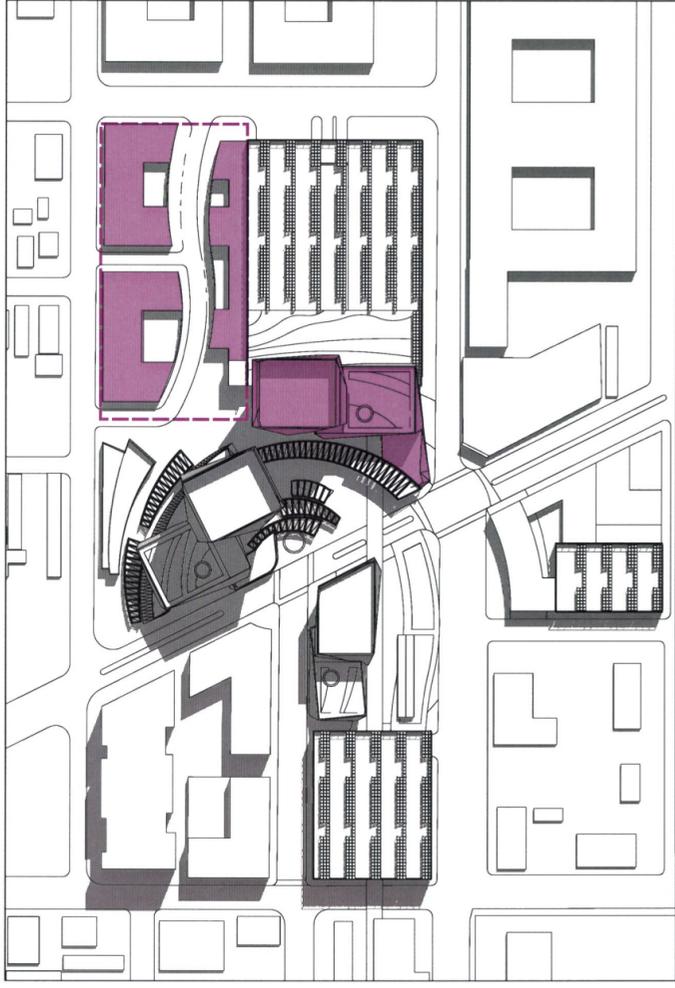
The phasing diagram is attached for reference purposes:



**PHASE 1**

- Parcel 1
- Bus Layover Area (note 1)
  - Relocate Bus Layover area
  - Transit Parking Structure (note 2)
- Phase 1 - 1320 spaces  
(1000 spaces allocated to Transit)
- Parcel 2
- Commercial—Retail 14,300 SF
  - Traditional Rental Housing 100 units
  - YMCA 30,560 SF
  - Parking Structure 443 spaces

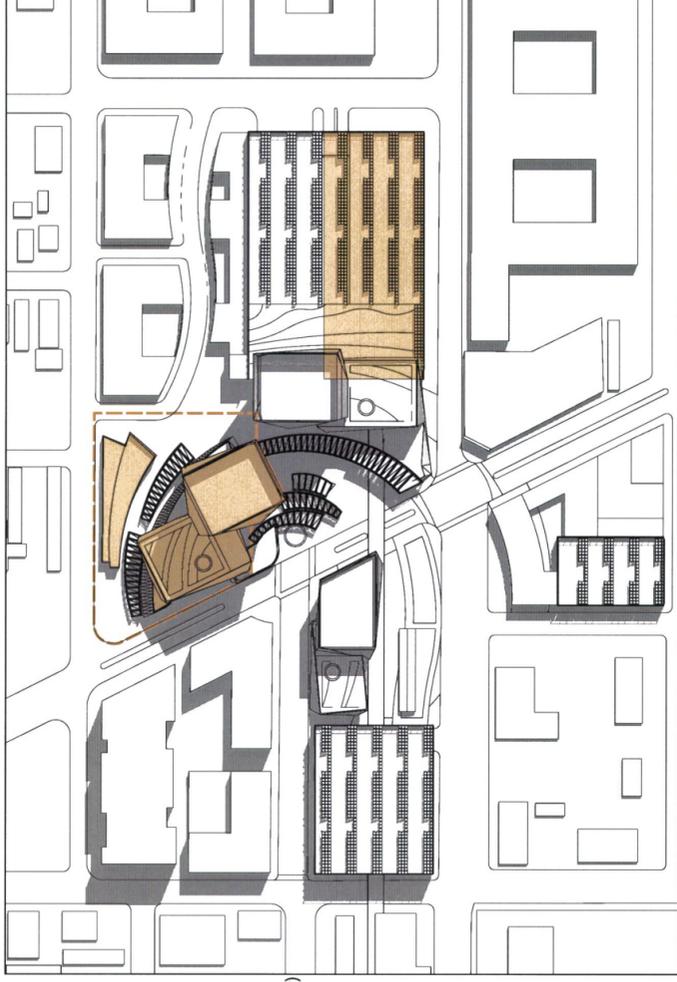
**PHASE 1**



**PHASE 3**

- Parcel 1
- Commercial—Office Tower 2 - 352,000 SF
  - Live-Work Housing 30 units
  - Traditional Rental Housing 77 units
  - Residential Parking 460 spaces (below grade)

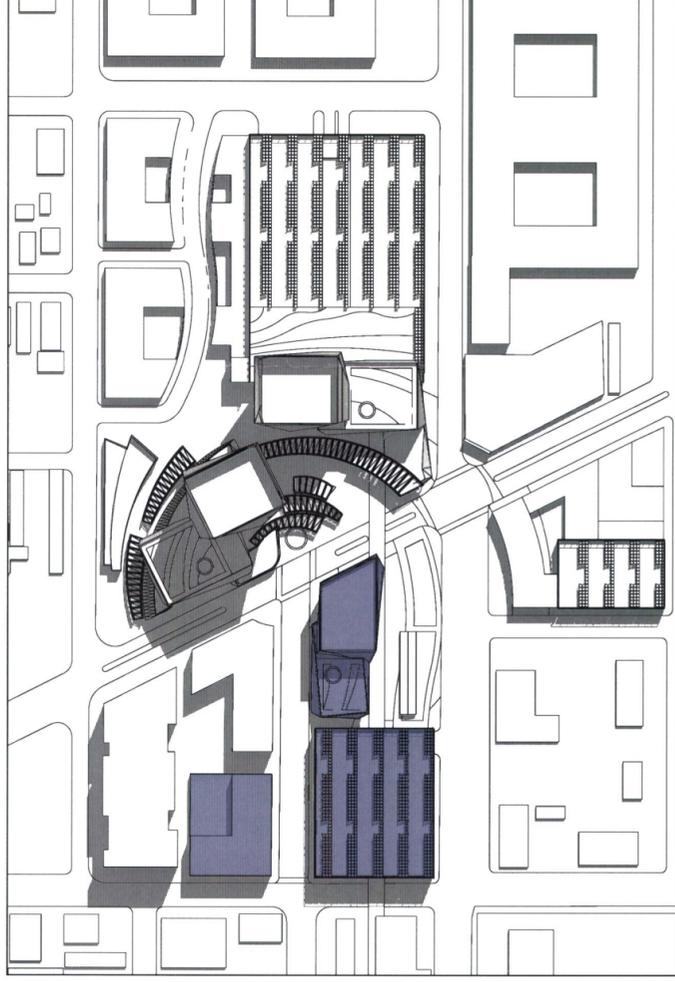
**PHASE 3**



**PHASE 2**

- Parcel 1
- Phase 2 Parking structure 1320 spaces
  - Commercial—Office Tower 1 - 459,800 SF
  - Commercial—Retail 135,896 SF
  - Community — Arts Theaters 4,500 SF
  - Public Parking (Commercial Uses) 550 spaces (below grade)

**PHASE 2**

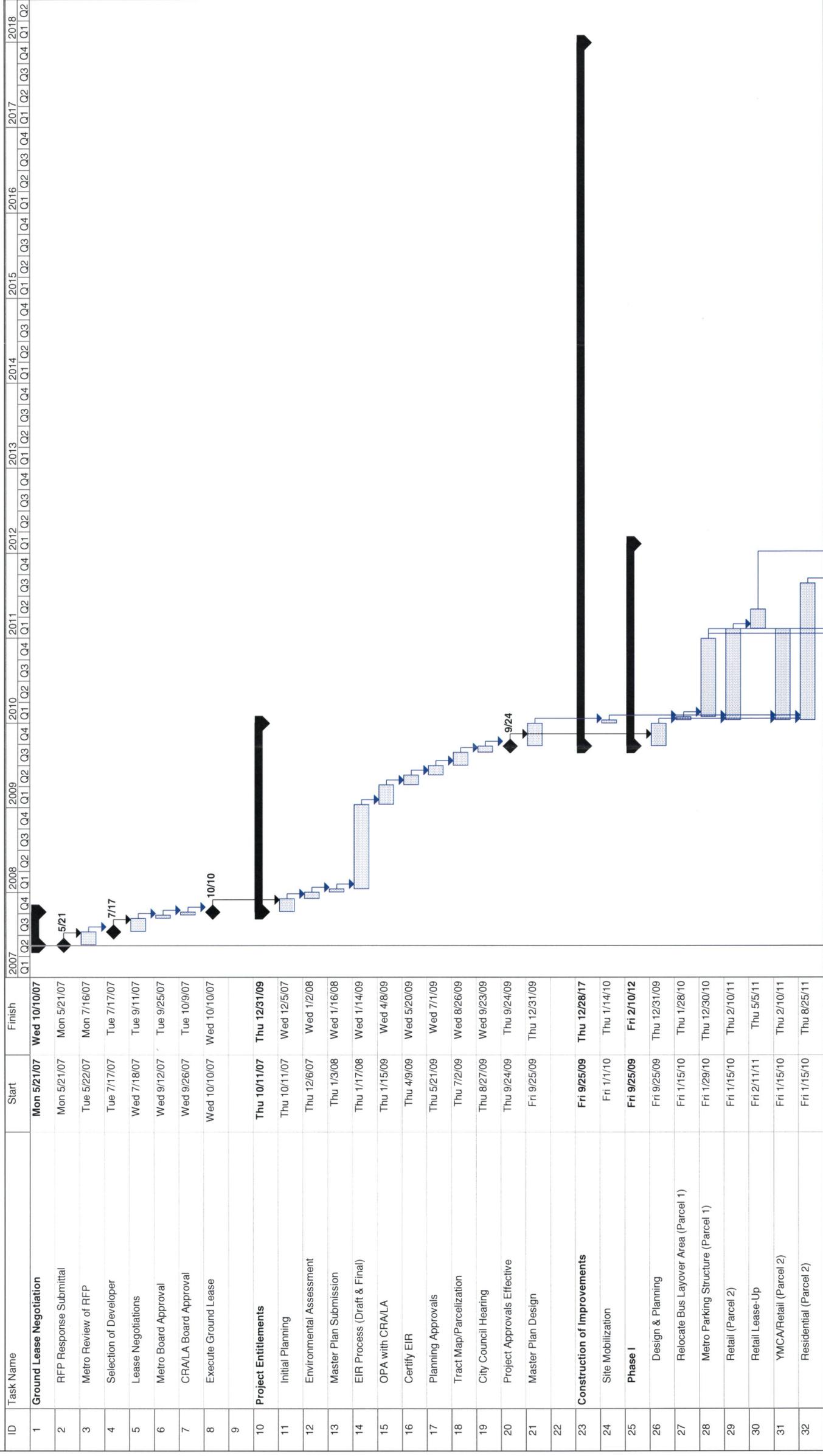


**PHASE 4**

- Parcel 3
- Orange Line Facilities (relocate to Parcel 1)
  - Transit Parking 876 spaces (500 spaces for transit)
  - Commercial—Office Tower 3 - 199,800 SF
  - Commercial—Retail 7,320 SF
  - Live-Work Housing 18 units
- Parcel 4
- Traditional Rental Housing 138 units
  - Parking 220 spaces

**PHASE 4**

NoHo Art Wave - The Lowe Team  
Preliminary Development Schedule



Deadline



External Tasks



Summary



Project Summary



Progress



Milestone



Task



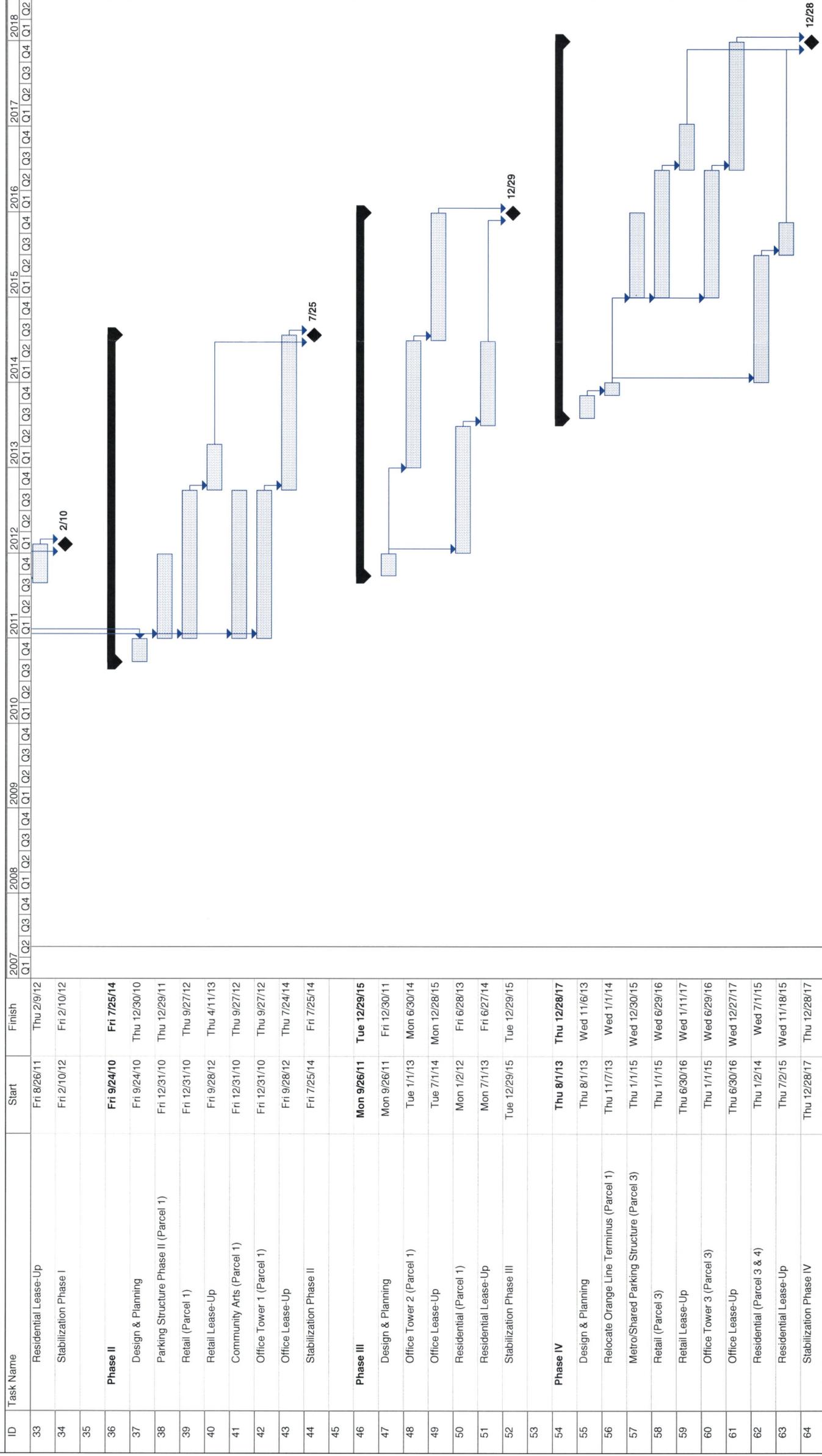
Split



Project: 10. Schedule Exhibit

Date: Thu 5/17/07

NoHo Art Wave - The Lowe Team  
Preliminary Development Schedule



Project: 10, Schedule Exhibit  
Date: Thu 5/17/07

Task Split

Progress Milestone

Summary Project Summary

External Tasks External Milestone

Deadline

