CITY OF OAKLAND

AGENDA REPORT

TO: FRED BLACKWELL
CITY ADMINISTRATOR

FROM: Rachel Flynn

SUBJECT: Study on Downtown Oakland Development Feasibility

DATE: April 29, 2014

City Administrator Approval

Date 5/22/14

COUNCIL DISTRICT: #2 and #3

RECOMMENDATION

Staff recommends that the City Council receive:

An Informational Report Regarding The November 25, 2013 "Downtown Oakland Development Feasibility Study"

OUTCOME

Staff requests that this report, presenting the results of last year's feasibility study on Downtown Oakland development, be forwarded to the Full Council for discussion, to hear public comments, and to provide direction to staff on appropriate next steps. This informational report contains no policy recommendations; rather, it represents one part of ongoing research and investigation by the Planning and Building Department to consider how new development in Oakland can contribute to improvements in the public realm—such as affordable housing, public open space, and streetscape improvements.

BACKGROUND

This is an informational report providing an overview of the findings of the *Downtown Oakland Development Feasibility Study*, published November 25, 2013. A Smart Growth Technical Assistance Grant from the Metropolitan Transportation Commission (MTC) funded the Study, which is included as ***Attachment A*** to this report.

Economic consultants from the firm AECOM studied various land development scenarios on three sites in downtown Oakland, in order to answer the following questions:

1. Given the existing economic conditions at the time of the study (Spring/Summer 2013), is development in downtown Oakland currently feasible? What kind of development is feasible?
2. Is there potential for the City to adopt a development incentive and bonus program in downtown? Which areas of downtown would it apply to, and what triggers or thresholds should be considered?
3. Is there potential to require a developer contribution on new construction, as suggested in previous reports? If so, what should the scale of the contribution be?

Two of the sites chosen for the Development Feasibility Study are surface parking lots under private ownership:

- 226 13th Street; and
- 301 19th Street (across from the main Post Office)

The third site is a combination of two adjacent parcels – one privately owned hamburger stand and parking lot; the other is a city-owned parking garage:

- 2100 Telegraph Avenue/495 22nd Street.

Sixteen different building types were modeled, and pro formas written for each site to evaluate which building types were most feasible: high-rise residential; low-rise residential; or commercial/office.

On November 6, 2013, the Planning Commission received an informational report and heard public testimony about the Study (***Attachment B*** to this report). Minutes from that meeting are ***Attachment C*** to this report.

AECOM further re-assessed rental rates in March, 2014, and produced an update to the Study with current conditions (***Attachment D***); see Analysis section of this report for further discussion of this update.

ANALYSIS

The Downtown Development Feasibility Study is one part of ongoing research and investigation by the Planning and Building Department to consider how new development in Oakland can contribute to improvements in the public realm—such as affordable housing, public open space, streetscape improvements, etc. The Study complements work that the Department is doing currently, with Specific Plans (being prepared for the Broadway Valdez, Lake Merritt Station, and West Oakland areas), the 2015-2023 Housing Element, and the Request for Proposals for a nexus study on possible Citywide development impact fees. The Specific Plans and their associated EIRs are each intended to spur more housing construction in these neighborhoods in Oakland, by providing clearance under the California Environmental Quality Act (CEQA) for

future developments that meet the goals and vision of the Plans. Through these and other policy initiatives, the Department is in regular discussions with residents, stakeholders, and advocates about the question of how new development can contribute benefits to the quality of life in Oakland, and the AECOM Study was intended to provide facts with which to inform those discussions.

Key Feasibility Findings

The Study results support the findings of previous studies undertaken by the City of Oakland:

- **Under current market conditions, new development in Oakland is difficult, yet becoming increasingly more feasible** – Of the sixteen evaluated scenarios, five currently break even (after developer profit). The five scenarios that are currently feasible include the four rental residential development scenarios on the **Telegraph Avenue** site, as well as the low-rise, parked residential scenario on the **19th Street** site.

- **Despite current market challenges, rental residential developments are projected to become increasingly attractive** – While not all sites are currently feasible, attractive locations near a BART station and along accessible corridors show great promise for development as soon as this year (2014). Given current market assumptions, residential rental rates ranging from $3.00 per square foot at sites commanding premium retail/commercial rates to $3.30 per square foot in Chinatown (a 26% rate increase from current market conditions) would render all of the project scenarios feasible. Office lease rates would need to increase by up to 200%, to as much as $49.00 per square foot, in order to make office projects feasible.

- **Given these primary findings, the following points highlight the differences among the development types:**

    - *Residential developments are currently more feasible than office developments* – Residential developments consistently perform better than commercial developments. For low-rise scenarios, the low-rise office building scenario is as infeasible as the least feasible residential site (13th Street high-rise, scenario 2b), while the high-rise office building is more than two times less feasible than high-rise residential.

    - *Feasible high-rise scenarios generate more revenue than low-rise, but low-rise scenarios are more readily feasible than high-rise* – High-rise development's attractiveness depends on the rental rate tipping point. The Telegraph Avenue scenarios, which benefit from a 10% rental premium assumption, represent the tipping point between low-rise and high-rise feasibility. For the four rental residential Telegraph site scenarios, the high-rise buildings generate more than

30% additional revenue than the low-rise scenarios. For sites with rental revenue assumptions below this 10% premium assumption, low-rise buildings are much more feasible than high-rise. Despite the Telegraph Avenue site's high-rise feasibility, for all scenarios, low-rise residential scenarios generated an average of 30% more value per gross floor area (GFA) and per unit than the high-rise scenarios. This is primarily due to the significant increase in construction costs associated with the transition from low- rise (Type 5 construction) to high-rise (Type I construction) residential development.

- *Location matters* – Of the three sites evaluated, the Telegraph Avenue site, with its favorable lease and rental rates is by far the most feasible under current market conditions.

- *Development contributions tied to high-rise development are becoming increasingly more viable as a potential source of income in strategic locations* – Based on the Study's feasibility analysis, high-rise development on large sites in premium locations (e.g. Telegraph Avenue) are increasingly demonstrating the ability to support a public amenity contribution, as they generate larger returns than their low-rise counterpoints. It is important to note, however, that this potential reflects ideal location and rental conditions. This is still not the case for less central sites, such as 226 13th Street, near Chinatown, or for all high-rise or commercial buildings. For those sites, developers will need to be creative to finance development under current conditions. Additional costs in the form of developer contributions on the 13th Street and 19th Street sites placed on new development would likely further stall new construction in Downtown, as either rental rates will need to climb to justify new construction, alternative construction methods will need to be used, or the cost of land will need to be reduced.

- *Community benefit contributions can be small and incremental* – Since most locations in Downtown Oakland remain infeasible for development, requiring significant developer contribution for high-rise residential buildings will further incentivize low-rise development. Therefore, if rental housing continues to escalate above the rate of construction costs, the City could consider smaller developer contributions from across all residential projects, but below 3% of total development costs. As currently evaluated, the five feasible projects generate an average of 6% of development costs for possible contribution. However, it is not advised to set community benefit requirements on the exception, as it will ultimately undermine typical development projects that do not have the specific advantages of a single site/location.

- *Chinatown development is currently difficult even under ideal conditions*. A test development scenario (1c) was evaluated to understand the potential feasibility of

> a Chinatown site (226 13th Street) in which the land is provided free of charge, by a public entity or other agency, and the development relies on modular construction, resulting in residential construction cost savings of up to 15%. Even under these favorable conditions, scenario 1c is not currently feasible.

Specifically on the question of development impact fees, the Study says:

> **Consider a development fee program over a density bonus program.** The development feasibility analysis found that market forces already drive developers to low-rise development as wood frame construction (i.e. one story of concrete podium with five stories of wood-frame residential) is more profitable per dollar of investment and has lower capital risks. Additional costs placed specifically on high-rise development may further incentivize developers to build at lower densities, which, in turn could limit proceeds for community benefit. A development fee could be charged to all residential development regardless of height. It would neither incentivize low- or high-rise development but would set a reasonable nexus of developments' impact on community infrastructure, which the developer would offset through a predefined development impact fee.

It is important to note that while the downtown feasibility Study demonstrates the current challenges of new development, in the past few months there has been a growing amount of renovation and repurposing of existing buildings. This Study does not review the feasibility of these types of projects, which can often pave the way for a more successful development atmosphere.

March 2014 update

At the City's request, AECOM further analyzed rental rates in March, 2014, and produced an update to the Study for more current conditions (***Attachment D***). Re-running AECOM's financial model for each site with residential rents at $3.13 per square foot (an 8% increase from the $2.90 per square foot rents studied in October, 2013) showed that the 301-19th Street site became feasible for residential development, in both low-rise and high-rise construction types (the office development scenarios were unchanged). By comparison, none of the scenarios in the Study issued in November became feasible at the Chinatown site, 226 13th Street, except for scenario 1c, a scenario where the land cost was free, and modular construction was used.

On the question of development impact fees, the letter states:

> Despite these changes in local real estate conditions, the primary recommendations of the development feasibility analysis remain applicable to the current condition. Specifically, public benefit chargers would be best applied regardless of density, in the form of an

overall development fee as there's limited development incentive to build a high-rise tower, over a less- expensive and less-risky six story mixed use development.

As noted above, the City is committed to studying a number of different strategies to encourage the development of affordable housing and other community benefits, such as open space or transportation improvements. While the AECOM Study recommends Oakland consider adoption of a citywide development impact fee as a method of generating funds for these benefits, the Strategic Planning Division is also preparing the 2015-23 Housing Element, which includes actions directing the City to study both a citywide impact fee, and more localized, or area-specific policies, such as a Housing Overlay Zone.[1] Both such policies may be feasible over time, as the real estate market in Oakland continues to change. Such policies, if adopted by Council, could be implemented, for instance, only after certain thresholds in the Oakland real estate market were met, such as residential rents reaching a certain average rent per square foot, for rental developments.

PUBLIC OUTREACH/INTEREST

The City posted the Downtown Development Feasibility Study on the Strategic Planning website, http://www2.oaklandnet.com/oakca1/groups/ceda/documents/report/oak043663.pdf. In addition to the Planning Commission meeting held on November 6, 2013, a public presentation and panel discussion of the Study was held on October 30, 2013 in City Hall, engaging 50 Downtown stakeholders, and providing an opportunity to review the analysis and findings of the Study.

COORDINATION

The Department of Planning and Building coordinated with the City Administrator's office on the findings of the Study. This report has been reviewed by the City Attorney's Office and the Budget Office.

COST SUMMARY/IMPLICATIONS

No City funds were expended on this Study, which was entirely funded by the MTC grant. In addition, AECOM performed out-of-scope, pro-bono analysis of residential rents in 2014 (after the contract ended), to prepare a March 12, 2014 supplemental update to the findings of the report.

[1] See Chapter 8 (Section 8.4.3) of the Broadway Valdez District Specific Plan.

SUSTAINABLE OPPORTUNITIES

Economic:
The Downtown Development Feasibility Study recommends that a Citywide development impact fee be studied by the City. If such a fee were adopted, the resulting funds could be budgeted by the Council for the construction of one or more of the following: affordable housing, streetscape improvements, open space, and a host of other enhancements to Oakland's urban fabric.

Environmental:
Building new residential development on transit-adjacent sites, like those in downtown Oakland modeled in the Study, are a key component of State and Regional Planning efforts, such as *Plan Bay Area,* and the implementation of SB 375, as ways to reduce Greenhouse Gas emissions.

Social Equity:
If a citywide development impact fee were studied and adopted in Oakland, the resulting funds could be applied to a variety of community needs, such as for affordable housing, continuing Oakland's long-standing leadership providing needed housing for residents with lower than area median incomes.

CEQA

This report and the AECOM Study is not a project under CEQA.

For questions regarding this report, please contact Devan Reiff, Planner III, at 510-238-3550.

Respectfully submitted,

RACHEL FLYNN
Director of Planning and Building

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Bureau of Planning

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Item: _____
CED Committee
June 10, 2014

Attachments:
A) *Downtown Oakland Development Feasibility Study*, published November 25, 2013
B) November 6, 2013 Staff report from the Oakland Planning Commission public hearing
C) November 6, 2013 minutes from the Oakland Planning Commission public hearing
D) March 12, 2014 letter from AECOM, updating the November 25, 2013 Study

ATTACHMENT A

DOWNTOWN OAKLAND DEVELOPMENT FEASIBILITY STUDY

FINAL REPORT

Prepared for City of Oakland Department of Planning and Building and MTC | November 25, 2013

AECOM

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1. Introduction

In early 2013, AECOM began work on the *Downtown Oakland Development Feasibility Study* for the City of Oakland's Department of Planning and Building. This project is conducted as part of AECOM's Smart Growth Technical Assistance master service agreement with the Metropolitan Transportation Commission (MTC).

As there have been a series of recent development feasibility studies[1] in Oakland, primarily in the Lake Merritt area, the purpose of this study is to build on existing work to answer the following questions:

1. Given existing planning and economic conditions, is development in downtown Oakland feasible? What kind of development is feasible?
2. Is there potential to require a developer contribution, as suggested in previous reports? What should the scale of the contribution be?
3. Is there potential to implement development incentive and bonus programs? Which parts of downtown would it apply to, and what triggers or thresholds should be considered?

AECOM uses a static land residual analysis methodology which evaluates the feasibility of a project at stabilized occupancy. This point-in-time evaluation considers the remaining value, if any, after accounting for land value, development costs, and developer profits. The development feasibility analysis methodology builds an understanding of the relationship between location, planning parameters, building configuration, and feasibility, and highlights where potential incentive and bonus programs might be most useful to promote feasible development in the Downtown.

In order to evaluate the feasibility of development, as well as the potential for a developer contribution or incentive program, the City of Oakland identified three sites in Downtown Oakland, which are reflective of the Downtown sites mostly likely to be redeveloped. Sixteen scenarios, reflecting a mix of residential and office land uses as well as a mix of building heights were explored across the three sites. Once of the scenarios (1c) reflects a scenario in which land is provided free of charge, and the development relies on construction methods which allow for up to 15 percent savings.

A summary of the three sites and the various scenarios analyzed is presented in Figure 1 and Table 1 below.

[1] "Lake Merritt Station Area Plan Community Benefits Analysis," Strategic Economics, December 2012; "Lake Merritt Station Area Plan Market Opportunity Analysis," June 2010; "Affordable Housing Assessment Lake Merritt Station Area Plan," Conley Consulting Group, June 2010.

Figure 1. Site Locations, Downtown Oakland, California

Source: AECOM

Table 1. Development Scenarios Summary

Scenario	Site	Mixed Use (Retail / &)	Low / High Rise (Construction Type)	Parking (Y/N)
1a	226 13th Street	Residential	Low (Type V)	Y
1b		Residential	Low (Type V)	N
1c **		Residential	Low (Type V)	Y
2a*		Residential	High (Type I)	Y
2b*		Residential	High (Type I)	N
3a	301 19th Street	Residential	Low (Type V)	Y
3b		Residential	Low (Type V)	N
4a*		Residential	High (Type I)	Y
4b*		Residential	High (Type I)	N
5		Office	Low (Type III)	Y
6*		Office	High (Type I)	Y
7a	2100 Telegraph Avenue and 495 22nd Street	Residential	Low (Type V)	Y
7b		Residential	Low (Type V)	N
8a*		Residential	High (Type I)	Y
8b*		Residential	High (Type I)	N
9		Residential -- Condo	Low (Type V)	Y

Source: City of Oakland, AECOM

* Indicates high-rise development / "a" indicates parking, "b" indicates no parking

** Scenario 1c represents a Chinatown development, with free land, and modular construction

2. Key Feasibility Findings

The development feasibility results support the findings of previous studies undertaken by the City of Oakland. The key findings of the current analysis include:

- **Under *today's* market conditions, new development in Oakland is difficult, yet becoming increasingly more feasible**– Of the sixteen evaluated scenarios, five currently break even (after developer profit). The five scenarios that are currently feasible include the four rental residential development scenarios on the Telegraph Avenue site, as well as the low-rise, parked residential scenario on the 19th Street site. The Telegraph Avenue scenarios received premium rental rates due to their location, with the 19th Street site evaluated with market-rate rates.
- **Despite current market challenges, rental residential developments are projected to become increasingly attractive** – While not all sites are currently feasible, attractive locations near a BART station and along accessible corridors show great promise for development as soon as next year (2014). Given current market assumptions, residential rental rates ranging from $3.00 per square foot at sites commanding premium retail/commercial rates to $3.30 per square foot in Chinatown (a 26 percent rate increase from current market conditions) would render the all the project scenarios feasible. Office lease rates would need to increase by up to 200 percent, to as much as $49.00 per square foot, in order to make office projects feasible.

Given these primary findings, the following points review the differences among the development types:

- **Residential developments are more feasible than office developments** – Residential developments consistently perform better than commercial developments. For low-rise scenarios, the low-rise office building scenario is as infeasible as the least feasible residential site (13th Street high-rise scenario 2b), while the high-rise office building is more than 2 times less feasible than high-rise residential.
- **Feasible high-rise scenarios generate more revenue than low-rise, but low-rise scenarios are more readily feasible than high-rise** – While few of the developments are feasible, high-rise development's attractiveness depends on the rental rate tipping point. The Telegraph Avenue scenarios, which benefit from a 10 percent rental premium assumption, represent the tipping

point between low-rise and high-rise feasibility. For the four rental residential Telegraph sites, the high-rise buildings generate more than 30 percent additional revenue than the low-rise scenarios. For sites with rental revenue assumptions below this 10 percent premium assumption, low-rise buildings are much more feasible than high-rise. Despite the Telegraph Avenue site's high-rise feasibility, for all scenarios, low-rise residential scenarios generated an average of 30 percent more value per gross floor area (GFA) and per unit than the high-rise scenarios. This is primarily due to the significant increase in construction costs associated with the transition from low-rise (type V) to high-rise (type I) residential development.

- **Location matters** – Of the three sites evaluated, the Telegraph Avenue site, with its favorable lease and rental rates is far and away the most feasible.
- **Development contributions tied to high-rise development are becoming increasingly more viable as a significant as a potential source of income in strategic locations –** Based on the feasibility analysis, high-rise development on large sites in premium locations (ex. Telegraph Avenue) are increasingly demonstrating the ability to support a public amenity contribution, as they generate larger returns than their low-rise counterpoints. For the four feasible scenarios on the Telegraph Avenue site, potential developer contribution ranges from $22 to $27 per GSF. It is important to note, however, that this potential reflects ideal location and rental conditions. This is still not the case for less-central sites, such as 226 13th Street, near Chinatown, or for all high-rise or commercial buildings. For those sites, developers will need to be creative to finance development under current conditions. Additional costs in the form of developer contributions on the 13th Street and 19th Street sites placed on new development would likely further stall new construction in Downtown, as either rental rates will need to climb to justify new construction, alternative construction methods will need to be used, or the cost of land will need to be reduced.
- **Community benefit contributions can be small and incremental –** As most locations in Downtown Oakland remain infeasible for future development, requiring significant developer contribution for high-rise residential buildings will further incentivize low-rise development. Rather, if rental housing continues to escalate above the rate of construction costs, the City could consider smaller developer contributions from across all residential projects, but below 3% of total development costs. As currently evaluated, the five feasible projects generate an average of 6 percent of development costs for possible contribution. However, it is not advised

to set community benefit requirements on the exception, as it will ultimately undermine typical development projects that do not have the specific advantages of a single site/location.

- **Community benefit contributions should not be considered for commercial development.** Under prevailing market conditions, private office development leasing levels are well below development costs. Additional costs placed on commercial development would only further delay new commercial construction and continue a market interest to build residential over commercial uses.
- **Consider a development fee program over a density bonus program.** The development feasibility analysis found that market forces already drive developers to low-rise development as wood frame construction (i.e. one story of concrete podium with five stories of wood-frame residential) is more profitable per dollar of investment and has lower capital risks. Additional costs placed specifically on high-rise development may further incentivize developers to build at lower densities, which, in turn could limit proceeds for community benefit. A development fee can be charged to all residential development regardless of height. It would neither incentivize low- or high-rise development but would set a reasonable nexus of developments' impact on community infrastructure, which the developer would offset through a predefined development impact fee.
- **Chinatown development is difficult even under ideal situation -** A test scenario (1c) was evaluated to understand the potential feasibility of a Chinatown site in which the land is provided free of charge, by a public entity or other agency, and the development relies on modular construction, resulting in residential construction cost savings of up to 15 percent. Even under these favorable conditions, scenario 1c is not *currently* feasible.

It is important to note that while the feasibility study demonstrates the challenges of new development, in the past few months there has been a growing amount of renovation and repurposing of existing buildings. This study does not review the feasibility of these types of projects, which can often pave the way for a more successful development atmosphere.

COMPARISON OF KEY FINDINGS TO PREVIOUS REPORTS

In December of 2012, Strategic Economics completed a separate development feasibility study for the Lake Merritt Station Area Plan Area, entitled the *Lake Merritt Station Area Plan Community Benefits Analysis*. The Strategic Economics memorandum summarized some key findings, which continue to be very much in line with the findings presented in this report. The key findings of the Strategic Economics analysis include:

Table 2. Comparison of Findings with Previous Report

Lake Merritt Station Area Plan Community Benefits Analysis (December 2012)	Downtown Oakland Development Feasibility Study (October 2013)
Under current market conditions, none of the development scenarios tested are financially feasible	Because the analysis was performed just shy of a year ago, the increase in rental revenue since that point has adjusted feasibility upwards, rendering just under half of the rental residential sites feasible.
Lower parking ratios may or may not improve development feasibility	This study reaches the same conclusion (see p.54)
The smaller parcels in the planning area will be more challenging to develop than larger sites of 1 to 2 acres.	The sites evaluated in this study range from 1.3 to 2.2 acres. No sites less than 1 acre were evaluated. However, it is generally understood that smaller sites can pose significant design challenges, which increase development costs and reduce expected revenue.
Significant increases in rents will be required for residential development to occur in the Plan Area.	The rental rates evaluated in the Strategic Economics Lake Merritt Analysis range from $2.03 to $2.50 per square foot, significantly lower than the $2.60 to $3.20 rates reviewed in this analysis. The rates evaluated in this report reflect a portion of the increase needed to support new development. The analysis demonstrates that the required rates are within the range presented in the Lake Merritt Analysis ($3.00-$3.35 compared to $2.87 to $3.73)
Low-rise wood frame construction will be the first building type to become feasible, likely followed by high-rise concrete and steel construction.	This study reaches the same conclusion (see p. 4)
The majority of development in the Lake Merritt Station Area over the next two decades will be low-rise rather than mid-rise or high-rise.	This study reviewed the entire Downtown area rather than the Lake Merritt Station Area, but did conclude that while low-rise is currently more feasible on less premium sites, the scale is slowly tipping to make high-rise development more attractive.

Source: AECOM; "Lake Merritt Station Area Plan Community Benefits Analysis," Strategic Economics, December 2012.

3. Site Scenarios

In coordination with the City, AECOM has developed 16 site scenarios for evaluation. The scenarios vary by site, building use, and height, in order to tease out development differences between the variations.

DEVELOPMENT SCENARIO FACTORS

Five varying development factors were considered in across scenarios:

1. Sites – three sites were used
2. Building uses – two mixed-use building types were applied
3. Building height – low-rise and high-rise developments were evaluated
4. Parking ratios – two parking ratios were applied to residential buildings
5. Rental vs. ownership – two leasing/ownership structures were explored

SITES

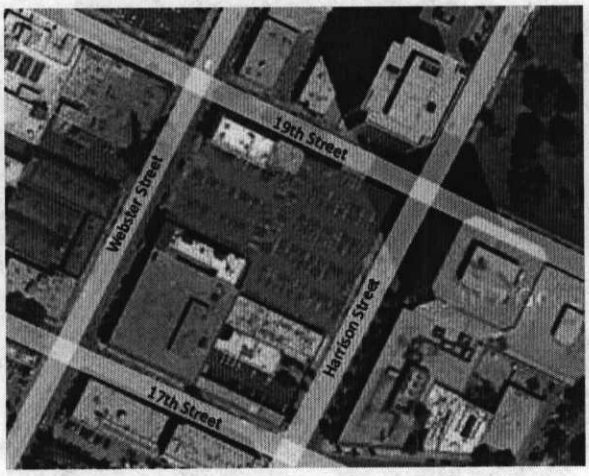
As part of the study, the City identified three specific site locations within Downtown Oakland. The sites were chosen for their distribution throughout Downtown Oakland's Priority Development Area (PDA). Each of the three sites currently hosts a parking lot or parking garage, and is otherwise empty and represents a realistic development opportunity. The sites include:

1. 226 13th Street
2. 301 19th Street
3. 2100 Telegraph Avenue and 495 22nd Street

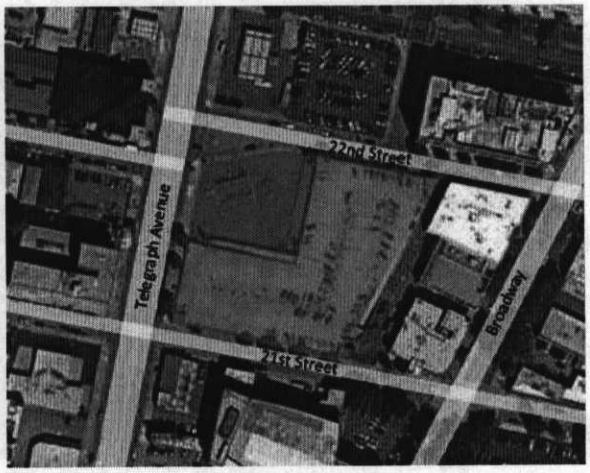
Figure 2. Site Locations, Downtown Oakland, California

All Sites , Downtown Oakland

226 13th Street



301 19th Street



2100 Telegraph Avenue and 495 22nd Street

Source: AECOM

BUILDING USES

On the three sites, two building use mixes will be considered:

1. Mixed use – Retail / Rental Residential
2. Mixed use – Retail / Office

Figure 3. Low-Rise Mixed Use Development

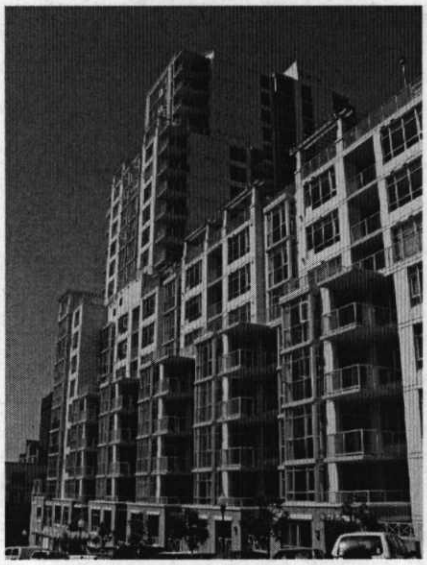
Source: AECOM (Tetsuya Yaguchi)

BUILDING HEIGHTS

Additionally, because of findings from previous studies, particularly Strategic Economics' Lake Merritt Station Area Plan Community Benefits Analysis, completed in December 2012, only low and high rise buildings are considered. Mid-range buildings around 8 stories were identified as currently unfeasible in the Strategic Economics report.[2] The following building heights are considered, allowing for type V wood–frame, low-rise residential buildings, type III low-rise office buildings, and type I construction-concrete frame, high-rise buildings. The four building heights reviewed are:

1. +/-65' (residential low-rise) – ranges from 50' to 75'
2. +/-85' (office low-rise) – ranges from 40' to 85'
3. +/-175' (residential high-rise)
4. +/-240' (residential and office high-rise) – ranges from 240' to 270'

Figure 4. High-Rise Mixed Use Development (left) and Low-Rise Mixed Use Development (right)



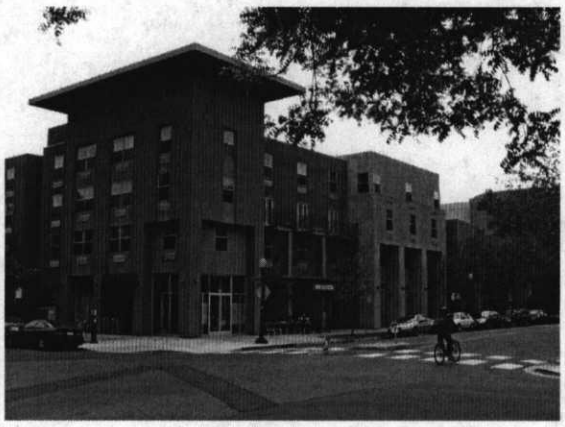
Source: AECOM (Tetsuya Yaguchi)

[2] Mid-rise 8-story projects are significantly more expensive to build as building type and materials change, but the development receives insufficient incremental revenue to justify the change in building cost.

PARKING RATIOS

Evaluating multiple parking scenarios is essential to this analysis due to the varied responses of stakeholders to the necessity of parking as a development component. While most of the developers who were interviewed for this report indicated that they would be hesitant to develop a property without adequate parking, particularly in areas that are less BART-accessible, the City of Oakland has also indicated that their staff has had recent conversations expressing the opposite – that the burden of developing parking on-site limits development potential. Evaluating two parking ratios also provides this analysis support for whether changes in required parking ratios can encourage development and increase feasibility.

Figure 5. Low-Rise Live/Work Residential Development



Source: AECOM (Tetsuya Yaguchi)

In order to evaluate both development options, two parking ratio scenarios have been developed for each of the rental residential scenarios: a) one parking space per unit (1:1), and b) zero parking spaces per unit (0:1). For the residential units with no parking, the ground floor is built out as live/work lofts.

RENTAL VS. OWNERSHIP

While previous market studies have indicated that the residential ownership market is currently not a viable one, there is increasing evidence that developers are revisiting ownership properties. The San Francisco Business Times recently published an article identifying four projects in Oakland that are currently selling new condominiums during the summer of 2013: two near Jack London Square, and two in Uptown Oakland, north of West Grand Avenue.[3] Aside from these projects, however, there are few other condo buildings on the market in Oakland. Given the upswing in the San Francisco real estate market, the City of Oakland asked that one property on Telegraph Avenue be evaluated as an ownership scenario. Aside from the one Telegraph scenario, the rest of the residential development scenarios are all rental properties.

DEVELOPMENT SCENARIOS

Table 3 summarizes the 15 development scenarios identified for review. While this study is primarily reviewing rental residential, AECOM has included two additional sites (4a and 8b), which provide more typical condominium parking ratios for comparison.

The following figures present conceptual designs and layouts for each of the 15 proposed scenario variations on the three opportunity sites.[4] The building designs adhere to existing planning codes and restrictions. In addition to conceptual building floor plans and sections, massing diagrams representing the buildings on site are included to provide context and an understanding of how the types of development being proposed

[3] "Bridgewater Condos Hit the Market." San Francisco Business Times. 27.51 (July 12, 2013): 10.
[4] Scenario 9 (condo) is a duplicate of scenario 7a, in terms of site, building use, height, and parking ratio. Scenario 9 only varies in terms of financing and feasibility analysis, and thus is not presented as a separate diagram.

compares to the existing neighborhoods. AECOM focused the retail on specific retail corridors rather than wrap the entire building in retail frontage. This is in response to the developer interviews which cautioned that 100 percent ground floor retail would drain the economic feasibility of the project.

It is also important to note that the proposed development scenarios are hypothetical. While they have been vetted with the City and with the real estate development community, any future development would be expected to follow current zoning and development standards, or design guidelines, which are subject to change.

Table 3. Development Scenarios Summary

Scenario	Site	Mixed Use (Retail / &)	Total Site Area (Sq. Ft.)	Base Building Height (Ft.)	Tower Height (Ft.)	Total Uses (GFA)				Total Live/Work Units	Total Residential Units	Residential or Office Parking Ratio	Total Parking Spaces
						Retail (Sq. Ft.)	Office (Sq. Ft.)	Live / Work (Sq. Ft)	Residential (Sq. Ft.)				
1a	226 13th Street	Residential	59,727	70	0	18,500	0	0	203,300	0	200	1.0	199
1b		Residential	59,727	70	0	15,300	0	26,600	217,900	17	214	0.0	0
1c**			59,727	70	0	18,500	0	0	203,300	0	200	1.0	199
2a*		Residential	59,727	50	270	18,500	0	0	368,700	0	365	1.1	397
2b*		Residential	59,727	50	270	8,000	0	29,800	436,200	19	431	0.0	0
3a	301 19th Street	Residential	57,935	70	0	14,200	0	0	184,100	0	175	1.0	183
3b		Residential	57,935	70	0	15,400	0	16,700	220,000	11	211	0.0	0
4a*		Residential	57,935	75	175	14,300	0	0	254,800	0	246	1.0	253
4b*		Residential	57,935	75	175	20,300	0	6,000	263,900	4	257	0.0	0
5		Office	57,935	85	0	11,000	145,900	0	0	0	0	N/A	86
6*		Office	57,935	40	240	10,600	387,100	0	0	0	0	N/A	196
7a	2100 Telegraph Avenue and 495 22nd Street	Residential	93,334	70	0	12,700	0	11,300	326,900	7	323	1.0	337
7b		Residential	93,334	70	0	16,200	0	40,000	330,900	26	323	0.0	0
8a*		Residential	93,334	75	175	19,000	0	0	456,000	0	446	1.0	465
8b*		Residential	93,334	75	175	20,300	0	33,700	488,100	22	479	0.0	0
9		Residential - Condo	93,334	70	0	12,700	0	11,300	326,900	7	323	1.0	337

Source: City of Oakland, AECOM

* Indicates high-rise development / "a" indicates parking, "b" indicates no parking

** Scenario 1c represents a Chinatown development, with free land, and modular construction – representing a 15% savings in construction costs

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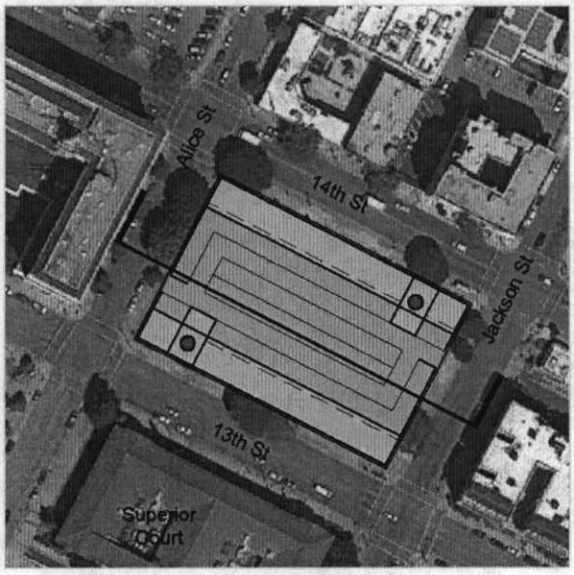
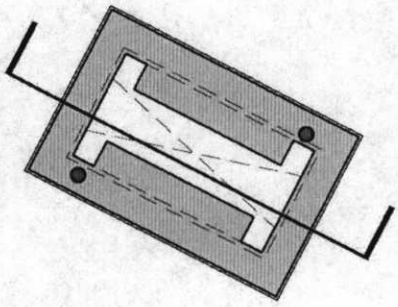
Figure 6. Scenarios 1a and 1c (Mixed Use Residential with Parking, +/-65')

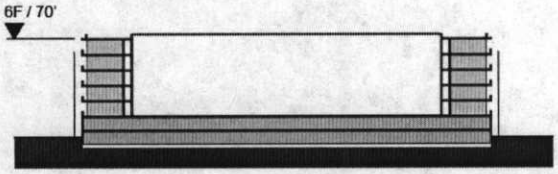


Site Plan / Ground Floor Plan

N 0 150'



Podium Plan



Section

0 100'

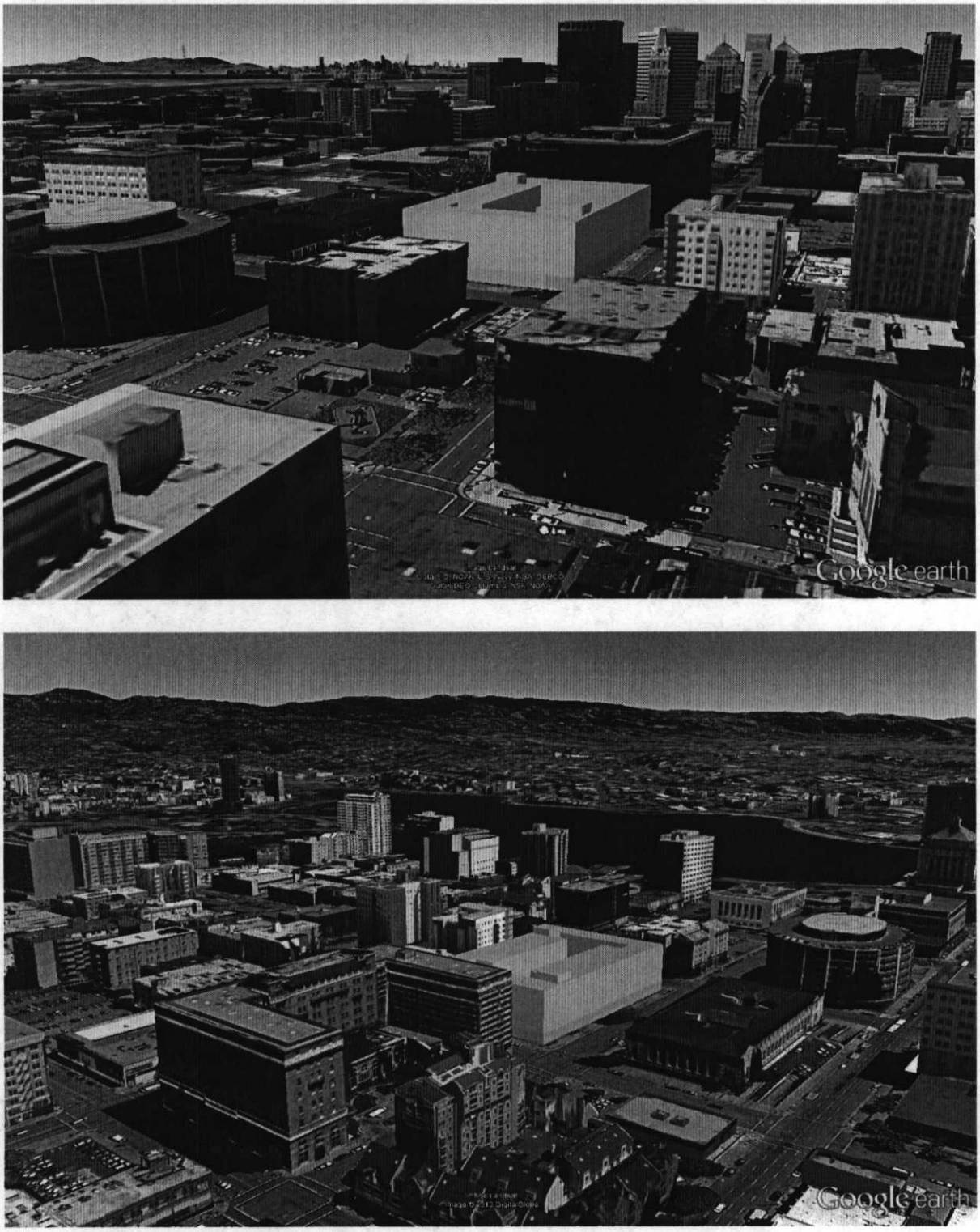
Legend

● Elevator Core

Development Summary

Retail	18,500 sf
Residential	203,300 sf (200 units)
Parking	69,600 sf (199 spaces)

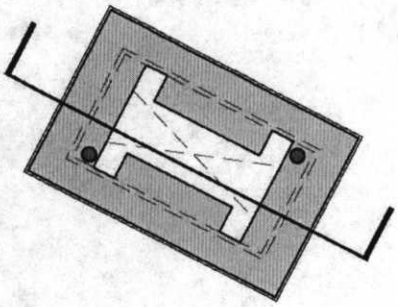
Figure 7. Scenario 1a In Situ (Mixed Use Residential with Parking, +/-65')



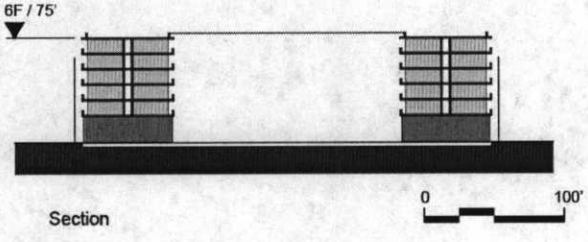
Source: AECOM

Figure 8. Scenario 1b (Mixed Use Residential without Parking, +/-65')

Site Plan / Ground Floor Plan



Podium Plan



Section

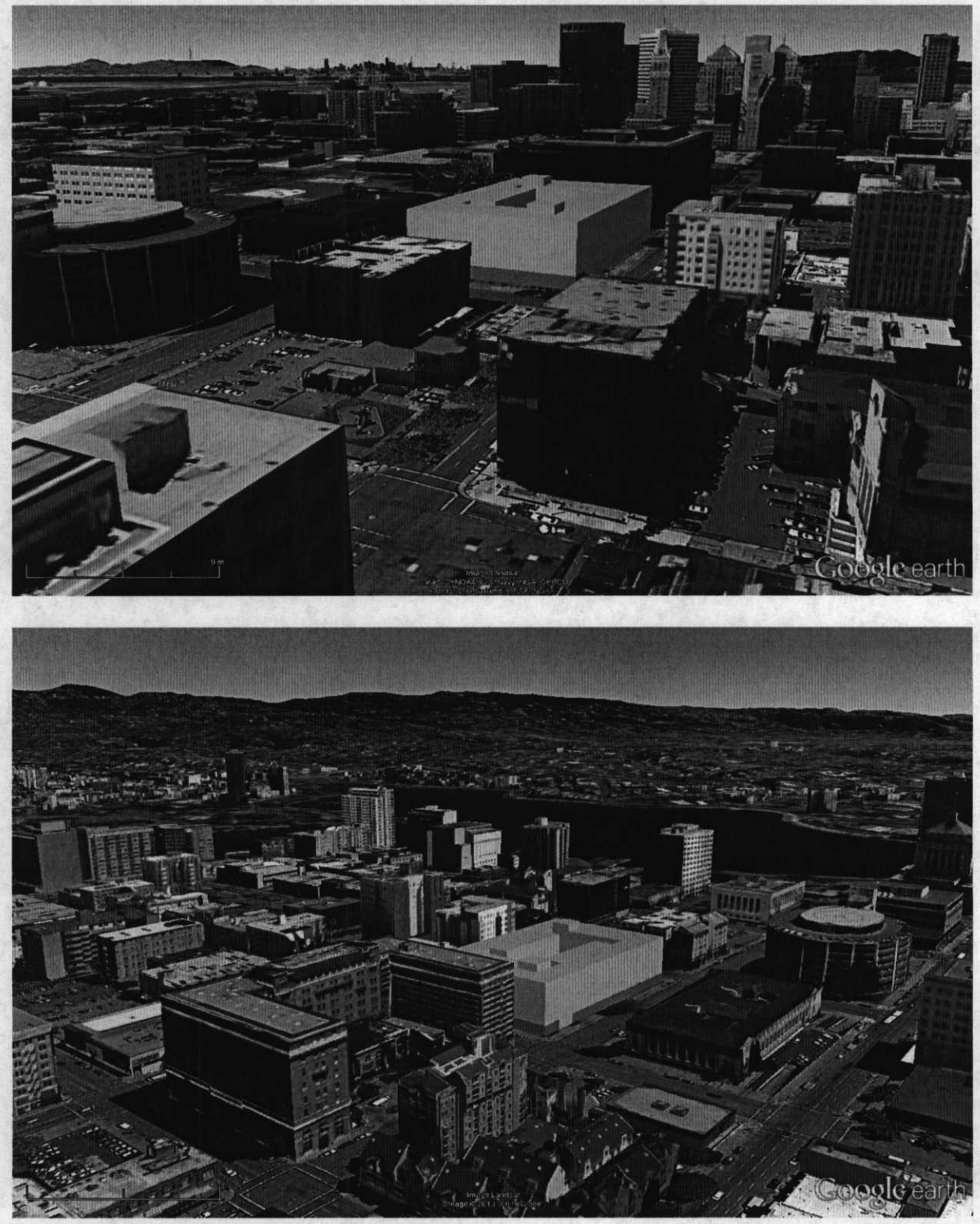
Legend

● Elevator Core

Development Summary

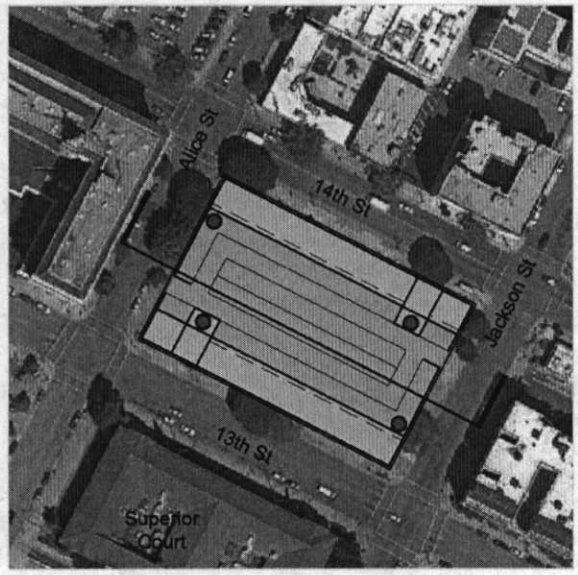
Retail	15,300 sf
Live Work	26,600 sf
Residential	217,900 sf (214 units)

Figure 9. Scenario 1b In Situ (Mixed Use Residential without Parking, +/-65')

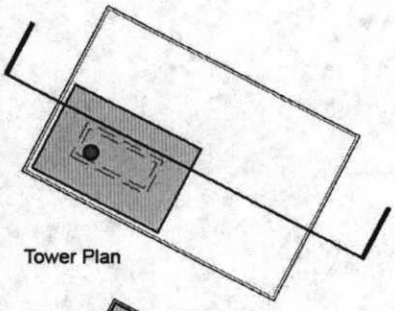


Source: AECOM

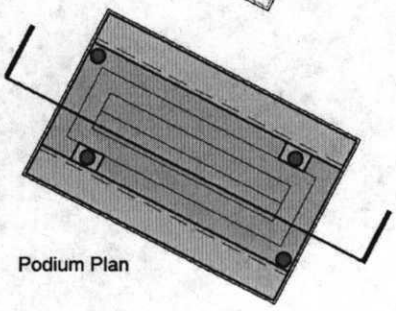
Figure 10. Scenario 2a (Mixed Use Residential with Parking, +/-240')



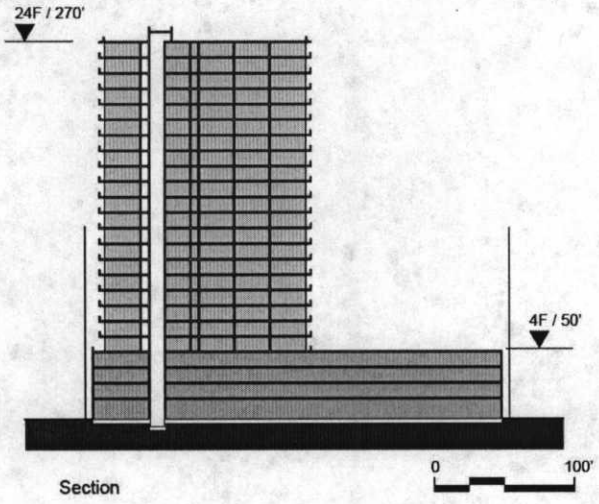
Site Plan / Ground Floor Plan



Tower Plan



Podium Plan



Section

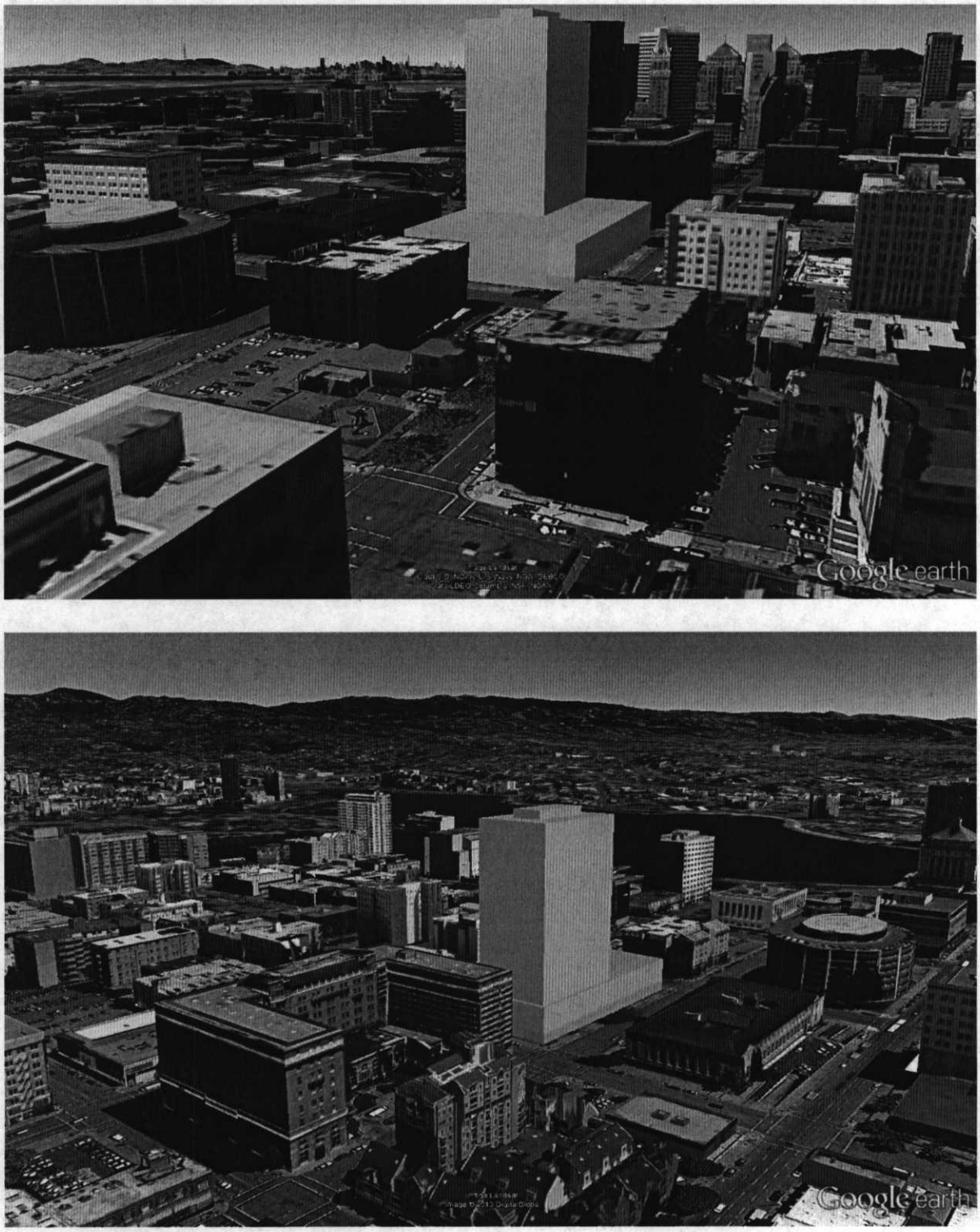
Legend

● Elevator Core

Development Summary

Retail	18,500 sf
Residential	368,700 sf (365 units)
Parking	139,200 sf (397 spaces)

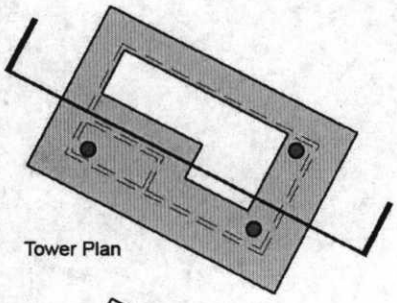
Figure 11. Scenario 2a In Situ (Mixed Use Residential with Parking, +/-240')



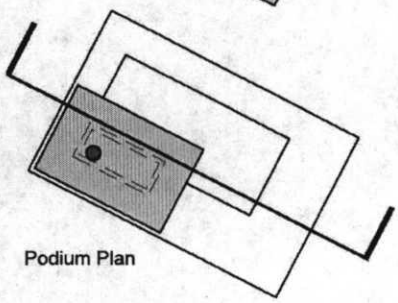
Source: AECOM

Figure 12. Scenario 2b (Mixed Use Residential without Parking, +/-240')

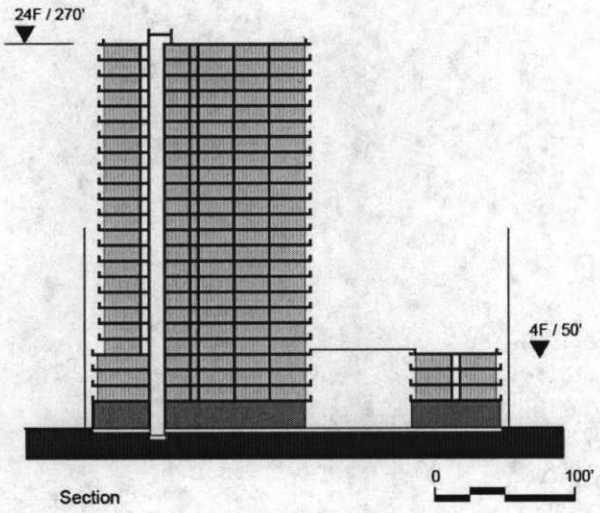
Site Plan / Ground Floor Plan



Tower Plan



Podium Plan



Section

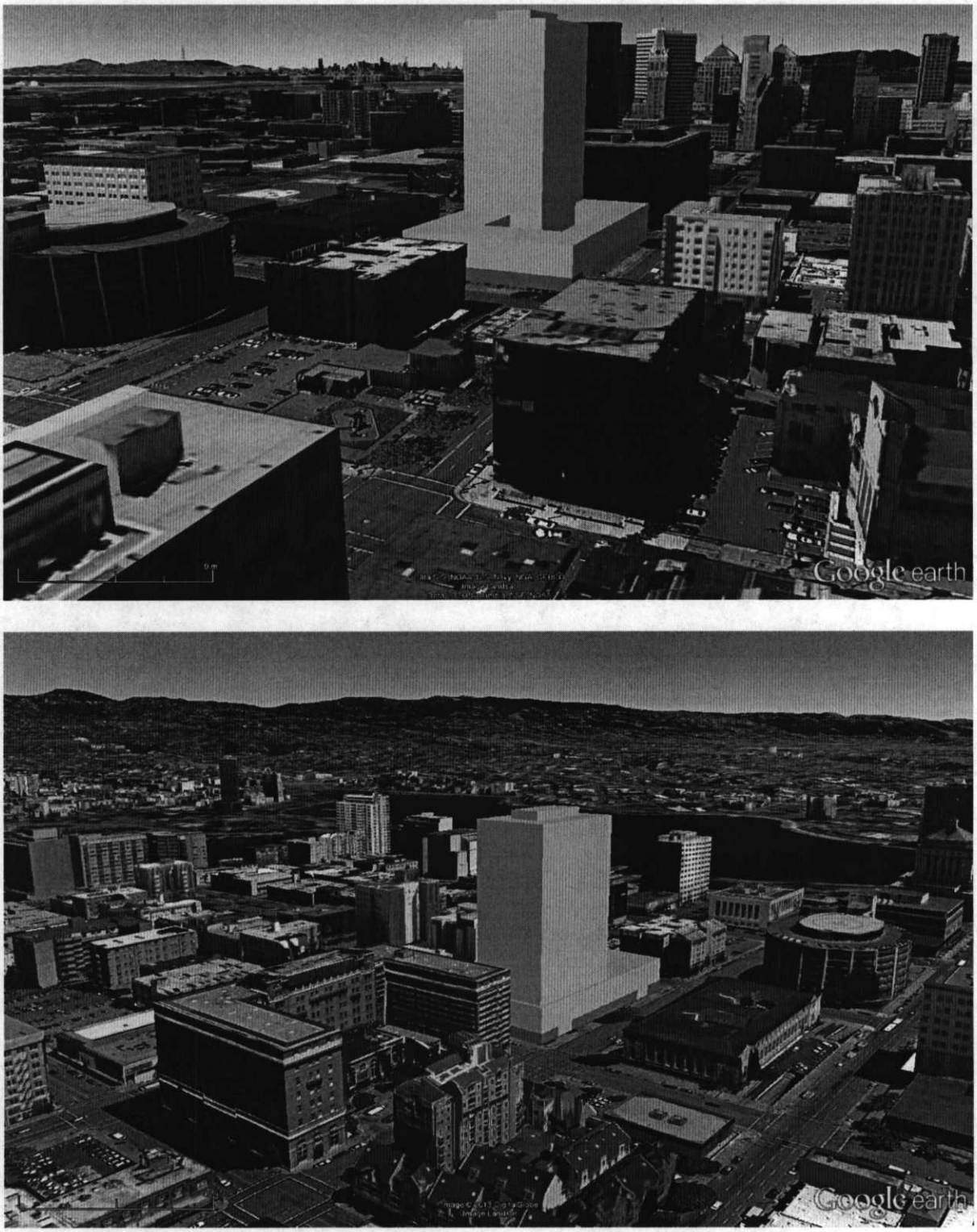
Legend

Elevator Core

Development Summary

Retail	8,000 sf
Live Work	29,800 sf
Residential	436,200 sf (431 units)

Figure 13. Scenario 2b In Situ (Mixed Use Residential without Parking, +/-240')

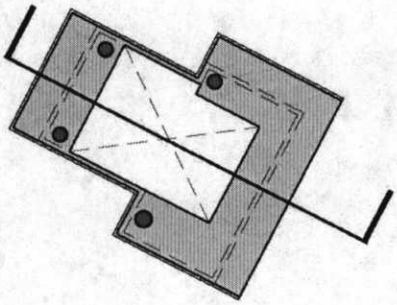


Source: AECOM

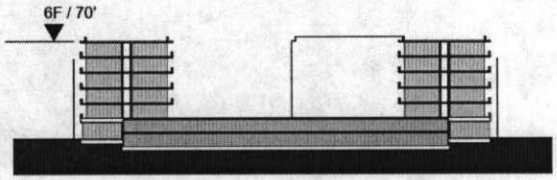
Figure 14. Scenario 3a (Mixed Use Residential with Parking, +/-65')

Site Plan / Ground Floor Plan

N 0 150'



Podium Plan



Section

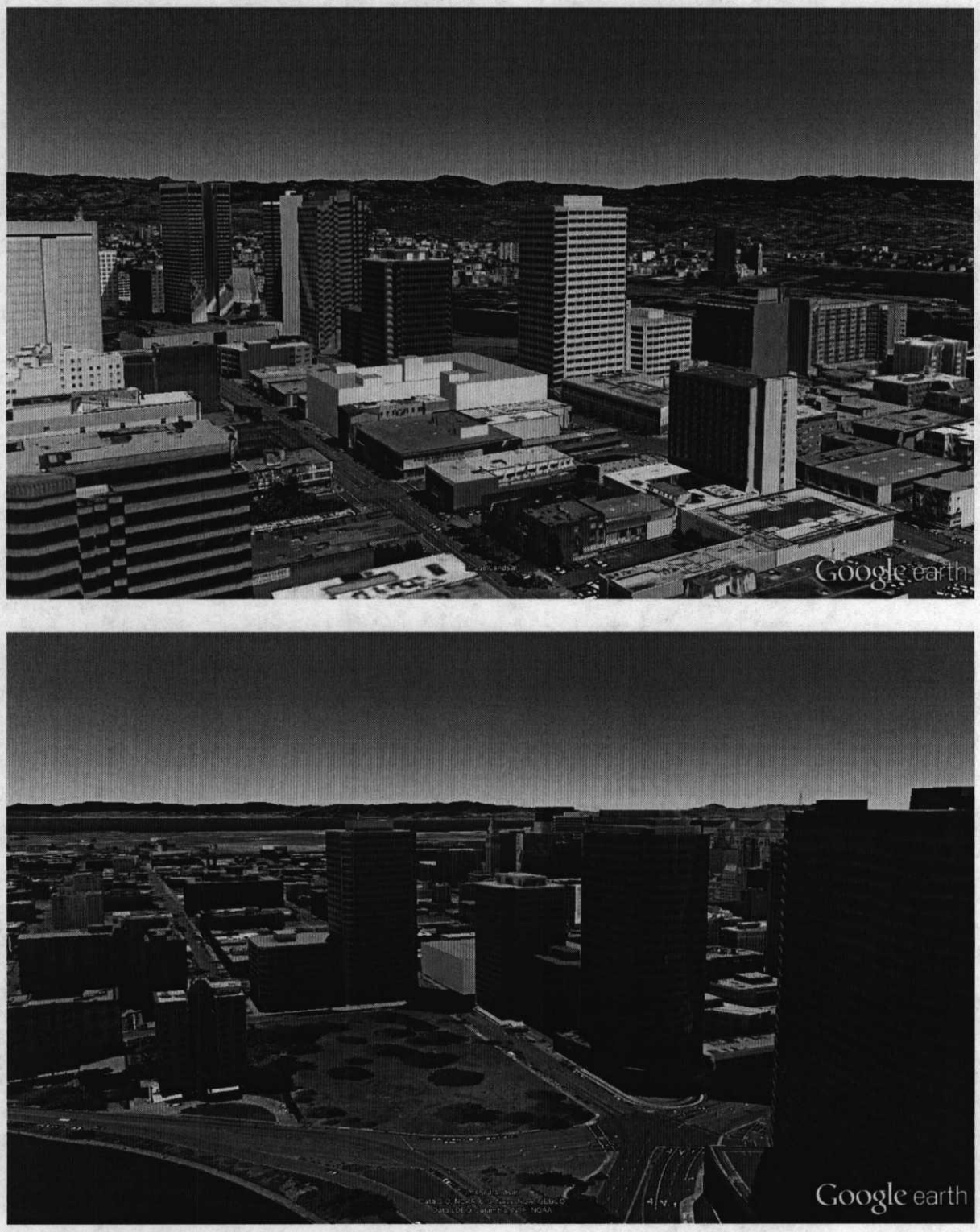
Legend

● Elevator Core

Development Summary

Retail	14,200 sf
Residential	184,100 sf (175 units)
Parking	64,000 sf (183 spaces)

Figure 15. Scenario 3a In Situ (Mixed Use Residential with Parking, +/-65')

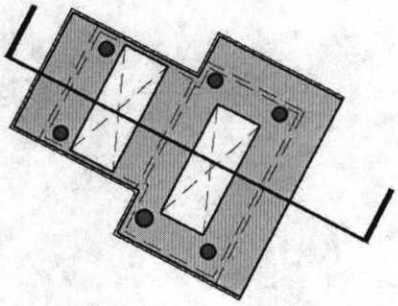


Source: AECOM

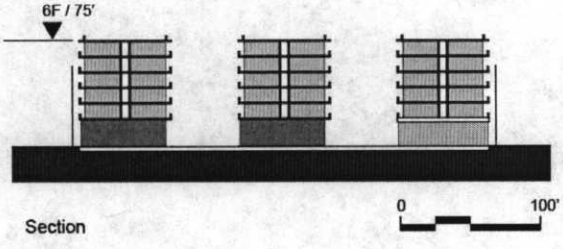
Figure 16. Scenario 3b (Mixed Use Residential without Parking, +/-65')

Site Plan / Ground Floor Plan

N 0 150'



Podium Plan



Section

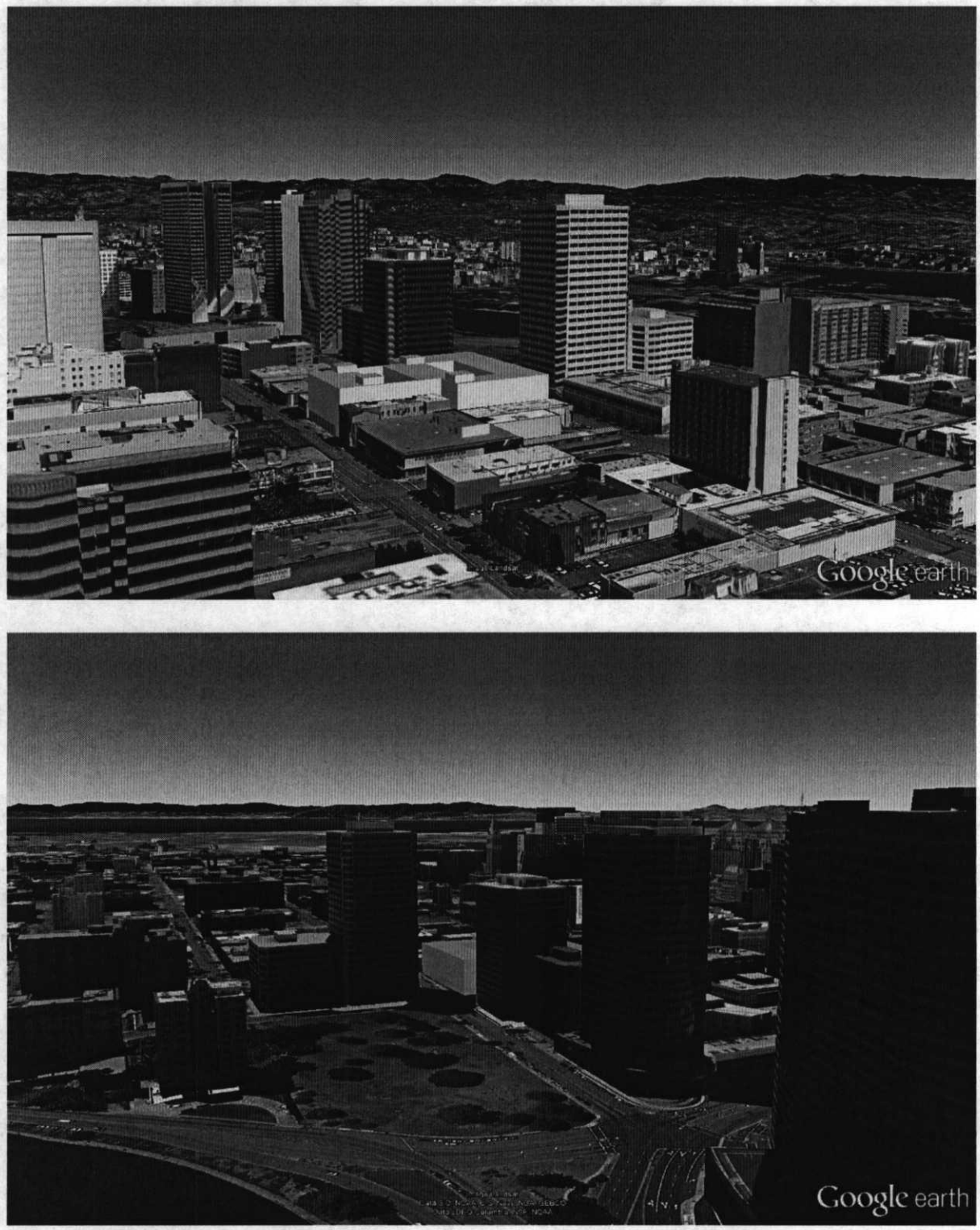
Legend

● Elevator Core

Development Summary

Retail	15,400 sf
Live Work	16,700 SF
Residential	220,000 sf (211 units)

Figure 17. Scenario 3b In Situ (Mixed Use Residential without Parking, +/-65')



Source: AECOM

Figure 18. Scenario 4a (Mixed Use Residential with Parking, +/-175')

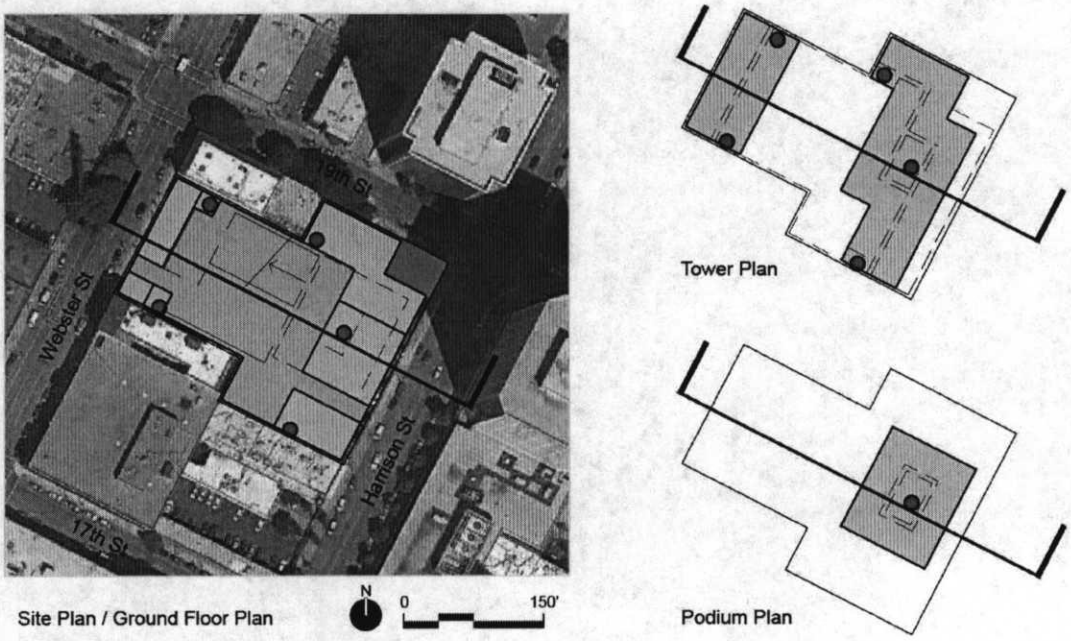


Figure 19. Scenario 4a In Situ (Mixed Use Residential with Parking, +/-175')

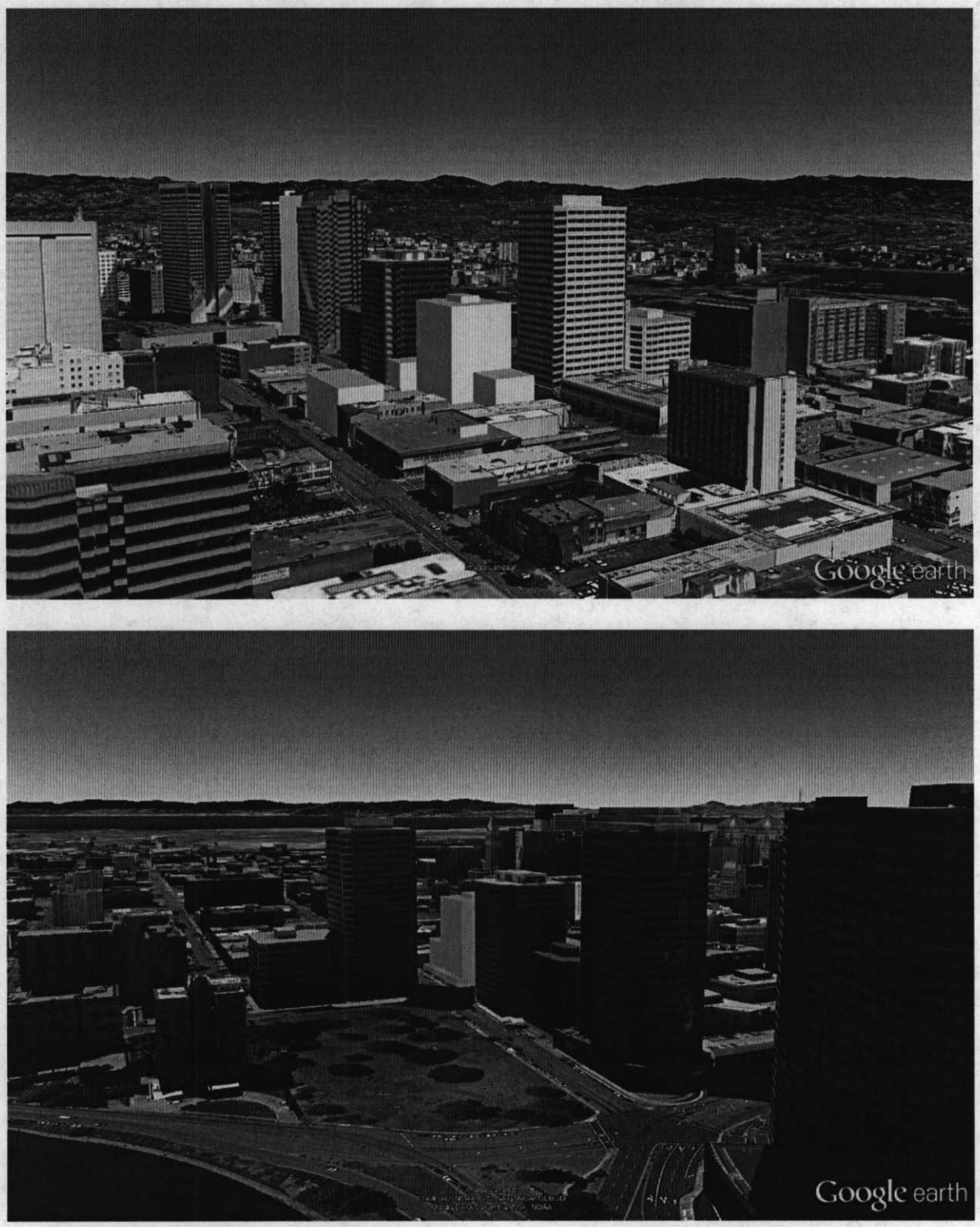


Figure 20. Scenario 4b (Mixed Use Residential without Parking, +/-175')

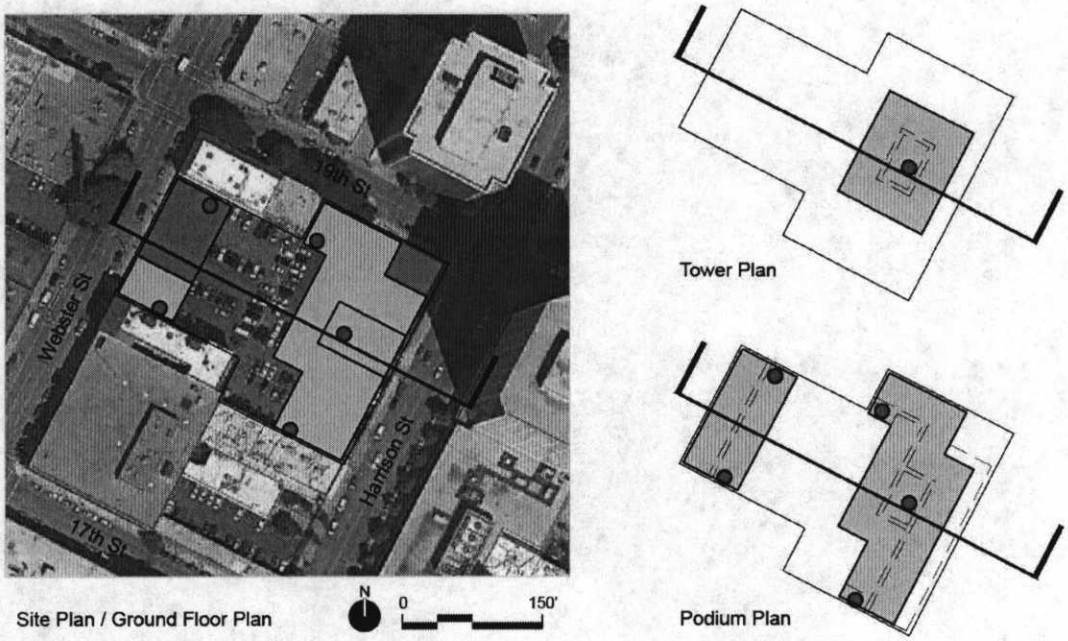
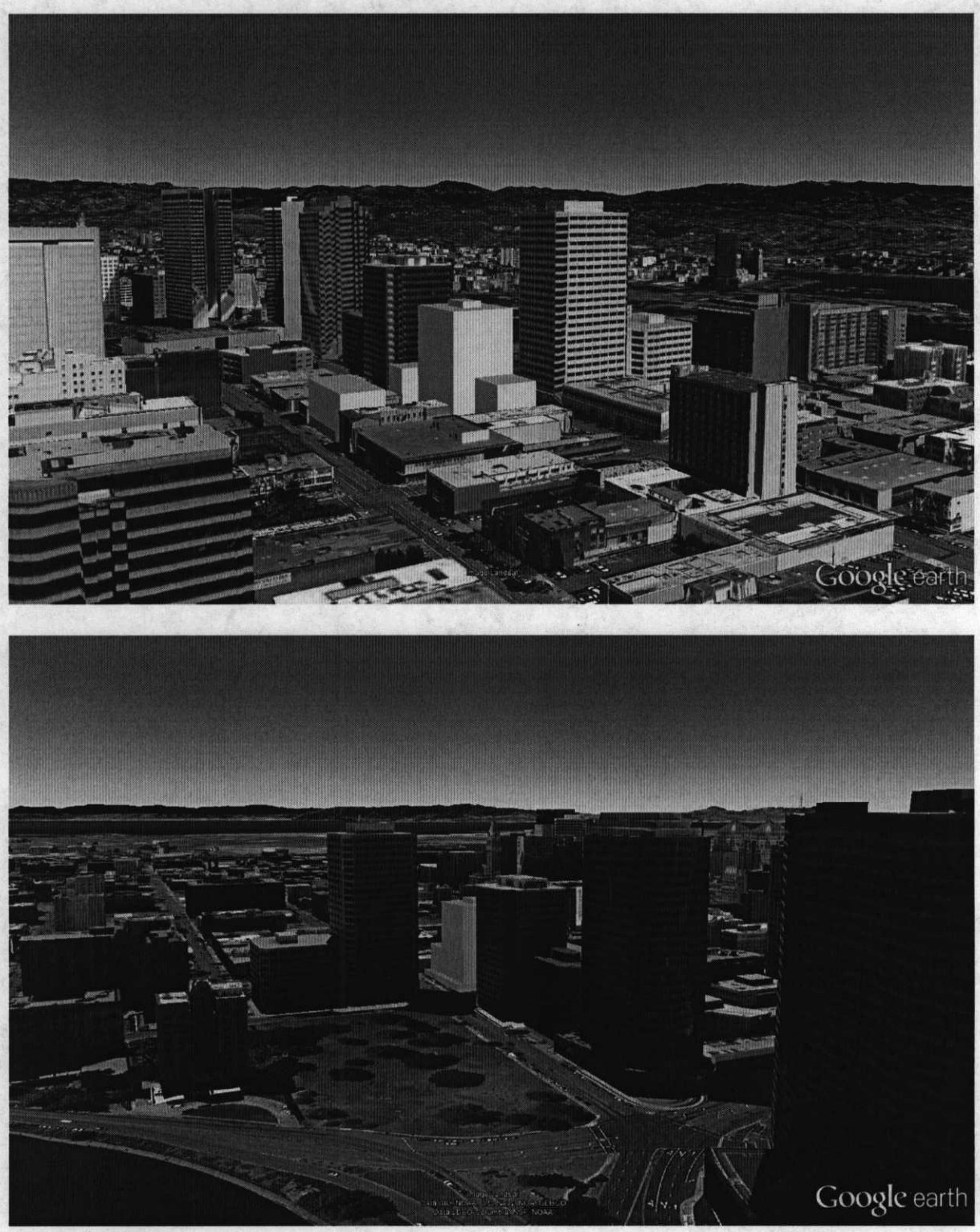


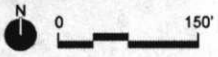
Figure 21. Scenario 4b In Situ (Mixed Use Residential without Parking, +/-175')

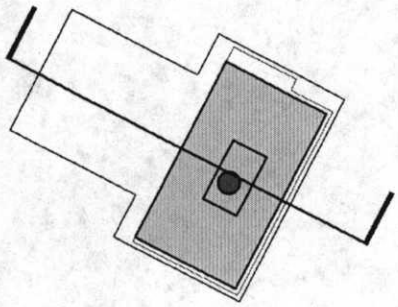


Source: AECOM

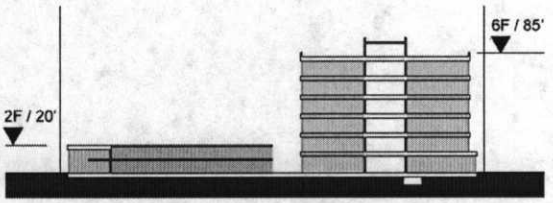
Figure 22. Scenario 5 (Mixed Use Office, +/-85')

Site Plan / Ground Floor Plan





Podium Plan



Section

Legend

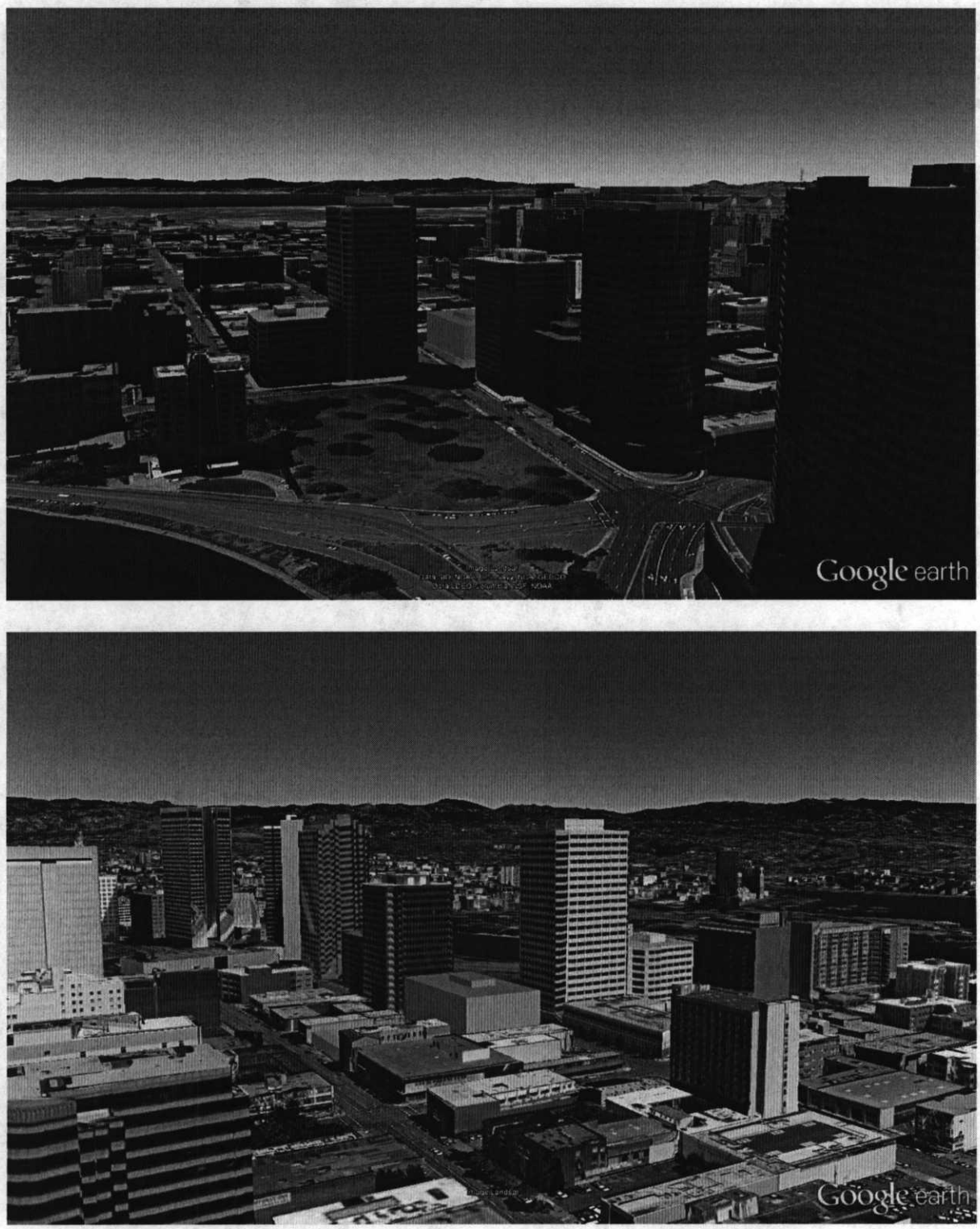
Elevator Core

Plaza / Open Space

Development Summary

Retail	11,000 sf
Office	145,900 sf
Parking	30,400 sf (86 spaces)

Figure 23. Scenario 5 In Situ (Mixed Use Office, +/-85')

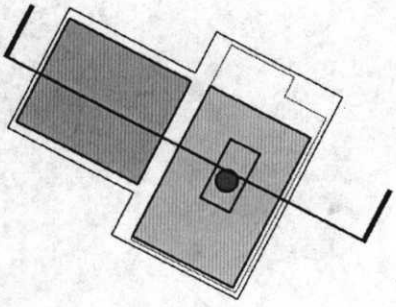


Source: AECOM

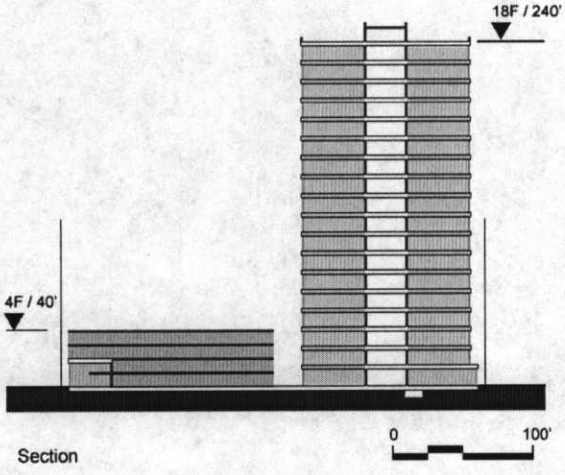
Figure 24. Scenario 6 (Mixed Use Office, +/-240')

Site Plan / Ground Floor Plan

N 0 150'



Parking Deck and Tower Plan



Section

Legend

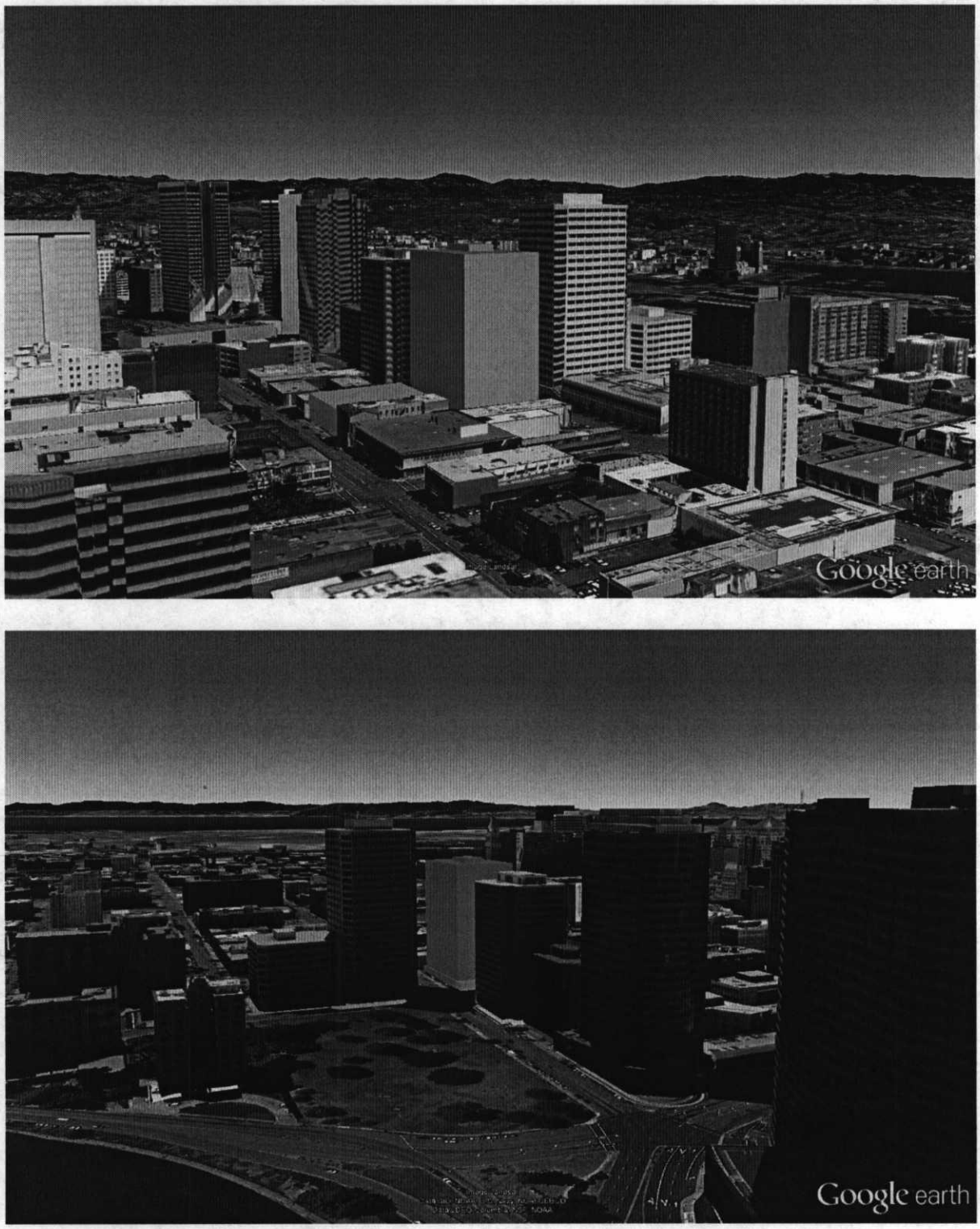
Elevator Core

Plaza / Open Space

Development Summary

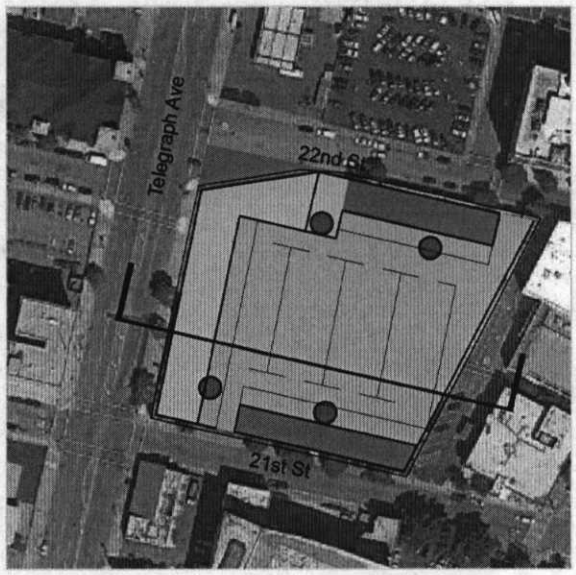
Retail	10,600 sf
Office	387,100 sf
Parking	68,600 sf (196 spaces)

Figure 25. Scenario 6 In Situ (Mixed Use Office, +/-240')



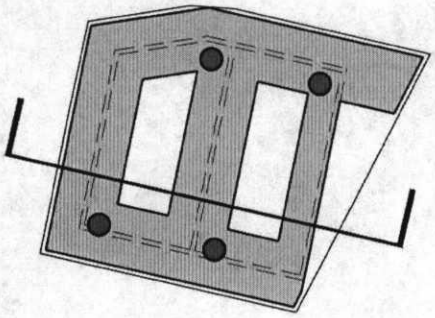
Source: AECOM

Figure 26. Scenario 7a (Mixed Use Residential with Parking, +/-65')

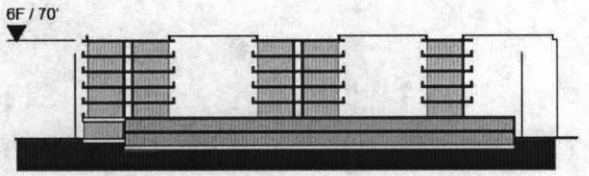


Site Plan / Ground Floor Plan

N 0 150'



Podium Plan



Section

0 100'

Legend

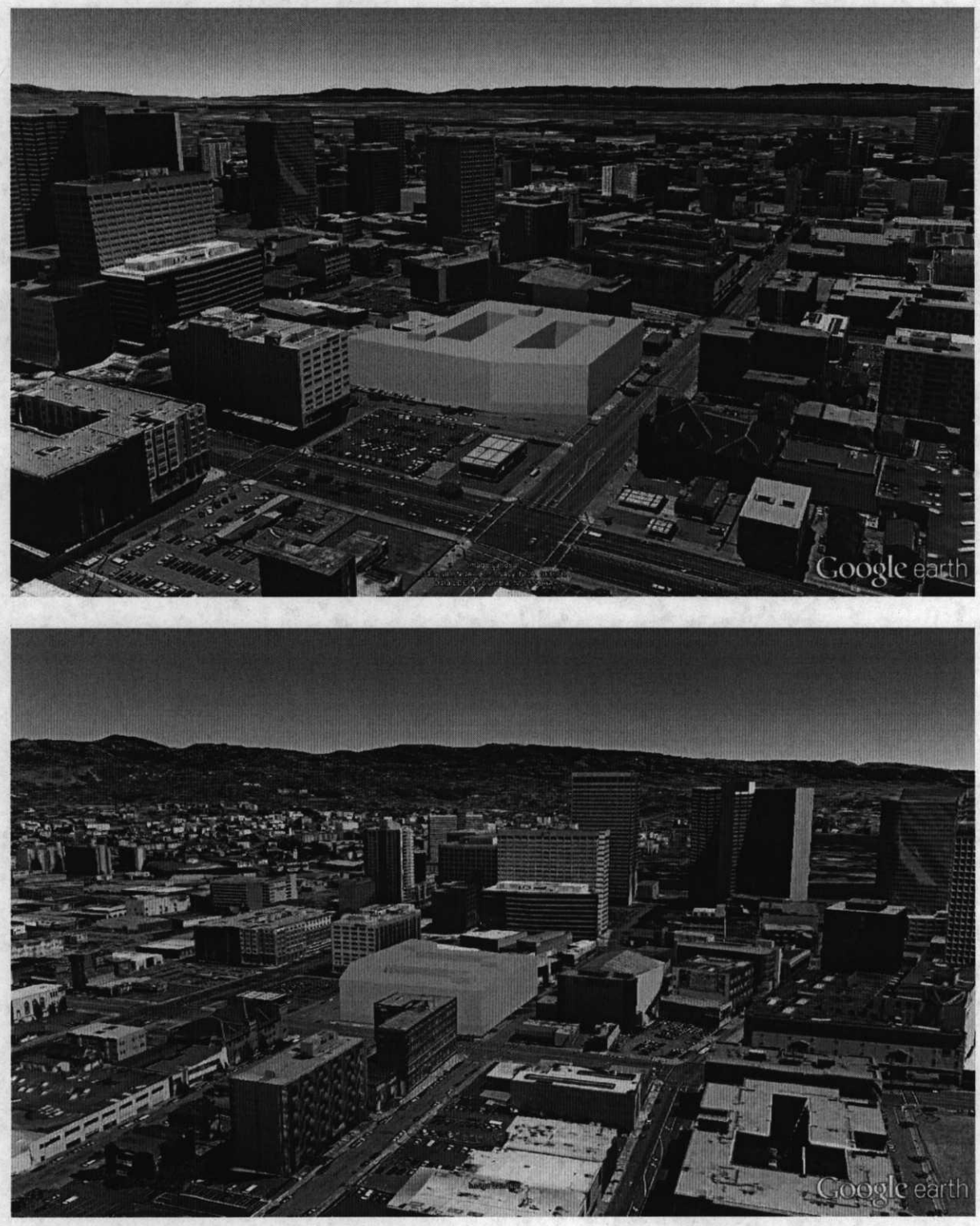
Elevator Core

Plaza / Open Space

Development Summary

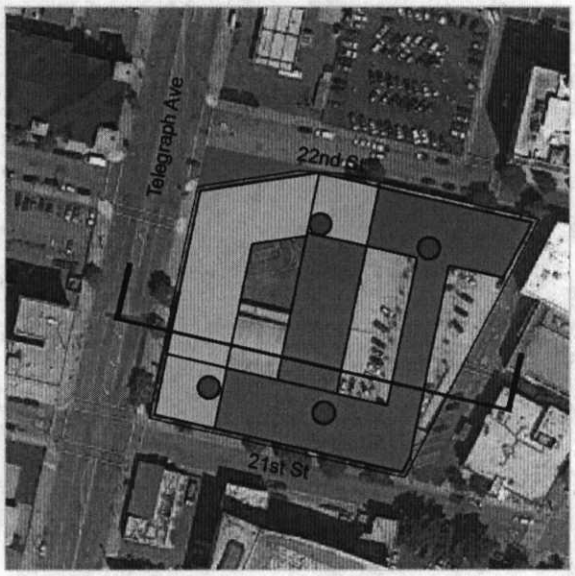
Retail	12,700 sf
Live Work	11,300 sf
Residential	326,900 sf (323 units)
Parking	114,600 sf (337 spaces)

Figure 27. Scenarios 7a and 9 In Situ (Mixed Use Residential with Parking, +/-65')



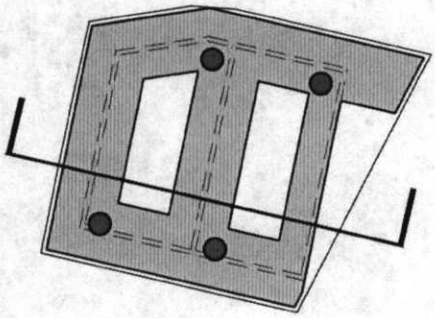
Source: AECOM

Figure 28. Scenario 7b (Mixed Use Residential without Parking, +/-65')

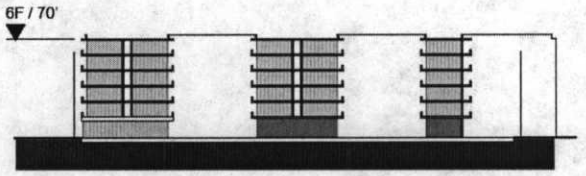


Site Plan / Ground Floor Plan

N 0 150'



Podium Plan



Section

0 100'

Legend

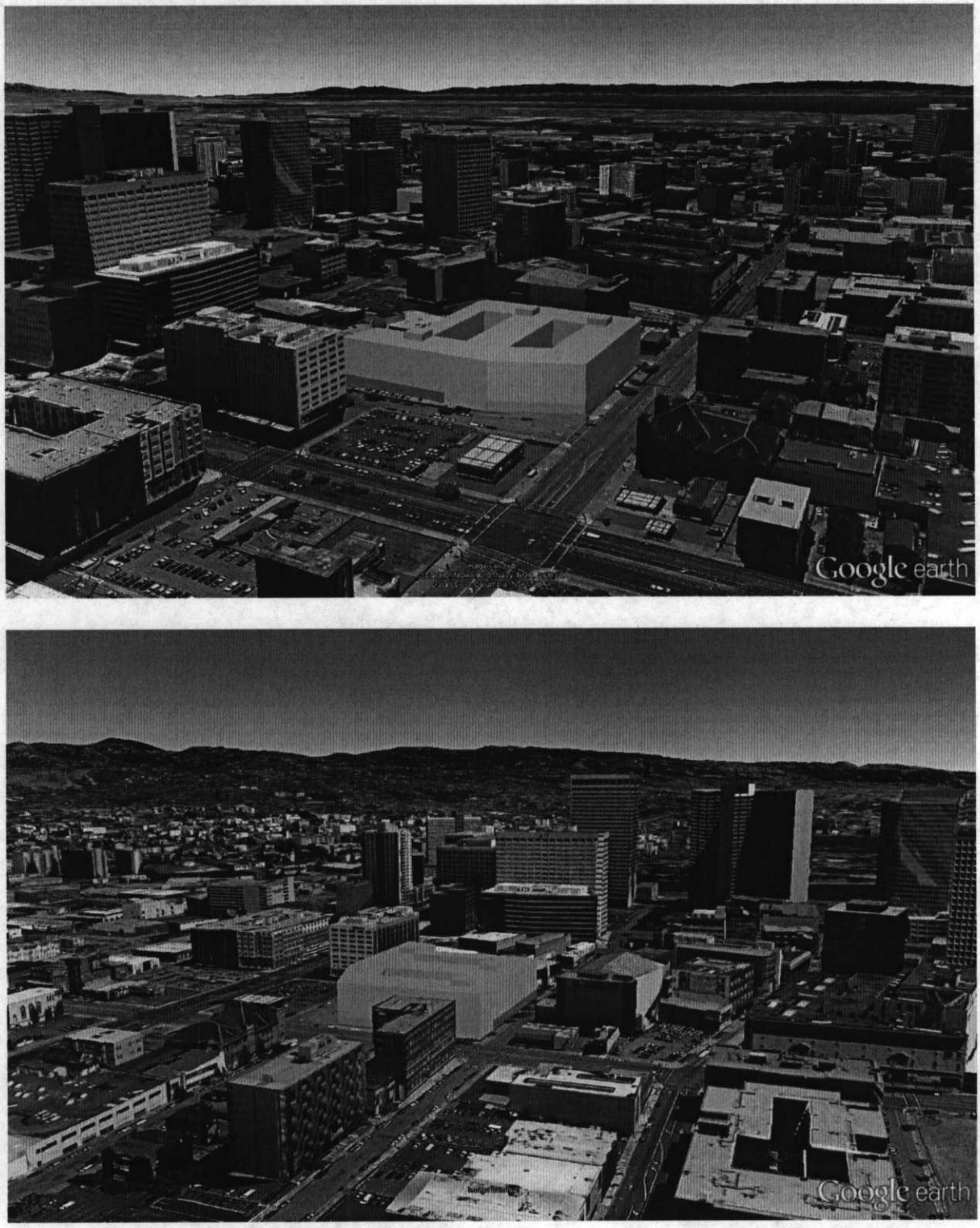
Elevator Core

Plaza / Open Space

Development Summary

Retail	16,200 sf
Live Work	40,000 sf
Residential	330,900 sf (323 units)

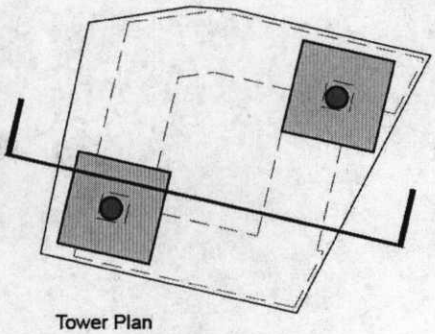
Figure 29. Scenario 7b In Situ (Mixed Use Residential without Parking, +/-65')



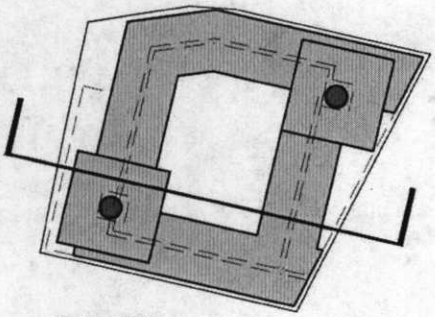
Source: AECOM

Figure 30. Scenario 8a (Mixed Use Residential with Parking, +/-175')

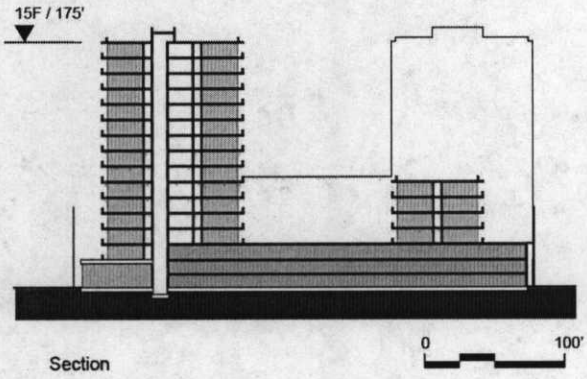
Site Plan / Ground Floor Plan



Tower Plan



Podium Plan



Section

Legend

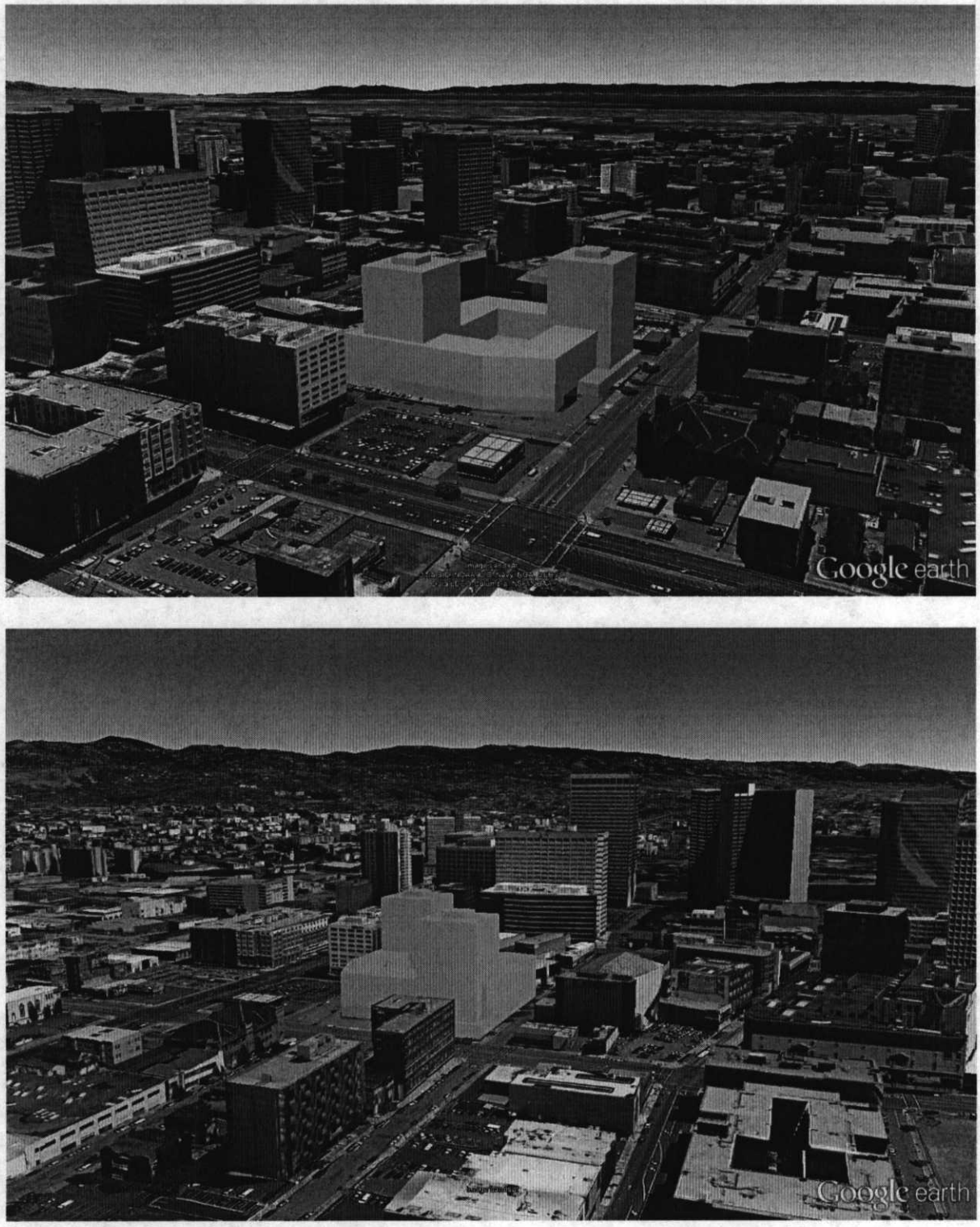
Elevator Core

Plaza / Open Space

Development Summary

Retail	19,000 sf
Residential	456,000 sf (446 units)
Parking	162,800 sf (465 spaces)

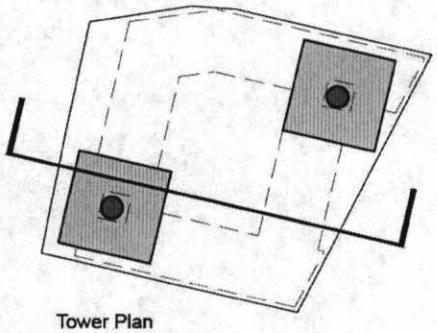
Figure 31. Scenario 8a In Situ (Mixed Use Residential with Parking, +/-175')



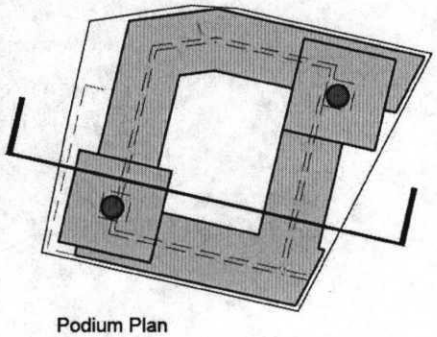
Source: AECOM

Figure 32. Scenario 8b (Mixed Use Residential without Parking, +/-175')

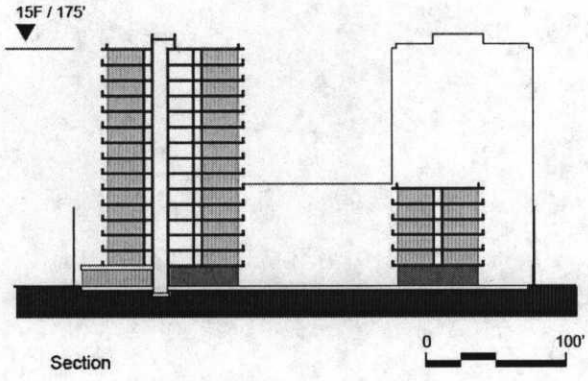
Site Plan / Ground Floor Plan



Tower Plan



Podium Plan



Section

Legend

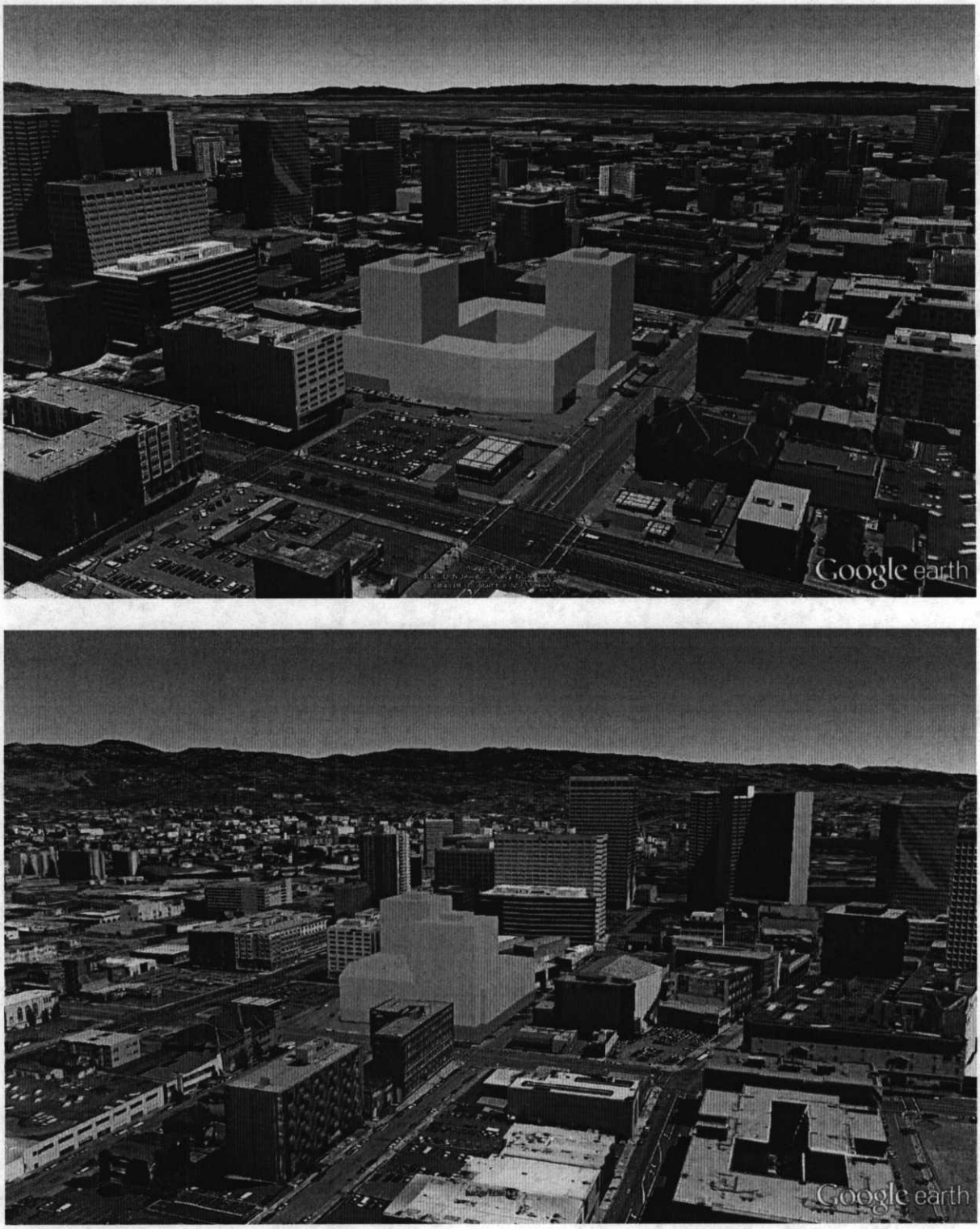
Elevator Core

Plaza / Open Space

Development Summary

Retail	20,300 sf
Live Work	33,700 sf
Residential	448,100 sf (479 units)

Figure 33. Scenario 8b In Situ (Mixed Use Residential without Parking, +/-175')



Source: AECOM

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4. Development Assumptions

This section presents the relevant real estate market assessment and development assumptions that will be used in this study. The following assumptions were developed based on a review of current Oakland development feasibility reports, provided by the City; detailed interviews with developers active in Oakland; external data sources; and input from internal AECOM architecture and costing groups on typical planning, architecture, construction cost, and economic parameters. The following tables summarize the proposed development assumptions.

Many assumptions, such as floor heights, efficiency ratios, property tax assumptions, and architecture and engineering costs are based on typical industry standards. Meanwhile, other inputs such as land values, soft costs, and revenue assumptions are adjusted to reflect Oakland's market conditions.

Table 4. Basic Building Assumptions

	Number	Unit	Sources
Ground Floor Height	15.0	Feet	AECOM; Developer Interviews
Average Retail/Office Floor Height	13.5	Feet	AECOM; Developer Interviews
Average Residential Floor Height	10.0	Feet	AECOM; Developer Interviews
Average Residential Unit Size (Net)	850	Square Feet	AECOM; Developer Interviews
Average Live/Work Loft Unit Size (Net)	1300	Square Feet	AECOM
Average Parking Space Size	350	Square Feet	AECOM; Developer Interviews
Efficiency Ratios			
Retail	90%	Net as % of Gross	AECOM; Developer Interviews
Office	90%	Net as % of Gross	AECOM; Developer Interviews
Residential	85%	Net as % of Gross	AECOM; Developer Interviews
Parking Ratios			
Retail	0.5	/ 1000 SF	AECOM; Developer Interviews
Office	0.5	/ 1000 SF	AECOM; Developer Interviews
Residential	1 or 0	/ Residential Unit	AECOM; Developer Interviews, City

Sources: Individual sources indicated in table

On the development side, key feasibility factors include building and parking construction costs. Parking alone can run upwards of $30,000 to $50,000 per space, depending on the type of construction or parking system.

Developers and AECOM's internal building costing group also acknowledge that there is a wide range of construction costs. For example, for a 65' residential building, hard costs range from a low of approximately $220 per building square foot to as high as $380 per square foot. There are numerous reasons for the variability, including the complexity and constructability of the site, whether it includes prevailing wage requirements, the quality of finishes envisioned, and contractor competitiveness. For the purposes of this study, a relatively favorable construction cost estimate has been applied. However, the sensitivity of

development inputs will be evaluated in the pro forma analysis (in the Development Sensitivity Analysis section on page 54) to understand the relative impact on the underlying development feasibility.

Table 5. Hard Cost Assumptions

	Number	Unit	Sources
Site Preparation Costs			
Land Cost	$50.00	/Square Foot	Strategic Economics Lake Merritt Station Area Plan Community Benefits Analysis
Demolition Cost	$5.00	/Square Foot	AECOM
Site Work Cost	$5.00	/Square Foot	AECOM
Construction Costs from Development Scenarios			
LEED Adjustment Factor	3%		
65' Base			
Retail (Ground Floor)	$250	/Square Foot	
Residential (Floors 2-6) - Rental	$250	/Square Foot	
Residential (Floors 2-6) - Condo	$260	/Square Foot	
85' Base			
Retail (Ground Floor)	$280	/Square Foot	
Office (Floors 2-6)	$280	/Square Foot	
175' Tower			AECOM, Developer Interviews
Retail (Ground Floor)	$275	/Square Foot	
Residential (Floors 2-15)	$275	/Square Foot	
240' Tower			
Retail (Ground Floor)	$265-275	/Square Foot	
Office (Floors 2-18)	$275	/Square Foot	
Residential (Floors (2-21)	$265	/Square Foot	
Parking Costs			
Podium Parking - Half Below Grade	$20,000	/Space	
Podium Parking - Ground Floor / Above Grade	$20,000	/Space	
Podium Parking - Mechanical System	$30,000	/Space	

Sources: Individual sources indicated in table

Table 6. Soft Cost Assumptions

	Number	Unit	Sources
Architecture & Engineering			
65' Base	7.5%	of Hard Costs	RS Means
85' Base	7.0%	of Hard Costs	RS Means
175' Tower	6.5%	of Hard Costs	RS Means
240' Tower	5.0%	of Hard Costs	RS Means
Financing Costs			
Construction Loan	70%	Loan to Cost	Developer Interviews, Commercial Real Estate Lender Interviews
Interest Rate	5.50%	of Cost	Developer Interviews, Commercial Real Estate Lender Interviews
Construction Term		Varies by size of the project	AECOM
Construction Term- 65' and 85' Buildings	18	Months	
Construction Term- 175' and 240' Buildings	28	Months	
Loan Points	0.5%		Developer Interviews, Commercial Real Estate Lender Interviews
Drawdown Factor	50%		AECOM, Developer Interviews
Other			
Property Taxes (including BID)	1.25%	of Total Costs	Alameda County Property Tax register
Building/Permitting/Impact Fees			
Retail and Office	10%	of Total Costs	AECOM, Developer Interviews
Residential	$20,000	/Unit	AECOM, Developer Interviews
Overhead/Other	3%	of Total Costs	AECOM
Contingency	5%	of Total Costs	AECOM
Defect Liability Insurance - Condo Only	2%	of Hard Costs	AECOM

Sources: Individual sources indicated in table

Table 7. Developer Threshold Assumptions

	Number	Unit	Sources
Retail and Office Profit Requirements	10%	of Total Costs	Strategic Economics Lake Merritt Station Area Plan Community Benefits Analysis; Developer Interviews
Rental Profit Requirements	8%	of Total Costs	Strategic Economics Lake Merritt Station Area Plan Community Benefits Analysis; Developer Interviews
Condo Profit Requirements	9%	of Total Costs	AECOM

Sources: Individual sources indicated in table

Operating costs and revenue assumptions were similarly developed based on local market research, and by building on work previously done by Strategic Economics. Vacancy rates for building uses are based on current values as well as trends over the past 5 to 10 years.

Table 8. Operating Costs Assumptions

	Number	Unit	Sources
Retail/Office Broker Fees	5%	of Lease	AECOM
Condo Broker/Marketing Fees	4%	of Unit Price	AECOM
Operating Expenses			
Retail	$0.10	/Gross Sq. Ft.	AECOM; Developer Interviews
Office Full Service Lease Costs	$0.60	/Gross Sq. Ft.	AECOM; BOMA; Developer Interviews
Rental Residential	28%	of Gross Rental Revenue	Strategic Economics Lake Merritt Station Area Plan Community Benefits Analysis; Developer Interviews
Vacancy Rates (Stabilized)			
Retail	10.0%	of Net Sq. Ft.	AECOM (CoStar)
Office	10.0%	of Net Sq. Ft.	AECOM (CoStar)
Residential	5%	of Net Sq. Ft.	AECOM (CoStar)

Sources: Individual sources indicated in table

Revenue assumptions are based on rates for similar developments in Downtown Oakland, adjusted slightly upwards to reflect the premium that new developments can charge in a market. The average rate of $2.90 per square foot translates to an average rent for 1 bedrooms of $2,195, and an average rent across all units of $2,300. This rental rate reflects market research as of August 2013, and does not include parking rental. Some of the higher end buildings surveyed present all-in rents, which include parking. For this feasibility study, parking rental is estimated to add an additional $0.15 per square foot to the rental revenue, resulting in a total average rental rate of $3.05 per square foot for buildings with parking.

In order to reflect variation in the market across Downtown Oakland, three different rental revenue prices are applied to the three developments, based on their location. The 13th Street site is evaluated with rental revenues at 90 percent of area average, the 19th Street site at 100 percent of area average, and the Telegraph Avenue site at 110 percent of the area average (Table 9, Table 10).

Table 9. Rental Rates for Units Across the Three Development Sites

Unit Type	Current Estimated Downtown Oakland Rent	13th Street	19th Street	Telegraph Avenue
1 BD / 1 BA	$2,195	$1,940	$2,170	$2,390
2 BD / 2 BA	$2,797	$2,940	$3,280	$3,620
3 BD / 2 BA	$3,896	$4,070	$4,540	$5,010
Average	**$2,300**	**$2,210**	**$2,460**	**$2,720**

Source: AECOM

In addition to the rental rate variations at the three sites, this study also assigns a 10 percent rental premium to high-rise tower units, which benefit from views not available to lower buildings.

Table 10. Revenue Assumptions

	Number	Unit	Sources
Lease and Rental Rates - Average			
Average Retail Lease Rate	$25.00	/SF/mo./NNN	AECOM (CoStar)
Average Office Lease Rate	$32.00	/SF/mo./Full Service	AECOM (CoStar)
Average Rent Per Sq. Ft. of Living Area	$2.90	/SF/Mo.	AECOM (August 2013), Downtown Oakland Rental Property Listings
Average Rent Per Sq. Ft. of Live/Work Area	$1.60	/SF/Mo.	AECOM
Revenue Premium for Towers	110%	/SF/Mo.	AECOM; Developer Interviews
Parking Revenue - Average			
Office	$120	/Space/mo.	AECOM
Residential	$90	/Space/mo.	AECOM
Lease and Rental Rates - 226 13th Street			
Average Retail Lease Rate	$20.00	/SF/mo./NNN	AECOM; Developer Interviews
Average Office Lease Rate	$25.60	/SF/mo./Full Service	AECOM; Developer Interviews
Average Rent Per Sq. Ft. of Living Area	$2.60	/SF/Mo.	AECOM; Developer Interviews
Average Rent Per Sq. Ft. of Live/Work Area	$1.40		AECOM
Parking Revenue - 226 13th Street			
Office	$120	/Space/mo.	AECOM
Residential	$90	/Space/mo.	AECOM
Lease and Rental Rates - 301 19th Street			
Average Retail Lease Rate	$20.00	/SF/mo./NNN	AECOM; Developer Interviews
Average Office Lease Rate	$25.60	/SF/mo./Full Service	AECOM; Developer Interviews
Average Rent Per Sq. Ft. of Living Area	$2.90	/SF/Mo.	AECOM; Developer Interviews
Average Rent Per Sq. Ft. of Live/Work Area	$1.60		AECOM
Parking Revenue - 301 19th Street			
Office	$120	/Space/mo.	AECOM
Residential	$90	/Space/mo.	AECOM
Lease and Rental Rates - 2100 Telegraph Avenue			
Average Retail Lease Rate	$27.50	/SF/mo./NNN	AECOM; Developer Interviews
Average Office Lease Rate	$35.20	/SF/mo./Full Service	AECOM; Developer Interviews
Average Rent Per Sq. Ft. of Living Area	$3.20	/SF/Mo.	AECOM; Developer Interviews
Average Condo Sales Price Per Sq. Ft. of Living Area	$500		
Average Rent Per Sq. Ft. of Live/Work Area	$1.80	/SF/Mo.	AECOM; Developer Interviews
Average Live/Work Condo Sales Price per Sq. Ft.	$420	/SF	AECOM
Parking Revenue - 2100 Telegraph Avenue			
Office	$120	/Space/mo.	AECOM
Residential	$90	/Space/mo.	AECOM
Residential – For Sale	$20,000	/ Space	AECOM
Capitalization Rates			
Retail	7.50%	Cap Rate	Strategic Economics Lake Merritt Station Area Plan Community Benefits Analysis
Office	7.50%	Cap Rate	Korpacz 2010 4Q report - San Francisco Office Market Cap Rate
Residential (Uptown)	5.00%	Cap Rate	Strategic Economics Lake Merritt Station Area Plan Community Benefits Analysis; Developer Interviews
Residential (Chinatown)	5.50%	Cap Rate	
Residential Absorption Period – Base Building	120	Units / Year	
Residential Absorption Period - Tower	180	Units / Year	
Residential Absorption Period - Base Building - Condo	100	Units / Year	AECOM

Sources: Individual sources indicated in table

5. Feasibility Analysis

The following section reviews the detailed findings of the feasibility analysis and addresses the topics identified in the introduction.

The results of all pro forma analyses are provided in Appendix A.

The three Downtown Oakland sites evaluated range in size from 1.3 acres to over 2 acres. Given the large site sizes and convenient configuration, the evaluated scenarios reflect some of the more ideal development options in Downtown Oakland. As such, the findings presented in this report reflect optimistic potential. Smaller, more difficult sites are likely to be even less feasible. This finding is supported by the analysis done previously by Strategic Economics in the *Lake Merritt Station Area Plan Community Benefits Analysis Memorandum* (December 2012).

Unless otherwise noted, the results presented below reflect the all scenarios except development scenario 1c. Feasibility of scenario 1c is reviewed at the bottom of this page, and in Figure 48.

QUANTIFIED BONUS AND BENEFITS OVERVIEW

After accounting for developer profit (of 8% on rental residential projects, 9 % on the condominium project, and 10% on commercial projects), the fifteen projects generate revenues of up to +$14.0 million, and losses of as much as -$95.3 million, or +150 to - $1,645 per square foot of land (Table 11, Figure 34). For residential scenarios, additional return per GFA, or "public benefit value" per GFA ranges from +$27 to -$91 (per square foot), while for office developments, the losses increase (and potential for public benefits decrease) to -$204 to $-227 per square foot (Table 11, Figure 35). These values indicate how much revenue above or below the breakeven point (after accounting for developer profit) a development would generate, or need to collect to be attractive to a developer/investor, and to allow for potential public benefit charges.

The five feasible scenarios, generate between $129 and $33,000 in additional revenue per unit. For the eight currently infeasible residential developments, there is an estimated gap of approximately -$97,000 to -$5,000 per unit, with scenario 2a (high-rise, parked residential on 13th Street) being the least feasible on a per unit measure. The average for all residential sites is roughly $21,500 per unit (Figure 36). For the 13th Street and 19th Street development sites, the average drops to -$47,000 per unit, a direct result of the lower estimated rental revenue rates applied to the scenarios.

These additional revenue calculations assumed a $50 per square foot land cost. It is worth noting that land prices vary considerably from site to site in Downtown Oakland based on a number of factors, including the existing returns of the property, the landowner's perception of value, the landowner's appetite for risk, and the landowner's interest in selling in general. Under a zero land value scenario, all of the residential scenarios on the Telegraph site, as well as three scenarios on the 19th Street site would become feasible.

Scenario 1c represents a potential Chinatown development in which land is granted free of charge by a public agency, and the construction relies on a modular approach, resulting in 15% construction cost savings. Accounting for developer profit, despite its cost savings advantages, scenario 1c still does not break even.

Table 11. Feasibility Analysis Summary

Scenario	Site	Mixed Use (Retail / &)	Total Development Costs	Total Capitalized Revenue	Additional Return above Developer Profit Threshold[5]	Additional Return/Total Project GFA		Additional Return/Leasable Building Square Foot		Additional Return/Unit	
						Total	Rank	Total	Rank	Total	Rank
1a	226 13th Street	Residential	$83,761,400	$74,309,195	-$16,153,116	-$55	11	-$970	13	-$80,766	11
1b		Residential	$91,932,796	$78,944,773	-$20,342,646	-$78	13	-$1,477	14	-$87,914	12
1c**			$69,702,102	$74,309,195	-$969,074	-$3	7	-$58	7	-$4,845	8
2a*		Residential	$165,689,011	$143,562,545	-$35,381,586	-$67	12	-$2,125	15	-$96,936	14
2b*		Residential	$189,969,121	$162,246,330	-$42,920,320	-$91	14	-$5,961	16	-$95,276	13
3a	301 19th Street	Residential	$74,893,653	$80,907,685	$22,540	$0	5	$2	5	$129	5
3b		Residential	$89,045,850	$95,196,730	-$972,788	-$4	8	-$70	8	-$4,384	7
4a*		Residential	$108,584,793	$114,773,803	-$2,497,773	-$7	9	-$194	9	-$10,154	9
4b*		Residential	$108,076,317	$115,920,116	-$802,305	-$3	6	-$44	6	-$3,075	6
5		Office	$63,947,684	$27,810,208	-$42,532,244	-$227	16	-$301	11	N/A	N/A
6*		Office	$157,163,681	$77,570,221	-$95,309,828	-$204	15	-$266	10	N/A	N/A
7a	2100 Telegraph Avenue and 495 22nd Street	Residential	$136,148,553	$158,054,611	$11,014,173	$24	3	$964	1	$33,337	1
7b		Residential	$139,917,771	$160,996,028	$9,884,836	$28	1	$678	4	$28,311	3
8a*		Residential	$195,237,899	$224,898,474	$14,041,543	$22	4	$821	2	$31,483	2
8b*		Residential	$207,468,588	$237,701,027	$13,634,952	$27	2	$746	3	$27,214	4
9		Residential - Condo	$141,755,297	$150,162,501	-$4,350,772	-$10	10	-$381	12	-$13,169	10

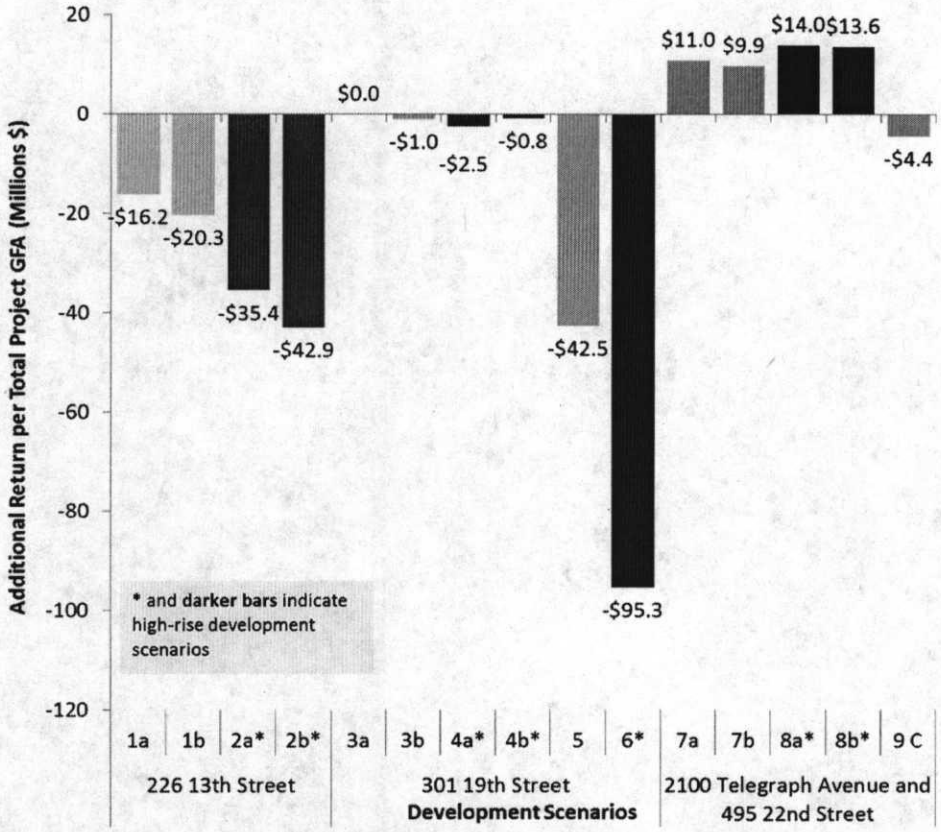
Source: AECOM

* Indicates high-rise development

** Scenario 1c represents a Chinatown development, with free land, and modular construction – representing a 15% savings in construction costs

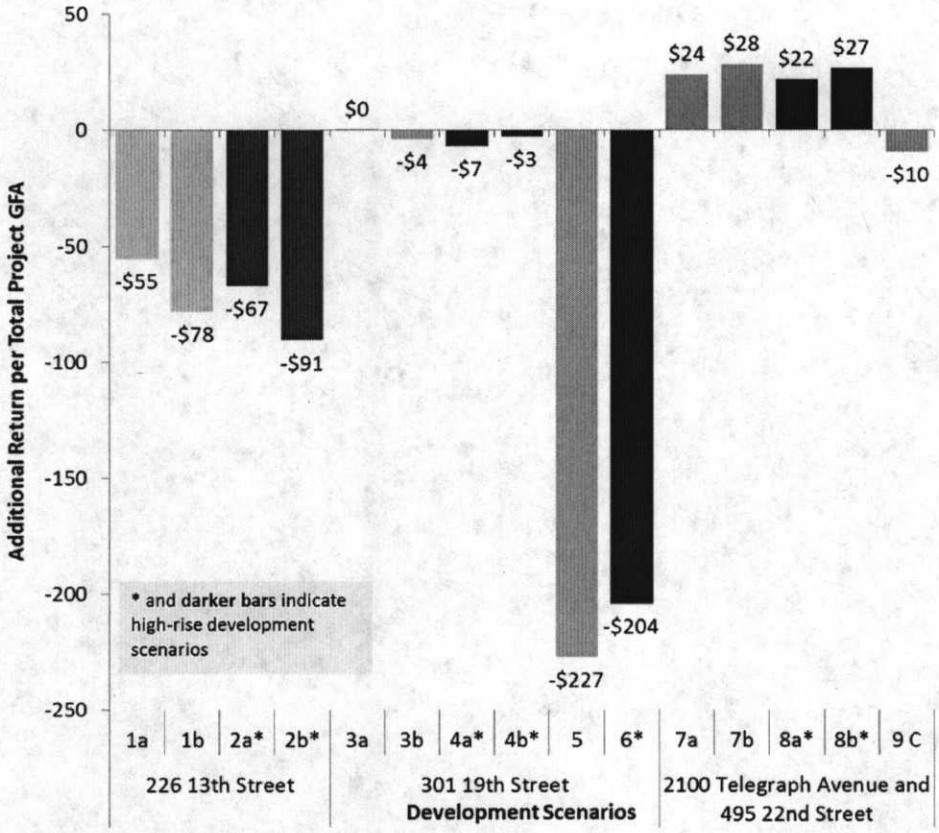
[5] Additional return takes into account the amount set aside as developer profit.

Figure 34. Comparison of Additional Return above Developer Profit Threshold ($) by Scenario



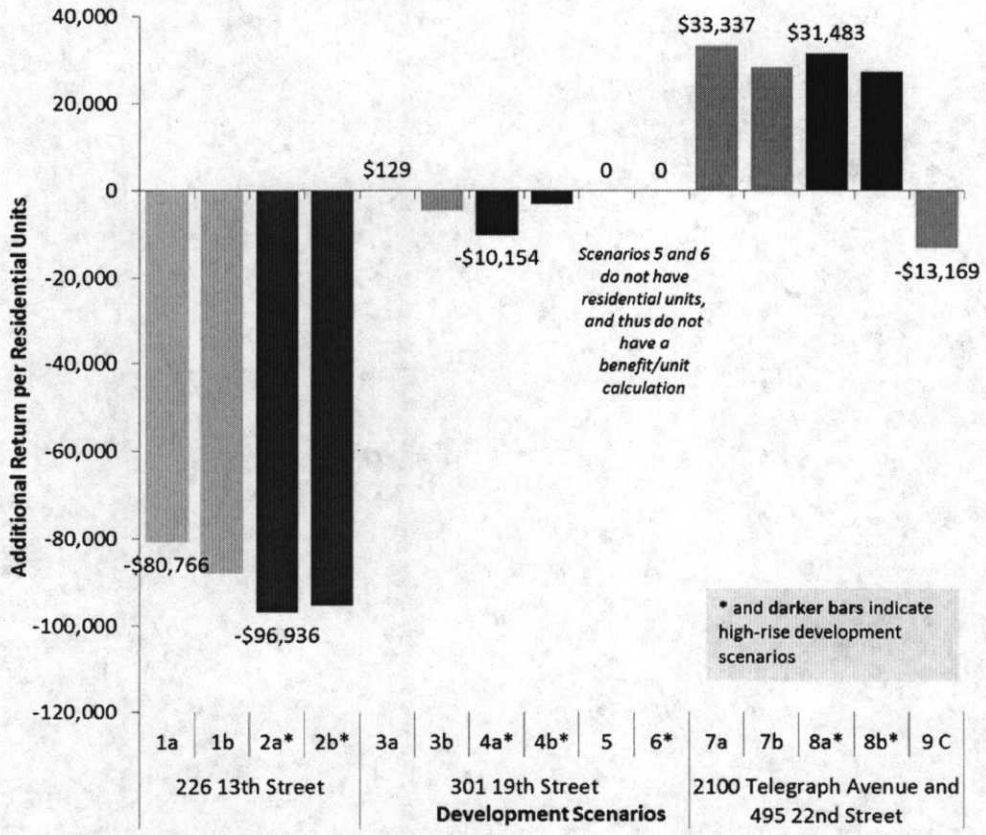
Source: AECOM

Figure 35. Comparison of Additional Return ($) per GFA by Scenario



Source: AECOM

Figure 36. Comparison of Additional Return ($) per Unit by Scenario



Source: AECOM

HEIGHT-RELATED DEVELOPMENT BONUSES

Under current market conditions, development bonuses only work as a tool to generate public benefit in premium rental revenue locations (Telegraph Avenue). For the other sites, average area rents will need to increase by another 10 percent, holding all other costs constant, in order to support height-related bonuses. For residential developments, the significant cost differential between low-rise (Types III & V) construction and high-rise (Type I) construction would not be recovered by rental rates, even with a development bonus. Office lease rates, which are currently lower than residential rates per GFA, make this offer even less attractive.

LOW-RISE RESIDENTIAL FEASIBILITY

The Telegraph Avenue scenarios highlight the importance of premium rents, supported by location, in encouraging development. For the four feasible residential scenarios on the Telegraph Avenue site, high-rise developments generate roughly 30 percent more additional return than the low-rise scenarios, indicating that once projects tip the scale into feasibility, high-rise quickly begins to outpace low-rise, offering potential for community benefits.

HIGH-RISE RESIDENTIAL FEASIBILITY

As discussed earlier, rents would need to increase by up to 30 percent on the 13th and 19th Street sites (holding construction and other costs constant) to compel developers to consider high-rise above low-rise development.

On the Telegraph Avenue site, the rental rates (10 percent above market) already support development of high-rise over low-rise.

PARKING-RELATED DEVELOPMENT BONUSES

The City currently has modest parking requirements for new residential and commercial development. Residential multi-family developments require one parking space per unit, while retail and commercial developments have no parking requirements.

In order to evaluate the impact of the City's parking provision requirements on development feasibility, paired residential scenarios were developed in which one development provides a 1:1 parking ratio per unit, and another provides a 0:1 parking ratio per unit. It is important to note that interviews conducted with developers during this project indicate that a no-parking scenario is unlikely to be developed, as it does not reflect market conditions and competitive development strategies. Developers indicated that to achieve premium rents, new residential projects need to offer available on-site parking.

The non-parked projects proved to have lower returns than the parked scenarios because the net revenue per square foot decreased to the extent that the overall project returns were lower than the parked scenarios. In other words, the reduced marketability of the non-parked residential developments combined with offering lower revenue live/work units on the ground floors in place of parking offset the benefits of eliminating the parking.

It is important to note that in a previous version of this study, scenarios with *reduced* parking ratios, less than 1:1 were evaluated. In some cases, these scenarios were slightly more profitable than either the 1:1 parked scenarios or the 0:1 non-parked scenario. It's clear that there is an optimal middle ground in providing parking that may provide, given improved market conditions, an opportunity for development bonus. This is due, in part, because while parking can be a limiting factor in the number of residential units allowed to be developed, non-parked scenarios generally have an overall smaller floor plate, as area in between taller buildings is unusable as residential.

Parking configuration can be very site specific and allowing for flexibility in the provision of parking can increase development feasibility. Parking costs are considerably lower in a tuck-under parking environment rather than a multi-story parking solution. Underground parking can cost upwards of $30,000 per space in hard costs and over $50,000 per space total. Developers that are able to introduce lifts and stay at a ground level parking configuration save considerably more than developers forced to build multilevel parking structures either above or below ground. Also, stand-alone parking structures are significantly cheaper per square foot than structured parking within a given building due to the structural requirements needed for in-building construction.

As a result, non-parked scenarios have on average 15 percent smaller GFAs than the parked scenarios. By reducing the parking requirement, but not eliminating it all together, developers would be able to take advantage of useless space, converting it to parking on the lower levels, generating some additional amount of revenue. Unfortunately, given the nature of this analysis, the exact ideal parking ratio varies for each development and site, and is not standardized.

Community Benefits and On-site Public Amenities

At current market levels, the provision of a community benefit, or on-site public amenity, is really only possible for a premium site, premium rental rate scenario.

DEVELOPMENT SENSITIVITY ANALYSIS

Due to the wide variance in development costs, revenues, and building scenarios, a sensitivity analysis was conducted to determine whether the proposed projects' feasibility and public benefit capacity would be affected

by changes in the market. Five aspects of project feasibility as well as one combination scenario were reviewed:

1. Construction costs (+/- 15%)
2. Developer thresholds (+/- 15%)
3. Project revenues (+15%, +30%)
4. Decrease of construction costs by 15%, and an increase in project revenues by 15%
5. Land values discussion

The values associated with the sensitivity ranges are summarized in Appendix B in Table 13 - Table 15. In each of the following sections, 100 percent reflects the value of each input assumed in the original baseline feasibility analysis.

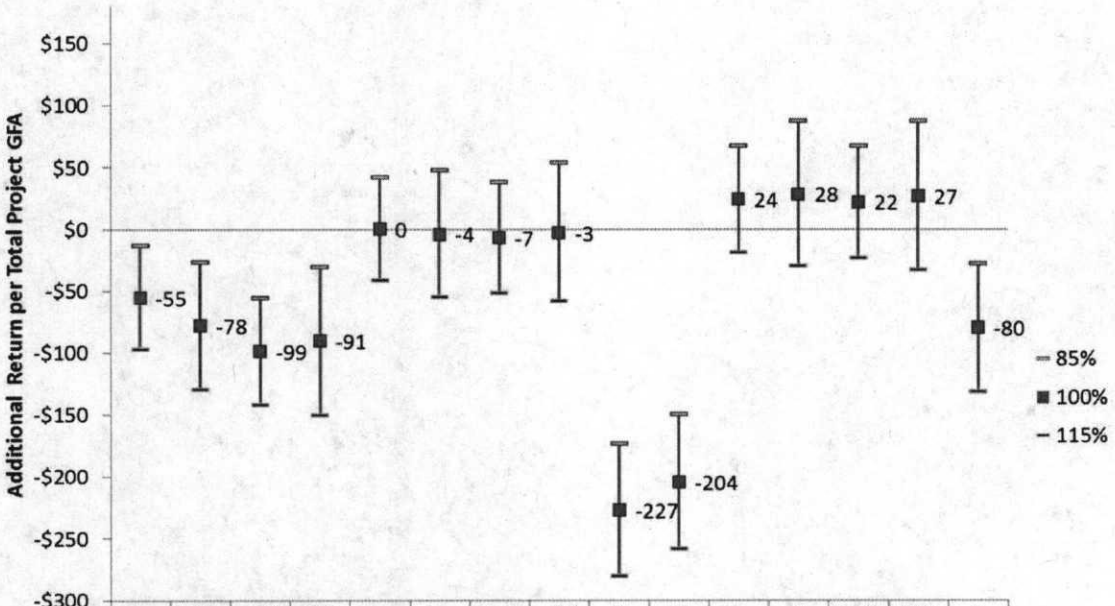
In general, marginal changes in costs, profit, and revenue do not significantly alter the viability of the reviewed scenarios. As the most feasible of the fifteen scenarios, the feasibility of the three residential developments on the Telegraph Avenue site are most affected by changes in the market conditions.

PROJECT CONSTRUCTION SENSITIVITY

As discussed under the development assumptions, construction costs can vary considerably from site to site. AECOM modeled variances of up to 15 percent to consider potential changes in development feasibility. The results reflect the developments' susceptibility to construction cost changes, and the importance of location.

These results support the initial findings that the Telegraph Avenue residential site is most viable. While a 15 percent increase in costs would render all projects infeasible, a 15 percent decrease in costs results in the Telegraph Avenue as well as the 19th Street sites generating profit and potential for community benefit charges (Figure 37).

Figure 37. Impacts of Construction Costs on Additional Revenue per GFA



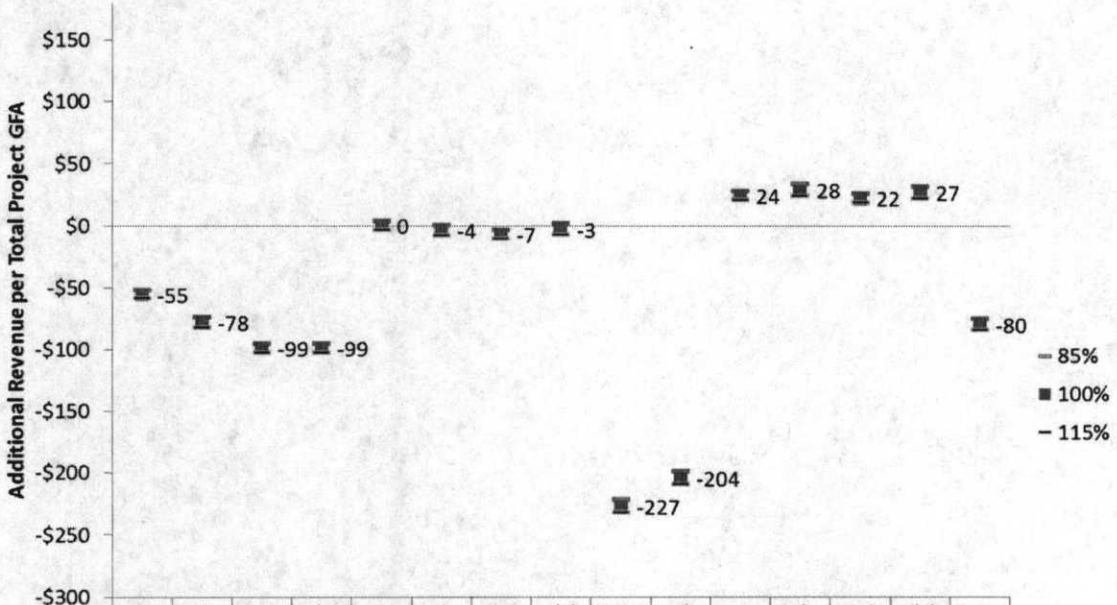
	1a	1b	2a*	2b*	3a	3b	4a*	4b*	5	6*	7a	7b	8a*	8b*	9
	226 13th Street				301 19th Street						2100 Telegraph Avenue and 495 22nd Street				
– 85%	($13)	($27)	($56)	($31)	$42	$48	$38	$53	($174	($150	$67	$87	$67	$87	($28)
■ 100%	($55)	($78)	($99)	($91)	$0	($4)	($7)	($3)	($227	($204	$24	$28	$22	$27	($80)
– 115%	($97)	($130	($142	($151	($42)	($55)	($52)	($59)	($280	($259	($19)	($30)	($23)	($33)	($132

Source: AECOM

DEVELOPER THRESHOLD SENSITIVITY

The expected developer return for the scenarios range from 10 percent for office developments to 8 percent for rental residential. As discussed earlier, developers have different thresholds in considering a site for development. Adjusting these profit assumptions up and down by 15 percent[6] (Appendix B - Table 14) has minimal impacts on overall project feasibility and the expected amount available for public benefits. The change in the amount "available" for public benefits per building GFA also stays within +/- 5 percent of the original value (Figure 38) for most sites.

Figure 38. Impacts of Developer Threshold on Additional Revenue per GFA



	1a	1b	2a*	2b*	3a	3b	4a*	4b*	5	6*	7a	7b	8a*	8b*	9
	226 13th Street				301 19th Street						2100 Telegraph Avenue and 495 22nd Street				
85%	($52)	($74)	($96)	($96)	$4	$0	($3)	$2	($222)	($199	$28	$33	$26	$32	($75)
100%	($55)	($78)	($99)	($99)	$0	($4)	($7)	($3)	($227)	($204	$24	$28	$22	$27	($80)
115%	($59)	($83)	($103	($103	($3)	($8)	($11)	($7)	($232)	($209	$21	$24	$18	$22	($85)

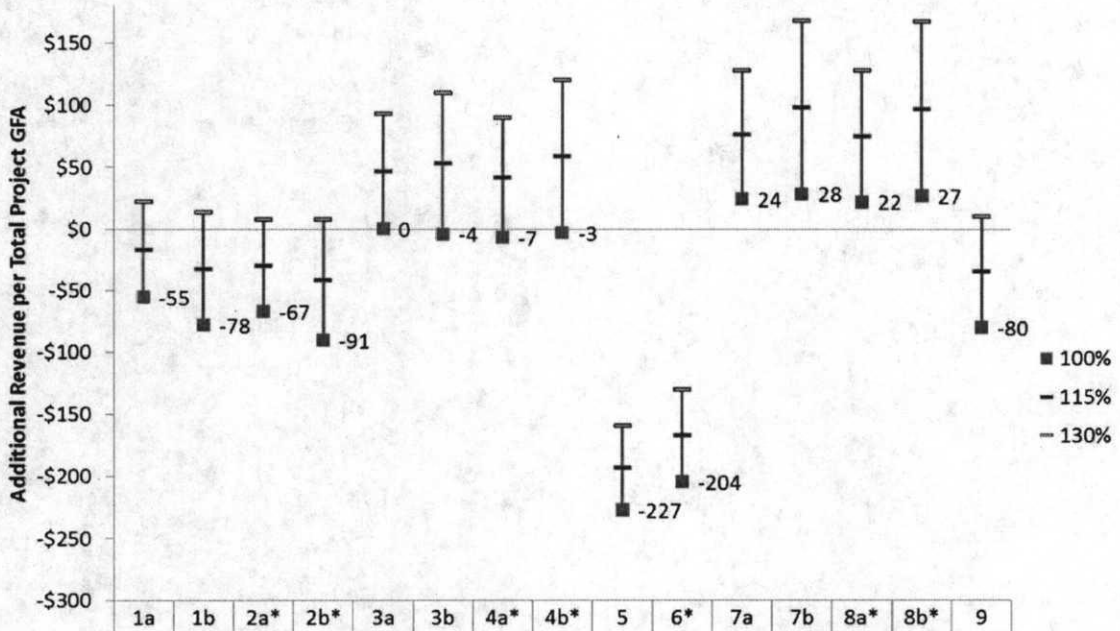
Source: AECOM

[6] For residential projects, the change is a lower developer threshold of roughly 7 percent and higher developer threshold of 9 percent.

REVENUE SENSITIVITY

Of the three input categories reviewed, adjustments in revenue assumptions (Appendix B - Table 15) have the largest impact on development feasibility and the potential for public benefit contributions. A 15 percent increase in revenue renders not only the Telegraph Avenue development site feasible, but also all of the average-rent 19th Street development scenarios. A 25 to 30 percent increase in revenue (with all other costs being held constant) brings the Telegraph Avenue condominium project as well as the two low-rise residential developments on the 13th Street site within range of viability (Figure 39). This translates to a rent of $3,400 to $3,600 for an average 2 bedroom/2 bath apartment of roughly 1,130 square feet – up from an average rent of $2,800 for a similar unit today. Note that a 30 percent increase in rents over the next three years is a possibility considering the rate of rent inflation in the larger metropolitan area. In Alameda County overall, rents have increased at approximately 8 percent per year for the last two years.[7] Most recent estimates show rents increasing by roughly +5 percent in the East Bay since January of this year, although some developments have increased rents by more than 10 percent in the same time period.

Figure 39. Impacts of Revenue Assumptions on Additional Revenue per GFA



	1a	1b	2a*	2b*	3a	3b	4a*	4b*	5	6*	7a	7b	8a*	8b*	9
	226 13th Street				301 19th Street						2100 Telegraph Avenue and 495 22nd Street				
■ 100%	($55)	($78)	($67)	($91)	$0	($4)	($7)	($3)	($227)	($204)	$24	$28	$22	$27	($80)
– 115%	($17)	($33)	($30)	($41)	$47	$53	$41	$59	($193)	($167)	$76	$98	$75	$97	($35)
– 130%	$21	$13	$7	$8	$93	$110	$90	$120	($160)	($130)	$128	$168	$128	$167	$10

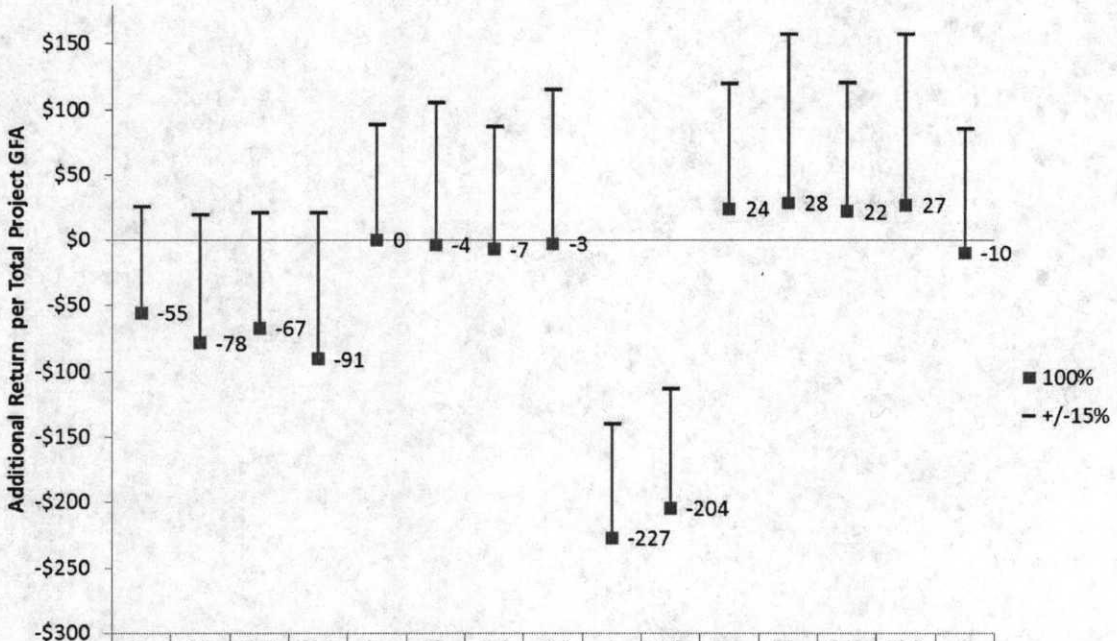
Source: AECOM

[7] Cassidy Turley 1st Quarter 2013 Apartment Market Report (Accessed June 10, 2013), http://www.ctbtapartments.com/images/reports/ApartmentMarketReportQ1-13.pdf ; Cassidy Turley 2nd Quarter 2013 Apartment Market Report (Accessed August 18,2013), http://www.ctbtapartments.com/images/reports/CT_East_Bay_Multifamily_Q2_2013_Report.pdf

CONSTRUCTION COSTS AND PROJECT REVENUES

In addition to the impacts of individual assumptions presented above, the combined impact of a decrease in construction costs by 15 percent and an increase in project revenue by 15 percent was evaluated. This analysis is meant to reflect what may be closer to anticipated market conditions in the coming months. The scenario results in all rental residential scenarios becoming feasible. These favorable conditions also reflect a tipping point between the feasibility of low-rise against high-rise as well as the point where a no-parking scenario becomes more attractive than a parked scenario.

Figure 40. Impacts of Decrease in Construction Costs (85%) and Increase in Revenue (115%)



	1a	1b	2a*	2b*	3a	3b	4a*	4b*	5	6*	7a	7b	8a*	8b*	9
	226 13th Street				301 19th Street						2100 Telegraph Avenue and 495 22nd Street				
■ 100%	($55	($78	($67	($91	$0	($4)	($7)	($3)	($22	($20	$24	$28	$22	$27	($10
– +/-15%	$25	$19	$21	$21	$88	$105	$86	$115	($14	($11	$119	$157	$120	$157	$85

Source: AECOM

LAND VALUES

With land valued at an average price of $50 per square foot, land for the fifteen projects represents between 2 and 5 percent of the total project costs. If the cost of land were eliminated entirely ($0 per square foot), all of the five Telegraph Avenue development scenarios would become feasible, with between $0.5 to $4.5 million becoming "available" as additional revenue about the developer profit threshold. The 13th and 19th Street sites would remain infeasible. If the land value were doubled, to $100 per square foot, to a value closer to what developers suggested might be charged on good development sites, the feasibility drops significantly, with even the most "feasible" development scenario, 7a on the Telegraph Avenue site experiencing an increase in *in*feasibility by $6 million. Such an increase would delay development feasibility in Downtown Oakland, especially in Chinatown where current conditions are below development feasibility thresholds.

DEVELOPMENT THRESHOLDS FOR PUBLIC AMENITIES

Summarizing the lessons learned from the above analyses, the following section outlines the revenue conditions under which residential and office uses will become profitable, as well as estimates of when such developments might become feasible, given projected revenue and construction cost trends.

RESIDENTIAL USES

For residential developments, excepting particularly ideal locations (such as the Telegraph Avenue site) that may command higher rental rates, high-rise (type I) construction will not currently generate adequate returns to support a public amenity. Among low-rise development, variations in site area do not appear to affect the project's viability or ability to support a public amenity.

For residential developments, excepting particularly ideal locations (such as the Telegraph Avenue site) that may command higher rental rates, high-rise (type I) construction will not currently generate adequate returns to support a public amenity. Among low-rise development, variations in site area do not appear to affect the project's viability or ability to support a public amenity.

As noted previously, with all else held constant, premium location scenarios (Telegraph Avenue) could currently support a public benefit fee or community amenity request for high-rise projects. Scenarios that command lower rents, however, need revenues to rise by as much as 30 percent to justify the higher cost of high-rise development. This indicates that while a public benefit fee associated with high-rise development may not yet be a solution for all sites, it is becoming viable at key locations in Downtown.

OFFICE USES

Because office is currently less feasible than residential, no thresholds for public amenity support were found. Office lease revenue would need to increase by between 85 and 105 percent (assuming stable assumptions) to consider charging a public benefit fee.

PROJECTED DEVELOPMENT FEASIBILITY

In order to understand the point at which developments in Downtown Oakland are expected to become feasible, and thus support the potential for a development bonus or community benefit, an analysis of capitalized income over time was prepared. The analysis (Table 12) projects revenue and construction cost growth rates forward, holding all other assumptions and variables constant.

Table 12. Projected Growth Rates for Feasibility Assessment

	Year-over-Year
Construction Index [1]	3%
Rental Rate Increase [2]	8% through 2014 4% from 2015 through 2023
Condominium Sales Increase [3]	5%
Office Lease Rate Increase [4]	4%

Source: AECOM; Engineering News Records Building Construction Index; Costar; Trulia

1/ Based on growth trends from Engineering News Records Building Construction Index

2/ Rental rate increase through 2014 reflects annual growth in past year. Increase expected to slow as additional housing stock enters

3/ Based on average annual change in sales per square foot in Oakland (2000 to August 2013)

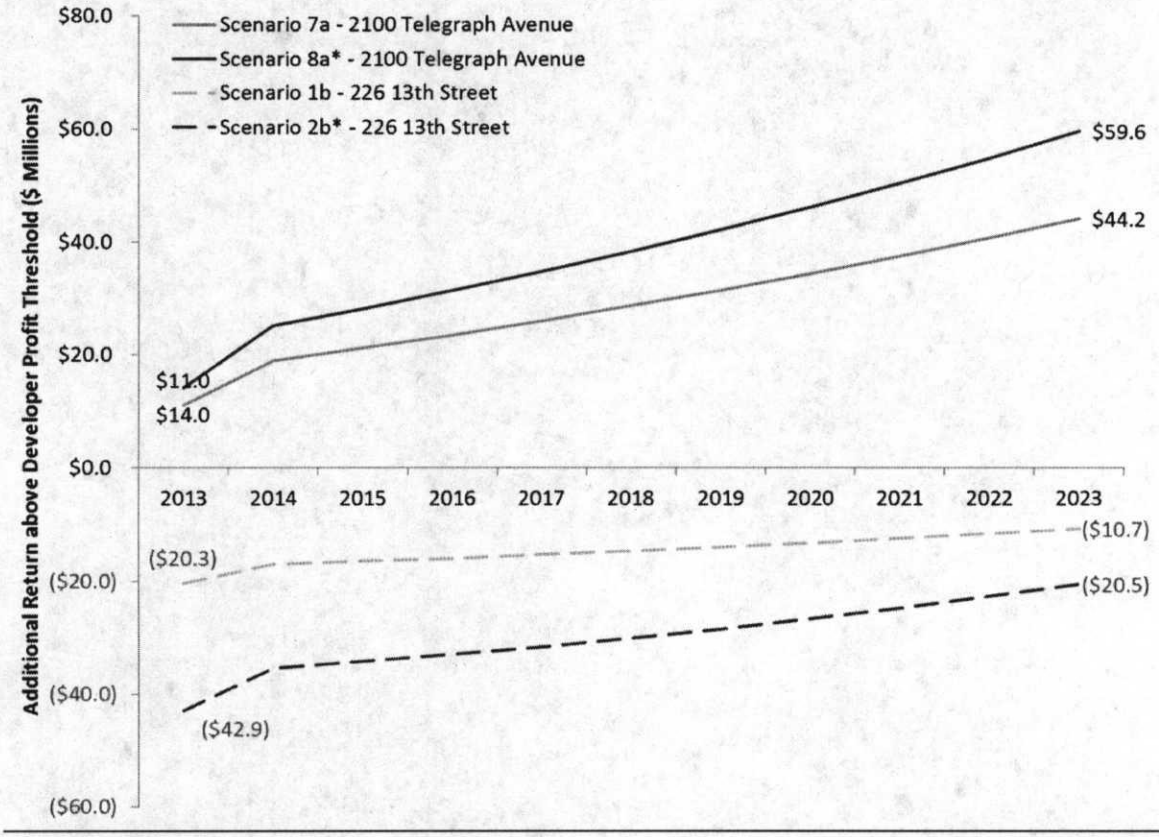
4/ Based on lease trend data (2000 to 2013) and increased to reflect increasing supply constraints in adjacent markets

The following scenarios are compared over time to understand how changes in the market affect development type feasibility:

- Low-rise vs. high-rise residential developments (Figure 41)
- Low-rise residential scenario range, with and without parking development (Figure 42)
- High-rise residential scenario range, with and without parking development (Figure 43)
- Rental residential vs. condominium (ownership) development (Figure 44)
- Office low-rise vs. high-rise range (Figure 45)

Figure 41 highlights the difference between the most and least feasible low- and high-rise developments. As it is currently, the least feasible for both low- and high-rise scenarios are the 0:0 parking ratio developments. It should be noted again, that the 0:0 parking ratio is likely not marketable in a residential development. The figure also shows, that for the feasible Telegraph Avenue site, high-rise development has already passed the threshold into increased feasibility over low-rise, and will only continue to grow, as an increase in rents start to tip the scale towards larger residential developments. For the less-feasible scenarios, however, low-rise remains the preferred development type.

Figure 41. Projected Development Feasibility – Low-rise vs. High-rise

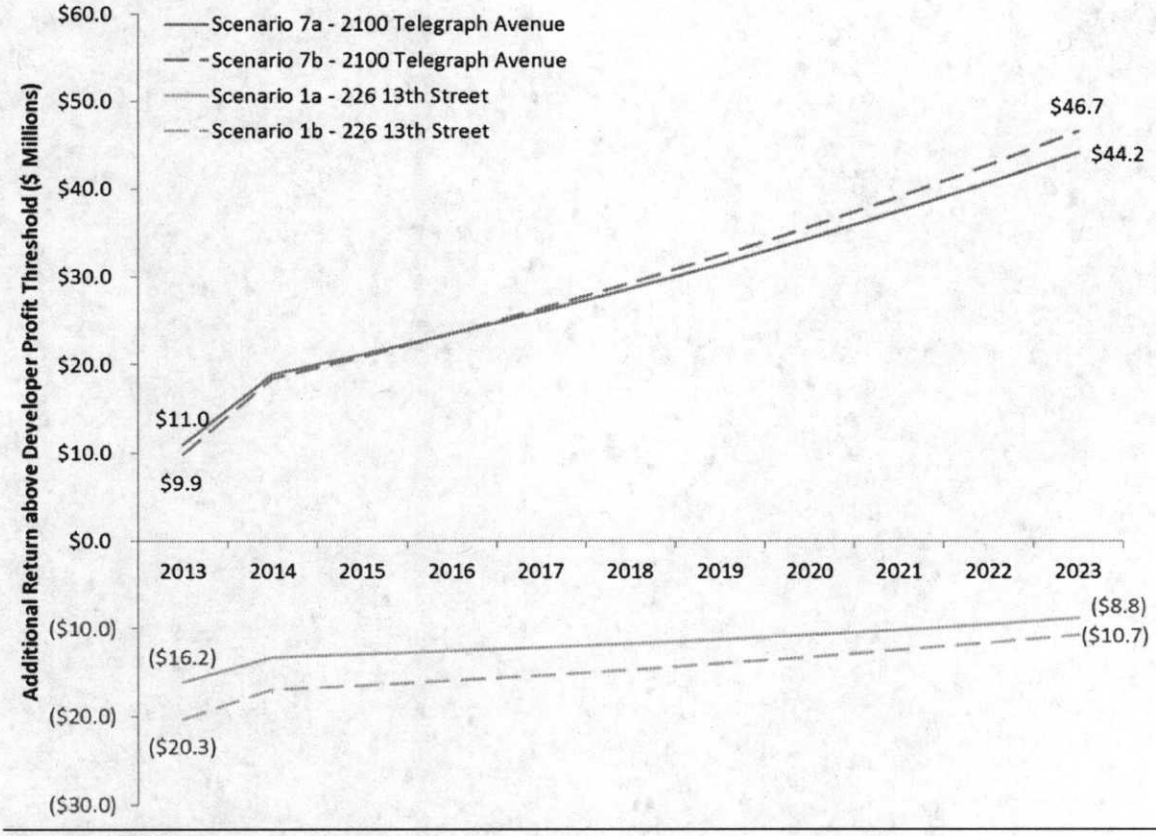


Source: AECOM

* Light lines indicate low-rise developments, dark lines indicate high-rise developments. Solid lines indicate developments with 1:1 parking ratio, dashed lines indicate developments with 0:1 parking ratio

Among the low-rise scenarios, again, less competitive locations (13th Street), a projected increase in rents over the next ten years is not able to combat relatively lower rates, combined with rising construction costs (Figure 42). Interestingly enough, on the Telegraph Avenue site, a no-parking scenario becomes more attractive than a parked scenario within just three years, based on assumed growth rates. This indicates an opportunity for revisiting the use of parking regulations as a potential development bonus.

Figure 42. Projected Development Feasibility – Low-rise Scenario Range

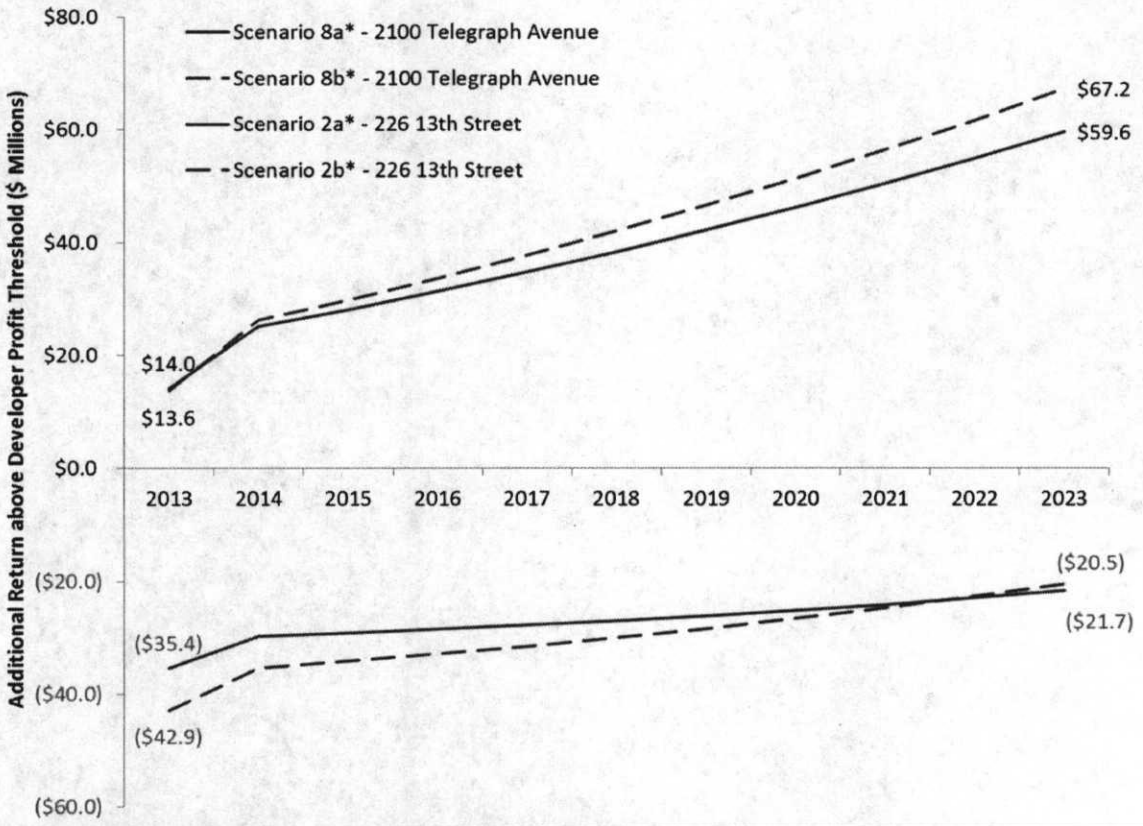


Source: AECOM

* Light lines indicate low-rise developments, dark lines indicate high-rise developments.
Solid lines indicate developments with 1:1 parking ratio, dashed lines indicate developments with 0:1 parking ratio

Among the high-rise scenarios, again, location and the ability to charge premium rents makes all of the difference (Figure 43). Again, on the Telegraph Avenue site, a no-parking scenario becomes more attractive than a parked scenario within less than two years, based on assumed growth rates. Unfortunately, for less competitive locations, this trajectory takes much longer, and a parking ratio bonus might take many more years to become an effective tool.

Figure 43. Projected Development Feasibility – High-rise Scenario Range

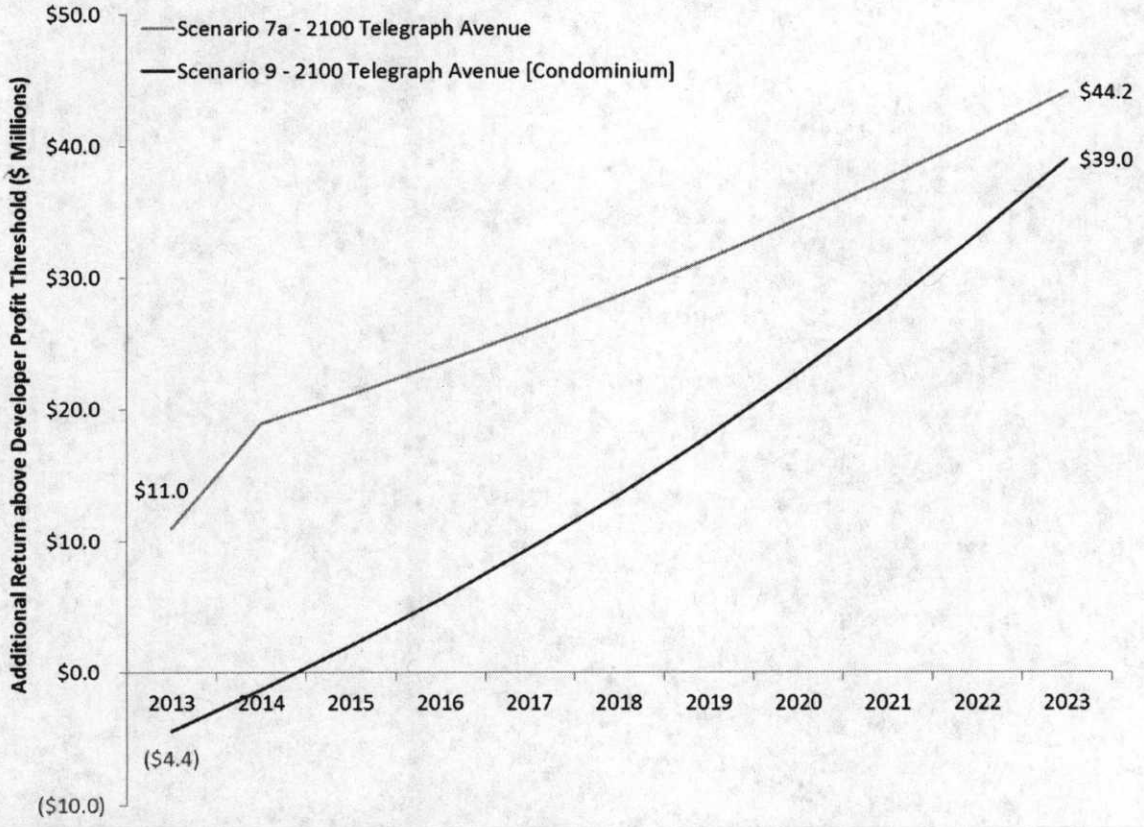


Source: AECOM

* Light lines indicate low-rise developments, dark lines indicate high-rise developments.
Solid lines indicate developments with 1:1 parking ratio, dashed lines indicate developments with 0:1 parking ratio

While condominium properties are not supported in current market conditions, the projections indicate that, if current trends continue, even at somewhat conservative rates, for sale housing may become feasible within the next few years (Figure 44).

Figure 44. Projected Development Feasibility – Rental vs. Condominium

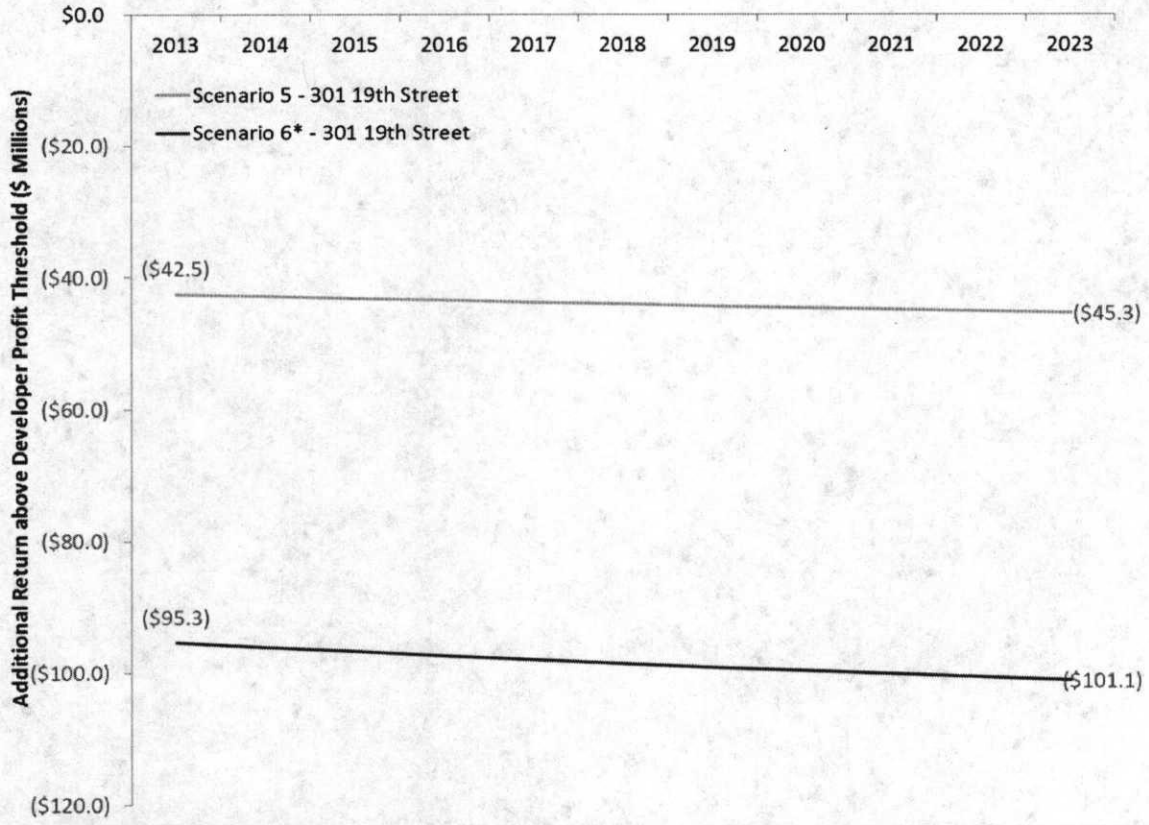


Source: AECOM

* Light lines indicate low-rise developments, dark lines indicate high-rise developments.
Solid lines indicate developments with 1:1 parking ratio, dashed lines indicate developments with 0:1 parking ratio

Finally, given the challenging office market in Downtown Oakland over the previous years, even with an *aggressive* growth in lease rates compared to the past five and ten years (4 percent), office development in Downtown Oakland remains currently infeasible (Figure 45). Just as important, office rents continue to lag behind residential rents, which means that developers will be motivated to build housing over office if given an option.

Figure 45. Projected Development Feasibility – Office Scenarios



Source: AECOM

* Light lines indicate low-rise developments, dark lines indicate high-rise developments.

6. Developer Strategies for Increasing Feasibility

The pro forma findings described above assume typical development inputs and average revenue assumptions for new product, be it residential, retail, or office. Developers are often challenged with project feasibility in the planning stage and use a number of strategies to improve the viability of a potential project. These include:

1. **Decreasing unit sizes** for rental product to achieve higher rents per square foot. This works best in student markets but economizing on the square footage per bedroom in general can increase yield as rents are more driven by bedrooms than square feet.
2. **Change the unit mix** to increase the number of smaller units, which generally command higher rents per square foot. Studio and one-bedroom apartments have traditionally commanded higher rents per square foot than two- and three-bedroom apartments.
3. **Increase building efficiency** and limit non-leasable area by reducing building circulation and assigning a share of non-leasable area to the tenant (i.e. traditionally only considered in commercial developments).
4. **Reduce the parking** to the extent feasible, recognizing that each parking space can cost more than $25,000. Note that market constraints may limit the amount of parking a developer can reduce. If a project provides no parking, it often commands lower rents because the majority of middle- and high-income renters in the East Bay own cars.
5. **Reconfigure parking design** to lift parking which –in certain cases- allows developers to accommodate parking at one level versus multiple levels that require additional circulation and associated costs.
6. **Actively manage and reduce construction costs** through a number of methods such as in-house contractors, pre-negotiated building inputs, novel modular construction practices, and typical value engineering.[8]

[8] Modular construction practices have already been explored by developers in San Francisco and throughout California. In 2012, Panoramic Interests built a 23-unit modular apartment building in San Francisco, which was subsequently purchased for an above-

7. **Partner with the landowner** to reduce developer upfront costs, including financing, or a lower land cost, which could help make development more feasible.
8. **Command premium rents** above surrounding competition based on the quality of the product, design, and available amenities. For example, developers can often justify higher rents for view premiums of tower buildings. Assuming premium rents is a difficult strategy and overly optimistic assumptions can ultimately undermine the success of the project.

In most cases, developers are considering all of the above options -and more- in each project not only to maximize profitability, but also to justify the development to potential investors. Regardless, AECOM does not recommend considering these development exceptions in a public benefit analysis as it can overstate the potential benefit when many of these exceptions would not apply to a given project. Furthermore, projects can also have an equal if not greater chance of higher development costs than modeled due to landowner land value expectations, site configuration constraints, additional infrastructure needs, site clean-up requirements, entitlement constraints, increased financing requirements, escalating construction costs, and a number of other factors that can ultimately undermine the economic feasibility of a project.

asking price to be used as dorm rooms. "Small is beautiful for Patrick Kennedy's micro units." San Francisco Business Times, 7 June 2013. http://www.bizjournals.com/sanfrancisco/blog/real-estate/2013/06/patrick-kennedy-to-sell-micro-units.html?page=all

Urban Core, a San Francisco developer, also has plans for a high-rise modular project in Downtown Oakland. According to CEO Michael Johnson, Urban Core expects to save roughly 10 to 20 percent in construction costs by using modular units. In addition to cost savings, Mr. Johnson has also noted that a reduced on-site construction schedule also leads to minimized neighborhood impacts from construction. Additionally, factory-constructed units have allowed for a greater range of finishes and materials, and provide greater construction precision. Urban Core is currently using a similar modular technology in a high-rise building in San Diego. Phone call with Michael Johnson of Urban Core. 16 September 2013.

7. Conclusion

This analysis clearly indicates that under current market conditions, development of both residential and office buildings remains challenging but are improving. While the findings of this study do not yet endorse public amenity charges in Downtown Oakland, it is important to keep in mind that developers are constantly reconsidering the feasibility of multifamily projects in the Downtown area. Under specific conditions and with certain development advantages, developers are finding ways to make their projects work. The findings also show that requiring public benefit payments on high rise development is unlikely to generate significant revenue in the next five years because it will remain more economically advantageous to build low rise residential. As market conditions improve, the potential for a public benefit fee or provision should be revisited.

To this end, the City should continue to monitor rental rates as well as construction cost fluctuations in Downtown Oakland to determine when such programs may become viable. Rental rates have grown at an average of 8 percent per year for the past two years in the East Bay[9] and such growth offers significant momentum for increase in development feasibility. Even since the beginning of this study, in February of 2013, the rate of change in the market has been unpredictable. While, on average, rental rates in the East Bay have increased roughly 4 percent in the past six months[10] some developments, such as the Grand in Downtown Oakland have increased rents by as much as 17 percent over the past six months.[11]

It should be noted, however, that as developers wait for market conditions in Oakland to improve enough to support new development, there are a few items that the City of Oakland can work on to simultaneously reduce risk and increase ease of development. Key improvements include:

- Improving planning staffing levels, and therefore adding responsiveness to permitting applications and **approval timing**;
- Continuing to encourage **amenity development** and retail opportunities, particularly along key corridors that are most primed for development;
- Increasing government **responsiveness to community problems** and nuisances;
- Developing a **comprehensive development fee schedule** to provide better economic certainty;
- Generating a **development pipeline** report to increase awareness of new projects and to allow for more predictable absorption;

[9] Cassidy Turley 2nd Quarter 2013 Apartment Market Report (Accessed August 18,2013), http://www.ctbtapartments.com/images/reports/CT_East_Bay_Multifamily_Q2_2013_Report.pdf; Various rental rate comparisons for Downtown multi-family properties.
[10] Ibid.
[11] The Grand Website (Accessed February 17 and August 20, 2013), http://www.livethegrand.com/

- Consider forming special assessment districts which would pay for community improvements over time rather under a single one-time payment;
- Consider adopting a development impact fee program that would charge all new residential development regardless of height, which would result in no bias towards low-rise or high-rise development;
- Enhancing the **BART system** through additional transit connections to increase accessibility and connectivity; and
- Continue to enhance **Oakland's image** and further vibrancy of its Downtown.

Such improvements will help make Oakland more attractive to new development and will better prepare it for the point when market conditions change.

Appendix A – Development Scenario Static Pro Forma Summaries

Figure 46. Static Pro Forma – Scenario 1a (Mixed Use Residential with Parking, +/-65')

Development Program (Scenario 1a - 226 13th Street)	Number	Unit
Site Size	59,727	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	4.88	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	56,600	Square Feet
Retail		
Gross Retail Area	18,500	Square Feet
Gross Retail Area in Base	18,500	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	16,650	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	203,300	Square Feet
Gross Residential Area in Base	203,300	Square Feet
Gross Residential Area in Tower	-	Square Feet
Net Residential Unit Space	172,805	22% Efficiency
Total Units	200	Units
Residential Absorbtion Period	20	Months
Parking		
Total Parking Area	69,600	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	198	Spaces
Podium Parking - Half Below Grade	99	Spaces
Podium Parking - Ground Floor / Above Grade	99	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	198	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$255
Capitalized Revenue by Buliding Use per GFA	
Retail	$256
Office	N/A
Residential	$323
Parking	$56
Square Feet Available for Community Benefit	-63,344
Community Benefit Space as % of GFA	-22%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	($3,906,498)	($13)
100%	($16,153,117)	($55)
115%	($28,399,736)	($97)
Developer Thresholds		
85%	($15,147,980)	($52)
100%	($16,153,117)	($55)
115%	($17,158,254)	($59)
Revenue Assumptions		
100%	($16,153,117)	($55)
115%	($4,946,192)	($17)
130%	$6,260,733	$21
85% Construction Costs, 115% Revenue	$7,300,427	$25
Land Costs		
0%	($12,392,997)	($43)
100%	($16,153,117)	($55)
200%	($19,913,237)	($68)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,986,350
Hard Costs	
Demolition Costs	$0
Site Work Cost	$15,635
Parking Costs	$3,960,000
Base Construction Costs	
Retail Construction Costs	$4,625,000
Office Construction Costs	$0
Residential Construction Costs	$50,825,000
Total Base Construction Costs	$55,450,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$59,425,635
Soft Costs	
Architecture and Engineering	
Base Building	$4,158,750
Tower Building	$0
Total Architecture and Engineering	$4,158,750
Building/Permitting/Impact Fees	$5,275,939
Property Taxes	$898,083
Construction Loan	$4,434,399
Construction Loan Points	$270,127
Overhead/Other	$2,323,478
Contingency	$3,988,638
Total Soft Costs	$21,349,415
Total Development Cost	**$83,761,400**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$333,000
Less Vacancy	($33,300)
Less Operating Expenses	($22,200)
Less Broker Fees	($16,650)
Retail Revenue Sub Total	$260,850
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$5,391,516
Less Vacancy	($269,576)
Less Operations and Maintenance Expenses	($1,509,624)
Residential Rental Revenue Sub Total	$3,612,316
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$213,840
Parking Revenue Sub Total	$213,840
Net Annual Revenue	**$4,087,006**
Capitalized Value	**$74,309,195**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$74,309,195
Total Development Cost	($83,761,400)
Net Revenue	($9,452,205)
Capitalized Value / Development Cost	89%
Developer Profit	**$6,700,912**
Difference Available for Public Benefits	($16,153,117)
Public Benefit per Building Sq. Ft.	($55)
Public Benefit per Residential Unit	($80,766)

Figure 47. Static Pro Forma – Scenario 1b (Mixed Use Residential without Parking, +/-65')

Development Program (Scenario 1b - 226 13th Street)	Number	Unit
Site Size	59,727	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	4.35	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	45,800	Square Feet
Retail		
Gross Retail Area	15,300	Square Feet
Gross Retail Area in Base	15,300	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	13,770	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	244,500	Square Feet
Gross Residential Area in Base	217,900	Square Feet
Gross Residential Area in Tower	-	Square Feet
Gross Live/Work Space in Base	26,600	Square Feet
Net Residential Unit Space	207,825	20% Efficiency
Total Units	231	Units
Residential Absorbtion Period	24	Months
Parking		
Total Parking Area	-	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	-	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	-	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$304
Capitalized Revenue by Buliding Use per GFA	
Retail	$256
Office	N/A
Residential	$307
Parking	N/A
Square Feet Available for Community Benefit	-66,946
Community Benefit Space as % of GFA	-26%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	($6,910,843)	($27)
100%	($20,342,647)	($78)
115%	($33,774,450)	($130)
Developer Thresholds		
85%	($19,239,453)	($74)
100%	($20,342,647)	($78)
115%	($21,445,840)	($83)
Revenue Assumptions		
100%	($20,342,647)	($78)
115%	($8,450,858)	($33)
130%	**$3,440,931**	**$13**
85% Construction Costs, 115% Revenue	($6,910,843)	($27)
Land Costs		
0%	($16,559,785)	($64)
100%	($20,342,647)	($78)
200%	($24,125,508)	($93)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,986,350
Hard Costs	
Demolition Costs	$0
Site Work Cost	$69,635
Parking Costs	$0
Base Construction Costs	
Retail Construction Costs	$3,825,000
Office Construction Costs	$0
Residential Construction Costs	$61,125,000
Total Base Construction Costs	$64,950,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$65,019,635
Soft Costs	
Architecture and Engineering	
Base Building	$4,871,250
Tower Building	$0
Total Architecture and Engineering	$4,871,250
Building/Permitting/Impact Fees	$5,504,435
Property Taxes	$979,771
Construction Loan	$5,346,977
Construction Loan Points	$296,479
Overhead/Other	$2,550,147
Contingency	$4,377,752
Total Soft Costs	$23,926,811
Total Development Cost	**$91,932,796**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$275,400
Less Vacancy	($27,540)
Less Operating Expenses	($18,360)
Less Broker Fees	($13,770)
Retail Revenue Sub Total	$215,730
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$6,158,556
Less Vacancy	($307,928)
Less Operations and Maintenance Expenses	($1,724,396)
Residential Rental Revenue Sub Total	$4,126,233
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$0
Net Annual Revenue	**$4,341,963**
Capitalized Value	**$78,944,773**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$78,944,773
Total Development Cost	($91,932,796)
Net Revenue	($12,988,023)
Capitalized Value / Development Cost	86%
Developer Profit	**$7,354,624**
Difference Available for Public Benefits	($20,342,647)
Public Benefit per Building Sq. Ft.	($78)
Public Benefit per Residential Unit	($87,914)

Figure 48. Static Pro Forma – Scenario 1c (Zero Land Costs; 15% Construction Cost Savings)

Development Program (Scenario 1c - 226 13th Street / Chinatown)	Number	Unit
Site Size	59,727	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	4.88	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	56,600	Square Feet
Retail		
Gross Retail Area	18,500	Square Feet
Gross Retail Area in Base	18,500	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	16,650	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	203,300	Square Feet
Gross Residential Area in Base	203,300	Square Feet
Gross Residential Area in Tower	-	Square Feet
Net Residential Unit Space	172,805	22% Efficiency
Total Units	200	Units
Residential Absorbtion Period	20	Months
Parking		
Total Parking Area	69,600	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	198	Spaces
Podium Parking - Half Below Grade	99	Spaces
Podium Parking - Ground Floor / Above Grade	99	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	198	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$255
Capitalized Revenue by Buliding Use per GFA	
Retail	$256
Office	N/A
Residential	$323
Parking	$56
Square Feet Available for Community Benefit	-3,800
Community Benefit Space as % of GFA	-1%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	$9,563,956	$33
100%	($969,075)	($3)
115%	($11,502,106)	($39)
Developer Thresholds		
85%	($132,650)	($0)
100%	($969,075)	($3)
115%	($1,805,500)	($6)
Revenue Assumptions		
100%	($969,075)	($3)
115%	$10,237,850	$35
130%	$21,444,774	$74
85% Construction Costs, 115% Revenue	$20,770,881	$71

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$0
Hard Costs	
Demolition Costs	$0
Site Work Cost	$15,635
Parking Costs	$3,960,000
Base Construction Costs	
Retail Construction Costs	$3,931,250
Office Construction Costs	$0
Residential Construction Costs	$43,201,250
Total Base Construction Costs	$47,132,500
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$51,108,135
Soft Costs	
Architecture and Engineering	
Base Building	$3,534,938
Tower Building	$0
Total Architecture and Engineering	$3,534,938
Building/Permitting/Impact Fees	$5,144,182
Property Taxes	$747,341
Construction Loan	$3,690,088
Construction Loan Points	$224,786
Overhead/Other	$1,933,484
Contingency	$3,319,148
Total Soft Costs	$18,593,967
Total Development Cost	**$69,702,102**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$333,000
Less Vacancy	($33,300)
Less Operating Expenses	($22,200)
Less Broker Fees	($16,650)
Retail Revenue Sub Total	$260,850
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$5,391,516
Less Vacancy	($269,576)
Less Operations and Maintenance Expenses	($1,509,624)
Residential Rental Revenue Sub Total	$3,612,316
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$213,840
Parking Revenue Sub Total	$213,840
Net Annual Revenue	**$4,087,006**
Capitalized Value	**$74,309,195**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$74,309,195
Total Development Cost	($69,702,102)
Net Revenue	**$4,607,093**
Capitalized Value / Development Cost	107%
Developer Profit	**$5,576,168**
Difference Available for Public Benefits	($969,075)
Public Benefit per Building Sq. Ft.	($3)
Public Benefit per Residential Unit	($4,845)

Figure 49. Static Pro Forma – Scenario 2a* (Mixed Use Residential with Parking, +/-240')

Development Program (Scenario 2a - 226 13th Street)	Number	Unit
Site Size	59,727	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	8.81	Coverage
Base Building Height	65	Feet
Tower Building Height	240	Feet
Building Type	Residential	Use
Construction Term	28	Months
Building Footprint	56,600	Square Feet
Retail		
Gross Retail Area	18,500	Square Feet
Gross Retail Area in Base	18,500	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	16,650	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	368,700	Square Feet
Gross Residential Area in Base	-	Square Feet
Gross Residential Area in Tower	368,700	Square Feet
Gross Live/Work Space in Base	-	Square Feet
Net Residential Unit Space	313,395	19% Efficiency
Total Units	365	Units
Residential Absorbtion Period	25	Months
Parking		
Total Parking Area	139,200	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	397	Spaces
Podium Parking - Half Below Grade	99	Spaces
Podium Parking - Ground Floor / Above Grade	298	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	397	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$273
Capitalized Revenue by Buliding Use per GFA	
Retail	$256
Office	N/A
Residential	$355
Parking	$56
Square Feet Available for Community Benefit	-129,733
Community Benefit Space as % of GFA	-25%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	($18,090,603)	($56)
100%	($32,082,466)	($99)
115%	($46,074,329)	($142)
Developer Thresholds		
85%	($30,938,170)	($96)
100%	($32,082,466)	($99)
115%	($33,226,762)	($103)
Revenue Assumptions		
100%	($35,381,586)	($67)
115%	($15,727,959)	($30)
130%	$3,925,668	$7
85% Construction Costs, 115% Revenue	$11,064,842	$21
Land Costs		
0%	($31,536,187)	($60)
100%	($35,381,586)	($67)
200%	($39,226,986)	($75)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,986,350
Hard Costs	
Demolition Costs	$0
Site Work Cost	$15,635
Parking Costs	$7,940,000
Base Construction Costs	
Retail Construction Costs	$4,625,000
Office Construction Costs	$0
Residential Construction Costs	$0
Total Base Construction Costs	$4,625,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$97,705,500
Total Tower Construction Costs	$97,705,500
Hard Costs Sub Total	$110,286,135
Soft Costs	
Architecture and Engineering	
Base Building	$346,875
Tower Building	$6,350,858
Total Architecture and Engineering	$6,697,733
Building/Permitting/Impact Fees	$18,998,387
Property Taxes	$1,737,108
Construction Loan	$11,962,917
Construction Loan Points	$534,340
Overhead/Other	$4,596,089
Contingency	$7,889,953
Total Soft Costs	$52,416,526
Total Development Cost	**$165,689,011**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$333,000
Less Vacancy	($33,300)
Less Operating Expenses	($22,200)
Less Broker Fees	($16,650)
Retail Revenue Sub Total	$260,850
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$10,755,716
Less Vacancy	($537,786)
Less Operations and Maintenance Expenses	($3,011,601)
Residential Rental Revenue Sub Total	$7,206,330
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$428,760
Parking Revenue Sub Total	$428,760
Net Annual Revenue	**$7,895,940**
Capitalized Value	**$143,562,545**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$143,562,545
Total Development Cost	($165,689,011)
Net Revenue	**($22,126,466)**
Capitalized Value / Development Cost	87%
Developer Profit	**$13,255,121**
Difference Available for Public Benefits	**($35,381,586)**
Public Benefit per Building Sq. Ft.	**($67)**
Public Benefit per Residential Unit	**($96,936)**

Figure 50. Static Pro Forma – Scenario 2b* (Mixed Use Residential without Parking, +/-240')

Development Program (Scenario 2b - 226 13th Street)	Number	Unit
Site Size	59,727	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	7.94	Coverage
Base Building Height	$65	Feet
Tower Building Height	240	Feet
Building Type	Residential	Use
Construction Term	28	Months
Building Footprint	43,500	Square Feet
Retail		
Gross Retail Area	8,000	Square Feet
Gross Retail Area in Base	8,000	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	7,200	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	466,000	Square Feet
Gross Residential Area in Base	-	Square Feet
Gross Residential Area in Tower	436,200	Square Feet
Gross Live/Work Space in Base	29,800	Square Feet
Net Residential Unit Space	396,100	16% Efficiency
Total Units	450	Units
Residential Absorbtion Period	31	Months
Parking		
Total Parking Area	-	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	-	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	-	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$342
Capitalized Revenue by Buliding Use per GFA	
Retail	$256
Office	N/A
Residential	$344
Parking	N/A
Square Feet Available for Community Benefit	-125,391
Community Benefit Space as % of GFA	-26%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	($14,500,289)	($31)
100%	($42,920,320)	($91)
115%	($71,340,352)	($151)
Developer Thresholds		
85%	($30,938,170)	($96)
100%	($32,082,466)	($99)
115%	($33,226,762)	($103)
Revenue Assumptions		
100%	($42,920,320)	($91)
115%	($19,668,592)	($41)
130%	**$3,583,136**	**$8**
85% Construction Costs, 115% Revenue	**$9,862,842**	**$21**
Land Costs		
0%	($39,040,809)	($82)
100%	($42,920,320)	($91)
200%	($46,799,832)	($99)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,986,350
Hard Costs	
Demolition Costs	$0
Site Work Cost	$81,135
Parking Costs	$0
Base Construction Costs	
Retail Construction Costs	$2,000,000
Office Construction Costs	$0
Residential Construction Costs	$7,450,000
Total Base Construction Costs	$9,450,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$115,593,000
Total Tower Construction Costs	$115,593,000
Hard Costs Sub Total	$125,124,135
Soft Costs	
Architecture and Engineering	
Base Building	$708,750
Tower Building	$7,513,545
Total Architecture and Engineering	$8,222,295
Building/Permitting/Impact Fees	$21,599,335
Property Taxes	$1,974,151
Construction Loan	$15,134,462
Construction Loan Points	$612,643
Overhead/Other	$5,269,601
Contingency	$9,046,149
Total Soft Costs	$61,858,636
Total Development Cost	**$189,969,121**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$144,000
Less Vacancy	($14,400)
Less Operating Expenses	($9,600)
Less Broker Fees	($7,200)
Retail Revenue Sub Total	$112,800
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$13,150,370
Less Vacancy	($657,519)
Less Operations and Maintenance Expenses	($3,682,104)
Residential Rental Revenue Sub Total	$8,810,748
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$0
Net Annual Revenue	**$8,923,548**
Capitalized Value	**$162,246,330**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$162,246,330
Total Development Cost	($189,969,121)
Net Revenue	**($27,722,791)**
Capitalized Value / Development Cost	85%
Developer Profit	**$15,197,530**
Difference Available for Public Benefits	**($42,920,320)**
Public Benefit per Building Sq. Ft.	**($91)**
Public Benefit per Residential Unit	**($95,276)**

Figure 51. Static Pro Forma – Scenario 3a (Mixed Use Residential with Parking, +/-65')

Development Program (Scenario 3a - 301 19th Street)	Number	Unit
Site Size	57,935	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	4.53	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	55,300	Square Feet
Retail		
Gross Retail Area	14,200	Square Feet
Gross Retail Area in Base	14,200	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	12,780	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	184,100	Square Feet
Gross Residential Area in Base	184,100	Square Feet
Gross Residential Area in Tower	-	Square Feet
Gross Live/Work Space in Base	-	Square Feet
Net Residential Unit Space	156,485	21% Efficiency
Total Units	175	Units
Residential Absorbtion Period	18	Months
Parking		
Total Parking Area	64,000	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	182	Spaces
Podium Parking - Half Below Grade	91	Spaces
Podium Parking - Ground Floor / Above Grade	91	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	182	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$308
Capitalized Revenue by Buliding Use per GFA	
Retail	$282
Office	N/A
Residential	$396
Parking	$61
Square Feet Available for Community Benefit	73
Community Benefit Space as % of GFA	0%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	$10,948,112	$42
100%	$22,540	$0
115%	($10,903,032)	($42)
Developer Thresholds		
85%	$921,264	$4
100%	$22,540	$0
115%	($876,184)	($3)
Revenue Assumptions		
100%	$22,540	$0
115%	$12,209,813	$47
130%	$24,397,086	$93
85% Construction Costs, 115% Revenue	$23,135,385	$88
Land Costs		
0%	$3,658,815	$14
100%	$22,540	$0
200%	($3,613,735)	($14)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,896,750
Hard Costs	
Demolition Costs	$0
Site Work Cost	$13,175
Parking Costs	$3,640,000
Base Construction Costs	
Retail Construction Costs	$3,550,000
Office Construction Costs	$0
Residential Construction Costs	$46,025,000
Total Base Construction Costs	$49,575,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$53,228,175
Soft Costs	
Architecture and Engineering	
Base Building	$3,718,125
Tower Building	$0
Total Architecture and Engineering	$3,718,125
Building/Permitting/Impact Fees	$4,592,130
Property Taxes	$805,440
Construction Loan	$3,767,646
Construction Loan Points	$241,529
Overhead/Other	$2,077,494
Contingency	$3,566,364
Total Soft Costs	$18,768,728
Total Development Cost	**$74,893,653**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$255,600
Less Vacancy	($25,560)
Less Operating Expenses	($17,040)
Less Broker Fees	($12,780)
Retail Revenue Sub Total	$200,220
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$5,445,678
Less Vacancy	($272,284)
Less Operations and Maintenance Expenses	($1,524,790)
Residential Rental Revenue Sub Total	$3,648,604
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$196,560
Parking Revenue Sub Total	$196,560
Net Annual Revenue	**$4,045,384**
Capitalized Value	**$80,907,685**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$80,907,685
Total Development Cost	($74,893,653)
Net Revenue	**$6,014,032**
Capitalized Value / Development Cost	108%
Developer Profit	**$5,991,492**
Difference Available for Public Benefits	**$22,540**
Public Benefit per Building Sq. Ft.	**$0**
Public Benefit per Residential Unit	**$129**

Figure 52. Static Pro Forma – Scenario 3b (Mixed Use Residential without Parking, +/-65')

Development Program (Scenario 3b - 301 19th Street)	Number	Unit
Site Size	57,935	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	4.35	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	41,600	Square Feet
Retail		
Gross Retail Area	15,400	Square Feet
Gross Retail Area in Base	15,400	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	13,860	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	236,700	Square Feet
Gross Residential Area in Base	220,000	Square Feet
Gross Residential Area in Tower	-	Square Feet
Gross Live/Work Space in Base	16,700	Square Feet
Net Residential Unit Space	201,195	20% Efficiency
Total Units	222	Units
Residential Absorbtion Period	23	Months
Parking		
Total Parking Area	-	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	-	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	-	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$378
Capitalized Revenue by Buliding Use per GFA	
Retail	$282
Office	N/A
Residential	$384
Parking	N/A
Square Feet Available for Community Benefit	-2,576
Community Benefit Space as % of GFA	-1%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	$12,043,958	$48
100%	($972,788)	($4)
115%	($13,989,534)	($55)
Developer Thresholds		
85%	$95,762	$0
100%	($972,788)	($4)
115%	($2,041,339)	($8)
Revenue Assumptions		
100%	($972,788)	($4)
115%	$13,362,161	$53
130%	$27,697,110	$110
85% Construction Costs, 115% Revenue	$26,378,907	$105
Land Costs		
0%	$2,691,060	$11
100%	($972,788)	($4)
200%	($4,636,637)	($18)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,896,750
Hard Costs	
Demolition Costs	$0
Site Work Cost	$81,675
Parking Costs	$0
Base Construction Costs	
Retail Construction Costs	$3,850,000
Office Construction Costs	$0
Residential Construction Costs	$59,175,000
Total Base Construction Costs	$63,025,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$63,106,675
Soft Costs	
Architecture and Engineering	
Base Building	$4,726,875
Tower Building	$0
Total Architecture and Engineering	$4,726,875
Building/Permitting/Impact Fees	$5,304,240
Property Taxes	$950,432
Construction Loan	$5,063,366
Construction Loan Points	$287,169
Overhead/Other	$2,470,065
Contingency	$4,240,279
Total Soft Costs	$23,042,425
Total Development Cost	**$89,045,850**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$277,200
Less Vacancy	($27,720)
Less Operating Expenses	($18,480)
Less Broker Fees	($13,860)
Retail Revenue Sub Total	$217,140
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$6,780,144
Less Vacancy	($339,007)
Less Operations and Maintenance Expenses	($1,898,440)
Residential Rental Revenue Sub Total	$4,542,696
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$0
Net Annual Revenue	**$4,759,836**
Capitalized Value	**$95,196,730**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$95,196,730
Total Development Cost	($89,045,850)
Net Revenue	**$6,150,880**
Capitalized Value / Development Cost	107%
Developer Profit	**$7,123,668**
Difference Available for Public Benefits	($972,788)
Public Benefit per Building Sq. Ft.	($4)
Public Benefit per Residential Unit	($4,384)

Figure 53. Static Pro Forma – Scenario 4a* (Mixed Use Residential with Parking, +/-175')

Development Program (Scenario 4a - 301 19th Street)	Number	Unit
Site Size	57,935	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	6.17	Coverage
Base Building Height	65	Feet
Tower Building Height	175	Feet
Building Type	Residential	Use
Construction Term	28	Months
Building Footprint	52,100	Square Feet
Retail		
Gross Retail Area	14,300	Square Feet
Gross Retail Area in Base	14,300	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	12,870	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	254,800	Square Feet
Gross Residential Area in Base	146,800	Square Feet
Gross Residential Area in Tower	108,000	Square Feet
Gross Live/Work Space in Base	-	Square Feet
Net Residential Unit Space	216,580	20% Efficiency
Total Units	246	Units
Residential Absorbtion Period	17	Months
Parking		
Total Parking Area	88,600	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	253	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	253	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	253	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$321
Capitalized Revenue by Buliding Use per GFA	
Retail	$282
Office	N/A
Residential	$413
Parking	$62
Square Feet Available for Community Benefit	-7,784
Community Benefit Space as % of GFA	-2%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	$13,594,899	$38
100%	($2,497,773)	($7)
115%	($18,590,446)	($52)
Developer Thresholds		
85%	($1,194,756)	($3)
100%	($2,497,773)	($7)
115%	($3,800,791)	($11)
Revenue Assumptions		
100%	($2,497,773)	($7)
115%	$14,769,777	$41
130%	$32,037,328	$90
85% Construction Costs, 115% Revenue	$30,862,450	$86
Land Costs		
0%	$1,188,134	$3
100%	($2,497,773)	($7)
200%	($6,183,681)	($17)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,896,750
Hard Costs	
Demolition Costs	$0
Site Work Cost	$29,175
Parking Costs	$5,060,000
Base Construction Costs	
Retail Construction Costs	$3,575,000
Office Construction Costs	$0
Residential Construction Costs	$36,700,000
Total Base Construction Costs	$40,275,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$29,700,000
Total Tower Construction Costs	$29,700,000
Hard Costs Sub Total	$75,064,175
Soft Costs	
Architecture and Engineering	
Base Building	$3,020,625
Tower Building	$1,930,500
Total Architecture and Engineering	$4,951,125
Building/Permitting/Impact Fees	$9,251,530
Property Taxes	$1,152,045
Construction Loan	$6,736,222
Construction Loan Points	$350,181
Overhead/Other	$3,012,061
Contingency	$5,170,704
Total Soft Costs	$30,623,868
Total Development Cost	**$108,584,793**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$257,400
Less Vacancy	($25,740)
Less Operating Expenses	($17,160)
Less Broker Fees	($12,870)
Retail Revenue Sub Total	$201,630
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$7,856,448
Less Vacancy	($392,822)
Less Operations and Maintenance Expenses	($2,199,805)
Residential Rental Revenue Sub Total	$5,263,820
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$273,240
Parking Revenue Sub Total	$273,240
Net Annual Revenue	**$5,738,690**
Capitalized Value	**$114,773,803**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$114,773,803
Total Development Cost	($108,584,793)
Net Revenue	**$6,189,010**
Capitalized Value / Development Cost	106%
Developer Profit	**$8,686,783**
Difference Available for Public Benefits	($2,497,773)
Public Benefit per Building Sq. Ft.	($7)
Public Benefit per Residential Unit	($10,154)

Figure 54. Static Pro Forma – Scenario 4b* (Mixed Use Residential without Parking, +/-175')

Development Program (Scenario 4b - 301 19th Street)	Number	Unit
Site Size	57,935	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	4.91	Coverage
Base Building Height	65	Feet
Tower Building Height	240	Feet
Building Type	Residential	Use
Construction Term	28	Months
Building Footprint	33,200	Square Feet
Retail		
Gross Retail Area	20,300	Square Feet
Gross Retail Area in Base	20,300	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	18,270	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	263,900	Square Feet
Gross Residential Area in Base	155,900	Square Feet
Gross Residential Area in Tower	108,000	Square Feet
Gross Live/Work Space in Base	6,000	Square Feet
Net Residential Unit Space	224,315	21% Efficiency
Total Units	261	Units
Residential Absorbtion Period	18	Months
Parking		
Total Parking Area	-	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	-	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	-	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$408
Capitalized Revenue by Buliding Use per GFA	
Retail	$282
Office	N/A
Residential	$418
Parking	N/A
Square Feet Available for Community Benefit	-1,967
Community Benefit Space as % of GFA	-1%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	$15,128,832	$53
100%	($802,305)	($3)
115%	($16,733,443)	($59)
Developer Thresholds		
85%	$494,610	$2
100%	($802,305)	($3)
115%	($2,099,221)	($7)
Revenue Assumptions		
100%	($802,305)	($3)
115%	$16,658,792	$59
130%	$34,119,889	$120
85% Construction Costs, 115% Revenue	$32,589,929	$115
Land Costs		
0%	$2,889,117	$10
100%	($802,305)	($3)
200%	($4,493,728)	($16)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,896,750
Hard Costs	
Demolition Costs	$0
Site Work Cost	$123,675
Parking Costs	$0
Base Construction Costs	
Retail Construction Costs	$5,075,000
Office Construction Costs	$0
Residential Construction Costs	$40,475,000
Total Base Construction Costs	$45,550,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$28,620,000
Total Tower Construction Costs	$28,620,000
Hard Costs Sub Total	$74,293,675
Soft Costs	
Architecture and Engineering	
Base Building	$3,416,250
Tower Building	$1,860,300
Total Architecture and Engineering	$5,276,550
Building/Permitting/Impact Fees	$9,127,984
Property Taxes	$1,144,937
Construction Loan	$6,843,431
Construction Loan Points	$348,542
Overhead/Other	$2,997,956
Contingency	$5,146,491
Total Soft Costs	$30,885,892
Total Development Cost	**$108,076,317**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$365,400
Less Vacancy	($36,540)
Less Operating Expenses	($24,360)
Less Broker Fees	($18,270)
Retail Revenue Sub Total	$286,230
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$8,223,546
Less Vacancy	($411,177)
Less Operations and Maintenance Expenses	($2,302,593)
Residential Rental Revenue Sub Total	$5,509,776
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$0
Net Annual Revenue	**$5,796,006**
Capitalized Value	**$115,920,116**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$115,920,116
Total Development Cost	($108,076,317)
Net Revenue	**$7,843,800**
Capitalized Value / Development Cost	107%
Developer Profit	**$8,646,105**
Difference Available for Public Benefits	($802,305)
Public Benefit per Building Sq. Ft.	($3)
Public Benefit per Residential Unit	($3,075)

Figure 55. Static Pro Forma – Scenario 5 (Mixed Use Office, +/-85')

Development Program (Scenario 5 - 301 19th Street)	Number	Unit
Site Size	57,935	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	3.23	Coverage
Base Building Height	85	Feet
Tower Building Height	-	Feet
Building Type	Office	Use
Construction Term	18	Months
Building Footprint	46,100	Square Feet
Retail		
Gross Retail Area	11,000	Square Feet
Gross Retail Area in Base	11,000	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	9,900	Square Feet
Office		
Gross Office Area	145,900	Square Feet
Gross Office Area in Base	145,900	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	131,310	Square Feet
Residential		
Gross Residential Area	-	Square Feet
Gross Residential Area in Base	-	Square Feet
Gross Residential Area in Tower	-	Square Feet
Net Residential Unit Space	-	100% Efficiency
Total Units	-	Units
Residential Absorbtion Period	-	Months
Parking		
Total Parking Area	30,400	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	86	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	86	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	86.00	Spaces
Residential	-	Spaces

Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$148
Capitalized Revenue by Buliding Use per GFA	
Retail	$188
Office	$165
Residential	N/A
Parking	$54
Square Feet Available for Community Benefit	-286,452
Community Benefit Space as % of GFA	-153%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	($32,533,396)	($174)
100%	($42,532,244)	($227)
115%	($52,531,093)	($280)
Developer Thresholds		
85%	($41,573,029)	($222)
100%	($42,532,244)	($227)
115%	($43,491,459)	($232)
Revenue Assumptions		
100%	($42,532,244)	($227)
115%	($36,233,353)	($193)
130%	($29,934,462)	($160)
85% Construction Costs, 115% Revenue	($26,234,504)	($140)
Land Costs		
0%	($38,929,734)	($208)
100%	($42,532,244)	($227)
200%	($46,134,755)	($246)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,896,750
Hard Costs	
Demolition Costs	$0
Site Work Cost	$59,175
Parking Costs	$1,720,000
Base Construction Costs	
Retail Construction Costs	$3,080,000
Office Construction Costs	$40,852,000
Residential Construction Costs	$0
Total Base Construction Costs	$43,932,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$45,711,175
Soft Costs	
Architecture and Engineering	
Base Building	$3,075,240
Tower Building	$0
Total Architecture and Engineering	$3,075,240
Building/Permitting/Impact Fees	$4,878,642
Property Taxes	$707,023
Construction Loan	$1,653,637
Construction Loan Points	$206,229
Overhead/Other	$1,773,861
Contingency	$3,045,128
Total Soft Costs	$15,339,759
Total Development Cost	**$63,947,684**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$198,000
Less Vacancy	($19,800)
Less Operating Expenses	($13,200)
Less Broker Fees	($9,900)
Retail Revenue Sub Total	$155,100
Office	
Annual Leasing Revenue	$3,361,536
Less Vacancy	($336,154)
Less Operations and Maintenance Expenses	($1,050,480)
Less Broker Fees	($168,077)
Office Revenue Sub Total	$1,806,826
Residential	
Annual Rental Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Residential Rental Revenue Sub Total	$0
Parking	
Annual Office Parking Rental Revenue	$123,840
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$123,840
Net Annual Revenue	**$2,085,766**
Capitalized Value	**$27,810,208**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$27,810,208
Total Development Cost	($63,947,684)
Net Revenue	($36,137,476)
Capitalized Value / Development Cost	43%
Developer Profit	**$6,394,768**
Difference Available for Public Benefits	($42,532,244)
Public Benefit per Building Sq. Ft.	($227)
Public Benefit per Residential Unit	N/A

Figure 56. Static Pro Forma – Scenario 6* (Mixed Use Office, +/-240')

Development Program (Scenario 6 - 301 19th Street)	Number	Unit
Site Size	57,935	Square Feet
Amount of Area to be Demolished	-	Square Feet
Floor Area Ratio	8.05	Coverage
Base Building Height	65	Feet
Tower Building Height	240	Feet
Building Type	Office	Use
Construction Term	28	Months
Building Footprint	45,700	Square Feet
Retail		
Gross Retail Area	10,600	Square Feet
Gross Retail Area in Base	10,600	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	9,540	Square Feet
Office		
Gross Office Area	387,100	Square Feet
Gross Office Area in Base	84,700	Square Feet
Gross Office Area in Tower	302,400	Square Feet
Net Leasable Office Area	348,390	Square Feet
Residential		
Gross Residential Area	-	Square Feet
Gross Residential Area in Base	-	Square Feet
Gross Residential Area in Tower	-	Square Feet
Net Residential Unit Space	-	100% Efficiency
Total Units	-	Units
Residential Absorbtion Period	-	Months
Parking		
Total Parking Area	68,600	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	196	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	196	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	196.00	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$166
Capitalized Revenue by Buliding Use per GFA	
Retail	$188
Office	$186
Residential	N/A
Parking	$55
Square Feet Available for Community Benefit	-572,939
Community Benefit Space as % of GFA	-123%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	($69,939,372)	($150)
100%	($95,309,829)	($204)
115%	($120,680,285)	($259)
Developer Thresholds		
85%	($92,952,374)	($199)
100%	($95,309,829)	($204)
115%	($97,667,284)	($209)
Revenue Assumptions		
100%	($95,309,829)	($204)
115%	($78,074,616)	($167)
130%	($60,839,403)	($130)
85% Construction Costs, 115% Revenue	($52,704,159)	($113)
Land Costs		
0%	($91,651,150)	($197)
100%	($95,309,829)	($204)
200%	($98,968,508)	($212)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$2,896,750
Hard Costs	
Demolition Costs	$0
Site Work Cost	$61,175
Parking Costs	$3,920,000
Base Construction Costs	
Retail Construction Costs	$2,650,000
Office Construction Costs	$24,563,000
Residential Construction Costs	$0
Total Base Construction Costs	$27,213,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$83,160,000
Residential Construction Costs	$0
Total Tower Construction Costs	$83,160,000
Hard Costs Sub Total	$114,354,175
Soft Costs	
Architecture and Engineering	
Base Building	$2,040,975
Tower Building	$5,405,400
Total Architecture and Engineering	$7,446,375
Building/Permitting/Impact Fees	$12,180,055
Property Taxes	$1,710,967
Construction Loan	$6,224,925
Construction Loan Points	$506,846
Overhead/Other	$4,359,603
Contingency	$7,483,985
Total Soft Costs	$39,912,756
Total Development Cost	**$157,163,681**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$190,800
Less Vacancy	($19,080)
Less Operating Expenses	($12,720)
Less Broker Fees	($9,540)
Retail Revenue Sub Total	$149,460
Office	
Annual Leasing Revenue	$9,615,514
Less Vacancy	($961,551)
Less Operations and Maintenance Expenses	($2,787,120)
Less Broker Fees	($480,776)
Office Revenue Sub Total	$5,386,067
Residential	
Annual Rental Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Residential Rental Revenue Sub Total	$0
Parking	
Annual Office Parking Rental Revenue	$282,240
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$282,240
Net Annual Revenue	**$5,817,767**
Capitalized Value	**$77,570,221**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$77,570,221
Total Development Cost	($157,163,681)
Net Revenue	**($79,593,461)**
Capitalized Value / Development Cost	49%
Developer Profit	**$15,716,368**
Difference Available for Public Benefits	**($95,309,829)**
Public Benefit per Building Sq. Ft.	**($204)**
Public Benefit per Residential Unit	**N/A**

Figure 57. Static Pro Forma – Scenario 7a (Mixed Use Residential with Parking, +/-65')

Development Program (Scenario 7a - 2100 Telegraph Avenue)	Number	Unit
Site Size	93,334	Square Feet
Amount of Area to be Demolished	69,400	Square Feet
Floor Area Ratio	4.90	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	87,300	Square Feet
Retail		
Gross Retail Area	12,700	Square Feet
Gross Retail Area in Base	12,700	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	11,430	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	326,900	Square Feet
Gross Residential Area in Base	326,900	Square Feet
Gross Residential Area in Tower	-	Square Feet
Gross Live/Work Space in Base	11,300	Square Feet
Net Residential Unit Space	277,865	18% Efficiency
Total Units	330	Units
Residential Absorbtion Period	34	Months
Parking		
Total Parking Area	117,800	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	336	Spaces
Podium Parking - Half Below Grade	168	Spaces
Podium Parking - Ground Floor / Above Grade	168	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	336	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$346
Capitalized Revenue by Buliding Use per GFA	
Retail	$397
Office	N/A
Residential	$446
Parking	$62
Square Feet Available for Community Benefit	31,874
Community Benefit Space as % of GFA	7%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	$30,815,792	$67
100%	$11,014,173	$24
115%	($8,787,445)	($19)
Developer Thresholds		
85%	$12,647,956	$28
100%	$11,014,173	$24
115%	$9,380,391	$21
Revenue Assumptions		
100%	$11,014,173	$24
115%	$34,768,085	$76
130%	$58,521,997	$128
85% Construction Costs, 115% Revenue	$54,569,703	$119
Land Costs		
0%	$17,014,406	$37
100%	$11,014,173	$24
200%	$5,013,941	$11

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$4,666,700
Hard Costs	
Demolition Costs	$347,000
Site Work Cost	$30,170
Parking Costs	$6,720,000
Base Construction Costs	
Retail Construction Costs	$3,175,000
Office Construction Costs	$0
Residential Construction Costs	$84,550,000
Total Base Construction Costs	$87,725,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$94,822,170
Soft Costs	
Architecture and Engineering	
Base Building	$6,579,375
Tower Building	$0
Total Architecture and Engineering	$6,579,375
Building/Permitting/Impact Fees	$8,292,924
Property Taxes	$1,429,515
Construction Loan	$9,658,873
Construction Loan Points	$439,073
Overhead/Other	$3,776,659
Contingency	$6,483,264
Total Soft Costs	$36,659,683
Total Development Cost	**$136,148,553**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$314,325
Less Vacancy	($31,433)
Less Operating Expenses	($15,240)
Less Broker Fees	($15,716)
Retail Revenue Sub Total	$251,936
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$10,877,484
Less Vacancy	($543,874)
Less Operations and Maintenance Expenses	($3,045,696)
Residential Rental Revenue Sub Total	$7,287,914
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$362,880
Parking Revenue Sub Total	$362,880
Net Annual Revenue	**$7,902,731**
Capitalized Value	**$158,054,611**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$158,054,611
Total Development Cost	($136,148,553)
Net Revenue	**$21,906,058**
Capitalized Value / Development Cost	116%
Developer Profit	**$10,891,884**
Difference Available for Public Benefits	**$11,014,173**
Public Benefit per Building Sq. Ft.	**$24**
Public Benefit per Residential Unit	**$33,337**

Figure 58. Static Pro Forma – Scenario 7b (Mixed Use Residential without Parking, +/-65')

Development Program (Scenario 7b - 2100 Telegraph Avenue)	Number	Unit
Site Size	93,334	Square Feet
Amount of Area to be Demolished	69,400	Square Feet
Floor Area Ratio	3.72	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	64,600	Square Feet
Retail		
Gross Retail Area	16,200	Square Feet
Gross Retail Area in Base	16,200	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	14,580	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	330,900	Square Feet
Gross Residential Area in Base	330,900	Square Feet
Gross Residential Area in Tower	-	Square Feet
Gross Live/Work Space in Base	40,000	Square Feet
Net Residential Unit Space	281,265	19% Efficiency
Total Units	349	Units
Residential Absorbtion Period	35	Months
Parking		
Total Parking Area	-	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	-	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	-	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$464
Capitalized Revenue by Buliding Use per GFA	
Retail	$397
Office	N/A
Residential	$467
Parking	N/A
Square Feet Available for Community Benefit	21,311
Community Benefit Space as % of GFA	6%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	$30,197,125	$87
100%	$9,884,836	$28
115%	($10,427,453)	($30)
Developer Thresholds		
85%	$11,563,849	$33
100%	$9,884,836	$28
115%	$8,205,823	$24
Revenue Assumptions		
100%	$9,884,836	$28
115%	$34,092,560	$98
130%	$58,300,285	$168
85% Construction Costs, 115% Revenue	$54,404,849	$157
Land Costs		
0%	$15,893,953	$46
100%	$9,884,836	$28
200%	$3,875,719	$11

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$4,666,700
Hard Costs	
Demolition Costs	$347,000
Site Work Cost	$143,670
Parking Costs	$0
Base Construction Costs	
Retail Construction Costs	$4,050,000
Office Construction Costs	$0
Residential Construction Costs	$92,725,000
Total Base Construction Costs	$96,775,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$97,265,670
Soft Costs	
Architecture and Engineering	
Base Building	$7,258,125
Tower Building	$0
Total Architecture and Engineering	$7,258,125
Building/Permitting/Impact Fees	$8,162,956
Property Taxes	$1,466,918
Construction Loan	$10,102,207
Construction Loan Points	$451,229
Overhead/Other	$3,881,214
Contingency	$6,662,751
Total Soft Costs	$37,985,401
Total Development Cost	**$139,917,771**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$400,950
Less Vacancy	($40,095)
Less Operating Expenses	($19,440)
Less Broker Fees	($20,048)
Retail Revenue Sub Total	$321,368
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$11,534,976
Less Vacancy	($576,749)
Less Operations and Maintenance Expenses	($3,229,793)
Residential Rental Revenue Sub Total	$7,728,434
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$0
Net Annual Revenue	**$8,049,801**
Capitalized Value	**$160,996,028**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$160,996,028
Total Development Cost	($139,917,771)
Net Revenue	**$21,078,258**
Capitalized Value / Development Cost	115%
Developer Profit	**$11,193,422**
Difference Available for Public Benefits	**$9,884,836**
Public Benefit per Building Sq. Ft.	**$28**
Public Benefit per Residential Unit	**$28,311**

Figure 59. Static Pro Forma – Scenario 8a* (Mixed Use Residential with Parking, +/-175')

Development Program (Scenario 8a - 2100 Telegraph Avenue)	Number	Unit
Site Size	93,334	Square Feet
Amount of Area to be Demolished	69,400	Square Feet
Floor Area Ratio	6.83	Coverage
Base Building Height	65	Feet
Tower Building Height	175	Feet
Building Type	Residential	Use
Construction Term	28	Months
Building Footprint	83,600	Square Feet
Retail		
Gross Retail Area	19,000	Square Feet
Gross Retail Area in Base	19,000	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	17,100	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	456,000	Square Feet
Gross Residential Area in Base	276,000	Square Feet
Gross Residential Area in Tower	180,000	Square Feet
Gross Live/Work Space in Base	-	Square Feet
Net Residential Unit Space	387,600	18% Efficiency
Total Units	446	Units
Residential Absorbtion Period	30	Months
Parking		
Total Parking Area	162,800	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	465	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	465	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	465	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$353
Capitalized Revenue by Buliding Use per GFA	
Retail	$397
Office	N/A
Residential	$455
Parking	$62
Square Feet Available for Community Benefit	39,821
Community Benefit Space as % of GFA	6%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	$42,941,742	$67
100%	$14,041,543	$22
115%	($14,858,655)	($23)
Developer Thresholds		
85%	$16,384,398	$26
100%	$14,041,543	$22
115%	$11,698,688	$18
Revenue Assumptions		
100%	$14,041,543	$22
115%	$47,844,714	$75
130%	$81,647,885	$128
85% Construction Costs, 115% Revenue	$76,744,913	$120
Land Costs		
0%	$20,095,081	$32
100%	$14,041,543	$22
200%	$7,988,005	$13

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$4,666,700
Hard Costs	
Demolition Costs	$347,000
Site Work Cost	$48,670
Parking Costs	$9,300,000
Base Construction Costs	
Retail Construction Costs	$4,750,000
Office Construction Costs	$0
Residential Construction Costs	$69,000,000
Total Base Construction Costs	$73,750,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$49,500,000
Total Tower Construction Costs	$49,500,000
Hard Costs Sub Total	$132,945,670
Soft Costs	
Architecture and Engineering	
Base Building	$5,531,250
Tower Building	$3,217,500
Total Architecture and Engineering	$8,748,750
Building/Permitting/Impact Fees	$16,189,442
Property Taxes	$2,031,882
Construction Loan	$15,313,025
Construction Loan Points	$629,634
Overhead/Other	$5,415,753
Contingency	$9,297,043
Total Soft Costs	$57,625,529
Total Development Cost	**$195,237,899**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$470,250
Less Vacancy	($47,025)
Less Operating Expenses	($22,800)
Less Broker Fees	($23,513)
Retail Revenue Sub Total	$376,913
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$15,471,360
Less Vacancy	($773,568)
Less Operations and Maintenance Expenses	($4,331,981)
Residential Rental Revenue Sub Total	$10,365,811
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$502,200
Parking Revenue Sub Total	$502,200
Net Annual Revenue	**$11,244,924**
Capitalized Value	**$224,898,474**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$224,898,474
Total Development Cost	($195,237,899)
Net Revenue	**$29,660,575**
Capitalized Value / Development Cost	115%
Developer Profit	**$15,619,032**
Difference Available for Public Benefits	**$14,041,543**
Public Benefit per Building Sq. Ft.	**$22**
Public Benefit per Residential Unit	**$31,483**

Figure 60. Static Pro Forma – Scenario 8b* (Mixed Use Residential without Parking, +/-175')

Development Program (Scenario 8b - 2100 Telegraph Avenue)	Number	Unit
Site Size	93,334	Square Feet
Amount of Area to be Demolished	69,400	Square Feet
Floor Area Ratio	5.45	Coverage
Base Building Height	65	Feet
Tower Building Height	175	Feet
Building Type	Residential	Use
Construction Term	28	Months
Building Footprint	63,100	Square Feet
Retail		
Gross Retail Area	20,300	Square Feet
Gross Retail Area in Base	20,300	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	18,270	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	488,100	Square Feet
Gross Residential Area in Base	308,100	Square Feet
Gross Residential Area in Tower	180,000	Square Feet
Gross Live/Work Space in Base	33,700	Square Feet
Net Residential Unit Space	414,885	18% Efficiency
Total Units	501	Units
Residential Absorbtion Period	34	Months
Parking		
Total Parking Area	-	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	-	Spaces
Podium Parking - Half Below Grade	-	Spaces
Podium Parking - Ground Floor / Above Grade	-	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	-	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$468
Capitalized Revenue by Buliding Use per GFA	
Retail	$397
Office	N/A
Residential	$470
Parking	N/A
Square Feet Available for Community Benefit	29,163
Community Benefit Space as % of GFA	6%

Sensitivity Analysis		
Category	Public Benefit	Per Building Sq. Ft.
Construction Costs		
85%	$44,263,013	$87
100%	$13,634,953	$27
115%	($16,993,107)	($33)
Developer Thresholds		
85%	$16,124,576	$32
100%	$13,634,953	$27
115%	$11,145,330	$22
Revenue Assumptions		
100%	$13,634,953	$27
115%	$49,363,187	$97
130%	$85,091,421	$167
85% Construction Costs, 115% Revenue	$79,991,247	$157
Land Costs		
0%	$19,724,028	$39
100%	$13,634,953	$27
200%	$7,545,878	$15

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$4,666,700
Hard Costs	
Demolition Costs	$347,000
Site Work Cost	$151,170
Parking Costs	$0
Base Construction Costs	
Retail Construction Costs	$5,075,000
Office Construction Costs	$0
Residential Construction Costs	$85,450,000
Total Base Construction Costs	$90,525,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$49,500,000
Total Tower Construction Costs	$49,500,000
Hard Costs Sub Total	$140,523,170
Soft Costs	
Architecture and Engineering	
Base Building	$6,789,375
Tower Building	$3,217,500
Total Architecture and Engineering	$10,006,875
Building/Permitting/Impact Fees	$16,528,697
Property Taxes	$2,146,568
Construction Loan	$17,293,020
Construction Loan Points	$669,078
Overhead/Other	$5,755,023
Contingency	$9,879,457
Total Soft Costs	$62,278,718
Total Development Cost	**$207,468,588**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$502,425
Less Vacancy	($50,243)
Less Operating Expenses	($24,360)
Less Broker Fees	($25,121)
Retail Revenue Sub Total	$402,701
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Annual Rental Revenue	$17,137,836
Less Vacancy	($856,892)
Less Operations and Maintenance Expenses	($4,798,594)
Residential Rental Revenue Sub Total	$11,482,350
Parking	
Annual Office Parking Rental Revenue	$0
Annual Residential Parking Rental Revenue	$0
Parking Revenue Sub Total	$0
Net Annual Revenue	**$11,885,051**
Capitalized Value	**$237,701,027**

Pro Forma Analysis - Net Revenue	
Capitalized Value	$237,701,027
Total Development Cost	($207,468,588)
Net Revenue	**$30,232,440**
Capitalized Value / Development Cost	115%
Developer Profit	**$16,597,487**
Difference Available for Public Benefits	**$13,634,953**
Public Benefit per Building Sq. Ft.	**$27**
Public Benefit per Residential Unit	**$27,214**

Figure 61. Static Pro Forma – Scenario 9 (Mixed Use Condo with Parking, +/-65')

Development Program (Scenario 9 - 2100 Telegraph Avenue)	Number	Unit
Site Size	93,334	Square Feet
Amount of Area to be Demolished	69,400	Square Feet
Floor Area Ratio	4.90	Coverage
Base Building Height	65	Feet
Tower Building Height	-	Feet
Building Type	Residential	Use
Construction Term	18	Months
Building Footprint	87,300	Square Feet
Retail		
Gross Retail Area	12,700	Square Feet
Gross Retail Area in Base	12,700	Square Feet
Gross Retail Area in Tower	-	Square Feet
Net Leasable Retail Area	11,430	Square Feet
Office		
Gross Office Area	-	Square Feet
Gross Office Area in Base	-	Square Feet
Gross Office Area in Tower	-	Square Feet
Net Leasable Office Area	-	Square Feet
Residential		
Gross Residential Area	326,900	Square Feet
Gross Residential Area in Base	326,900	Square Feet
Gross Residential Area in Tower	-	Square Feet
Gross Live/Work Space in Base	11,300	Square Feet
Net Residential Unit Space	277,865	18% Efficiency
Total Units	330	Units
Residential Absorbtion Period	40	Months
Parking		
Total Parking Area	117,800	Square Feet
Average Parking Space	350	Square Feet
Total Parking Spaces	336	Spaces
Podium Parking - Half Below Grade	168	Spaces
Podium Parking - Ground Floor / Above Grade	168	Spaces
Podium Parking - Mechanical System	-	Spaces
Parking Use Distribution		
Retail	On Street	Spaces
Office	-	Spaces
Residential	336	Spaces

Annual Opportunity Cost of Providing Space for Public Benefit	
Average Capitalized Revenue per GFA	$6,346
Capitalized Revenue by Buliding Use per GFA	
Retail	$397
Office	N/A
Residential	$8,877
Parking	$5
Square Feet Available for Community Benefit	-686
Community Benefit Space as % of GFA	0%

Sensitivity Analysis		
Category	**Public Benefit**	**Per Building Sq. Ft.**
Construction Costs		
85%	($13,098,893)	($28)
100%	($37,324,626)	($80)
115%	($61,550,360)	($132)
Developer Thresholds		
85%	($35,132,265)	($75)
100%	($37,324,626)	($80)
115%	($39,516,988)	($85)
Revenue Assumptions		
100%	($37,324,626)	($80)
115%	($16,317,742)	($35)
130%	**$4,689,142**	**$10**
85% Construction Costs, 115% Revenue	**$39,100,778**	**$85**
Land Costs		
0%	**$1,758,817**	**$4**
100%	($4,350,773)	($10)
200%	($10,460,362)	($23)

Pro Forma Analysis - Development Costs	
Land Costs	
Land Costs	$4,666,700
Hard Costs	
Demolition Costs	$347,000
Site Work Cost	$30,170
Parking Costs	$6,720,000
Base Construction Costs	
Retail Construction Costs	$3,175,000
Office Construction Costs	$0
Residential Construction Costs	$87,932,000
Total Base Construction Costs	$91,107,000
Tower Construction Costs	
Retail Construction Costs	$0
Office Construction Costs	$0
Residential Construction Costs	$0
Total Tower Construction Costs	$0
Hard Costs Sub Total	$98,204,170
Soft Costs	
Architecture and Engineering	
Base Building	$6,833,025
Tower Building	$0
Total Architecture and Engineering	$6,833,025
Building/Permitting/Impact Fees	$8,318,289
Property Taxes	$1,475,277
Construction Loan	$11,118,243
Construction Loan Points	$457,155
Overhead/Other	$3,932,186
Defect Liability Insurance	$0
Contingency	$6,750,252
Total Soft Costs	$38,884,427
Total Development Cost	**$141,755,297**

Pro Forma Analysis - Development Revenue	
Retail	
Annual Leasing Revenue	$314,325
Less Vacancy	($31,433)
Less Operating Expenses	($15,240)
Less Broker Fees	($15,716)
Retail Revenue Sub Total	$251,936
Office	
Annual Leasing Revenue	$0
Less Vacancy	$0
Less Operations and Maintenance Expenses	$0
Less Broker Fees	$0
Office Revenue Sub Total	$0
Residential	
Sales Revenue	$151,139,100
Less Broker and Marketing Expenses	($6,045,564)
Residential Rental Revenue Sub Total	$145,093,536
Parking	
Annual Office Parking Rental Revenue	$0
Residential Parking Purchase Revenue	$30,240
Parking Revenue Sub Total	$30,240
Net Residential Revenue	**$145,123,776**
Capitalized Value of Retail	**$5,038,725**
Total Net Revenue	**$150,162,501**

Pro Forma Analysis - Net Revenue	
Total Net Revenue	$150,162,501
Total Development Cost	($141,755,297)
Net Revenue	**$8,407,204**
Net Revenue / Development Cost	106%
Developer Profit	**$12,757,977**
Difference Available for Public Benefits	**($4,350,773)**
Public Benefit per Building Sq. Ft.	**($10)**
Public Benefit per Residential Unit	**($13,169)**

Appendix B – Sensitivity Analyses Values

Table 13. Construction Cost Ranges for Sensitivity Analysis

	85%	100%	115%
65' Base			
Retail (Ground Floor)	$213	$250	$288
Office (Floors 2-6)	$247	$290	$334
Residential (Floors 2-6)	$213	$250	$288
85' Base			
Retail (Ground Floor)	$238	$280	$322
Office (Floors 2-6)	$238	$280	$322
Residential (Floors 2-7)	$230	$270	$311
175' Tower			
Retail (Ground Floor)	$234	$275	$316
Office (Floors 1-12)	$247	$290	$334
Residential (Floors 2-15)	$234	$275	$316
240' Tower			
Retail (Ground Floor)	$265 - $275	$305 - $316	$345 - $358
Office (Floors 2-18)	$234	$275	$316
Residential (Floors (2-21)	$225	$265	$305
Parking Costs			
Podium Parking - Half Below Grade	$17,000	$20,000	$23,000
Podium Parking - Ground Floor / Above Grade	$17,000	$20,000	$23,000
Podium Parking - Mechanical System	$25,500	$30,000	$34,500

Source: AECOM

Table 14. Developer Threshold Ranges for Sensitivity Analysis

	85%	100%	115%
Retail and Office Profit Requirements	9%	10%	12%
Rental Profit Requirements	7%	8%	9%
Condominium Profit Requirements	8%	9%	10%

Source: AECOM

Table 15. Revenue Ranges for Sensitivity Analysis

	100%	115%	130%
Lease and Rental Rates - Average			
Average Retail Lease Rate			
Average Office Lease Rate	$25.00	$28.75	$32.50
Average Rent Per Sq. Ft. of Living Area	$32.00	$36.80	$41.60
Average Rent Per Sq. Ft. of Live/Work Area	$2.90	$3.34	$3.77
Revenue Premium for Towers	$1.60	$1.84	$2.08
Parking Revenue - Average	$1.10	$1.27	$1.43
Office			
Residential	$120.00	$138.00	$156.00
Lease and Rental Rates - 226 13th Street	$90.00	$103.50	$117.00
Average Retail Lease Rate			
Average Office Lease Rate	$20.00	$23.00	$26.00
Average Rent Per Sq. Ft. of Living Area	$25.60	$29.44	$33.28
Average Rent Per Sq. Ft. of Live/Work Area	$2.60	$2.99	$3.38
Parking Revenue - 226 13th Street	$1.40	$1.61	$1.82
Office			
Residential	$120.00	$138.00	$156.00
Lease and Rental Rates - 301 19th Street	$90.00	$103.50	$117.00
Average Retail Lease Rate			
Average Office Lease Rate	$20.00	$23.00	$26.00
Average Rent Per Sq. Ft. of Living Area	$25.60	$29.44	$33.28
Average Rent Per Sq. Ft. of Live/Work Area	$2.90	$3.34	$3.77
Parking Revenue - 301 19th Street	$1.60	$1.84	$2.08
Office			
Residential	$120.00	$138.00	$156.00
Lease and Rental Rates - 2100 Telegraph Avenue	$90.00	$103.50	$117.00
Average Retail Lease Rate			
Average Office Lease Rate	$27.50	$31.63	$35.75
Average Rent Per Sq. Ft. of Living Area	$35.20	$40.48	$45.76
Average Condo Sales Price Per Sq. Ft. of Living Area	$3.20	$3.68	$4.16
Average Rent Per Sq. Ft. of Live/Work Area	$500.00	$575.00	$650.00
Parking Revenue - 2100 Telegraph Avenue	$1.80	$2.07	$2.34
Office			
Residential - Rental	$120.00	$138.00	$156.00
Residential - For Sale	$90.00	$103.50	$117.00

Source: AECOM

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San Francisco, CA 94104
www.aecom.com

Director's Report – *Downtown Oakland Development Feasibility Study* **November 6, 2013**

Location:	**Downtown Oakland**
Assessor's Parcel Number:	**n/a**
Proposal:	Director's Report on the *Downtown Oakland Development Feasibility Study* Report prepared by AECOM, under a grant from the Metropolitan Transportation Commission (MTC). The City looked at three sites in downtown Oakland to determine the current feasibility of residential and commercial development projects; and to assess which building typologies, in today's market, might generate funds that could be applied to a potential development incentive and bonus program
Applicant:	City of Oakland - Strategic Planning Division
Phone Number:	n/a
Owners:	n/a
Case File Number:	n/a
Planning Permits Required:	n/a
General Plan:	Central Business District
Zoning:	CBD zoning Central Business District
Environmental Determination:	n/a
Historic Status:	n/a
Service Delivery District:	Metro
City Council District:	3
Date Filed:	n/a
Action to be Taken:	Receive report; hear public comment; make comments to staff; no action required.
Finality of Decision:	*n/a*
For Further Information:	Contact case planner **Devan Reiff, Planner III** at **(510) 238-3550** or dreiff@oaklandnet.com

SUMMARY

This is an informational report providing an overview of the findings of the *Downtown Oakland Development Feasibility Study*, published October 2013. The study was funded by a Smart Growth Technical Assistance Grant from the Metropolitan Transportation Commission (MTC). The completed study is **Attachment A** to this Director's report.

Economic consultants from the firm AECOM studied various land development scenarios on three sites in downtown Oakland, in order to answer the following questions:

1. Given the existing economic conditions at the time of the study (Spring/Summer 2013), is development in downtown Oakland currently feasible? What kind of development is feasible?
2. Is there potential for the City to adopt a development incentive and bonus program in downtown? Which areas of downtown would it apply to, and what triggers or thresholds should be considered?
3. Is there potential to require a developer contribution on new construction, as suggested in previous reports? If so, what should the scale of the contribution be?

ATTACHMENT B

Two of the sites chosen for the Development Feasibility Study are surface parking lots under single ownership:

- 226 13th Street;
- 301 19th Street.

The other is a site owned by the City:

- 2100 Telegraph Avenue/495 22nd Street.

Key Feasibility Findings

The Development Feasibility Study results support the findings of previous studies undertaken by the City of Oakland:

- **Under today's market conditions, new development in Oakland is difficult, yet becoming increasingly more feasible** – Of the sixteen evaluated scenarios, five currently break even (after developer profit). The five scenarios that are currently feasible include the four rental residential development scenarios on the Telegraph Avenue site, as well as the low-rise, parked residential scenario on the 19th Street site.

- **Despite current market challenges, rental residential developments are projected to become increasingly attractive** – While not all sites are currently feasible, attractive locations near a BART station and along accessible corridors show great promise for development as soon as next year (2014). Given current market assumptions, residential rental rates ranging from $3.00 per square foot at sites commanding premium retail/commercial rates to $3.30 per square foot in Chinatown (a 26% rate increase from current market conditions) would render all of the project scenarios feasible. Office lease rates would need to increase by up to 200%, to as much as $49.00 per square foot, in order to make office projects feasible.

- **Given these primary findings, the following points highlight the differences among the development types:**
  - *Residential developments are more feasible than office developments* – Residential developments consistently perform better than commercial developments. For low-rise scenarios, the low-rise office building scenario is as infeasible as the least feasible residential site (13th Street high-rise, scenario 2b), while the high-rise office building is more than two times less feasible than high-rise residential.
  - *Feasible high-rise scenarios generate more revenue than low-rise, but low-rise scenarios are more readily feasible than high-rise* – While few of the development scenarios are currently feasible, high-rise development's attractiveness depends on the rental rate tipping point. The Telegraph Avenue scenarios, which benefit from a 10% rental premium assumption, represent the tipping point between low-rise and high-rise feasibility. For the four rental residential Telegraph sites, the high-rise buildings generate more than 30% additional revenue than the low-rise scenarios. For sites with rental revenue assumptions below this 10% premium assumption, low-rise buildings are much more feasible than high-rise. Despite the Telegraph Avenue site's high-rise

feasibility, for all scenarios, low-rise residential scenarios generated an average of 30% more value per gross floor area (GFA) and per unit than the high-rise scenarios. This is primarily due to the significant increase in construction costs associated with the transition from low- rise (type V) to high-rise (type I) residential development.

- *Location matters* – Of the three sites evaluated, the Telegraph Avenue site, with its favorable lease and rental rates is far and away the most feasible under current market conditions.
- *Development contributions tied to high-rise development are becoming increasingly more viable as a potential source of income in strategic locations* – Based on the feasibility analysis, high-rise development on large sites in premium locations (ex. Telegraph Avenue) are increasingly demonstrating the ability to support a public amenity contribution, as they generate larger returns than their low-rise counterpoints. It is important to note, however, that this potential reflects ideal location and rental conditions. This is still not the case for less central sites, such as 226 13th Street, near Chinatown, or for all high-rise or commercial buildings. For those sites, developers will need to be creative to finance development under current conditions. Additional costs in the form of developer contributions on the 13th Street and 19th Street sites placed on new development would likely further stall new construction in Downtown, as either rental rates will need to climb to justify new construction, alternative construction methods will need to be used, or the cost of land will need to be reduced.
- *Community benefit contributions can be small and incremental* – As most locations in Downtown Oakland remain infeasible for future development, requiring significant developer contribution for high-rise residential buildings will further incentivize low-rise development. Rather, if rental housing continues to escalate above the rate of construction costs, the City could consider smaller developer contributions from across all residential projects, but below 3% of total development costs. As currently evaluated, the five feasible projects generate an average of 6% of development costs for possible contribution. However, it is not advised to set community benefit requirements on the exception, as it will ultimately undermine typical development projects that do not have the specific advantages of a single site/location.
- *Chinatown development is difficult even under ideal situation.* A test scenario (1c) was evaluated to understand the potential feasibility of a Chinatown site in which the land is provided free of charge, by a public entity or other agency, and the development relies on modular construction, resulting in residential construction cost savings of up to 15%. Even under these favorable conditions, scenario 1c is not currently feasible.

It is important to note that while the feasibility study demonstrates the challenges of new development, in the past few months there has been a growing amount of renovation and repurposing of existing buildings. This study does not review the feasibility of these types of projects, which can often pave the way for a more successful development atmosphere.

Developer Strategies for Increasing Feasibility

Developers are often challenged with project feasibility in the planning stage and use a number of strategies to improve the viability of a potential project. These include:

1. **Decreasing unit sizes** for rental product to achieve higher rents per square foot. This works best in student markets but economizing on the square footage per bedroom in general can increase yield as rents are more driven by bedrooms than square feet.
2. **Change the unit mix** to increase the number of smaller units, which generally command higher rents per square foot. Studio and one-bedroom apartments have traditionally commanded higher rents per square foot than two -and three-bedroom apartments.
3. **Increase building efficiency** and limit non-leasable area by reducing building circulation and assigning a share of non-leasable area to the tenant (i.e. traditionally only considered in commercial developments).
4. **Reduce the parking** to the extent feasible, recognizing that each parking space can cost more than $25,000. Note that market constraints may limit the amount of parking a developer can reduce. If a project provides no parking, it often commands lower rents because the majority of middle- and high-income renters in the East Bay own cars.
5. **Reconfigure parking design** to lift parking which –in certain cases- allows developers to accommodate parking at one level versus multiple levels that require additional circulation and associated costs.
6. **Actively manage and reduce construction costs** through a number of methods such as in-house contractors, pre- negotiated building inputs, novel modular construction practices, and typical value engineering.
7. **Partner with the landowner** to reduce developer upfront costs, including financing, or a lower land cost, which could help make development more feasible.
8. **Command premium rents** above surrounding competition based on the quality of the product, design, and available amenities. For example, developers can often justify higher rents for view premiums of tower buildings. Assuming premium rents is a difficult strategy and overly optimistic assumptions can ultimately undermine the success of the project.

In most cases, developers are considering all of the above options -and more- in each project not only to maximize profitability, but also to justify the development to potential investors. Regardless, AECOM does not recommend considering these development exceptions in a public benefit analysis as it can overstate the potential benefit when many of these exceptions would not apply to a given project. Furthermore, projects can also have an equal if not greater chance of higher development costs than modeled due to landowner land value expectations, site configuration constraints, additional infrastructure needs, site clean-up requirements, entitlement constraints, increased financing requirements, escalating construction costs, and a number of other factors that can ultimately undermine the economic feasibility of a project.

Public outreach
In addition to this Planning Commission meeting, a public presentation and panel discussion was held on October 30th in City Hall, engaging a wide variety of Downtown stakeholders and providing an opportunity to review the analysis and findings of the study.

Conclusions

The AECOM Development feasibility analysis clearly indicates that under current market conditions, development of both residential and office buildings remain challenging in Downtown Oakland, but are improving. While the findings of this study do not yet endorse public amenity charges in Downtown Oakland, it is important to keep in mind that developers are constantly reconsidering the feasibility of multifamily projects in the Downtown area. Under specific conditions and with certain development advantages, developers are finding ways to make their projects work. The findings also show that requiring public benefit payments on high-rise development is unlikely to generate significant revenue in the next five years because it will remain more economically advantageous to build low-rise residential. As market conditions improve, the potential for a public benefit fee or provision should be revisited.

To this end, the Study recommends that the City should continue to monitor rental rates as well as construction cost fluctuations in Downtown Oakland to determine when such programs may become viable. The Study indicates that rental rates have grown at an average of 8% per year for the past two years in the East Bay and such growth offers significant momentum for increase in development feasibility. Even since the beginning of this study, in February of 2013, the rate of change in the market has been unpredictable. While, on average, rental rates in the East Bay have increased roughly 4% in the past six months, some developments, such as the Grand in Downtown Oakland have increased rents by as much as 17% over the past six months.

It should be noted, however, that as developers wait for market conditions in Oakland to improve enough to support new development, there are a few items that the City of Oakland can work on to simultaneously reduce risk and increase ease of development. Key improvements recommended in the report include:

- **Developing a comprehensive development fee schedule** to provide better economic certainty;
- **Generating a development pipeline report** to increase awareness of new projects and to allow for more predictable absorption;
- **Improving planning staffing levels**, and therefore adding responsiveness to permitting applications and approval timing;
- **Continuing to encourage amenity development** and retail opportunities, particularly along key corridors that are most primed for development;
- **Increasing government responsiveness to community problems** and nuisances;
- **Enhancing the BART system through additional transit connections** to increase accessibility and connectivity; and
- **Continue to enhance Oakland's image** and further vibrancy of its Downtown.

The report states that such improvements will help make Oakland more attractive to new development and will better prepare it for the point when market conditions change.

Prepared by:

Devan Reiff, AICP
Planner III

Approved by:

Edward Manasse,
Strategic Planning Manager

Rachel Flynn
Director,
Department of Planning and Building

Attachment

A. Downtown Oakland Development Feasibility Study, October 25, 2013, prepared by AECOM.

ATTACHMENT C

Oakland City Planning Commission **Minutes**

Chris Pattillo, Chair
Jahaziel Bonilla
Michael Coleman
Jim Moore
Adhi Nagraj
Emily Weinstein

November 6, 2013
Regular Meeting

ROLL CALL

Present: Pattillo, Bonilla, Coleman, Moore, Nagraj, Weinstein.

Staff: Scott Miller, Edward Manasse, Aubrey Rose, David Valeska, Devan Reiff, Celena Chen, Cheryl Dunaway.

WELCOME BY THE CHAIR

Agenda Discussion

The appellant requested that Item #3 be continued until the date certain of January 15, 2014.

Commissioner Coleman made a motion to continue, seconded by Commissioner Bonilla.

Action on the matter: Continued, 6 ayes, 0 noes.

Director's Report

Staff Member Edward Manasse gave a Director's Report on the Downtown Oakland Development Feasibility Study funded by Metropolitan Transportation Commission (MTC). Consultant, Alexander Quinn gave a PowerPoint presentation.

Speakers: Ener Chiu, Joel Ramos, Vivian Huang, Jing Jing He, Christia Mulvey, Robert Raburn.

For further information on any case listed on this agenda, please contact the case planner indicated for that item. For further information on Historic Status, please contact the Oakland Cultural Heritage Survey at 510-238-6879. For other questions or general information on the Oakland City Planning Commission, please contact the Community and Economic Development Agency, Planning and Zoning Division, at 510-238-3941.

♿ This meeting is wheelchair accessible. To request materials in alternative formats, or to request an ASL interpreter, or assistive listening devise, please call the ***Planning Department at 510-238-3941*** or **TDD 510-238-3254** at least three working days before the meeting. Please refrain from wearing scented products to this meeting so attendees who may experience chemical sensitivities may attend. Thank you.

Planning Commission Questions, Comments and Concerns:

Commissioner Nagraj asked Mr. Quinn to clarify what he meant when he stated there is an "unbalanced rental market". What is the amount of the current entitled projects? Why does parked development generate less revenue than non-parked development.

Mr. Quinn explained "natural vacancy rates" and balance between rent growth and inflation. He isn't sure of how many current entitled projects there are, but he's believes there are about 5,000 units. The paired parking scenario language on page 54 of the plan was written incorrectly and has since been revised.

Commissioner Bonilla asked what criteria was used when deciding low rise vs. high rise, and why wasn't mid rise development considered.

Mr. Quinn explained the various construction methods and costs associated with each cost.

Commissioner Coleman asked what does he mean when stated that they will enhance BART's (Bay Area Rapid Transit) system and additional transit connections. In the plan it stated that Chinatown development is Difficult. How do you contemplate no parking for some of the developments? In the plan it stated, "We have to enhance Oakland's image and further vibrancy in its downtown". How do you plan to implement this.

Mr. Quinn explained the value increase with proximity to Bay Area Rapid Transit (BART) and gave an example of a Chinatown cost vs. revenue. Mr. Quinn further explained the reason that no parking for some of the developments is being considered is, because some of the developers inquired about not having any parking. Enhancing Oakland's image is a general term that is more about a national image for Oakland.

Commissioner Weinstein inquired about the Chinatown rental assessment and the comparable new apartment developments. Is it true that land owners hold on to their

properties with the hope to someday sell and receive a bigger profit. Isn't there a sunset period requirement or are they extended instead?

Mr. Quinn responded stating that some of the condominiums that were previously for sale, were converted into rental units. They compared the rental amount to the Uptown and Lake Merritt areas in which they reviewed the rent premium and not the overall rent. On a large number of entitlement properties, a sunset period can be created and developers will decide if they want to continue or not which may change the market dynamics.

Mr. Miller responded stating that there are expirations that apply to permits and there is a relatively liberal extension policy in place that could last 4 to 5 years. More complex projects that went through the planned unit development process and development agreements are sometimes valid for much longer.

Commissioner Moore asked if there is competition between the concept of community development including retail corridors and most of the projects favored having no retail on the ground floor. The Broadway Valdez Specific Plan is focused on creating a plan that will enable building retail by down zoning to some degree. Is this considered an amenity to the Lake Merritt Area Specific Plan or is it unrelated?

Mr. Quinn responded stating that although they may want to create a highly desirable neighborhood and community, at the same time, under the current marketing conditions and lease terms developers are less likely to want to include retail in their projects. Yes, it would be an amenity to the Lake Merritt Area Specific Plan.

Chair Pattillo asked how many developers they talked to, what is the range of the region and describe what did they seek from them.

Mr. Quinn responded stating that they talked to up to 5 developers who are currently active or considering projects in Oakland. They also discussed comparisons of

their experience with working in other cities vs. the process of doing business in Oakland, feasible development areas in Oakland as it pertains to development and rental costs and the development profit thresholds and capitalization rates.

Chair Pattillo asked why they spoke to a small amount of developers, and why choose developers that were already active or considering projects in Oakland instead of seeking outside developers.

Mr. Quinn explained that they preferred to speak to developers that developed in Oakland to receive a better understanding of the permit process and associated fees and development costs. They felt San Francisco has very different costs and they considered talking to Berkeley developers, but they already received that information.

Chair Pattillo asked if they've reviewed a municipality that would be a good model for the City of Oakland to use to develop a fee schedule. Is there an option to apply a community benefit and not require it to be implemented until such time the development becomes profitable? What is your professional opinion for the City of Oakland to update this study at a regular interval, what the interval may be and what are the next steps related to this study?

Mr. Quinn responded stating that there are a few cities such as: Roseville, Vacaville, Fairfield, Berkeley and El Cerrito who all have a consolidated fee schedule program. He doesn't feel that it would be a community benefit. There may be other fees attached to the project such as Mello-Roos or a community assessment, realizing a cost over time through a bond. He stated that it is useful to revisit this study on a regular basis. Economic Planning Systems is currently studying the Lake Merritt Bay Area Rapid Transit station in which they will conduct a development fee analysis of the Lake Merritt Bay Area Rapid Transit station.

Mr. Manasse further explained that the City Council may consider an entitlement extension which may be the last extension for ongoing projects. Hopefully, this will encourage more development. This may also address the

concern Mr. Alexander expressed that it may hinder the market by undeveloped, shadow inventory that may come at any time in which the developers are uncertain how the market will be when they actually build. In the Lake Merritt planning process, staff reviewed various ways to acquire community benefits in addition to the development incentive program. Staff has also reviewed previous suggestions, the possibility of an assessment district and impact fees. The more disbursed and distributed those programs are, the more equitable they can be applied proportionately to development, the larger the pool of money will be and the less it may result in a competitive disadvantage by creating inequitable costs in a particular district.

Commissioner Nagraj stated that the math based on the various explanations of the time span on entitlements doesn't add up and he is still unclear of the time span. He feels that deals can in fact be structured however necessary. He would like to explore the notion of there being a downside of up zoning. He feels there is an urgent need of more supply as stated by some of the public speakers. Particularly, the low-rise supply because they are more affordable and more beneficial for all. As the cost for construction materials such as steel and concrete rises and various types of labor issues Oakland may be impacted. He feels the economy isn't great, but rather very low in Oakland while other areas have a stronger economy. Safety and schools are extremely important to developers and should be addressed. He recommends that Oakland should reflect a policy that promotes office and residential growth to capture revenue from both to maintain a balance in employment and housing. He would like to receive some creative advice on how to incentivize family units to so that Oakland will maintain the diversity of single and family unit renters.

Commission Matters

Chair Pattillo announced the resignation of Commissioner Jonelyn Whales and thanked her for her services on the Planning Commission. She also announced the appointment of Commissioner Nagraj to the Zoning Update Committee. The Planning Commission will vote on a new Vice Chair at the November 20, 2013 Planning Commission Meeting.

AECOM

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ATTACHMENT D

March 12, 2014

Devan Reiff, AICP
City of Oakland Strategic Planning Division
250 Frank Ogawa Plaza, Suite 3315
Oakland, CA 94612

Dear Devan Reiff and Ed Manasse:

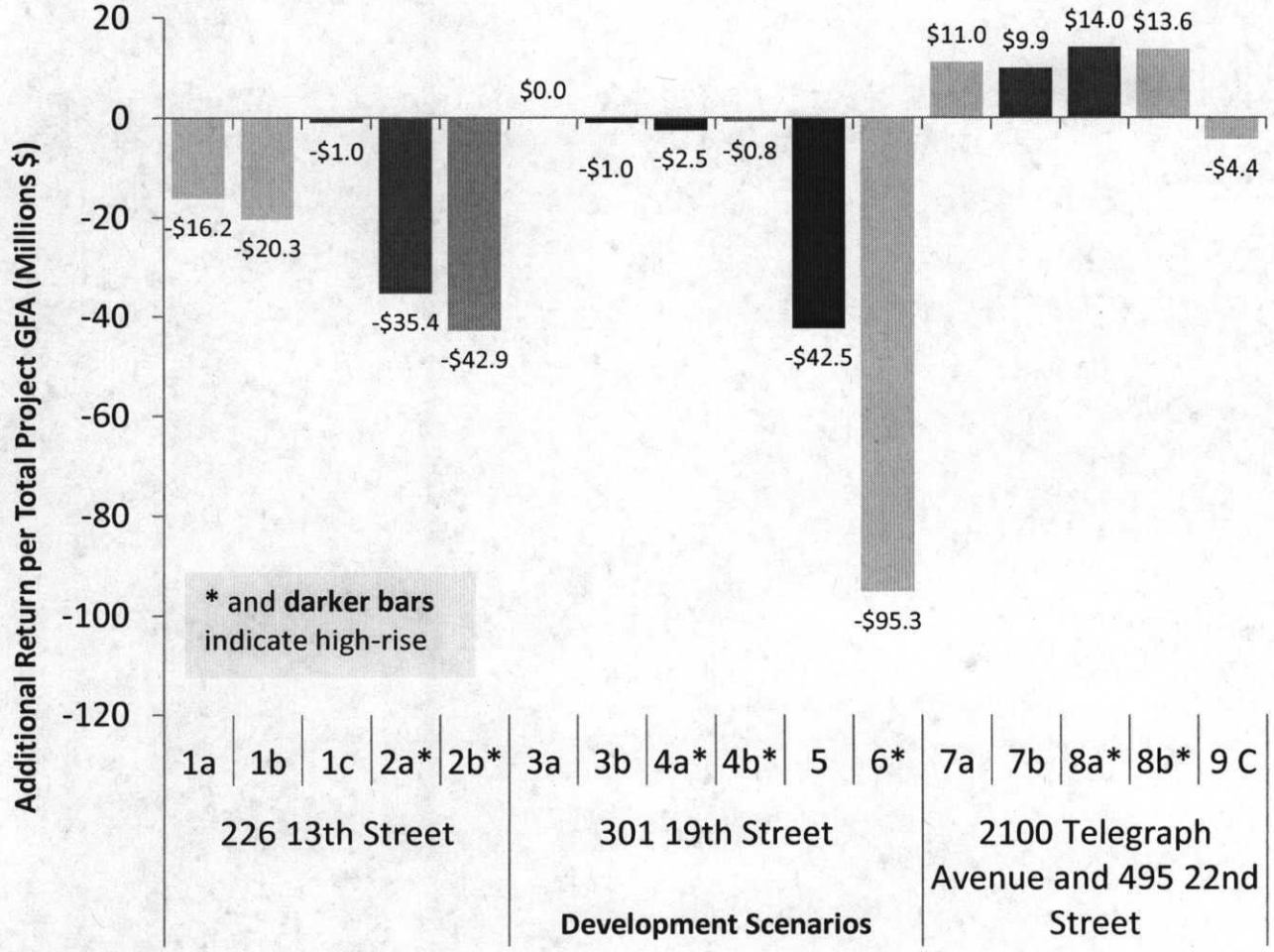
Regarding: Downtown Oakland Feasibility Analysis

In 2013, AECOM performed a development feasibility analysis of three opportunity sites in Downtown Oakland. The purpose of the study was to understand the extent to which the City could create a density bonus program where developers would provide public benefits for additional height allowances (e.g. a developer would pay for transit enhancements for the opportunity to build 18 stories instead of 6).

To complete the analysis, AECOM performed a market assessment of prevailing rents and determined development costs through consultation with our internal costing group as well as local developers active in the area. The findings of the study were based on rents from new rental projects in Downtown Oakland. AECOM researched rents in October of 2013. The average rents for Downtown Oakland were approximately $2.90 per rentable square foot with higher rents in Uptown Oakland and lower rents in the Chinatown area.

After running the feasibility analysis through a static pro forma model, AECOM concluded that mixed-use residential housing at the Uptown site (2100 Telegraph) was feasible, while the Lake Merritt (301 19th Street) and the Chinatown (226 13th Street) sites were not feasible. Furthermore, the lower density alternatives were closest to being economically feasible because the base development cost for low rise was lower per square foot than the high rise development (See Figure 1 for a summary). At the time of our analysis, AECOM also performed a sensitivity analysis where we adjusted rents upward by 15% and 30% to understand when development feasibility may be realized at the Lake Merritt and Chinatown sites. The analysis showed Lake Merritt as being closest to development feasibility, especially for low-rise mixed use development (Type V construction).

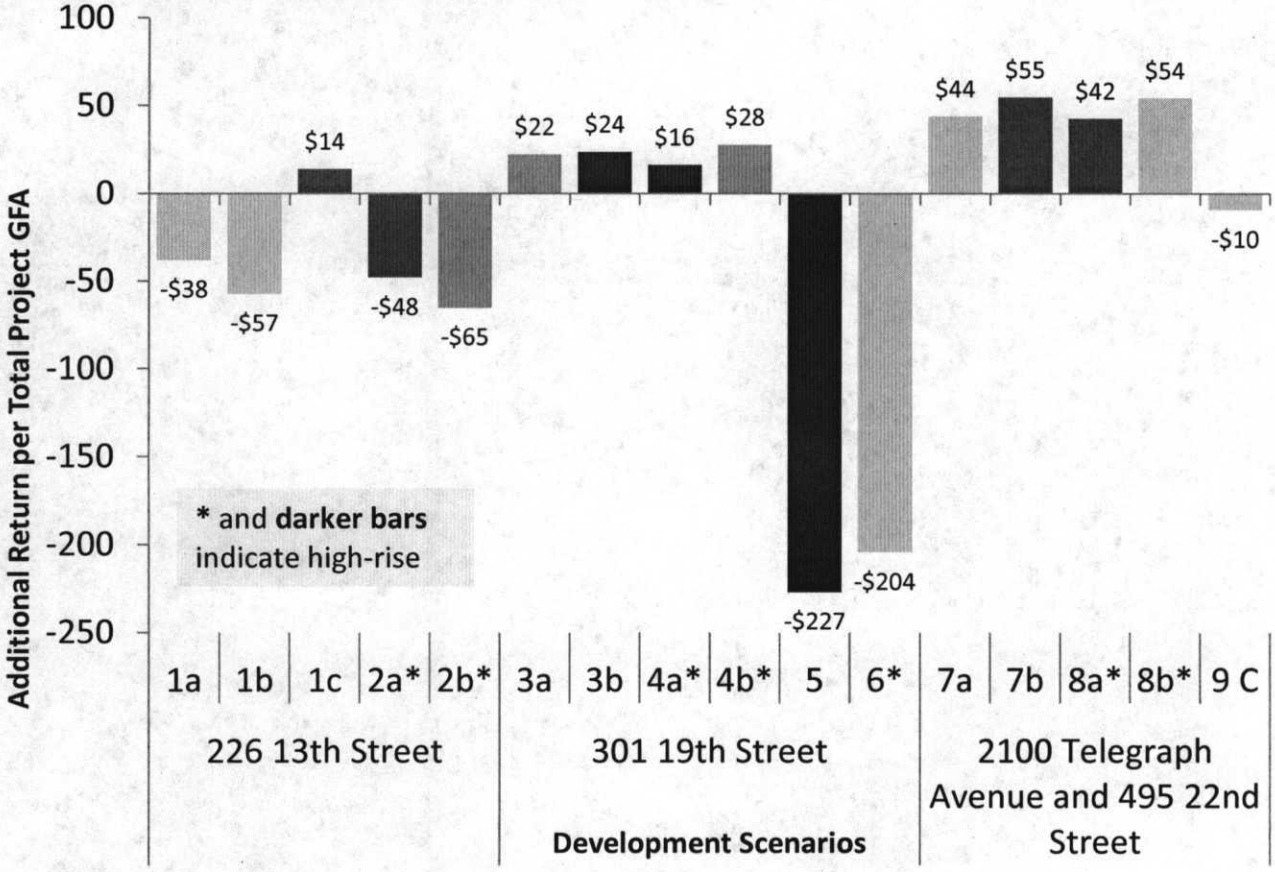
Figure 1: Development Feasibility Summary, October 2013



Following our development feasibility analysis and at the request of City staff, AECOM met with City staff and Cushman Wakefield to discuss our findings. Representatives from Cushman Wakefield stated that Oakland's investment conditions have recently changed due to significant housing pressures in San Francisco and the major price difference in rents between the two cities. In addition, Cushman Wakefield stated that investment interest has grown in Oakland, in part because of the potential for market rent gains and secondly due to the limited opportunity for additional rent gains in San Francisco. As such, institutional investment is considering development opportunities in nearby communities, including Oakland.

After the meeting, AECOM performed a second survey of asking rents for new residential housing in Downtown Oakland on March 5th, 2014. These were the same properties AECOM evaluated to establish prevailing asking rents in October 2013. On average, asking rents in Downtown Oakland had increased to $3.13 per square foot of living area, or approximately 8 percent since October. The rapid increase in rents in less than six months demonstrates the growth in opportunity.

Figure 2: Revised Development Feasibility Summary (March 2014)

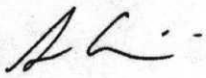


AECOM re-ran its pro forma model to understand how development feasibility changed from October 2013 to March 2014. The results are summarized in Figure 2. The revised calculations show rental residential development for both low rise and high rise are feasible at the Lake Merritt location, assuming no change in other development costs, Also, Scenario 1c, a zero land cost scenario with modular construction near Chinatown, also suggests economic feasibility. Overall, the continued growth in the rental housing markets in the greater Bay Area and especially in Downtown Oakland indicate renewed development opportunity. Should capitalization rates decrease and/or rents increase, the City is likely to experience an increase in mixed use development applications in and around the Downtown.

Despite these changes in local real estate conditions, the primary recommendations of the development feasibility analysis remain applicable to the current condition. Specifically, public benefit charges would be best applied regardless of density in the form of an overall development fee as there's limited development incentive to build a high-rise tower over a less expensive and less risky six-story mixed use development. Fees set specifically for high rise development would further incentivize developers to build low-rise Type V construction, which would result in limited public benefit contributions. Also, providing additional transparency in the overall building fee program and development pipeline would provide additional investment confidence.

I am happy to discuss further how recent changes in the market have shifted development dynamics in Downtown Oakland. Should you have any questions, feel free to reach me by phone or email.

Sincerely,



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