

CAPITAL CITY DEVELOPMENT CORPORATION Westside Downtown Urban Renewal Area Amendment Eligibility Report

FINAL REPORT | May 8, 2019



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1. Executive Summary

SB Friedman Development Advisors ("SB Friedman") has prepared this preliminary Eligibility Study (the "Study") for the proposed amendment ("Amendment Area") to the Westside Downtown Urban Renewal Area ("Westside URA" or "Westside Downtown URA") for the Capital City Development Corporation ("CCDC" or "Agency") pursuant to the Idaho Urban Renewal Law of 1965, Title 50, Chapter 20, Idaho Code (the "Law"), and the Local Economic Development Act, Title 50, Chapter 29, Idaho Code (the "Act"), collectively the "Urban Renewal Law."

Urban Renewal Law provides eligibility factors and required findings and tests for designation as an Urban Renewal Area ("URA"), as well as criteria for amendments to existing revenue allocation area ("RAA") boundaries. Idaho Code Section 50-2033 states after 2011, an existing RAA may be amended to expand the boundary one time during the life of an RAA. The proposed amendment to the Westside URA Plan does not trigger the base reassessment set forth in Idaho Code Section 50-2903A. As the Urban Renewal Plan Westside Downtown Urban Renewal Project (the "Plan") was adopted prior to July 1, 2016, the "grandfather" provision in Idaho Code Section 50-2903(4) applies, which states "[f]or plans adopted or modified prior to July 1, 2016, and for subsequent modifications of those urban renewal plans, the value of the base assessment roll of property within the revenue allocation area shall be determined as if the modification had not occurred."

Amendment areas are subject to the eligibility finding requirements for all URAs as defined in Idaho Code Sections 50-2018(8), (9) and 50-2903(8). Additionally, amendment areas may not exceed 10% of the existing RAA (the "10% Test") and must be contiguous to the existing RAA. See Idaho Code Section 50-2033. Though the provisions of Idaho Code Section 50-2903A do not apply to the Westside URA Plan, a plan amendment or modification to add area to an existing revenue allocation area pursuant to Idaho Code Section 50-2033 is a specifically identified exception to a base reset in Idaho Code Section 50-2903A(1)(a)(ii).

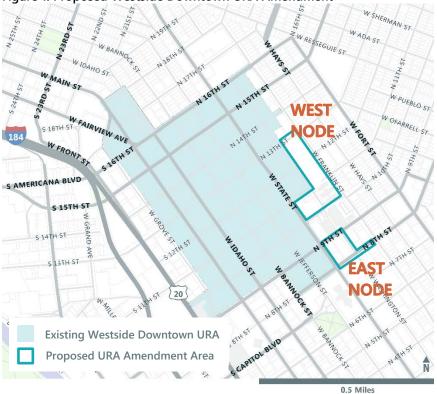


Figure 1: Proposed Westside Downtown URA Amendment

Source: SB Friedman, City of Boise, CCDC

The proposed Amendment Area is divided into two nodes, both with independent contiguity to the Westside RAA:

- 1. **East Node** | An area bounded by 9th Street to the west, 8th Street to the east, State Street to the south and Washington Street to the north. The East Node includes right of way on both 8th and 9th Streets.
- 2. West Node | An area bounded by 13th Street to west, 10th Street to the east, Washington Street to the south, and Franklin Street to the north, with the extension of an adjacent block to the south of Washington that is bounded by 11th Street to the west, 10th Street to the east, State Street to the south. The West Node includes the main Boise High School building and athletic field on a superblock parcel along with three YMCA parcels to the south. The West Node also includes right-of-way along 10th and 13th Streets.

As the nodes are geographically distinct, SB Friedman required each node to independently qualify for URA eligibility. SB Friedman only finds a node to have met an eligibility criterion if that criterion is meaningfully present and reasonably distributed throughout the corresponding node.

Summary Conclusions

This Study documents the conditions in the Amendment Area which support the findings that the Amendment Area is a "deteriorating area," as well as the findings that the Amendment Area meets the 10% Test required for expanding the land area of an existing RAA.

SB Friedman finds the following criteria for a deteriorating area to be meaningfully present and reasonably distributed throughout both the East and West Nodes in the Amendment Area:

- 1. The presence of a substantial number of deteriorated or deteriorating structures; and
- 2. Deterioration of site or other improvements.

SB Friedman further finds the following criteria for a deteriorating area to be meaningfully present in the West Node of the Amendment Area:

- 1. Predominance of defective or inadequate street layout; and
- 2. Faulty lot layout in relation to size, adequacy, accessibility or usefulness.

In addition to the presence of eligibility factors, SB Friedman finds the criteria constitutes an economic and social liability. Finally, the combined Amendment Area nodes account for 9.2% of the original Westside RAA. The proposed Amendment Area therefore also meets the 10% Test and is eligible for an RAA amendment.

The finding that the Amendment Area is eligible must be made by the City Council of the City of Boise (the "City Council") as part of the process for amending the Plan and RAA boundary. Upon adoption of a resolution finding that the Amendment Area is a deteriorating area and is suitable for inclusion within the Westside RAA, the Agency will proceed with creating a plan amendment. Following Agency approval of the plan amendment, the Boise City Planning and Zoning Commission would review the plan amendment is in conformance, the City Council would then hold a public hearing prior to which all of the affected taxing entities have the opportunity to provide comment on the proposed plan amendment. The City Council then must elect to either approve the plan amendment and create a corresponding amended RAA by ordinance, or elect not to approve the plan amendment.

2. Amendment Area Background

Introduction

The Westside Downtown URA and RAA were adopted in December 2001 and encompasses approximately 143.4 acres. The Plan identifies primary goals of the Westside RAA that include but are not limited to:

- 1. The elimination of environmental deficiencies, including among others, obsolete and aged building types, substandard streets or rights-of-way, enhanced development of existing surface parking lots, inadequate and deteriorated public facilities and improvements;
- 2. The assembly of land into parcels suitable for efficient, integrated development with improved urban development standards, including setbacks, parking, pedestrian, and vehicular circulation in the [URA];
- 3. The re-planning, redesign, and development of undeveloped areas that are stagnant or improperly utilized; and
- 4. Improvements to the streets, rights-of-way, and other public infrastructure.

At the time of adoption, the Westside RAA was intended to function as a tool to support achieving goals outlined in the Downtown Boise Plan from 1993 and the Boise City Comprehensive Plan, adopted in 1997. In 2011, the City adopted Blueprint Boise – a comprehensive plan to guide development. Blueprint Boise included more specific planning and development goals for smaller "Planning Areas." The Westside RAA and Amendment Area are located in the Downtown Planning Area of Blueprint Boise.

Blueprint Boise established the following planning standards/policies to work toward within the Downtown Planning Area in order to help address some of the larger planning challenges:

- Encourage redevelopment of underutilized properties (DT-CCN 3);
- Develop a robust, multimodal transportation system in Downtown, with an emphasis on transit, bicycle, and pedestrian circulation and safety (DT-C 1);
- Implement the improvements to the bicycle network identified in the Downtown Boise Mobility Study (the "Mobility Study") (DT-C 1.5b);
- Continue to develop a framework of streets, paths and open spaces that build upon existing networks and strengthen connections to the Boise River and Downtown subdistricts (DT-C 2);
- Where superblocks exist, work to re-establish the street grid and create blocks that approximate the traditional street grid and block pattern, or obtain public pedestrian ways protected by easements if redevelopment is not feasible (DT-C 2.1);
- Recognize the Downtown YMCA as an important institution for employees and residents, and actively support its continued operation and expansion efforts (DT-NC 3.3).

The Amendment Area encompasses approximately 13.2 acres of land. Within the Amendment Area there are seven Improved Parcels. The parcels include institutional and commercial land uses and rights-of-way.

There are two nodes within the Amendment Area, which include improved parcels with vertical development and associated rights-of-way. The East Node includes the historic former Carnegie Public Library building which is currently vacant, the vacant 8th & State Building, and the First Church of Christ Scientist building. The West

Node includes the Downtown Boise YMCA (the "YMCA") and the Boise High School Main Building, track, field and tennis courts (collectively "BHS"). Both nodes extend northeast from the Westside URA.

There is no 'Open Land' in the Amendment Area. This Study will therefore not include any discussion of Open Land eligibility criteria or requirements.



Figure 2: Significant Nodes within the Westside URA Amendment Boundary

Reasons for Selection of the Amendment Area

The Agency is interested in facilitating the redevelopment of underutilized land and expansion of multimodal transportation networks through the Amendment Area. Amending the Westside RAA would provide CCDC with the opportunity to continue investment in key corridors, such as the 8th Street and 11th Street corridors, and allow for support of the Boise School District in the continued improvements to Boise High School.

Required Findings for the Amendment of Revenue Allocation Areas

Idaho Code Section 50-2033 states that "an urban renewal plan that includes a revenue allocation area may be extended only one (1) time to extend the boundary of the revenue allocation so long as the total area to be added is not greater than ten percent (10%) of the existing revenue allocation area and the area to be added is contiguous to the existing revenue allocation area..."

The Westside RAA is approximately 143.4 acres. The Amendment Area, including rights-of-way, is approximately 13.2 acres and represents 9.2% of the Westside RAA. Both the East Node and West Node adjoin

Source: SB Friedman, City of Boise, CCDC

the original Westside RAA along the State Street boundary and are thus contiguous to the existing RAA. The West Node adjacency extends along the original Westside RAA Washington Street boundary. SB Friedman therefore concludes the Amendment Area does not exceed the statutory maximum land area that could be added to the existing RAA and meets the contiguity requirement.

	Acreage	Percent of Existing RAA
Existing RAA	143.4	
Amendment Area	13.2	9.2%
Eastern Node	4.1	2.8%
Western Node	9.1	6.4%

Figure 3: Acreage Addition Calculation

Source: SB Friedman, City of Boise, CCDC

The following section evaluates existing conditions within the Amendment Area to determine eligibility according to the Urban Renewal Law.

3. Existing Conditions

Existing Land Use within the Amendment Area

The Amendment Area is a roughly 13-acre area located in the Downtown Planning Area. The City and Ada County, through planning documents such as Blueprint Boise, the Downtown Boise Implementation Plan, the Roadways to Bikeways Plan, North Boise Neighborhood Bicycle and Pedestrian Plan and the Downtown Boise Mobility Study, have expressed a desire to continue promoting Downtown revitalization through infill redevelopment that is compatible with adjacent planning areas and to enhance the ease and safety of multimodal travel in Downtown Boise.

SB Friedman conducted fieldwork to document current land uses within the Amendment Area. Major land uses are as follows, and are mapped in **Figure 4**:

- Office two parcels currently consist of vacant office buildings; both are currently available for lease on listing services. The 8th & State Building has been vacant since 2017, the Carnegie Public Library Building has been vacant since 2018.
- 2. **Public/Private Institutional** Institutional uses are currently located on three parcels; BHS, the YMCA and the First Church of Christ Scientist building.
- 3. Parking two parcels provide parking at the YMCA.
- 4. **Right-of-Way** the Amendment Area includes approximately 3.5 acres of right-of-way, primarily composed of segments along 8th Street, 9th Street and 13th Street.



Figure 4: SB Friedman Observed Land Use

Source: SB Friedman, City of Boise, CCDC

Required Findings and Definitions of Deteriorated/Deteriorating Areas

Idaho Code section 50-2008(a) states "[a]n urban renewal project for an urban renewal area shall not be planned or initiated unless the local governing body has, by resolution, determined such area to be a deteriorated area or a deteriorating area or a combination thereof and designated such area as appropriate for an urban renewal project." It is our understanding and interpretation of the Urban Renewal Law that the Amendment Area should be held to the same standard as an eligibility study for a new URA would require for consistency.

The Urban Renewal Law includes definitions for a deteriorated area or a deteriorating area. These definitions include lists of criteria, one or more of which must be met in an area for it to qualify for an urban renewal project. These criteria are in Idaho Code Sections 50-2018(8) and (9) and Section 50-2903(8) and are listed below.

1. Deteriorated Area

Idaho Code Section 50-2018(8) and Idaho Code Section 50-2903(8)(a) define a deteriorated area as an area in which there is a predominance of buildings or improvements, whether residential or non-residential, which by reasons of:

- a) Dilapidation;
- b) Deterioration;
- c) Age or obsolescence;
- d) Inadequate provision for ventilation, light, air, sanitation or open spaces;
- e) High density of population and overcrowding;
- f) Existence of conditions which endanger life or property by fire and other causes; or
- g) Any combination of such factors;

is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, or crime and is detrimental to the public health, safety morals or welfare.

2. Deteriorating Area

Idaho Code Section 50-2018(9) and Idaho Code Section 50-2903(8)(b) define a deteriorating area as one, which by reason of:

- a) The presence of a substantial number of deteriorated or deteriorating structures;
- b) Predominance of defective or inadequate street layout;
- c) Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
- d) Insanitary or unsafe conditions;
- e) Deterioration of site or other improvements;
- f) Diversity of ownership;
- g) Tax or special assessment delinquency exceeding the fair value of the land;
- h) Defective or unusual conditions of title;
- i) Existence of conditions which endanger life or property by fire and other causes; or
- j) Any combination of such factors;

results in economic underdevelopment of the area, substantially impairs or arrests the sound growth of a municipality, retards the provision of housing accommodations or constitutes an economic or social liability, and is a menace to the public health, safety, morals or welfare in its present condition and use.

EVIDENCE OF A DETERIORATING AREA

Based on our preliminary research, the Amendment Area meets the standard required for a Deteriorating Area. Of the nine eligibility factors for a Deteriorating Area, we have identified two to be meaningfully present and reasonably distributed within both the East and West Nodes of the Amendment Area. We have identified an additional two criteria to be meaningfully present within the West Node of the Amendment Area. Each of the meaningfully present criteria and evidence are detailed below.

1. A SUBSTANTIAL NUMBER OF DETERIORATED OR DETERIORATING STRUCTURES (50-2018(9); 50-2903(8)(b))

In order to evaluate deterioration of structures within the Amendment Area, fieldwork was conducted on a parcel by parcel basis. To be identified as "deteriorating", a structure must have shown deterioration beyond issues that could be remedied with routine maintenance. Common factors SB Friedman found to make the determination that a structure is deteriorating included:

- Cracked foundation
- Cracked or damaged windows
- Significant water damage

Of the two parcels with vertical development in the West Node within the Amendment Area, one (50%) exhibited signs of structural deterioration. Of the three parcels with vertical development in the East Node, two (67%) exhibited signs of structural deterioration. **Figure 5** highlights the parcels on which a deteriorating structure is located.

Based on field evidence, we find deteriorating structures to be meaningfully present and reasonably distributed throughout both the East and West Nodes in the Amendment Area. Therefore, the Amendment Area meets the urban renewal eligibility standard of "a substantial number of deteriorated or deteriorating structures."

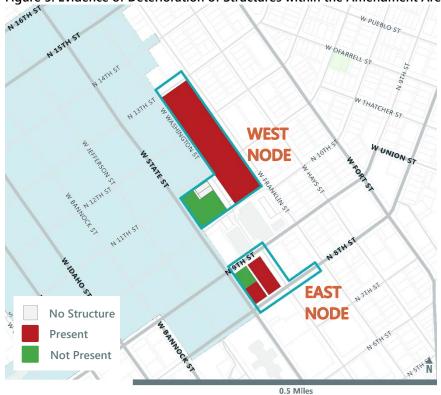


Figure 5: Evidence of Deterioration of Structures within the Amendment Area

Source: SB Friedman, City of Boise, CCDC

2. DETERIORATION OF SITE OR OTHER IMPROVEMENTS (50-2018(9); 50-2903(8)(b))

Parcels were found to be deteriorating if issues requiring repairs beyond normal maintenance were observed. The most commonly observed findings include the following:

- Cracked pavement or sidewalks
- Potholes
- Damaged physical infrastructure (e.g., curbs, parking stops)

Of the four parcels in the West Node of the Amendment Area, three (75%) exhibited site deterioration. Of the three parcels in the East Node of the Amendment Area, all three (100%) exhibited site deterioration. **Figure 6** shows the distribution of parcels identified as exhibiting site deterioration.

Based on field evidence, we find site deterioration to be meaningfully present and reasonably distributed throughout both the East Node and West Node of the Amendment Area. Therefore, the Amendment Area meets the urban renewal eligibility standard of "deterioration of site or other improvements."



Figure 6: Evidence of Deterioration of Sites within the Amendment Area

Source: SB Friedman, City of Boise, CCDC

3. PREDOMINANCE OF DEFECTIVE OR INADEQUATE STREET LAYOUT (50-2018(9); 50-2903(8)(b))

A finding of predominance of a defective or inadequate street layout can be made based on an evaluation of three criteria: the overall condition of the existing street layout, the appropriateness of such a layout, and overall connectivity of streets within and adjacent to the Amendment Area.

Blueprint Boise includes the goal of maintaining or restoring the traditional 260 by 300-foot block pattern in the Downtown Planning Area to enhance connectivity. Much of the Downtown conforms to the desired block size and street layout. However, the BHS superblock parcel disrupts the street network in the West Node of the Amendment Area. As a result of the large and inconsistent block, north/south collector roads have broken links on 11th Street and 12th Street. The break in connectivity between streets results in a breakdown of the urban form unlike elsewhere in the Downtown Planning Area.

BHS inherently requires a larger than standard block size, as the athletic field itself spans greater than the desired block size. However, there are methods to improve connectivity through the parcel while working within the constraints necessitated by its educational use.

Therefore, based on the broken links in the street network within the Amendment Area, SB Friedman finds inadequate street layout to be meaningfully present in the West Node of the Amendment Area. See **Figure 7** on the following page.

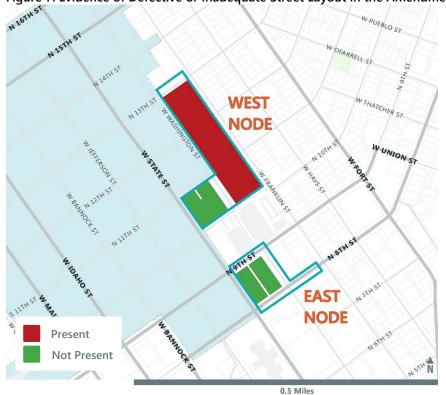


Figure 7: Evidence of Defective or Inadequate Street Layout in the Amendment Area

Source: SB Friedman, City of Boise, CCDC

4. FAULTY LOT LAYOUT IN RELATION TO SIZE, ADEQUACY, ACCESSIBILITY OR USEFULNESS (50-2018(9); 50-2903(8)(b))

Parcels were found to have faulty layout in relation to size, accessibility or usefulness if they were determined to disrupt the Downtown street grid and block pattern and/or were identified as being inaccessible by different transit modes: automobile, bicycle and pedestrian.

• Lot Size: While the BHS superblock parcel only constitutes 25% of the parcels in the West Node of the Amendment Area, it represents 65% of the total parceled land area within the node. The presence and size of the superblock parcel further indicates faulty lot layout in relation to size.

Whereas the large size of the BHS parcel is prohibitive to connectivity and contiguity with the existing urban form, the two parking parcels associated with the YMCA are too small to reasonably develop without land assembly efforts and the provision of replacement parking. Therefore, the parcels are found to also have faulty lot layout in relation to size and usefulness.

• Accessibility: The presence of any parcel with limited access may present a challenge to development. Of particular concern, the superblock parcel in the West Node prevents 11th and 12th Streets from extending through the Amendment Area. In addition to breaking the street grid, this prevents connectivity for vehicles, bicyclists and pedestrians from within and across the Amendment Area. Based on the presence and size of the BHS superblock parcel and the YMCA parking parcels, as well as the challenges these parcels pose to future redevelopment efforts and connectivity within and through the Amendment Area, SB Friedman finds faulty lot layout to be meaningfully present in the West Node of the Amendment Area. Parcels considered to exhibit faulty lot layout are identified in **Figure 8**.

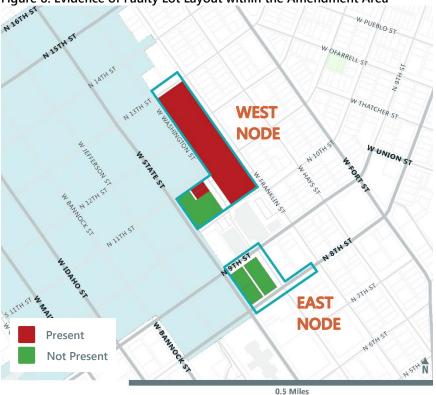


Figure 8: Evidence of Faulty Lot Layout within the Amendment Area

Source: SB Friedman, City of Boise, CCDC

OVERALL CRITERIA CONCLUSIONS

As described above, two of the nine potential criteria for finding a Deteriorating Area were found to be present and meaningfully distributed within both the East Node and West Node of the Amendment Area:

- 1. The presence of a substantial number of deteriorated or deteriorating structures; and
- 2. Deterioration of site or other improvements.

Two additional criteria for finding a Deteriorating Area were found to be meaningfully present within the West Node of the Amendment Area:

- 1. Predominance of defective or inadequate street layout; and
- 2. Faulty lot layout in relation to size, adequacy, accessibility or usefulness.

In addition to the findings of one or more eligibility factor, Urban Renewal Law requires that this factor(s) result in adverse consequences for the Amendment Area. The next section addresses this aspect of URA eligibility.

Economic Underutilization: Other Evidence of a Deteriorating Area

Urban Renewal Law requires that a two-part test be passed to establish eligibility. The first part requires the finding of at least one eligibility factor – of the nine possible – be present within the Amendment Area. As noted above, SB Friedman requires for a factor to be found present, it must be meaningfully present and reasonably distributed throughout the Amendment Area. The second requirement for determining eligibility is demonstrating the finding of deterioration also "results in economic underdevelopment of the area, substantially impairs or arrests the sound growth of a municipality, retards the provision of housing accommodations or constitutes an economic or social liability and is a menace to the public health, safety, morals or welfare in its present condition and use."

SB Friedman evaluated the economic and social liability impacts of the Amendment Area by analyzing vacancy and underdevelopment of parcels within the Amendment Area, as well as the congruence between existing multimodal transportation networks and stated planning goals.

ECONOMIC & SOCIAL LIABILITY

According to Urban Renewal Law, the Amendment Area must exhibit factors which indicate the area is deteriorating and those factors must have adverse consequences. SB Friedman finds the deteriorating factors present have adverse consequences resulting in an economic and social liability.

1. Economic Liability

In order to assess whether the Amendment Area represents an economic liability, SB Friedman analyzed parcel underutilization. Underutilization of parcels were considered by analyzing vacancy and underdevelopment of parcels within the Amendment Area.

Of the three parcels in the East Node of the Amendment Area, two (67%) have structures that are currently vacant and for lease. The 8th & State Building has been vacant since 2017 and the Carnegie Public Library Building has been vacant since 2018. The two vacant parcels are also the only parcels in the node available for private-uses, and therefore represent an economic liability due to underutilization. The presence of this level of ongoing vacancy in a desirable area represents an economic liability for the area.

The West Node does not include any taxable property which is in itself an economic liability, as BHS and the YMCA are both property tax-exempt. However, BHS and the YMCA require significant capital improvements to resolve existing infrastructure and building deficiencies. In considering capital improvement scenarios, the YMCA in particular has considered relocating to alternative locations. The three YMCA parcels in their current condition therefore represent economic underutilization for two reasons: (1) due to of the lack of taxable value generated from the current use and (2) because the existing building and site layout would likely be challenging to transition to redevelop. Therefore, SB Friedman finds the West Node to also constitute an economic liability.

2. Social Liability

To determine whether the Amendment Area represents a social liability, SB Friedman analyzed congruence between existing conditions and stated planning goals.

A stated planning goal for Downtown Boise is the buildout of a bike route along 11th Street that extends from River Street to Heron Street (the "11th Street Bikeway"). Per the Downtown Boise Mobility Study, current bike facilities that provide north/south access are "limited in their usefulness" and "[do] not connect to other regional or area-wide systems." Accordingly, "by making 11th Street a bi-directional bicycle facility and removing one travel lane, the street would allow for through movement of bicycles, connect two residential centers with the central area of downtown, and provide continuous connections to the regional system along the Boise Greenbelt."

SB Friedman's research indicates current conditions in the Amendment Area (parcel size and position and street layout) will not support, and are inconsistent with, the creation of an extended 11th Street Bikeway. Current conditions are therefore also inconsistent with the planning goals and strategies the City has articulated: an expanded bicycle network and multimodal transportation system in Downtown and stronger connectivity between the Boise River and Downtown subdistricts.

Furthermore, CCDC has worked for over a decade to promote multi-model transit and a safe pedestrian environment along 8th Street. The Agency has worked to increase pedestrian accessibility features, such as wider sidewalks and curb improvements, to provide bicyclists with a safe lane for transit, and to promote local businesses along the corridor. The benefits of these investments can be seen along the 8th Street corridor from Main Street to Bannock Street, which exhibits good urban design, as well as strong economic and social indicators. However, the portions of 8th Street that extend north of Bannock Street have not yet benefited from these investments. In particular, the portion of the 8th Street corridor within the East Node includes two vacant properties and a significantly different streetscape. Compared to well-performing portions of the corridor, the East Node as it stands today constitutes a social liability due to the relatively high vacancy and limited streetscaping.

Figure 9 below illustrates existing bike lanes and the disruption caused by the BHS superblock, which is currently the terminus of the 11th Street bike lane.



Figure 9: Existing Bike Lanes

Source: SB Friedman, Ada County, City of Boise, CCDC

SB Friedman concludes the Study Area constitutes an economic and social liability as parcel underutilization impacts the development potential of the Amendment Area and existing conditions in the Amendment Area deviate from the City's goals for the area.

4. Conclusions

According to the Urban Renewal Law, in order to qualify as an area eligible for an urban renewal project, an area must exhibit one or more of several factors indicating that the area is either a deteriorated area or a deteriorating area. Further, presence of this factor(s) must have adverse consequences.

SB Friedman finds the following two criteria for a deteriorating area to be meaningfully present and reasonably distributed throughout both the East Node and West Node of the Amendment Area parcels:

- 1. The presence of a substantial number of deteriorated or deteriorating structures; and
- 2. Deterioration of site or other improvements.

SB Friedman also finds the following criteria for a deteriorating area to be meaningfully present in the West Node of the Amendment Area:

- 1. Predominance of defective or inadequate street layout; and
- 2. Faulty lot layout in relation to size, adequacy, accessibility or usefulness.

Furthermore, we find that the Amendment Area represents an economic and social liability. Finally, the proposed Amendment Area meets both criteria identified in Idaho Code Section 50-2033: the Amendment Area is both contiguous to the existing Westside RAA and does not exceed 10% of the existing RAA.

As a result, this preliminary Study concludes that the Amendment Area conforms with Title 50, Chapters 20 and 29 Idaho Code, and meets the eligibility standards for designation as a proposed amendment to the Westside URA.

Appendix: Limitations of Engagement

Our report is based on estimates, assumptions, and other information developed from research of the market, knowledge of the industry, and meetings during which we will obtain certain information. The sources of information and bases of the estimates and assumptions are stated in the report. Some assumptions inevitably will not materialize, and unanticipated events and circumstances may occur. Therefore, actual results achieved during the period covered by our analysis will necessarily vary from those described in our report, and the variations may be material.

The terms of this engagement are such that we have no obligation to revise the report to reflect events or conditions that occur subsequent to the date of the report. These events or conditions include, without limitation, economic growth trends, governmental actions, additional competitive developments, interest rates, and other market factors. However, we will be available to discuss the necessity for revision in view of changes in the economic or market factors affecting the proposed project.

Our study will not ascertain the legal and regulatory requirements applicable to this project, including zoning, other State and local government regulations, permits, and licenses. No effort will be made to determine the possible effect on this project of present or future federal, state or local legislation, including any environmental or ecological matters.

Furthermore, we will neither evaluate management's effectiveness, nor will we be responsible for future marketing efforts and other management actions upon which actual results will depend.