

JULY 2011

BRA
PAR
CEL

URBANICA

DESIGN + DEVELOPMENT

9

ROXBURY | MA

NADAAA

DREAM
COLLABORATIVE

landworks>studio +

DESIGN + DEVELOPMENT
PROPOSAL

MELNEA HOTEL + RESIDENCES



WHERE NEIGHBORHOODS MEET

BOSTON REDEVELOPMENT AUTHORITY PARCEL 9 - ROXBURY, MA REQUEST FOR PROPOSAL

DESIGN + DEVELOPMENT PROPOSAL

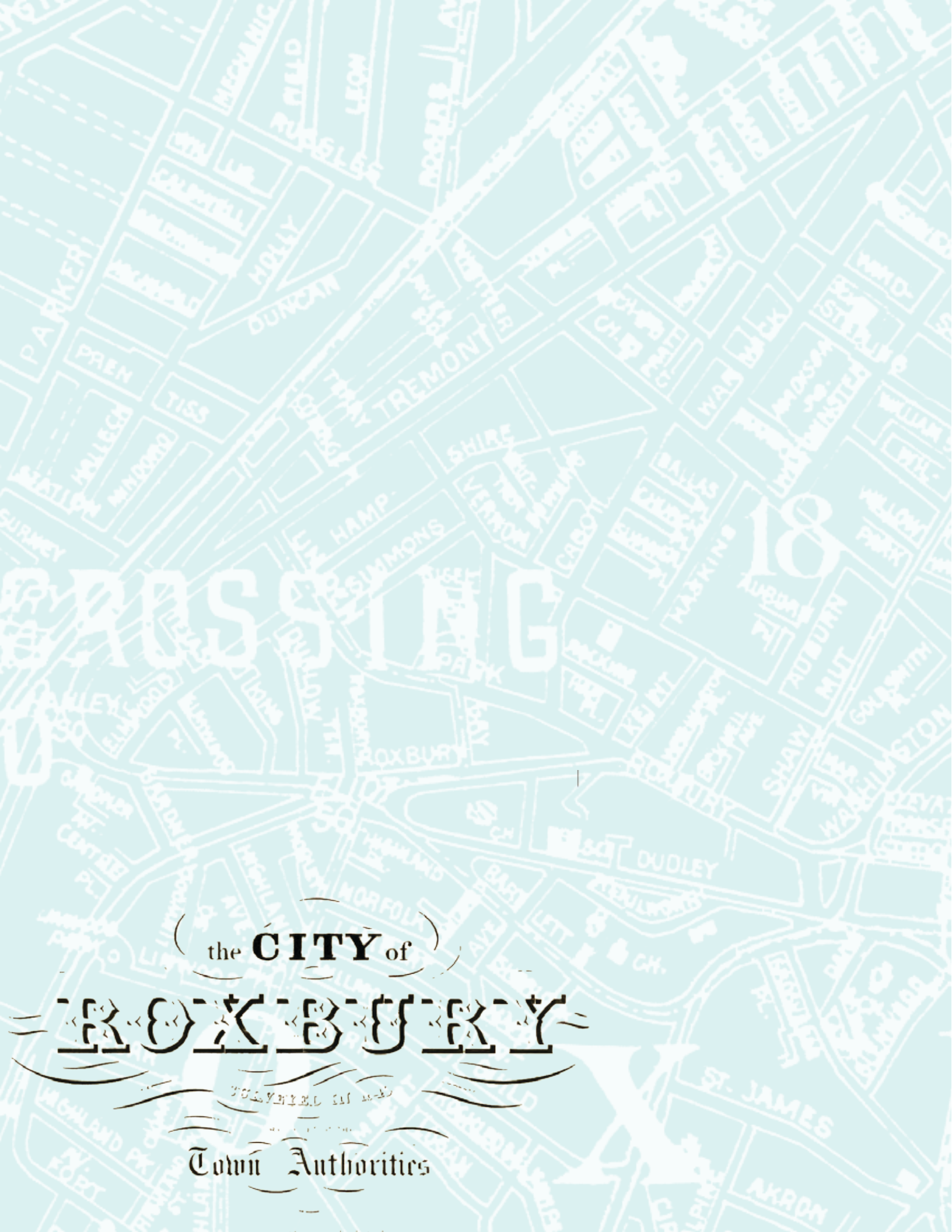
JULY 2011

PARCEL NINE

Submitted by: URBANICA DESIGN + DEVELOPMENT

Submitted to: BOSTON REDEVELOPMENT AUTHORITY

In Association with: Melnea Partners LLC
NADAAA
D/R/E/A/M Collaborative
Landworks Studio
Howard/Stein-Hudson Associates
PKF Consulting
Community Development Corporation of Boston
mod.A Architecture
TurnKey Development, Inc.
LH Daniels Associates
Nitsch Engineering
Woodard & Curran
Lim Consultants, Inc.
VGNA
SAR Engineering
Gibson Sotheby's International Realty
Fernandez & Associates
McKenzie & Associates, P.C.
RW Sullivan Engineering
Avery Property Management
Murphy International Development
GeoSolar Energy Systems
Why Design Works



CROSSING 18

the **CITY** of

ROXBURY

INCORPORATED 1846

Town Authorities

Mr. Brian Golden
Executive Director/Secretary
Boston Redevelopment Authority
One City Hall Square, Room 910
Boston, MA 02201-1007

RE: BRA Request for Proposals: Parcel 9, Roxbury, MA

Dear Mr. Golden,

This letter represents our expression of interest in developing the vacant site, Parcel 9, at Melnea Cass Boulevard and Washington Street. This submittal includes efforts to provide amenities targeted specifically at the needs of the Lower Roxbury community. Acknowledging the established culture make-up, amenities, and businesses, our proposal, including a mix of hotel, restaurant, health club, and retail functions will provide permanent jobs, an economic base, and add to the existing neighborhood vibrancy.

Urbanica has assembled a large, diverse, and multi-talented team of experts in their respective fields in order to provide a high-quality design that is both urbanistically and financially successful.

Urbanica, Inc will act as manager of the team throughout the design and construction of the building. Urbanica Design + Development has a long track record of contributing positively to the quality of urban neighborhoods. Kamran Zahedi, with over 25 years of developing, designing and building projects in Boston, consistently emphasizes a refined design aesthetic, quality work, and community involvement. The team has worked collaboratively with neighborhood organizations, taking into considerations the concerns and desires of the community. Urbanica has experience working with a number of neighborhood groups including those of Worcester Square, Ellis, Washington Street, and the Roxbury Neighborhood Council.

The proposed project, by virtue of infilling an empty lot in the vibrant Lower Roxbury neighborhood, continues Urbanica's practice of invigorating neighborhoods by redeveloping under-utilized buildings and sites.

We are pleased to offer an opportunity for new sustainable mixed use project in the Roxbury neighborhood. Furthermore, we look forward to providing neighborhood development, job creation, an enlarged tax base, and valuable programs for an unique and exciting community.

Please review the qualifications of our team, project description and history, and design submission. Thank you for considering our proposal.

Sincerely,



Kamran Zahedi

Manager
Urbanica, Inc.

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1.1 - 1.7 PROJECT TEAM

TEAM PROFILE

1.1 PROJECT TEAM

DEVELOPER

Melnea Partners LLC.
Contact c/o Urbanica

DEVELOPMENT + DESIGN MANAGER

Urbanica Design + Development
142 Berkeley Street No. 402
Boston, MA 02116
T: 617.654.8900
F: 617.654.8901

CDC PARTNER

Community Development Corporation
of Boston
801 Albany Street
Boston, MA 02119
T: 617.442.5522

DESIGN ARCHITECT

NADAAA
1920 Washington Street #2
Boston, MA 02118
T: 617.442.6232

URBAN DESIGN CONSULTANT

D/R/E/A/M Collaborative [MBE]
195 Dudley Street
Roxbury, MA 02119
T: 617.606.7029

LANDSCAPE ARCHITECT

Landworks Studio
112 Shawmut Avenue
Boston, MA 02118
T: 617.426.3030

TRAFFIC CONSULTANT

Howard/Stein-Hudson Associates
38 Chauncy Street, 9th Floor
Boston, MA 02111
T: 617.482.7080

HOSPITALITY CONSULTANT

PKF Consulting
160 Federal Street, 11th Floor
Boston, MA 02110
T: 617.330.8192

PARCEL NINE

ARCHITECT OF RECORD

mod.A Architecture
142 Berkeley Street No. 402
Boston, MA 02116
T: 617.654.8900
F: 617.654.8901

CONTRACTOR

TurnKey Development Inc.
142 Berkeley Street No. 402
Boston, MA 02116
T: 617.654.8900
F: 617.654.8901

DIVERSITY CONSULTANT

LH Daniels [MBE]
100 Hallet Street
Boston, MA 02124
T: 781.704.4177

CIVIL ENGINEER

Nitsch Engineering [WBE]
186 Lincoln St., Suite 200
Boston, MA 02111
T: 617.338.0063
F: 617.338.6472

ENVIRONMENTAL ENGINEER

Woodard & Curran
980 Washington St., Suite 325N
Dedham, MA 02026
T: 800.446.5518
F: 781.251.0847

STRUCTURAL ENGINEER

Lim Consultants, Inc. [M/WBE]
90 Hamilton Street
Cambridge, MA 02139
T: 617.577.9200

ELECTRICAL ENGINEER

VGNA
541 Main Street
S. Weymouth, MA 02190
T: 781.335.4200

MECHANICAL ENGINEER

SAR Engineering [MBE]
10 Granite Street
Quincy, MA 02169
T: 617.328.9215

REALTOR

Gibson Sotheby's International Realty
556 Tremont Street
Boston, MA 02118
T: 617.426.6900
F: 617.451.7537

FIRE PROTECTION

Fernandez & Associates [MBE]
63 Larkin Street
Byfield, MA 011922
T: 978.499.0172

LEGAL COUNSEL

McKenzie & Associates, P. C. [MBE]
Joseph D. Feaster, Jr.
183 State Street, Suite 6
Boston, MA 02109
T: 617.723.0400
F: 617.723.7234

CODE CONSULTANT

RW Sullivan Engineering
The Schraft Center
529 Main Street, Suite 203
Boston, MA 02129-1107
T: 617.523.8222
F: 617.523.8227

SOLAR ENERGY CONSULTANT

GeoSolar Energy Systems
2649 NW 28th Terrace
Boca Raton, FL 33434
T: 561.239.3284

GEOHERMAL CONSULTANT

Murphy International Development
P.O. Box 807
Georgetown, CT 06829
T: 203.544.8303
F: 203.544.8302

PROPERTY MANAGEMENT

Avery Property Management
597A Tremont St.
Boston, MA 02118
T: 617.351.2900
F: 617.426.8787

BRANDING

Why Design Works [WBE]
1200 Washington St. Suite 221
Boston, MA 02118
T: 617.542.0683
F: 617.542.0684

DEVELOPMENT + DESIGN MANAGER PROFILE



>> DEVELOPER

URBANICA DESIGN + DEVELOPMENT



URBANICA is a design/development company specializing in the transformation of under-utilized buildings and sites into extraordinary living and working spaces in the metro-Boston area.

We see each project as a unique opportunity to enhance the social, economic and aesthetic conditions of the local environment. With our design-oriented focus, we believe that uncompromising progressive design is a critical component in this equation.

“...DIFFERENTIATION BY DESIGN...”



Specifically, our work involves the reuse of a historic structures and challenging urban sites. We seek to infuse these buildings and places with a new life and purpose.

Urbanica has an outstanding track record of successfully completed projects in both public and private ventures. Most recently, Urbanica has focused efforts on Request for Proposals of Boston Redevelopment Authority (BRA) owned historic buildings. Urbanica recently finished building three publically-awarded projects, a former police station in Somerville, the former Area D4 police station in Boston’s South End, and the Engine 1 Fire Station in Belmont. Urbanica has also successfully completed two Boston Redevelopment Authority (BRA) sponsored projects: a loft building conversion in the South End and the conversion of a warehouse into the Harborside Inn on State Street in Boston.



1.2

DEVELOPMENT + DESIGN MANAGER PROFILE



>> DEVELOPER

KAMRAN ZAHEDI

President and Managing Principal of Urbanica Design + Development

The President of Urbanica is Kamran Zahedi. Over the past twenty five years, Kamran has designed, developed and built many projects in metropolitan Boston. More recently, he has focused his efforts on RFPs of city-owned historic buildings and converting them into new residential uses.

To each venture, Kamran brings a passion for urban form, progressive design, and a respect for the existing context. Kamran is currently completing the construction of a 40-unit residential project on Mass Ave. in Boston.

Kamran received his B.S. in Architecture and Civil Engineering from MIT in 1980, and a Certificate of Achievement from the Center for Real Estate, also from MIT.

EDUCATION

B.S. in Architecture and Civil Engineering from MIT, 1980

Certification, Center for Real Estate, MIT, 1991

Licensed Construction Supervisor, Boston, MA

EXPERIENCE

President of Urbanica, 2001-present

President of Built Form Development, Design and Construction, 1981-1996

President of Turnkey Development, Inc., 1996-present

General Partner for various real estate partnerships since 1993

Former Faculty at the Boston Architectural Center, 1986

Membership in BSA, ASCE, NTHP



>> PROJECT LIST

SIX9ONE RESIDENCES

691 Massachusetts Avenue, South End, Boston, MA (2011)

Urbanica Design + Development created a solid Bostonian partnership to develop six9one RESIDENCES. The team included Studio Luz Architects, Berkeley Building Company and Kornerstone Brokerage.

Urbanica Design + Development partnered with Studio Luz Architects, on the facade design for six9one RESIDENCES as the building is located in a contextually sensitive and historic district of Boston.

six9one RESIDENCES is one of the last new-built developments in South End, Boston, with approximately 45,000 sqft of space including the basement garage. There are 40 residential units, ranging from 550 sqft to 1,800 sqft with unit types including studio, one bedroom and two bedrooms residences. There are also 30 deeded parking spaces available. Ground floor units are proposed as Small Office Home Office or “SoHo” units, taking advantage of the easy street access. These six first floor units are intended to attract professionals with a home office, or artists who would like to house a small gallery. Units along Massachusetts Avenue have niches created by the massing of the façade.

1.2 DEVELOPMENT + DESIGN MANAGER PROFILE



>> PROJECT LIST

yoo D4 SOUTH END

7 Warren Avenue, Boston, MA (2006)

This project involves the conversion of former D-4 police station into a new luxury condominium building with twenty five units. The existing shell will be restored to its former state with only minor modifications on the principal elevations. The rear elevation consists of a new two-story block which taken together with the existing building envelope, forms a courtyard. The new courtyard will be covered with a glass roof and conform to green building concepts.

This project was awarded to Urbanica in response to an RFP sponsored by the BRA in 2003. Urbanica was selected over some of the most prominent developers in the city largely based on their growing reputation as *“one of the top design/development companies in Boston.”*



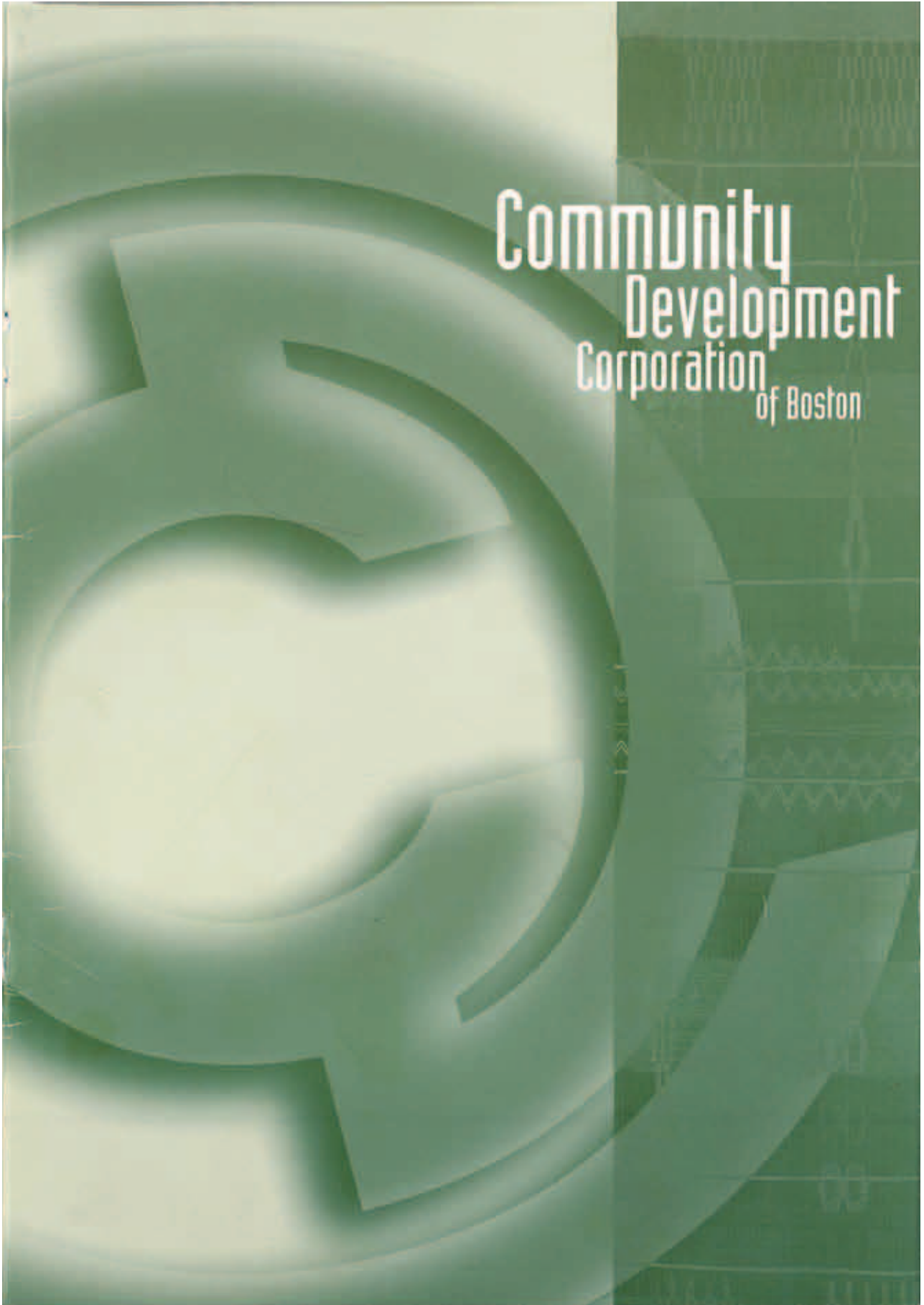
>> PROJECT LIST

ENGINE ONE BELMONT

445 Trapelo Road, Belmont, MA (2005)

This project involves the conversion of the former fire station at Waverly Square into six townhouse style residences. Five of the condominiums will be housed in the main building; the sixth residence is a new 1600 sq addition. The new structure will be comprised of a two-story townhouse built on top of the existing foundation of one wing of the former fire station. Its primary building materials will be perforated copper panel and an aluminum curtain wall system.

1.3
CDC PARTNER PROFILE



Mission



Marvin E. Gilmore Jr. President & CEO

The mission of the Community Development Corporation (CDC) of Boston is to provide the leadership, financial incentives, training, and support necessary to bring economic growth to the inner city. The goals inherent in CDC of Boston's establishment of an urban industrial park some years ago are still in line with our goals today; to develop, articulate, and facilitate public-private partnerships that address the needs of the community. Some of these needs are job creation, business ownership, technical assistance, business space, access to loan opportunities, and insight into emerging industries.

Since its inception, the CDC of Boston's efforts have focused on bringing vacant land and buildings back into productive use. Today, where there was once vacant land, now there is a thriving commercial business center, Crosstown Industrial Park, which employs local workers and generates extensive economic opportunities. A computer assembly plant, a biotechnology center, a service/retail/industrial agency, and the Boston Empowerment Center have all been developed in Crosstown Industrial Park. Working with the CDC of Boston, these businesses have created economic and employment opportunities for Boston's minority communities.

1.3 CDC PARTNER PROFILE

Since the early 1960s, I have been involved in community affairs in the inner city. I was one of the founders of the first minority bank in Boston. Later, I served on the Low Income Housing Commission, whose proposed legislation created the Massachusetts Housing Finance Agency. This history of activism and innovation to meet the needs of the community has helped to shape the efforts of the Community Development Corporation of Boston.

The unemployment and urban decay which resulted from the flight of businesses and industries from the inner city presented a challenge demanding new approaches. Through a variety of cooperative relationships with community, city, state, federal financial and philanthropic organizations, I sought the means to reinvest in the infrastructure of this area and to attract new businesses here.



Marvin Gilmore with
Mayor Thomas Menino

As we head into the 21st century, I urge continued cooperative efforts to meet future challenges, particularly job creation in an increasingly technological society.

With Our Sincere Gratitude

Congressman Joseph Mookley
 Governor Endicott Peabody
 Governor Francis Sargent
 Governor Michael Dukakis
 Governor William Weld
 Governor Paul Cellucci
 Mayor John Hynes
 Mayor Kevin White
 Mayor Raymond Flynn
 Mayor Thomas Menino
 Senator Edward Brooke
 Senator Edward Kennedy
 Representative Joseph Kennedy
 Massachusetts State Legislature

BankBoston
 Boston Bank of Commerce
 Boston City Council
 Boston Local Development Corporation (BLDC)
 Boston Police Department
 Boston Redevelopment Authority (BRA)
 Boston University School of Medicine's Biomedical Laboratories
 Dr. Franzblau, Bill Gasper, Connie Phillips
 Bay State Banner
 Cambridge Enterprise Collaborative
 Casner and Edwards
 Choate, Hall and Stewart
 Community Business Network
 Council for Urban Economic Development (CUED)
 Digital Equipment Corporation
 Economic Development and Industrial Corporation (EDIC)
 Federal Deposit Insurance Corporation (FDIC)
 Ford Foundation
 Harrison Supply Company
 Hyams Foundation
 Legislative Black Caucus
 Local Initiatives Support Council (LISC)
 Habel Louise Riley Foundation
 Massachusetts Bay Transit Authority
 Massachusetts Community Development Finance Corporation (CDFC)
 Metropolitan Area Planning Council (MAPC)
 Morgan Memorial Goodwill Industries
 Newmarket Business Association (NBA)
 Northeastern University
 Orchard Park
 South End Neighborhood Association (SNAP)
 South End News
 Stull and Lee, Inc.

Elbert Bishop
 John Cruz
 Cynthia Harris
 Henry Kara, Esq.
 Hel King
 Valerie Lemmie, City Manager of Dayton, Ohio
 Tony Pangaro
 Paul Parks
 Dee Primm
 Chuck Turner

CDC Board of Directors

Officers
 Marvin E. Gilmore, Jr., President/CEO
 John O'S. Francis, Chairman
 James Suber, Vice Chairman
 James Dilday, Esq., Treasurer

Sarah Flint
 Kimberly Francis-Carson
 Sanford Gilmore
 Phillip S. Hart, Ph.D.

In Memorium

Mrs. Meleoa Cass: First Lady of Roxbury
 Stanley McFarlane: CDC of Boston
 Ralph Smith: Madison Park
 Otto & Muriel Snowden:
 Freedom House
 Ed Cooper



John O'Sullivan Francis, Chairman of the Board

We wish to express our appreciation to the community we serve. Although we could not mention everyone by name, your support allows us to continue our mission and our partnership.

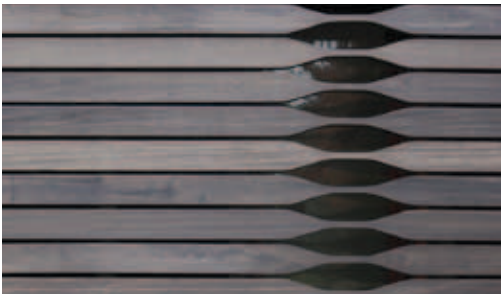
1.4

DESIGN ARCHITECT PROFILE

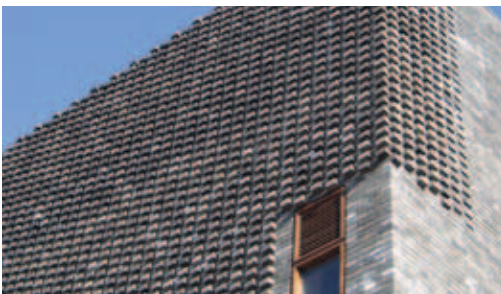


>> ARCHITECT

NADAAA



NADAAA is a Boston-based design firm dedicated to design innovation, research, the cultivation of new means and methods of fabrication, and the transformation of the building industry. Led by principal designer Nader Tehrani, and in collaboration with principals Katie Faulkner and Dan Gallagher, the firm's work ranges in scale from furniture to architecture to urban design, with a focus on craft, construction, and fabrication. NADAAA finds opportunities in the challenges of each project – the qualities of site, the requirements of program, and the specifications of users.



As the founding principal of Office dA, Nader Tehrani directed twenty-five years of intensive design research. His work received numerous awards including the Cooper-Hewitt National Design Award in Architecture, the American Academy of Arts and Letters Architecture Award, the Harleston Parker Award, 5 I.D. Annual Design Review awards, 13 Progressive Architecture awards, and over 20 local and national AIA awards. His work has been widely published, and exhibited at institutions such as the Museum of Modern Art, the Boston Institute of Contemporary Art and LA MoCA. With Office dA, Tehrani completed the first LEED Gold certified, multi-family housing building in Boston, and the first LEED rated gas station in the United States.



NADAAA's staff of twenty designers brings expertise from academia, graphic design, construction, and business. Currently in progress are commercial, residential, institutional and public projects around the world-- in the U.S., China, Korea, Kuwait, Australia, and France-- that require optimized project delivery. Our technical expertise with production technologies enables our teams to operate on many fronts with tight budgets and deadlines. Working with state of the art digital fabrication processes and locally available manufacturing crafts, the team collaborates closely with local consultants and engineers to ensure clear communication and strong project management.



>> ARCHITECT

NADER TEHRANI

Principal

Nader Tehrani is the founding principal of NADAAA, as well as the Head of the Department of Architecture at the MIT School of Architecture and Planning. He received a B.F.A. and a B. Arch from the Rhode Island School of Design in 1985 and 1986 respectively, and continued on to the Harvard Graduate School of Design where he received his M.A.U.D in 1991. Tehrani has also taught at Harvard Graduate School of Design, Rhode Island School of Design, Northeastern University, Georgia Institute of Technology where he served as the Ventulett Distinguished Chair in Architectural Design, and Otis College of Art and Design where he served as a Donghia Designer-in-Residence.

Previously Tehrani was a Principal and Founder of Office dA (1986-2011), where he designed award-winning projects such as the Hinman Research Building at Georgia Tech, Tongxian Art Gatehouse in Beijing, Fleet Library at RISD, the LEED-certified Helios House in Los Angeles, the Multi-faith Spiritual Center at Northeastern University, Banq restaurant and the LEED-Gold certified Macallen Building in Boston. Tehrani's work has been recognized with notable awards, including the Cooper Hewitt National Design Award in Architecture (2007), the American Academy of Arts and Letters Award in Architecture (2002), and thirteen Progressive Architecture Awards. He has also been honored with the United States Artists Fellowship in Architecture and Design (2007) and the Architectural League of New York's Young Architects Award (1997).



>> ARCHITECT

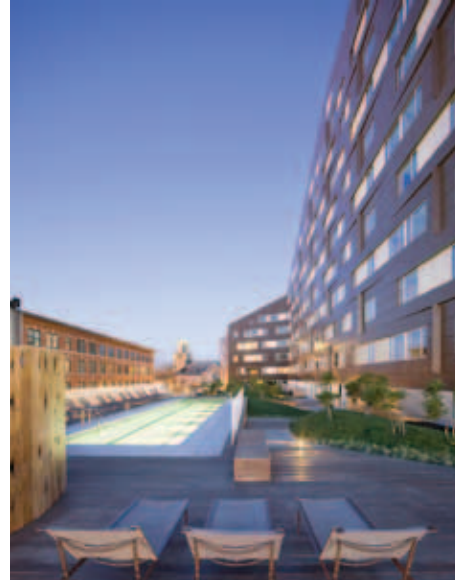
KATHERINE FAULKNER, AIA, LEED AP

Principal

Katherine Faulkner has 18 years of design and management experience in large scale planning, academic, institutional, and health-care projects. At NADAAA, Faulkner oversees office operations as well as overall project management. As an Associate Principal at Shepley Bulfinch, Faulkner developed expertise on LEAN Project Delivery, Operations and Fast Track Construction, and state-funded projects. A founding member of the CT Green Building Council, Faulkner has managed the design of several LEED building projects. Faulkner received an M.Arch from Harvard Graduate School of Design in 1993, and recently completed an MBA at Boston University in 2010.

1.4

DESIGN ARCHITECT PROFILE



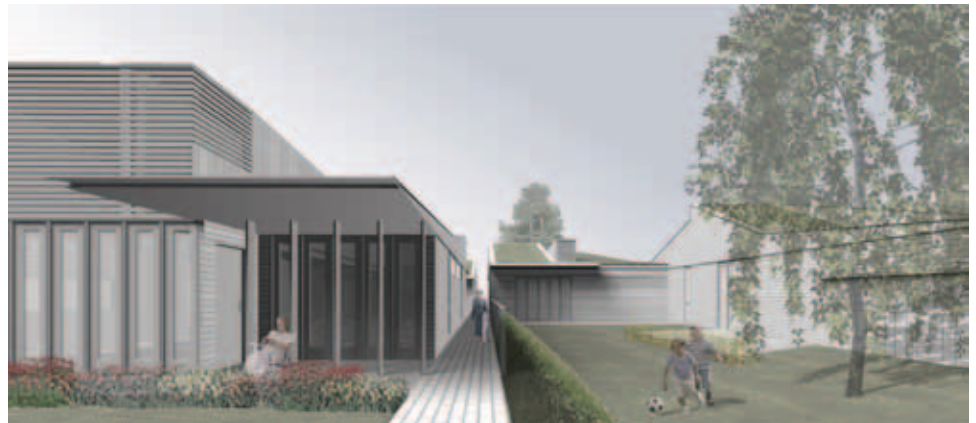
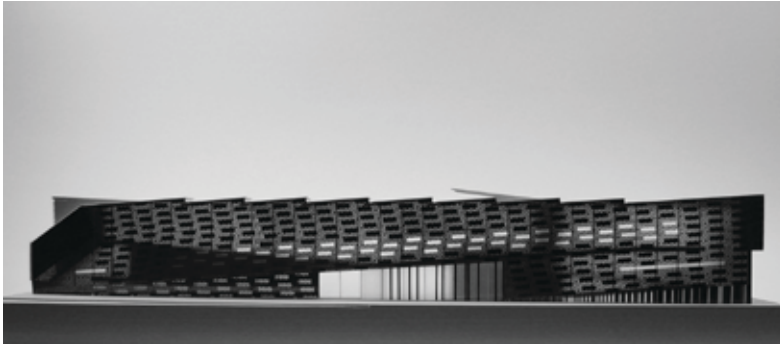
>> PROJECT LIST

MACALLEN BUILDING

Boston, MA (2007) [Office dA/Burt Hill/Landworks]

LEED Gold Certified
2010, AIA Institute Honor Award
2010, AIA New England Honor Award
2009, ASLA Honor Award
2009, BSLA Merit Award
2008, AIA/COTE Top Ten Green Project
2008, AIA Housing Award
2008, AIA/Mayor Menino Boston's Greenest
2008, BSA/AIA NY Housing Design Award
2008, Residential Architect Grand Award
2008, ACEC MA Engineering Excellence Silver Award
2008, CMAA NE Chapter, Project of the Year

As a pivotal development in the urban revitalization of South Boston, the Macallen is designed on the principles of smart growth and green building to become a model for sustainable development in its neighborhood and the City of Boston. The scale and scope of the project involved the complex process of gaining public and community approval for a project. Working with construction managers and engineers early in the process, we capitalized on all possible sustainable building strategies to secure a LEED Gold Certification. The building is located on a former industrial site on the edge of South Boston which mediates between highway off-ramps, an industrial zone, and an old residential neighborhood. As such, the building negotiates different scales and urban configurations to address its surrounding context. The western end responds to the Boston skyline, rising to the maximum allowable height and serving as a new threshold into South Boston. The roof slopes down on the eastern end and mirrors the neighborhood's traditional building fabric of brickwork and storefronts. Responding to the industrial neighborhood on the north and south facades, a dynamic bronzed aluminum cladding reflects the structural system within. Shaped by the forces and scales of its dramatically different contexts, the landscape uses alternative materials and planting strategies to create fresh and innovative scenarios for addressing stormwater management and mitigating the debilitating side effects of urban heat island phenomenon, while simultaneously maximizing its positive urban and social functions.



>> PROJECT LIST

INTERGENERATIONAL LEARNING CENTER

Chicago, IL (2003) [Office dA]

2006, Notable Project: Housing
Architype Review

2005, Progressive Architecture Award

2005, Chapter Award
Congress for the New Urbanism

2003, Winner
NEA New Public Works Competition

This project for the City of Chicago consists of ten units of grand family housing (units for seniors who have custody of a grandchild) and a Learning Center with Head Start and Senior Center facilities. The design seeks to identify architectural opportunities from within the given requirements: its budgetary constraints, zoning guidelines, and code restrictions. It uses these criteria both as a mechanism for invention as well as a basis for practical implementation. From the urbanistic perspective, the project is weaved into the site, while also addressing the appropriate scales of Michigan Avenue and 104th Street. The residential grain of 104th Street is extended on the east-west axis, while the larger scale is reserved for the north-south axis of Michigan Avenue, where the public program may enjoy a more civic presence.

The project operates between architecture and landscape, at once punctuating the scheme with courtyards –providing its residents and visitors with both public and private outdoor spaces — while also extending the landscape over the roofs, underlining the potentials of an architecture of sustainability. The principles of Universal Design have been adopted to create an architecture of accessibility, flexibility, marketability, and adaptability, making the scheme useful for people of varied abilities and preferences. The Senior Satellite Center and Head Start Facility are designed to foster social interaction between the two programs while maintaining the necessary autonomy and security needed for the smooth functioning of their individual operations.

1.5

URBAN DESIGN CONSULTANT PROFILE



>> ARCHITECT

D/R/E/A/M COLLABORATIVE



D/R/E/A/M Collaborative provides an integrated design approach to ensure comfort and innovation in the built environment while having the least impact on the environment. D/R/E/A/M Collaborative has emerged as a leader in sustainable design and urbanism and have received awards for its work in urban revitalization and sustainable development projects from the American Institute of Architects and the President's Round Table.



D/R/E/A/M is a team of architects, infrastructure planners, and energy specialists working to design, plan, and develop healthy, sustainable, and inspiring built environments globally. By integrating mixed use, residential, commercial, life science, hospitality and other uses they have created unique opportunities to transform existing cities into healthier and more vibrant places to live. We have also been recognized for our work in creating holistic new master planned communities in emerging economies that honours existing economies and traditional ways of living while improving construction methods and integrating renewable and clean energy technologies, and sustainable ecological practices.





>> ARCHITECT

GREGORY MINOTT

Principal

Gregory has over 12 years of experience in a range of award winning green building and planning projects. Throughout his career Gregory has received several awards for his work and has received accolades for his green building design and insightful consideration of cultural, physical, and environmental factors in revitalizing under served communities. Most recently he was awarded 2010 Young Architect of the Year by the American Institute of Architects for his important contributions in master planning, urban design, and architecture in the US. His work has been featured in several national-level publications in North America and the Caribbean as well as featured at the 2008 AIA National Convention in Boston.

Gregory has developed an expertise in designing LEED certified green buildings, planning urban renewal strategies and smart-growth communities. Most recently he was appointed design chair of the board of Dudley Square Main Streets where he leads development project reviews and, advocates for equitable development opportunities for all stakeholders.

Gregory holds a Masters of Architecture and Infrastructure Planning from the New Jersey Institute of Technology on a full scholarship, and is a Leadership in Energy and Environmental Design Accredited Professional (LEED AP).

1.5 URBAN DESIGN CONSULTANT PROFILE



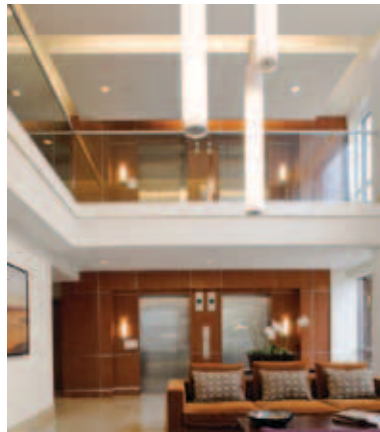
>> PROJECT LIST

DUDLEY SQUARE REDEVELOPMENT

Roxbury, MA

The overall design explores the aspirations of the Roxbury community, and takes advantage of the site location in Dudley Square, as well as the large number of commuters that travel the area daily. A new pedestrian plaza creates a gateway to the area and is anchored by a small business incubator building to the east and a larger commercial office building to the west linked by a glass bridge. Within these buildings, a mix of community and arts space, retail, dining and office space is provided, in addition to underground parking.

Environmentally conscious strategies were utilized throughout the project. Waste from the site's demolished buildings will be recycled to build the new plaza, which will gradually incline from Dudley Street to the courthouse building. The south-facing office atrium in the commercial building, as well as other strategies throughout the project, will seek to increase energy efficiency by maximizing daylight and reducing cooling and heating loads. Photo-voltaic louvers installed above the atrium provides power to the facility as well as shading for the atrium. The park, the heavily planted plaza, and a green roof on the community building will add much needed vegetation, and will help moderate the impact of paved surfaces on the area's micro-climate.



>> PROJECT LIST

SKYLINE AT STATION LANDING T.O.D.

as part of Elkus Manfredi Architects
Medford, MA

Station Landing is a 16-acre transit-oriented brownfield redevelopment master plan. Located along the Mystic River with spectacular views to Boston, Station Landing is a new vibrant mixed use community in Medford. The masterplan includes the ground up construction of over a million square feet of mixed use office, retail and residential space, designed to LEED standards. Station Landing is located adjacent to mass transit and is designed with the pedestrian in mind with wide brick-lined sidewalks, outdoor cafés, and a lush water front park.

Skyline at Station Landing is a new 12-story, 127-unit residential condominium tower that was completed in 2007 as part of the 16-acre masterplan. The waterfront site was a previously underdeveloped brownfield site. The building was designed to meet strict energy codes and Energy Star standards while giving each unit great views of the Boston skyline.

1.6

LANDSCAPE ARCHITECT PROFILE



>> LANDSCAPE ARCHITECT

LANDWORKS STUDIO

Landworks Studio is an award-winning design collaborative practicing regionally and abroad. Founded in 1996 by Michael Blier as an alternative practice, Landworks Studio consistently strives for design excellence and innovative landscape solutions. The collaborative's thirteen members are primarily landscape architects, but also share interdisciplinary backgrounds in design, arts, and architecture. Our team has been assembled to practice landscape architecture at the highest levels of conceptual thinking and professional performance. We take great pride in the individual accomplishments of our team and the ways in which this informs our collaborative approach. As a design collaborative, Landworks Studio thrives on the close participation of the entire project team. Individuals in our diverse team have won international competitions, founded their own firms, worked with some of the most prestigious design firms in the nation, and have impressive degrees and honors from renowned design schools.

Landworks Studio has won numerous design awards for built and prospective landscapes, most recently receiving the American Society of Landscape Architects' prestigious 2006 Award of Excellence for the Court Square Press Courtyard, the 2009 ASLA Honor Award for the Macallen Building, the 2010 ASLA Award for the Theater Group Retreat, and the 2010 New York AIA Award for 200 Fifth Avenue. The Macallen Building also won an Award of Excellence from Green Roofs for Healthy Cities, and has been certified LEED Gold.



>> LANDSCAPE ARCHITECT

MICHAEL BLIER

Principal

Michael Blier, RLA ASLA, Principal, founded Landworks Studio Inc. in 1996, creating a collaborative work environment to offer formally compelling and sustainable landscape solutions. Michael directs the design effort for every project in the office.

Michael received a BFA and BLA from the Rhode Island School of Design in 1986 and an MLA from Harvard Graduate School of Design in 1994. He taught at the GSD for ten years and was a central figure in the context of MLA I core studios as an instructor and coordinator. In addition, Michael periodically leads design studios and contributes in a thesis advisory role at the Rhode Island School of Design.

Michael lives with his family in Salem, Massachusetts, where he is an active community member as a volunteer on the Conservation Commission and the Design Review Board, allowing him the opportunity to understand the complexities of urban development from both sides of the table.

1.6

LANDSCAPE ARCHITECT PROFILE



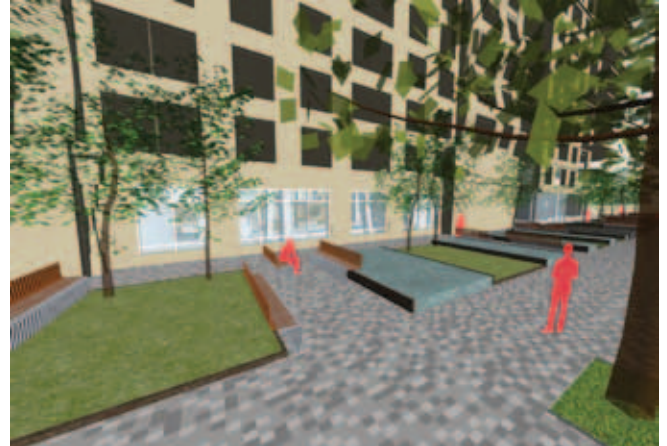
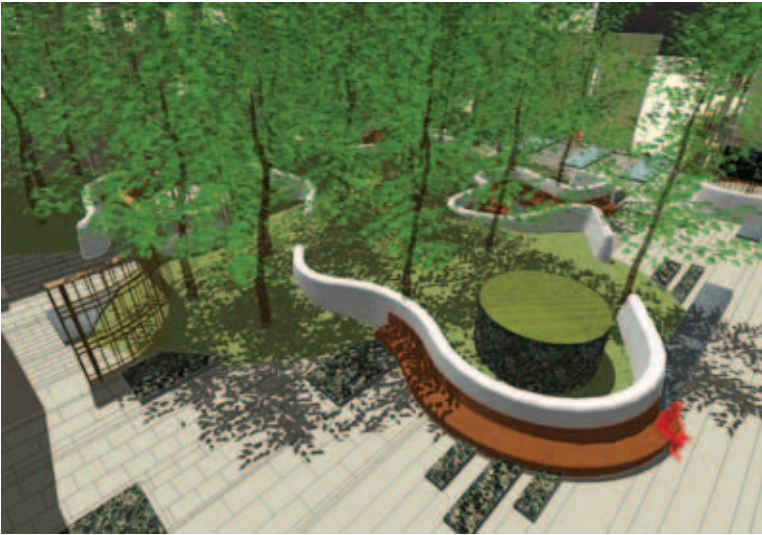
>> PROJECT LIST

MACALLEN BUILDING

South Boston, MA

Situated on a seam between South Boston and an expansive field of industry and infrastructure, the Macallen Building and landscape rise together as an icon of sustainable development in this rapidly evolving area. Shaped by the forces and scales of its dramatically different contexts, the landscape uses alternative materials and planting strategies to depart from the stormwater and surface cover paradigms of traditional urban development, diminishing the negative ecological impact of this site while simultaneously maximizing its positive urban function. The Macallen development was awarded LEED Gold certification in 2008.

2009 ASLA Honor Award - General Design 2009 BSLA Merit Award - General Design
2008 AIA/COTE Top Ten Green Project LEED Gold, USGBC



>> PROJECT LIST

SQUARE 673

Washington, DC

Presently under construction, the landscape of this fourteen-story, 1000-unit apartment building and mixed use development includes two interior courtyards, program-rich roof gardens, an entrance court, and three public streetscapes including a linear public park along First street.. The client specifically demanded a landscape of a baroque character with rich materiality and an undulating topographic landscape that could easily transfer into an interior topography. Our strategy for the largest of the two courtyards revolves around the creation of outdoor lounges or living rooms. The courtyard is situated above a three-level underground parking garage, and the expression of the necessary, massive vents is creatively interpreted via cladding with dynamic materials--the 18' tall vents become anachronistically beautiful displays rather than dreary mechanical structures. Throughout the courtyard and lobby elements of water, stone, and vegetation create a sense of materiality that seizes the white noise of falling water and the spectacular effects of dappled sunlight reflecting off the water's surface. The scheme also embraces the verticality of the courtyard through suspended chandeliers that provide overhead lighting as well as plantings that cascade down through the space from the upper balconies overlooking the courtyard.

po2

2.1 - 2.5 PROJECT SUMMARY

DESCRIPTION + PROGRAM

PARCEL NINE

SITE + CONTEXT

The project site, Parcel 9, is located within the South End Urban Renewal Area, within the Roxbury Neighborhood, and Dudley Square Economic Development Area (EDA). Roxbury has a mix of residential, commercial, recreational and institutional uses; Existing residential uses include townhouse developments, as well as larger multi-family high rise residential structures; commercial uses include office buildings such as the Palmer Building in Dudley Square, as well as retail/lifestyle uses such as Body by Brandy and Ashley Stewart. Specialty grocer, Tropical Foods, and table service café, Haley House, are popular commercial destinations. Active recreational areas, such as the Jim Rice Field in Ramsey Park - one of the most actively used ball parks in the City - are immediately adjacent to Parcel 9. The Dudley Square EDA is currently undergoing a renaissance with new commercial and institutional buildings including the municipal complex on the Ferdinand site, District B-2 police station, and planned development of parcel 8, 9 and 10. With a vibrant arts scene, a rich history, and a strong tradition of activism and civic engagement in Roxbury, The Dudley Square EDA is in the early application stages for designation as a cultural district by the Massachusetts Cultural Council.

Parcel 9 is located along a multi-modal transportation spine. Several bus routes stop at the intersection of Melnea Cass Boulevard and Washington Street. Two hundred feet to the south is the Silver Line bus route, providing access to South Station, Boston's major transportation hub, and the Logan International Airport. The site's proximity to the Dudley Square T Station, one of the busiest bus stations in Massachusetts, provides frequent bus service, and the Orange Line is a quarter mile to the west, with connections to the Commuter Rail and Boston's subway system.

Planned Bus Rapid Transit (BRT) infrastructure improvements will optimize transit access to the area by connecting residents to jobs and facilitating direct connections with the Massachusetts Bay Transportation Authority's existing radial rapid transit and commuter rail systems. The planned improvements along Melnea Cass include a center median bus way from Ruggles Station to Albany Street.

2.2

PROJECT DESCRIPTION

PARCEL NINE

DEVELOPMENT DESCRIPTION

This project presents a unique urban moment for the City of Boston as one of the few remaining parcels adjacent to a park, unfettered by existing buildings, and able to create both urban edge and neighborhood icon. A building on this site must accomplish several things: serve as ambassador to the density of traffic along Melnea Cass Boulevard, bow to the leisure and entertainment scale of Ramsey Park, and stitch Washington Street back together so that Roxbury re-connects to the South End, Chinatown, and Downtown Crossing. Roxbury is a vibrant neighborhood yet to see its voice fully expressed within the City. While its diversity and historic building stock are familiar, the loose connection to its bordering neighborhoods is abruptly cut by Columbus Avenue and Melnea Cass, effectively setting Roxbury in isolation.

The combined-use building proposed for the Parcel 9 development includes a 150-162-room hotel, ground-floor commercial, restaurant and community space, 52 units of mixed-income housing, and underground parking for 139 cars. The program addresses the multiple goals set forth by the City and the Roxbury Strategic Master Plan Oversight Committee (RSMPOC) including, the creation of job opportunities, activities for all ages, ethnicities, and income groups; provision for housing, and green development. Tantamount to these objectives is the creation of a block that plugs into the neighborhood fabric, and attracts visitors for a positive economic impact.

A 10-story hotel provides extended day activity and iconic presence at the gateway to Lower Roxbury. The arcaded ground floor commercial spaces serve as a link to the Jim Rice Field – doors are open during warmer months to create a sky-lit laneway, and during colder months, spaces are protected from the weather. Hotel function rooms and a public hall are available for community use as venues for meetings, events, and cultural activities. Above the commercial spaces sits a landscaped plinth with two separate courtyards, providing green space for the hotel and those who live in the housing units. Hotel function rooms have access to a deck overlooking the ballpark and with a panorama to downtown. The residents have “back-yard” space for each individual unit, while reserving a larger collective shared space in the center.

The block was designed to create an urban edge along Melnea Cass, appropriate for a boulevard, and at a scale in context with Dudley Square. While contemporary in spirit, the building’s upper bays reference the windowed facades of historic Boston. Capitalizing on the southern exposure of the sidewalk, cafes, restaurant, gym, and hotel lobby are accessible, and create a much-needed zone of activity. The hotel occupies the southeast corner, wrapping its vehicle drop-off onto the corner of Ball Street, with an entrance flanking the Ramsey Park gates. The northern edge of the block opens onto the ballfield and park at a pedestrian scale, with planned offerings of coffee, ice cream, and a restaurant.

Along the western edge of Parcel 9 is the access to the underground parking, and the upper levels contribute a residential presence to the neighborhood of Shawmut Street.

PARCEL NINE
DEVELOPMENT PROGRAM

Parcel 9 - Program Data Sheet

Hotel - 150 Room

Program	Qty	Size - Ft ²	NSF
Room TYPE 1 (250-350 sqf)	110	325	35,750
Room TYPE 2 (350-550 sqf)	24	425	10,200
Room TYPE 3 (550-600 sqf)	16	525	8,400
Coffee Kiosk	1	1520	1,520
Bar	1	1840	1,840
Reception/Lounge/Office/Storage	1	3210	3,210
Conference Rooms	3	620	1,860
Sky Lounge	1	1700	1,700
Total Hotel NSF			64,480

Ground Floor - Commercial

Program	Qty	Size - Ft ²	
Community Hall			
Meeting Space w/ Restrooms	1	3700	3,700
Gym			
Aerobics, Weights, Eqpt., Locker Rms.	1	10,330	10,330
Retail			
Restaurant - Family Style	1	3740	3,740
Retail 01	1	1290	1,290
Retail 02	1	1330	1,330
Total Commercial NSF			20,390

Housing

Program	Qty	Size - Ft ²	
Type 1 - One Bedrm	14	650	9,100
Type 2 - One Bedrm + Study	26	770	20,020
Type 3 - Two Bedrm	10	1000	10,000
Penthouse	2	1660	3,320
Reception Lobby	1	1860	1,860
Total Housing NSF			44,300

TOTAL (NSF) 129,170

TOTAL (GSF) 176,800

Underground Parking - 139 Spaces (GSF) 42,660

2.4 HOUSING UNITS

PARCEL NINE

HOUSING UNITS: DESCRIPTION

Housing within the proposal will contribute to making a successful transit-oriented, mixed use project by taking advantage of the existing walkable activity of Dudley Square as well as those to come with the Urban Ring and completed South Bay Harbor Trail. The neighborhood and project also benefit from the added residential density by extending activity within the site beyond commercial hours and new diversity to the neighborhood housing stock with the addition of a market rate income mix to the area. Residences will be aimed at market rate/work force incomes while maintaining a mix of affordable units at 15% of the number of market rate units. The mix of unit types offers a range of options for single occupants, roommates, and families. Located above ground floor retail, fronting Melnea Cass Boulevard, units will benefit from favorable southern daylighting and excellent views back towards downtown Boston. There are four unit types which are described as follows:

>> **Unit A – One Bedroom**

Total: 650 sf
1 Bedroom
1 Bathroom

>> **Unit B – One Bedroom Plus**

Total: 770 sf
1 Bedroom
1 Study
1 Bathroom

>> **Unit C – Two Bedroom**

Total: 1,000 sf
2 Bedrooms
1 Bathroom

>> **Unit D – Penthouse**

Total: 1,660 sf
2 Bedrooms
2.5 Bathrooms
Exterior Patio Balcony

PARCEL NINE

CITY OF BOSTON HOUSING PROVISION

Affordable and market rate housing units in the development integrate with other uses aimed at supporting economic activity and job creation. The residential component of the project responds to the Mayor's Leading the Way III goal of housing Boston's workforce. The residential components of the development provide 52 residential units to the City of Boston, with 7 designated affordable units (15 percent of the market-rate total.)

PARCEL NINE

COMMUNITY + CULTURAL BENEFIT

In order to extend the vibrancy of Roxbury onto this development, we must give people reason to cross the street. Therefore, proposed uses operate day and night. Dining, community space, hospitality, and cultural experiences hold potential to support the neighborhood and draw visitors from other parts of the City. The gym will seek clientele among area residents and workforce. Underground parking will accommodate the new visitor traffic, taking pressure off the already congested street parking. The proposed uses support Dudley Square's application for designation as a cultural district, underscoring Roxbury's essence as a multi-cultural urban village.

The storefronts along the streets are meant to provide a variety of shopping and dining options; A 3,700 square foot community meeting room on the ground floor and event spaces within the hotel provide new venues for civic engagement and cultural expression by accommodating community meetings, art shows, and multi-cultural live performances among others, as well as annual events such as the Roxbury Film festival.

A large (approximately 4000 sf) family-style table service restaurant is envisioned for the site catering to the general neighborhood, and visitors of the ball park participating in youth and adult leagues. Smaller retail spaces, approximately 1300 square feet in size, have also been provided to attract local small business owners to complement successful businesses in Dudley Square such as the Haley House Cafe. An adult and kids gym will be created in 10,000 square feet of indoor ground floorspace, providing year-round fitness activities to complement existing outdoor active uses in Ramsey Park.

Proposed open spaces along the street edges of the site, and through block connections from Melnea Cass Boulevard to Ball Street provide residents and guests with beautiful urban landscaped settings that will inspire informal café settings, casual lunches and dinners, leisurely strolls through the site, and casual viewing of ball games on the Jim Rice Field.

2.6

DEVELOPMENT PHASING + RATIONALE

PARCEL NINE

DEVELOPMENT PHASING

The project team believes the optimum schedule for construction is to complete the project in a single phase. The exact sequence for opening each of the components is to be determined.

PARCEL NINE

PROGRAM RATIONALE

The goal of the program is to develop an “urban bridge” between the South End and Dudley square, increasing foot traffic between the two areas, and making the site, and ultimately surrounding area, a unique destination for both neighborhoods. With this goal in mind, the project team has taken a number of important factors into account for development the underlying rationale for the mixed program of the project including maximizing job creation, providing needed services to the area, integrating the site with the rest of the community, and maximizing the value of the site. The restaurant and retail component of the program will be initially supported by the hotel, apartment, and community health center. The long range goal of the program is to initiate additional commercial development in the area that would be leveraged by the hotel and residential portions of the project and surrounding neighborhoods. By creating a strong design fixture on an underutilized parcel in an otherwise vibrant community, the development will act as a destination, drawing from Greater Boston and beyond to stimulate important economic growth for the area. Integral to this goal is for the development to be representative of the neighborhood in its programmatic, urban, and artistic blend of features as with the restaurant feature signature Roxbury flavors and art murals commission directly from Roxbury artists.

PARCEL NINE**ZONING + CODE ANALYSIS**

Located within the Roxbury Neighborhood District, The project site is is governed by Article 50 of the Boston Zoning Code (the “Zoning Code”). It is within a designated Planned Development Area and Housing Priority Area, which lies within the Dudley Square Economic Development Area within the Roxbury Neighborhood District on the north side of Melnea Cass Boulevard.

Consistency with Roxbury Neighborhood District Regulations

Sections 50-13, 50-14, 50-27, and 50-39 of the Zoning Code set forth general use and design guidelines for proposed projects in Planned Development and Housing Priority Areas within the Roxbury Neighborhood. These guidelines are directed at, among other things, enhancing the street frontage, minimizing traffic congestion, providing commercial uses in rising economic areas such as health, medical, and green jobs, and complementing the height, siting and architectural character of nearby structures. In addition, it is stated that consideration should be taken for the provision of affordable housing opportunities. We have initiated discussions with neighborhood groups such as Dudley Square Main Streets and attended several community meetings to determine other local desires for the area. What was consistently voiced among other concerns such a job creation, was a strong desire to have more market rate housing options for the area.

The project is responsive to use guidelines; it proposes aa 150-162-room hotel with conference facilities that will bring new people to the area and support economic and cultural activity. The conference facilities enable Roxbury to compete with other neighborhoods for hosting events, and the hotel will strengthen Dudley Square’s status as a neighborhood of tourism and business. Furthermore, the 10-story hotel sits as a significant structure on the site, enhancing the street wall along Melnea Cass and Washington Street and stimulating an 18 hour day activity area and pedestrian zone. The proposed community room together with the conference facilities will provide new venues for Roxbury’s vibrant arts scene, rich history, and strong and continuing tradition of activism and civic engagement.

2.7

ZONING + CODE ANALYSIS

The project is responsive to Mayor Menino's prioritization of housing for the Boston median income workforce. Neighborhood group Dudley Square Main Streets, calls for a significant increase in market rate housing options in Roxbury while still responding to the affordable housing needs of the area. Housing sited over the commercial streetfront provide 45 market rate units and 8 affordable units for a total of 53 housing units.. The project as designed will require a use variance for the amount of affordable housing units provided because Article 50-27 which stipulates 75% (percent) of all dwelling units on Parcel 9 must be affordable.

Design guidelines stipulate that buildings on P-9 create a well-articulated and substantial street wall, in particular along Melnea Cass Boulevard, and create an active pedestrian street edge with welcoming storefronts with a variety of attractive shopping and dining opportunities that enhance existing street frontages and surrounding buildings and spaces.

Vehicular parking and bicycle parking have been provided in underground and surface parking as per City of Boston Department of Transportation guidelines for Dudley Square and those provided in the RFP. Vehicular-based services, including trash removal, service deliveries, etc., will be handled on-site.

Proposed Uses And Dimensional Requirements

A breakdown of the various use and dimensional zoning requirements is included in the table below. The project will require a use variance because the proposed number of affordable housing units falls below the amount required by the Housing Priority Area guidelines. The Roxbury neighborhood has seen a year over year increase in the affordable housing stock, while the market rate housing market has been mostly overlooked.

Variations relating to the rear yard setback will be required in order to complete the street wall along Ball Street, as suggested by the BRA as an urban design feature. Variations will also be required for building heights in order to create a substantial street wall along Melnea Cass Boulevard as requested by the BRA as an urban design feature.

Project vs. Zoning Comparison ¹		
Applicable Requirements	Roxbury Neighborhood District – Zoning Allowable	Parcel 9 – Proposed Design
F.A.R. – floor area ratio	3.0	3.1 ²
Maximum Building Height	65 feet	110 feet ³
Minimum Lot Size	None	None
Minimum Lot Area/Dwelling Unit	None	None
Minimum Usable Open Space/ Dwelling Unit	None	35,805 SF ⁴
Minimum Lot Frontage	None	None
Minimum Lot Width	None	None
Minimum Front Yard Setback	None	None
Minimum Side Yard Setback	None	None
Minimum Rear Yard Setback	20 feet	None ⁵

¹ The dimensions described in this table may change as the Project undergoes design review. The neighborhood district requirements are from the Roxbury Neighborhood District, which is governed by Article 50 (“Article 50”) of the Boston Zoning Code.

² Gross floor area includes residential, hotel, retail, community, and gym gross square footages totaling (176,800 GSF). FAR is thus 3.1 (176,800 GSF /57,230 SF)

³ The project responds to the Roxbury Strategic Master Plan Oversight Committee’s 2008 planning report for parcels 8, 9 and 10 which call for 5-8 story buildings

⁴ Green roofs have been created on building rooftops accessible by residents and hotel guests as follows: Residential courtyard-12,475 sf, Hotel Courtyard-13,030 sf, Lower level housing roofs-10,300 sf, for a total of 35,805 sf.

⁵ The new building line along Ball Street extends to the rear property line in order to complete the street wall, as suggested by the BRA guidelines as an urban design feature.

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3.1 - 3.3 URBAN + ENVIRONMENTAL IMPACT

+ SERVICE REMEDICATION

3.1 TRANSPORTATION + PARKING STRATEGY

PARCEL NINE

CONDITIONS

Parcel 9 is located along Melnea Cass Boulevard between Washington Street and Shawmut Avenue and back to Ball Street. Jim Rice Field at Ramsey Park is located along Ball Street directly behind Parcel 9.

Melnea Cass Boulevard is currently being redesigned by the City of Boston's Transportation Department (BTD). The Proponent will actively work with the City on the redesign of Melnea Cass Boulevard to assure that any on-site improvements proposed as part of the redevelopment of Parcel 9 are compatible and complimentary to the Melnea Cass Boulevard redesign. The recently reconstructed Washington Street includes the MBTA's Washington Street Silver Line Bus Rapid Transit (BRT) providing direct transit access from Parcel 9 to Dudley Square, Downtown Crossing and South Station. The redesign of Melnea Cass Boulevard is expected to also provide for BRT service within its right-of-way, further enhancing transit accessibility of the Parcel 9 site.

PARCEL NINE

SITE ACCESS

Vehicular access to the underground parking garage for Parcel 9 is located on Shawmut Avenue. Access to the hotel pick-up/drop-off area is located on Ball Street, just off of, and visible to, Washington Street. Ball Street is proposed to convert to one-way westbound direction (Washington Street to Shawmut Avenue) and on-street parking will be provided along the Parcel 9 side of the street. Ball Street will need to be widened slightly into the Parcel 9 site to allow for one thru travel lane and curbside parking and sidewalks. Curbside use closest to the hotel is proposed to be a commercial loading zone that will serve the hotel and ground floor retail. The remaining curbside use along Ball Street can be available for neighborhood parking and parking for Jim Rice Field and Ramsey Park. Additional curbside parking is proposed along Melnea Cass Boulevard to primarily serve pass-by traffic for the retail uses as well as providing a buffer between Melnea Cass Boulevard traffic and pedestrian/bicycle activity along the South Bay Harbor Trail and the Parcel 9 site itself.

PARCEL NINE

ON-SITE PARKING

An underground parking garage for 139 vehicles is proposed for Parcel 9. Proposed parking ratios are derived from those identified in the RFP, BTD guidelines for the neighborhood, and general best practices. Parking is intended to serve the residences at a ratio of approximately 0.75 spaces per unit, the hotel at 0.50 spaces per unit, and the retail uses at 0.75 spaces per 1,000 square feet. Additional parking for retail uses, residential visitors, and general neighborhood parking, including for Jim Rice Field and Ramsey Park, is proposed for Melnea Cass Boulevard and Ball Street. Parking specific to the community space/banquet hall is not provided on-site. The intended use of this facility is focused to the local community and, as such, is expected to be accessed mostly by walking to the site. For the occasional event that attracts outside the local community, a parking management plan will be developed specific to the demographics of the event. This is typically how event parking logistics are handled.

PARCEL NINE

TRANSPORTATION DEMAND MANAGEMENT

A Transportation Demand Management (TDM) program will be developed for the Parcel 9 site with the intent to reduce dependence on the automobile for site access. The proximity of the site to established transit and bicycle facilities will greatly enhance the ability of the Parcel 9 development to be successful with a targeted TDM program. The Proponent is committed to implementing a TDM program that supports the City's efforts to reduce dependency on the automobile by encouraging employees, tenants, and visitors to use alternatives to driving alone, especially during peak periods. The Proponent will designate a Transportation Coordinator who is part of building management to implement parcel 9's TDM program.

In order to encourage bicycle mode share, the Parcel 9 redevelopment will provide a minimum of 1 bicycle storage space for every residential unit. In addition, secure bicycle storage will be provided for approximately 20 to 25 bicycles to serve retail and hotel employees. Bicycle parking for approximately 10 to 15 visitors will be provided around the site at primary building entrances and accessible to roadway bicycle facilities and the South Bay Harbor Trail.

In order to reduce auto ownership, the Parcel 9 redevelopment will actively seek to provide a car sharing service at the site. The Proponent will allot a minimum of 2 parking spaces along Ball Street for this purpose. Curbside parking on Ball Street will be created by widening the street into the Parcel 9 site.

In order to encourage transit use, the Transportation Coordinator will provide transit information (schedules, maps, fare information) in the building lobbies for residents, employees, and guests. On-site management will also work with office and retail tenants and residents as they move in to raise awareness of non-automobile transportation alternatives.

In order to encourage alternative fuel vehicles, the Proponent will provide adequate electrical capacity to the garage for the installation of electrical vehicle charging stations as demand arises.

3.2

INFRASTRUCTURE PROVISION

PARCEL NINE

APPROACH

Nitsch Engineering, a Women Business Enterprise (WBE) has the experience and expertise necessary to provide the civil engineering services required for this project. For the past 21 years, Nitsch Engineering has been providing quality civil engineering, land surveying, and transportation engineering services to Clients within the City of Boston. We have the experience and relationships required to get through the unique City of Boston working process. As a matter of fact, we've provided services on over 400 projects in the City of Boston! Nitsch Engineering is extremely familiar with the City's Article 80 (of the Zoning Code) "Development Review and Approval" process, having gone through it for numerous projects in the City. This familiarity allows us to provide you with services that are technically attuned to yours and the City's specific needs, as well as being cost-effective and timely.

Nitsch Engineering's staff, including our Senior Project Manager, John M. Schmid, PE, LEED AP, present at public hearings for our City of Boston projects on a regular basis. We understand the process and know what public presentations need to include, making the overall approval process cleaner and simpler for our clients. We are a known entity to the City of Boston's agencies; because of our work in the City and our public presentations, Nitsch Engineering maintains a first-name-basis relationship with the City's permitting authorities, including the Boston Water and Sewer Commission (BWSC), Boston Public Works, Boston Public Improvement Commission (PIC), and the Boston Transportation Department. We have worked hard to create and maintain these relationships by working beside the decision makers to gain a better understanding of their goals and objectives, consulting them on new technologies and policies, and respecting their role in the development community.

Once Nitsch Engineering engages a project, we work to identify any hurdles or issues that could arise and to address those hurdles as soon as possible. We believe that communication is one of the most important ingredients in any successful project.

PARCEL NINE

UTILITIES

Upon selection, the Project Team will review and evaluate the existing utility conditions in the site and within Washington Street, Shawmut Street, Ball Street and Melnea Cass Boulevard to confirm what utilities are available, what utilities are required, and identify potential conflict with the project development goals. Utility upgrades will be provided as needed to serve the project. Existing utilities and easements will be protected, or relocated as needed. The project team will work closely with the utility providers to expedite a working relationship between the utility providers and the project team.

New utility connections will be directed to Shawmut, Ball, and Washington Street to mitigate any potential impacts to the Melnea Cass Boulevard.

A meeting will be held early in the project with the Boston Water & Sewer Commission (BWSC) to review the project and identify any potential design issues or conflicts. The Project Team understands the importance of being proactive with the utility design as early outreach and communication can identify project challenges and allows the Project Team adequate time to address them.

PARCEL NINE

PUBLIC STREETS & OFF-SITE IMPROVEMENTS

A solid working relationship with Boston Public Works and the Boston Transportation Department is important. The Design Team understands the City's transportation issues and design concerns. The Design Team will meet with Boston Public Works and Boston Transportation Officials early in the design to identify public infrastructure and traffic concerns and will work closely with the City to address these concerns.

The proposed development will accommodate and eagerly awaits the South Bay Harbor Trail and Urban Ring. These future transportation modes will serve the South End Urban Renewal Area.

The proposed development will provide assistance in implementing the South Bay Harbor Trail and Urban Ring, as well as providing streetscape improvements such as landscape sidewalks, LED street lighting, street furniture and specialty paving. All public improvements will be reviewed and permitted by Boston Public Works, Boston Transportation Department, and the Public Improvement Commission.

PARCEL NINE

SITE IMPROVEMENTS

Parcel 9 will be developed in a manner that incorporates sustainable design elements to the fullest extent possible. The development will comply with Article 37 of the Boston Zoning Code Green Building Standards and will also pursue USGBC LEED Gold certification.

3.3

ENVIRONMENTAL REMEDIATION + SUSTAINABILITY

PARCEL NINE

GROUNDWATER MONITORING + REPLENISHMENT

Soil borings will be advanced to assess geotechnical soil bearing capacity and depth to groundwater at the site. If it is determined that proposed excavation and/or utility infrastructure installation could potentially encounter groundwater, provisions will be added to the project design for dewatering prior to construction or utility installation. These dewatering provisions will include an evaluation of the hydrogeology of the site and the site's capacity for recharge of the dewatered groundwater. If the site has sufficient capacity, the dewatered groundwater will be recharged to the subsurface soils at the site.

If the hydrogeological evaluation determines there is insufficient capacity for on-site recharge, the groundwater will be sampled and analytically characterized. Dependent on the characterization, the groundwater will either be discharged under permit to the local storm drain system or collected and transported to a permitted off-site wastewater treatment facility for disposal.

PARCEL NINE

ENVIRONMENTAL REMEDIATION

A review of the Massachusetts Department of Environmental Protection (MassDEP) Waste Sites Database, there are no Massachusetts Contingency Plan (MCP) disposal sites on or in the vicinity of Parcel 9. Development of similar parcels in the Roxbury area has encountered urban fill soils that contain oil or hazardous materials at concentrations that equal or exceed the Reportable Concentrations established by the MCP. If during the development of Parcel 9 soils are encountered that contain oil or hazardous materials that result in a reportable condition at the site, the MassDEP will be notified in accordance with the MCP and the site will be managed under the provisions of the MCP.

The proposed development will consist of a mixed residential/commercial use with non-residential uses being located on the ground floor. It is anticipated that any surplus soil generated during excavation activities at the site will be transported to a permitted off-site facility for recycling or disposal. It is further anticipated that any significant environmental risks posed by contamination in the remaining soil at the site will be mitigated by the implementation of an Activity and Use Limitation (AUL) in accordance with the MCP.



PARCEL NINE

SUSTAINABLE DESIGN

P-9 is situated along the South Bay Harbor Trail, near the intersection with the Southwest Corridor, providing residents and guests with opportunities to walk or bike to parks, commute to work, and recreational access to the Emerald Necklace. There are multiple supports for alternative transportation including bike storage, Zip Cars, and public transit. As a structure, the development incorporates numerous sustainable design features to minimize human impact on the natural environment, aiming to achieve a minimum LEED Gold certification from the United States Green Building Council. (See LEED Scorecard)

The following sustainable design approach is proposed to be carried out for this project:

TRIPLE BOTTOM LINE

Our approach to sustainable design arises from a broad understanding of sustainability as encompassing social, economic and environmental concerns/issues/opportunities. As such, we approach sustainable design through an understanding of design as a process of engagement with the community and as an opportunity to:

- >> express values of community
- >> to act as a catalyst for neighborhood physical and economic renewal
- >> model environmentally conscious strategies and technologies that optimize occupant comfort and the building's energy and overall environmental performance

SUSTAINABLE BUILDING DESIGN APPROACH

Our sustainable building design strategy is an on-going collaborative process that involves building users, the architect, engineers/design specialists, and contractors/cost estimators and recognizes the interdependence of all building systems/components and the need for an integrated commitment to sustainability from the first days of design.

INTRINSIC PERFORMANCE

When we come to the actual design of a building, our approach to sustainable design is to start with the intrinsic performance of the building, before mechanical systems are in place. We have considered the climate, orientation, solar and wind patterns of Roxbury to maximize opportunities for natural day lighting, ventilation, heating and cooling, etc. The Project uses a glazed punched opening architectural expression to deliver the best performance results while minimizing heat gain in the summer and heat loss during winter months.

3.3

ENVIRONMENTAL REMEDIATION + SUSTAINABILITY

APPROPRIATE TECHNOLOGIES

The limits and opportunities of the passive design strategies available for the site and building have been considered and as a next step we have incorporated reliable, durable and cost effective strategies for building and mechanical systems/technologies that are proven to optimize occupant comfort/wellbeing and optimize the building's energy performance in Boston. Specific technologies currently recommended include, ground source heat pumps for heating and cooling given Roxbury's history as a once coastal area, photovoltaic, combined heat and power plant, rainwater collection among others.

SPECIFIC CONDITIONS - DUDLEY SQUARE

SITE DESIGN/PARKING

The site has been previously developed and is located in a dense urban environment with excellent pedestrian, bicycle, and mass transit connections. We look to maximize these site properties to integrate the building into the neighborhood, create new connections to the community, as well as providing multiple new opportunities for minimizing environmental impacts.

Specific sustainable site design / parking strategies include:

- >> Approximately 80 indoor/outdoor bicycle parking spaces for building users and riders along the Harbor Trail.
- >> Implementation of a storm water management system to capture and treat storm water runoff with bio-swales, rain gardens, rainwater cisterns, vegetated roofs, among other strategies.
- >> Preferred parking provided for low-emitting and fuel efficient vehicles for 5% of the total vehicle parking capacity of the site, shared vehicle, carpool drop-off areas, vanpool facilities and ride boards.
- >> Preserved mature shade trees along Washington Street, and new street trees in planned streetscape improvements along Melnea Cass Boulevard, Shawmut Avenue, and Ball Street.
- >> Utilize City of Boston minimum parking requirements for Roxbury to encourage use of existing public transit such as the Silver Line, and existing pedestrian and bicycle connections.
- >> Materials with a high solar reflectance index (SRI) where possible to mitigate the heat island effect caused when the sun's warmth is absorbed and re-radiates into the surroundings, artificially elevating urban temperatures.

CLIMATE/ORIENTATION

We have considered the year round climate and all possible operating conditions in order to achieve a high performance building. The year round weather conditions in Roxbury is characterized as a temperate, humid climate. Moderate temperature winds in the spring, summer and fall, are from the southwest and are strong enough to provide some natural ventilation potential. Winter temperatures are cold with modest sunlight availability. Winds on the site are strongest during the winter months and are primarily from the northwest.

The design employs various strategies to offer protection from the northwest winds and aggressive passive heating strategies have been incorporated.

ENVIRONMENTAL REMEDIATION + SUSTAINABILITY

Specific sustainable climate and orientation strategies include:

- >> Use of Energy Plus thermal simulation tools capable of calculating optimal, cost beneficial R-value of the roof, wall, and slab insulation.
- >> High Performance glazing and building envelope particularly along the long southern exposure along Melnea Cass.
- >> Design of openings for fans for deliberate, controlled airflow between zones
- >> Individually operable windows, allowing for occupants to choose between fresh and conditioned air
- >> Day lighting opportunities/floor to ceiling glass/light shelves to reduce dependence on artificial lighting
- >> Exterior sun control and fenestrations to suit facades based on their orientation
- >> Daylight controlled lighting to automatically reduce dependence on artificial lighting when sufficient daylight is available.
- >> Roof profile to maximize solar gain for photovoltaic
- >> Using spectrally selective, low-e glass, which reduces solar heat gain in interior spaces thus reducing cooling loads, while retaining a high visible transmittance to maximize daylight. For example the (Viracon VE-1-2M U=0.29, SC=0.43, VT=70%).;

WATER EFFICIENCY

Specific strategies to reduce water consumption include:

- >> Water efficient landscaping, and green planted roofs located at plinth level and residential roof levels to minimize storm water runoff. Rooftop plants have been selected for visual interest, drought tolerance, resistance to wind damage, and adaptability to shallow soil depths. The roof system beneath the plants was designed to retain nearly 70% of rainwater for eventual use by the plants- drought tolerant native plantings, etc.
- >> Water use reduction – low flow fixtures, low flush toilets
- >> Use aerators on lavatory faucets to reduce water usage without impacting hand washing
- >> Equipment and appliances in residential hotel units that minimize water consumption – front loading washing machines, dishwashers etc.
- >> Utilize drip irrigation systems which directs water to directly to the plant roots versus less efficient spray irrigation
- >> Storm water collection in underground storage tank and reuse for drip irrigation systems on green roofs
- >> Educate residents and guests about water conservation

3.3

ENVIRONMENTAL REMEDIATION + SUSTAINABILITY

ENERGY & ATMOSPHERE

Proposed building uses, location, and challenging local air quality conditions dictate an air conditioned building. Our goal is to reduce building energy usage by 50% under current state energy code requirements while ensuring occupant comfort and maintaining low-energy consumption.

Specific strategies to reduce energy usage include:

- >> Minimize ratio of glazed façade to building surface on east, south and west facades
- >> Maximize day lighting and minimize heat gain at south facing facades
- >> Maximize thermal performance of building envelope
- >> Highly insulating and air-tight exterior wall system
- >> Thermally broken, double glazed windows. Use windows with infiltration rates no greater than 0.06 cfm/ft
- >> High reflectance roofing to minimize heat gain impact on mechanical systems
- >> ENERGY STAR-labeled appliances throughout the building
- >> Heat recovery ventilation system
- >> Radiant Flooring in appropriate locations (bathrooms, kitchens)
- >> Programmable thermostats to control all apartment heating and air conditioning
- >> Occupancy sensor-controlled public area lighting, including stairs, corridors, storage rooms, offices, public toilets and garage;
- >> High efficiency lighting throughout the common areas of the building
- >> High-efficiency fluorescent lighting in residential and hotel units where appropriate (entries, bathrooms, kitchens); master switch to turn off switched-lighting in the entire unit except bathrooms
- >> Daylight dimming system in the public residential and hotel lobby
- >> Exhaust fan modulation in garage based on CO sensors to minimize unnecessary use of fans for ventilation
- >> Variable-speed vent hoods in commercial kitchens to minimize demanding energy needs for required ventilation
- >> Geothermal heat pump system - instead of a standard refrigeration system, an energy-efficient ground-source heat-pump refrigeration system will exchange waste heat with groundwater loops. This system reduces energy costs by 30-40%.
- >> Approximately 16,000 sf of photovoltaic panels located on roofs over hotel and residential structures will generate electricity to offset the buildings base energy load. The photovoltaic panels are located to take advantage of unobstructed sun exposure to the south.
- >> Combined Heat and Power System to simultaneously generate electricity and useful heat
- >> Building Management System (BMS) to control and monitor the building's mechanical, electrical, and ventilation systems.
- >> Fully commissioned building systems to ensure intended performance
- >> Education of tenants and publishing of an illustrated document about implementing sustainable design and construction features in their tenant improvement build-out
- >> Illustrated document and website for future tenants to maximize daily energy conservation and other environmental strategies.
- >> Sub-metering strategies that foster tenant energy conservation

MATERIAL RESOURCES

Our goal is to minimize the carbon footprint of building materials by reducing embodied energy of building materials and products. Efficient structural systems to minimize weight/material use such as lightweight concrete are being considered. Proposed exterior materials are glass, brick and stone- chosen for their long life and durability, as well as their appropriateness to the Roxbury neighborhood context. Interior materials will be selected based on their use of non-toxic materials, ease of replacement, recycled content and responsible harvesting.

Specific strategies to reduce material usage include:

- >> It is intended that all materials used on the project be obtained within 500 miles of the project site, as suggested by LEED principles. Where feasible preference will be given to materials and furniture that are sourced and manufactured within the Roxbury/Boston area, and within the experience of local trades.
- >> Cost effective opportunities for materials reuse where possible
- >> Utilize materials with high recycled content
- >> Use wood materials from certified forests, and/or use of materials from rapidly renewable natural resources such as bamboo.
- >> Recycle a minimum of 80% of construction waste
- >> Designated recycling areas for tenants and guests

AIR QUALITY

Specific strategies to improve indoor air quality include:

- >> Product air exhaust that is cleaner/healthier than intake air from the site
- >> Filtration of intake air to remove a minimum of 85% of particulate matter
- >> Reduced noise and dust impacts during construction
- >> Environmentally responsible transportation during construction where possible (eg. rail vs trucks)
- >> Individually operable windows to allow for natural ventilation
- >> Monitoring and maintaining mechanical ventilation rates in occupied spaces
- >> Use of building materials and finishes free of formaldehyde and harmful off-gassing and low in VOCs (volatile organic compounds)
- >> Use of indoor/ outdoor planting throughout building
- >> Use of non- toxic cleaners, supplies throughout building
- >> Individual thermal controls
- >> High ceilings and large windows provide a generous amount of daylight to all the hotel and residential units

3.3

ENVIRONMENTAL REMEDIATION + SUSTAINABILITY

The project aims to achieve a minimum LEED Gold certification for new construction from the USGBC. The project also has the potential to achieve LEED platinum certification.

LEED 2009 for New Construction and Major Renovations		Project Checklist		Parcel 9 Mixed Use Project	Date
25	Y ? N	Possible Points: 26			
Sustainable Sites					
Prereq 1	Y	Construction Activity Pollution Prevention			
Credit 1	1	Site Selection	1		1 to 2
Credit 2	5	Development Density and Community Connectivity	5		1 to 2
Credit 3	N	Brownfield Redevelopment	1		1
Credit 4.1	6	Alternative Transportation—Public Transportation Access	6		1
Credit 4.2	1	Alternative Transportation—Bicycle Storage and Changing Rooms	1		
Credit 4.3	3	Alternative Transportation—Low-Emitting and Fuel-Efficient Vehicles	3		
Credit 4.4	2	Alternative Transportation—Parking Capacity	2		
Credit 5.1	1	Site Development—Protect or Restore Habitat	1		
Credit 5.2	1	Site Development—Maximize Open Space	1		
Credit 6.1	1	Stormwater Design—Quantity Control	1		
Credit 6.2	1	Stormwater Design—Quality Control	1		
Credit 7.1	1	Heat Island Effect—Non-roof	1		
Credit 7.2	1	Heat Island Effect—Roof	1		
Credit 8	1	Light Pollution Reduction	1		
6		Water Efficiency	Possible Points: 10		
Prereq 1	Y	Water Use Reduction—20% Reduction			
Credit 1	2	Water Efficient Landscaping	2 to 4		
Credit 2	2	Innovative Wastewater Technologies	2		
Credit 3	2	Water Use Reduction	2 to 4		
27		Energy and Atmosphere	Possible Points: 35		
Prereq 1	Y	Fundamental Commissioning of Building Energy Systems			
Prereq 2	Y	Minimum Energy Performance			
Prereq 3	Y	Fundamental Refrigerant Management			
Credit 1	17	Optimize Energy Performance	1 to 19		
Credit 2	3	On-Site Renewable Energy	1 to 7		
Credit 3	2	Enhanced Commissioning	2		
Credit 4	2	Enhanced Refrigerant Management	2		
Credit 5	3	Measurement and Verification	3		
Credit 6	N	Green Power	2		
9		Materials and Resources	Possible Points: 14		
Prereq 1	Y	Storage and Collection of Recyclables			
Credit 1.1	N	Building Reuse—Maintain Existing Walls, Floors, and Roof	1 to 3		
Credit 1.2	N	Building Reuse—Maintain 50% of Interior Non-Structural Elements	1		
Credit 2	2	Construction Waste Management	1 to 2		
Credit 3	1	Materials Reuse	1 to 2		
Materials and Resources, Continued					
Credit 4	2	Recycled Content			
Credit 5	2	Regional Materials			
Credit 6	1	Rapidly Renewable Materials			
Credit 7	1	Certified Wood			
15		Indoor Environmental Quality	Possible Points: 15		
Prereq 1	Y	Minimum Indoor Air Quality Performance			
Prereq 2	Y	Environmental Tobacco Smoke (ETS) Control			
Credit 1	1	Outdoor Air Delivery Monitoring	1		
Credit 2	1	Increased Ventilation	1		
Credit 3.1	1	Construction IAQ Management Plan—During Construction	1		
Credit 3.2	1	Construction IAQ Management Plan—Before Occupancy	1		
Credit 4.1	1	Low-Emitting Materials—Adhesives and Sealants	1		
Credit 4.2	1	Low-Emitting Materials—Paints and Coatings	1		
Credit 4.3	1	Low-Emitting Materials—Flooring Systems	1		
Credit 4.4	1	Low-Emitting Materials—Composite Wood and Agrifiber Products	1		
Credit 5	1	Indoor Chemical and Pollutant Source Control	1		
Credit 6.1	1	Controllability of Systems—Lighting	1		
Credit 6.2	1	Controllability of Systems—Thermal Comfort	1		
Credit 7.1	1	Thermal Comfort—Design	1		
Credit 7.2	1	Thermal Comfort—Verification	1		
Credit 8.1	1	Daylight and Views—Daylight	1		
Credit 8.2	1	Daylight and Views—Views	1		
4		Innovation and Design Process	Possible Points: 6		
Credit 1.1	1	Innovation in Design: Operations and Maintenance Plan	1		
Credit 1.2	1	Innovation in Design: Tenant Illustrated Document/Web resource	1		
Credit 1.3	1	Innovation in Design: Rigorous Water Use Reduction	1		
Credit 1.4	1	Innovation in Design: Specific Title	1		
Credit 1.5	1	Innovation in Design: Specific Title	1		
Credit 2	1	LEED Accredited Professional	1		
		Regional Priority Credits	Possible Points: 4		
Credit 1.1		Regional Priority: Specific Credit	1		
Credit 1.2		Regional Priority: Specific Credit	1		
Credit 1.3		Regional Priority: Specific Credit	1		
Credit 1.4		Regional Priority: Specific Credit	1		
86		Total	Possible Points: 110		

Certified 40 to 49 points Silver 50 to 59 points Gold 60 to 79 points Platinum 80 to 110

3.4 URBAN + ENVIRONMENTAL IMPACT

ECONOMIC DEVELOPMENT

3.4 ECONOMIC DEVELOPMENT STRATEGY

PARCEL NINE

PROJECT ROLE IN LOCAL-REGIONAL ECONOMY

The project team has thoughtfully considered economic goals of the Roxbury Strategic Master Plan in terms of job opportunities, employment strategies and community visions. With the Roxbury Strategic Master plan in mind the project has been designed with a mix of uses of that will create jobs for Roxbury residents, successfully diversify the Roxbury economy and build connections to the larger regional economy.

The proposed 150 to 162 room hotel will help fill a growing need for hotel space in the area for business and tourist visitors to Boston looking for a conveniently located hotel. Parcel 9 is an excellent location for a hotel with close proximity and accessibility to downtown Boston, the Hynes and World Trade convention centers, the Longwood medical area, and various schools and institutions. Currently, there are only two hotels relatively close to the site and market research shows for demand for additional rooms in a similar price range. The proposed hotel will serve as an economic connector between Roxbury and the main economic sectors of the city including institutions, medical areas, and businesses and is an excellent source of job creation with a mix of many ladder opportunities.

In addition the project has a range of commercial spaces that will serve the Roxbury neighborhood in terms of services and job opportunities:

- >> The proposed gym will fill another void by providing important active, recreational services to Roxbury residents with a community feel and next door to the Jim Rice field.
- >> The shared community meeting center will be a place for Roxbury residents to hold community meetings as well as provide meeting space for hotel guests.
- >> The proposed restaurant will add to the much needed sit down restaurant locations in the area. The Dudley Square Retail Market report written by OKM Associates shows a growing need for full service sit down restaurant and currently the area only as a single restaurant.

PARCEL NINE**COMMERCIAL USERS**

The proposed mixed use project includes a 10,000 sf community health club, 4,000 sf restaurant, 2,000 sf of retail, and 6,000 sf of community and hotel meeting space. The development team feels strongly that the project's location as well as mixed-use design will make the commercial spaces very attractive to potential users. The 162 room hotel and 47 residential units will provide a strong base of support and traffic to these commercial spaces and attract tenants. In addition, customers and users are expected to come to the site from the Dudley Square and the South End. Perhaps most importantly is the area lacks commercial base including gyms, restaurants, and retail spaces.

PARCEL NINE**PROJECT ADAPTABILITY**

Because of Parcel 9's excellent location, accessibility, and lack of local businesses and amenities the development team believes the site is strongly suited for a range of uses including retail, restaurant, hotel, health club and market rate housing. Over time the area will continue to improve economically as the Roxbury Community Master Plan continues to unfold and development projects increase between the Mass Avenue and Melnea Cass corridor. In addition Dudley Square and the South End are growing neighborhoods with development project's in the pipeline that will bring traffic into the area; for example, the City of Boston is in the process of developing a site in Dudley Square.

3.4

ECONOMIC DEVELOPMENT STRATEGY

PARCEL NINE

PROJECT ASSISTANCE

The development team intends to partner with a range of community organizations, non-profits, community development agencies, government agencies, and business partners to build a successful project team. Some of these groups include Mass Housing, Community Builders, NextStreet, Eastern Bank, HUD, Department of Neighborhood Development, Boston Connects (BCI), Roxbury Square Business Assistance Center, Boston Industrial Development Financing Authority (BIDFA), Boston Local Development Corporation (BLDC), MassDevelopment, Mass Community Development Finance Corporation, Dudley Square Main Streets, and the Roxbury Strategic Oversight Committee.

A primary goal of the project is to include local residents and businesses in the development process. The development team is currently working with a consultant to help identify community based/MBE' to partner with the project team for roles including design, engineering, and finance and construction. In addition the project will initiate an outreach program working with local business assistance non-profits such as the Boston Business Center in Roxbury.

PARCEL NINE

COMMUNITY + MINORITY PARTICIPATION

The team has made great efforts to understand the needs of the neighborhood through research of existing studies such as RSMPOC, Washington Street Task Force, Urban Ring, and the Eustis Street Architectural Conservation Area as well as taking great effort to engage the community on a personal level. Kamran Zahedi, President of Urbanica, has attended continuously the committee meetings of the Roxbury Strategic Master Plan Oversight Committee during the past six months where he has gained valuable insight from the committee and neighborhood as well as worked to collaboratively generate goals for a successful development. Additionally, Urbanica's partnership with D/R/E/A/M Collaborative and LH Daniels will help to sustain local and minority representation throughout the project's development.

PARCEL NINE

JOB CREATION

The project goal is for 30% of subcontractor contracts per trade to be awarded to contracting firms of color, preferably community based. An additional hiring goal is for construction jobs to include 51% Boston residents, 51% minorities, and 17% women. These same goals will apply to employee hiring for permanent jobs created. Based on similar sized projects, estimated jobs created are:

CONSTRUCTION

Estimated number of full-time equivalent construction jobs: **140**

PERMANENT

Estimated number of new permanent full-time jobs: **86**

- >> Hotel: 50 full time positions
- >> Retail: 6 full time positions
- >> Restaurant: 12 full time positions
- >> Health Club: 12 full time positions
- >> Function Hall: 3 full time positions
- >> Residences: 3 full time positions

PARCEL NINE

HIRING + TRAINING HISTORY

Urbanica is well acquainted with the goals of the City of Boston and the Boston Redevelopment Authority and maintains a consistent history of successful projects in conjunction with the BRA that have all well-fulfilled relevant hiring and training goals that are similar to the expectations for Parcel 9. These project have included 185 State Street, 57 East Concord, and most recently at the South End D4 Police Station.

3.4 ECONOMIC DEVELOPMENT STRATEGY

PARCEL NINE

DESCRIPTION OF JOBS

Most jobs to be created by the project will offer ‘ladder’ opportunities to the community, allowing employees to begin with a limited skillset and then work up to higher-level positions. This process and wage estimates are described below for each of the three primary job generators.

>> RETAIL JOB LADDER

EDUCATION LEVELS	GRADE	English/ Language Arts	Math	Science	Social Studies/ Sciences	Other Required Courses Other Electives Recommended Electives Learner Activities	*Career and Technical Courses and/or Degree Major Courses for Professional Sales and Marketing Pathway	
<i>Interest Inventory Administered and Plan of Study Initiated for all Learners</i>								
SECONDARY	9	English/ Language	Algebra I or Geometry	Earth or Life or Physical	State History Geography	All plans of study should meet local and state high school graduation requirements and college entrance requirements. Certain local student organization activities are also important including public speaking, record keeping and work-based experiences.	• Business Essentials • Business Technology Applications	
	10	English/ Language	Geometry or Algebra II	Biology or Chemistry	U.S. History		• Principles of Sales and Promotion • Marketing	
	11	English/ Language	Pre-Calculus or Algebra II	Chemistry or Physics	World History Psychology		• Principles of Marketing Research	
	<i>College Placement Assessments-Academic/Career Advisement Provided</i>							
	12	English/ Language	Pre-Calculus or Calculus or	Physics or other science	Government Economics		• Principles of Sales Management • Principles of Marketing Communications	
<i>Articulation/Dual Credit Transcribed-Postsecondary courses may be taken/moved to the secondary level for articulation/dual credit purposes.</i>								
POSTSECONDARY	Year 13	English Composition	Algebra or Calculus	Lab Science	Economics Psychology	All plans of study need to meet learners' career goals with regard to required degrees, licenses, certifications or journey worker status. Certain local student organization activities may also be important to include.	• Sales Management • Consumer Behavior	
	Year 14	Speech/ Oral			Sociology Public Policy		• Information Management in Marketing	
	Year 15	Continue courses in the area of specialization.						• Continue Courses in the Area of Specialization
	Year 16							• Complete Professional Sales and Marketing Major (4-year degree program)
Occupations Relating to This Pathway (Alphabetical)		Wages			Primary Skills & Abilities			
		Entry	Median	Experienced	Skills		Abilities	
Advertising and Promotions Managers		\$76,400	\$103,600	\$138,700	Active Listening		Oral Comprehension	
Advertising Sales Agents		\$37,800	\$52,100	\$77,000	Coordination		Oral Expression	
Cashiers		\$17,700	\$19,000	\$21,900	Critical Thinking		Speech Recognition	
First-Line Supervisors/Managers of Non-Retail		\$60,400	\$78,600	\$112,100	Monitoring		Speech Clarity	
First-Line Supervisors/Managers of Retail		\$30,400	\$38,600	\$49,700	Service Orientation		Problem Sensitivity	
Loan Interviewers and Clerks		\$32,300	\$38,400	\$46,300	Speaking		Deductive Reasoning	
Loss Prevention Specialists		\$20,400	\$26,700	\$34,800	Management of Personnel Resources		Category Flexibility	
Merchandise Displayers and Window Trimmers		\$24,000	\$29,500	\$36,100	Social Perceptiveness		Information Ordering	
New Accounts Clerks		\$28,700	\$32,700	\$39,500	Time Management		Mathematical Reasoning	
Online Merchants		\$67,300	\$93,400	\$124,100	Complex Problem Solving		Near Vision	
Order Fillers, Wholesale and Retail Sales		\$18,800	\$22,200	\$29,400				
Purchasing Agents, Except Wholesale, Retail and Farm Products		\$50,800	\$63,000	\$79,200				
Retail Salespersons		\$18,500	\$21,500	\$28,200				
Sales Managers		\$87,200	\$123,800	\$166,400				
Sales Representatives, Wholesale and Manufacturing		\$43,900	\$60,300	\$83,500				
Sales Representatives, Wholesale and Manufacturing, Except Wholesale, Retail and Farm Products		\$58,900	\$80,800	\$114,300				
Stock Clerks and Order Fillers		\$18,800	\$22,200	\$29,400				
Stock Clerks, Sales Floor		\$18,800	\$22,200	\$29,400				
Wholesale and Retail Buyers, Except Farm and Fisheries Products, Textiles, and Apparel		\$40,700	\$54,200	\$71,800				

National Data Source: Bureau of Labor Statistics, Occupational Employment Statistics Survey

Local Data Source: Massachusetts Exec. Office of Labor and Workforce Development

>> RESTAURANT JOB LADDER

EDUCATION LEVELS	GRADE	English/ Language Arts	Math	Science	Social Studies/ Sciences	Other Required Courses Other Electives Recommended Electives Learner Activities	*Career and Technical Courses and/or Degree Major Courses for Restaurants and Food/Beverage Services Pathway	
<i>Interest Inventory Administered and Plan of Study Initiated for all Learners</i>								
SECONDARY	9	English/ Language Arts I	Algebra I	Earth or Life or Physical Science	State History Civics	All plans of study should meet local and state high school graduation requirements and college entrance requirements. Certain local student organization activities are also important including public speaking, record keeping and work-based experiences.	• Introduction to Hospitality and Tourism	
	10	English/ Language Arts II	Geometry	Biology	U.S. History		• Hospitality/Restaurants and Food/Beverage Services	
	11	English/ Language Arts III	Algebra II	Chemistry	World History Economics		• Restaurants and Food/Beverage Management	
	<i>College Placement Assessments-Academic/Career Advisement Provided</i>						• Marketing for Hospitality and Tourism • Hospitality and Tourism Internship	
12	English/ Language Arts IV	Research or Statistics or Finance/ Accounting	Physics	Psychology Geography				
<i>Articulation/Dual Credit Transcribed-Postsecondary courses may be taken/moved to the secondary level for articulation/dual credit purposes.</i>								
POSTSECONDARY	Year 13	English Composition English Literature	Algebra Statistics	Nutrition Food Science	Political Science Economics	All plans of study need to meet learners' career goals with regard to required degrees, licenses, certifications or journey worker status. Certain local student organization activities may also be important to include.	• Overview of Restaurants and Food/Beverage Services • Food/Beverage Management	
	Year 14	Speech/ Oral	Accounting	Biological Science Physical	Sociology Psychology		• Food Service Production and Operations • Food Safety and Sanitation for the	
	Year 15	Continue courses in the area of specialization.						• Continue Courses in the Area of Specialization
	Year 16							• Complete Restaurants and Food/Beverage Services Major
Occupations Relating to This Pathway (Alphabetical)		Wages			Primary Skills & Abilities			
		Entry	Median	Experienced	Skills		Abilities	
Management Level								
▶ Caterer		\$28,500	\$35,800	\$44,000	Speaking		Oral Expression	
▶ Catering and Banquets Manager		\$28,500	\$35,800	\$44,000	Active Listening		Oral Comprehension	
▶ Executive Chef		\$30,500	\$42,100	\$57,100	Coordination		Problem Sensitivity	
▶ Food and Beverage Manager		\$43,700	\$56,500	\$73,200	Service Orientation		Deductive Reasoning	
▶ General Manager		\$28,500	\$35,800	\$44,000	Management of Personnel Resources		Speech Recognition	
▶ Kitchen Manager		\$43,700	\$56,500	\$73,200	Monitoring		Speech Clarity	
▶ Maître d'		\$19,400	\$22,300	\$25,900	Critical Thinking		Written Comprehension	
▶ Restaurant Owner		\$114,200	\$166,400+	\$166,400	Time Management		Information Ordering	
▶ Services Manager		\$28,500	\$59,900	\$84,600	Judgment and Decision Making		Inductive Reasoning	
Skill Level								
▶ Baker		\$21,800	\$28,000	\$35,900			Near Vision	
▶ Bartender		\$18,200	\$22,800	\$30,600				
▶ Brewer		\$32,200	\$44,700	\$57,800				
▶ Pastry and Specialty Chefs		\$21,800	\$28,000	\$35,900				
▶ Restaurant Server		\$17,800	\$18,900	\$20,500				
▶ Wine Steward		\$19,100	\$25,700	\$31,400				
Entry Level								
▶ Banquet Server		\$19,100	\$25,700	\$31,400	Active Listening		Oral Comprehension	
▶ Banquet Set-Up Employee		\$19,100	\$25,700	\$31,400	Service Orientation		Speech Recognition	
▶ Bus Person		\$18,200	\$20,300	\$27,100	Speaking		Oral Expression	
▶ Cocktail Server		\$19,100	\$25,700	\$31,400	Coordination		Speech Clarity	
▶ Counter Server		\$19,100	\$25,700	\$31,400	Monitoring		Information Ordering	
▶ Host		\$19,400	\$22,300	\$25,900	Social Perceptiveness		Near Vision	
▶ Kitchen Steward		\$18,200	\$20,300	\$27,100	Instructing			
▶ Line Cook		\$22,100	\$26,200	\$30,800				
▶ Restaurant Server		\$19,100	\$25,700	\$31,400				
▶ Room Service Attendant		\$21,700	\$25,700	\$30,500				

National Data Source: Bureau of Labor Statistics, Occupational Employment Statistics Survey

Local Data Source: Massachusetts Exec. Office of Labor and Workforce Development

3.4 ECONOMIC DEVELOPMENT STRATEGY

>> RETAIL JOB LADDER

EDUCATION LEVELS	GRADE	English/ Language Arts	Math	Science	Social Studies/ Sciences	Other Required Courses Other Electives Recommended Electives Learner Activities	*Career and Technical Courses and/or Degree Major Courses for Lodging Pathway		
<i>Interest Inventory Administered and Plan of Study Initiated for all Learners</i>									
SECONDARY	9	English/ Language Arts I	Algebra I	Earth or Life or Physical Science	State History Civics	All plans of study should meet local and state high school graduation requirements and college entrance requirements. Certain local student organization activities are also important including public speaking, record keeping and work-based experiences.	<ul style="list-style-type: none"> • Introduction to Hospitality and Tourism • Information Technology Applications 		
	10	English/ Language Arts II	Geometry	Biology	U.S. History		<ul style="list-style-type: none"> • Hospitality/Lodging Services 		
	11	English/ Language Arts III	Algebra II	Chemistry	World History Economics		<ul style="list-style-type: none"> • Hospitality/Lodging Management 		
	<i>College Placement Assessments-Academic/Career Advisement Provided</i>								
	12	English/ Language Arts IV	Research or Statistics or Finance/ Accounting	Physics	Psychology Geography		<ul style="list-style-type: none"> • Marketing for Hospitality and Tourism • Hospitality and Tourism Internship 		
<i>Articulation/Dual Credit Transcribed-Postsecondary courses may be taken/moved to the secondary level for articulation/dual credit purposes.</i>									
POSTSECONDARY	Year 13	English Composition English Literature	Algebra Statistics	Nutrition Food Science	Political Science Economics	All plans of study need to meet learners' career goals with regard to required degrees, licenses, certifications or journey worker status. Certain local student organization activities may also be important to include.	<ul style="list-style-type: none"> • Introduction to Lodging Operations • Customer Service and Guest Relations 		
	Year 14	Speech/ Oral	Accounting	Biological Science Physical Science	Sociology Psychology		<ul style="list-style-type: none"> • Front Office Management • Room and Housekeeping Management 		
	Year 15	Continue courses in the area of specialization.					<ul style="list-style-type: none"> • Continue Courses in the Area of Specialization 		
	Year 16						<ul style="list-style-type: none"> • Complete Lodging Major (4-Year Degree Program) 		

Occupations Relating to This Pathway (Alphabetical)	Wages			Primary Skills & Abilities	
	Entry	Median	Experienced	Skills	Abilities
Management Level					
▶ Chief Engineer	\$68,157	\$112,889	\$161,218	Active Listening	Oral Expression
▶ Director of Human Resources	\$88,000	\$110,900	\$146,300	Coordination	Oral Comprehension
▶ Director of Operations	\$48,068	\$73,157	\$91,061	Critical Thinking	Problem Sensitivity
▶ Director of Sales and Marketing	\$87,200	\$123,800	\$166,400	Management of Personnel Resources	Speech Recognition
▶ Executive Housekeeper	\$31,200	\$40,600	\$50,600	Speaking	Speech Clarity
▶ Food and Beverage Director	\$43,700	\$56,500	\$73,200	Monitoring	Written Comprehension
▶ Food and Beverage Manager	\$43,700	\$56,500	\$73,200	Service Orientation	Deductive Reasoning
▶ Front Office Manager	\$45,500	\$59,900	\$84,600	Time Management	Inductive Reasoning
▶ General Manager	\$45,500	\$59,900	\$84,600	Judgment and Decision Making	Written Expression
▶ Lodging Manager	\$45,500	\$59,900	\$84,600	Reading Comprehension	Information Ordering
▶ Owner	\$114,200	\$166,400+	\$166,400		
▶ Reservations Manager	\$41,800	\$52,200	\$65,300		
▶ Revenue Manager	\$53,300	\$68,100	\$87,100		
▶ Rooms Executive	\$31,200	\$40,600	\$50,600		
▶ Services Manager	\$41,800	\$52,200	\$65,300		
Skill Level					
▶ Bell Captain	\$18,700	\$21,100	\$32,100	Active Listening	Oral Comprehension
▶ Concierge	\$27,800	\$31,300	\$37,500	Coordination	Oral Expression
▶ Front Desk Supervisor	\$21,700	\$25,700	\$30,500	Critical Thinking	Speech Clarity
▶ Laundry Supervisor	\$45,400	\$58,300	\$72,400	Monitoring	Speech Recognition
▶ Maintenance Worker	\$32,300	\$39,900	\$50,400	Service Orientation	Problem Sensitivity
▶ Night Auditor	\$31,600	\$38,400	\$46,200	Speaking	Deductive Reasoning
Entry Level					
▶ Front Desk Employee	\$21,700	\$25,700	\$30,500	Management of Personnel Resources	Category Flexibility
▶ Laundry Attendant	\$18,800	\$21,300	\$27,600	Social Perceptiveness	Information Ordering
▶ PBX Operator	\$24,000	\$28,500	\$33,600	Time Management	Mathematical Reasoning
▶ Valet Attendant	\$17,900	\$20,100	\$25,100	Complex Problem Solving	Near Vision

(Many of the occupations listed on the Restaurants and Food/Beverage/Services Pathway may also be obtained through this pathway.)

National Data Source: Bureau of Labor Statistics, Occupational Employment Statistics Survey

Local Data Source: Massachusetts Exec. Office of Labor and Workforce Development

PARCEL NINE

STRATEGIES FOR EMPLOYMENT GOALS

As part of the project team’s commitment to achieving hiring goals as part of pre-construction, construction, and post-construction phases an effort has been made to maintain a steady dialogue with the community through an active presence with RSMPOC community meetings and local business leaders. It is the goal not simply to ‘inform the public’ nor ‘receive input’ but to maintain a discussion that allows for continuous bi-directional input and for unforeseen opportunities for local leaders and businesses to get involved with the project as it progresses. Additionally, the diversity services of LH Daniels Associates will be invaluable in the pursuit of hiring goals throughout not only the hiring process but also ensuring follow-through on the job-site and post-construction. See LH Daniels’ proposal following this section.

3.4 ECONOMIC DEVELOPMENT STRATEGY

PARCEL NINE

POTENTIAL BUSINESS CONTRACTS

The following is a list of estimated proportions of the total project budget for various subcontractors which represents the potential economic impact for construction firms, of whom 30% are expected to be MBE firms (while individual jobs are expected to include 51% Boston, 51% minority, and 17% women hiring).

>>	Sitework + Demolition	4-5%
>>	Concrete	9-10%
>>	Masonry	1%
>>	Metal	10-11%
>>	Carpentry	4-5%
>>	Façade	7-10%
>>	Roofing + Waterproofing	2-3%
>>	Doors + Windows	4-5%
>>	Finishes	12-13%
>>	Specialty Fixtures	1/2-1%
>>	Equipment	1-2%
>>	Conveying Systems	1-2%
>>	Fire Protection	1-2%
>>	Plumbing	4-5%
>>	HVAC	5-6%
>>	Electrical	6-7%

PARCEL NINE**STRATEGIES FOR BUSINESS DEVELOPMENT**

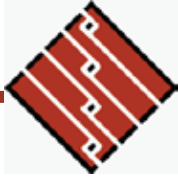
An open and clear marketing effort for the project will be maintained so as to maintain local interest and support for the project as well as to make connection with local contracting partners. In all cases, union labor and associated rates and conditions will be pursued. For specific efforts, see LH Daniels' proposal following this section.

PARCEL NINE**LONG-TERM OPPORTUNITIES FOR LOCAL BUSINESS**

The introduction of a significant construction population in the short-term and the long-term addition of 53 housing units, 150 to 162 units of hotel guests, 86 on-site new employees, and additional foot and bicycle traffic from the soon to be completed South Bay Harbor Trail will all add significantly to the customer base of Lower Roxbury, Dudley Square, and Washington Street businesses. Effort has been made to introduce commercial program that compliments the mix of businesses in the area rather than competing with them. Opportunities for direct local input will be solicited in the locating of restaurant and retail tenants that could serve the expansion of the unique business mix of Dudley Square as with Tropical Foods for example; the function hall program may serve as a venue for local events and performances; the iconic talents of Roxbury artists will be targeted for commissions of a number mural artworks for the project as well that will also allow a sense of community ownership in the development.

PARCEL NINE**LOCAL BUSINESS INVOLVEMENT IN PROPOSAL**

Members of the local business community have been integral across a range of professions involved in the team. The design team members are active members of the Boston design community as well as having international notoriety, with notable recent award-winning projects in the city. Similarly the development proposal has reached out to a diverse group of local investment partners, local restaurateurs and health club businesses who have shown great interest in the Parcel 9 site. These business efforts are supported by a foundation of community involvement and word-of-mouth support that is built by our involvement with the RSMPOC and our team's advocacy services.



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July 8, 2011

Kamran Zahedi
URBANICA Boston
142 Berkeley Street NO. 402
Boston, MA 02116
e. kzahedi@urbanicaboston.com

RE: DIVERSITY CONSULTANT' SCOPE OF SERVICES FOR A MINORITIES AND WOMEN BUSINESS ENTERPRISES (M/WBE) PROGRAM AND WORKFORCE DIVERSITY CONSULTANT SERVICES FOR PARCEL 9 PROPOSALS

Dear Kamran:

Thank you for meeting with me to discuss how L H Daniels Associates can help you and URBANICA Boston. As you know, we are delighted to assist you in any way possible.

As a follow-up, L. H. Daniels Associates (LHDA) is submitting this proposed Scope of Services for the Minorities and Women Business Enterprises (M/WBE) Program, and for Workforce Diversity Consultant Services for Parcel 9 Proposal.

The URBANICA Boston plans to utilize M/WBEs as part of the construction and service delivery team. To facilitate this, LHDA will design a program to address the following tasks:

- ❖ Identify and engage qualified Minorities and Women-Owned Business Enterprises for the M/WBE Program, and;
- ❖ Provide supportive services needed to implement the Boston Plan Equal Employment Opportunity (EEO) Monitoring Service.

To meet the goals, LHDA intends to create a two-program structure in support of the URBANICA Boston projects; namely, one division for the M/WBE Diversity Division, and one division for the Boston Plan EEO Plan Implementation Division. Although each of the two operating programs have specific functions to perform, they will all work together to efficiently gather, share and disseminate information.

LHDA has the experience, expertise and resources required to design and deliver the services that will successfully meet each of URBANICA Boston's diversity goals.

LHDA understands its primary objective is to assist URBANICA Boston, its architect, and all first tier contractors and subcontractors related to your project diversity goals. LHDA will deliver our Diversity Consultant Services as outlined below.

PROGRAM I: Identification & Utilization of Qualified M/WBEs —
Proposed Scope of Services

1. Pre-Bid Phase (*NOTE: Upon contract award the LHDA Team will develop a detailed schedule for the delivery of all deliverables*):

a. M/WBE Identification and Outreach

- LHDA will identify and contact qualified M/WBE service professionals, construction contractors and vendors throughout New England, with the goal of obtaining competitive bids in all outstanding trade categories yet to be bid. This effort will include direct email and telemarketing activities. Note: If URBANICA Boston so directs, we will expand outreach efforts to identify contractors and vendors outside of the New England region who may be able to provide the necessary services.

b. Technical Assistance to M/WBE

- LHDA will conduct an overall analysis of the initial design documents to break down scopes of bid packages to assist M/WBEs in evaluating their firm's ability to provide the requested services;
- Conduct plan review sessions with M/WBEs, and liaison with URBANICA Boston's personnel to obtain clarifications, as needed;
- Assist M/WBEs with an assessment of their firm's capacity to effectively compete for work on URBANICA Boston Projects.

c. Assistance to Construction Manager and First – Tier Contractors

- LHDA will perform an assessment of the challenges and resources that URBANICA Boston and individual first-tier subcontractors may have when it comes to meeting M/WBE goals, and develop a strategy to overcome identified challenges while leveraging resources;
- Meet with URBANICA Boston and first-tier subcontractors, as necessary, to resolve issues that may arise relating to M/WBE bid evaluations, contract awards or performance

d. Construction Manager Advice and Support

- LHDA will review and offer suggestions related to project work scopes, estimated values, prequalification criteria and schedules for issuing bid packages, with the goal of maximizing M/WBE participation in the project

3.5

ECONOMIC DEVELOPMENT STRATEGY

PART II: Boston Plan EEO Monitoring Program -- Implementation Approach

The City of Boston and other cities & towns has established employment goals for Boston's resident minorities and women, as part of the construction workforce on URBANICA Boston Projects. To meet the goals, on-site monitoring of the construction workforce, as well as other tasks, will be needed. To that end (and upon receipt of notice to proceed), the LHDA Team will conduct a thorough review of all contract documents to determine what goals have been established for the hiring minorities, for Boston residents and women on this project, and, in coordination with URBANICA Boston, will develop a plan to meet those goals.

LHDA will conduct a series of meetings with URBANICA Boston's management team to plan for and assess progress toward meeting or exceeding the projects EEO hiring goals, including:

- Develop a strategy to identify individuals in abutting communities that are qualified and prepared for employment;
- Coordinate outreach efforts with community training organizations and local unions;
- Identify an efficient ongoing structure to inform individuals in the community about all employment and vendor opportunities;
- Devise a self-supporting system to foster partnerships between potential employees, qualified contractors and vendors who are supporting the URBANICA Boston Projects.

What follows are descriptions of the approach and some tools we have used on past projects. Of course, the LHDA Team will tailor our approach to you needs should we be awarded to contract.

1. **MONITORING**

The LHDA Team Compliance Monitor will perform daily site visits to determine if the construction manager, first-tier contractors, sub-contractors, minority and women contractors are in compliance with the project's workforce requirements for minorities and women on a trade-by-trade basis. Reports on findings will be issued and reviewed with URBANICA Boston

The Compliance Monitor will coordinate monitoring activities with URBANICA Boston's designated liaison. The Compliance Monitor will provide weekly compliance information on each contractor on the project, and the report will include the total number of workers; total number of minority workers; total number of female workers; the percentage of the workforce each group represents and; our review of the payroll records.

When the construction manager, first-tier contractors, or a sub-contractor is found to be non-compliant, a written notification will be sent to URBANICA Boston notifying them of the case of non-compliance and recommendations for corrective action.

SCOPE OF PROFESSIONAL SERVICES FOR DIVERSITY CONSULTANT

In addition, the Compliance Monitor will also provide a monthly summary report that will include all contract compliance statistics, cases of non-compliance, minutes of meetings, and all other actions related to the performance of on-site monitoring duties.

PLEASE NOTE: The proposed Scope of Services outlined above in Program I and II were formed based on our expertise in this field. However, LHDA understands that with more information is exchanged about the project's specific needs, modifications to the Scope of Services may be necessary. We'd be pleased to discuss and refine the Scope of Services to meet your professional needs.

In addition to the outline for professional services, we have enclosed resumes of key LHDA personnel for your convenience and review. Also, we have attached a list of M/WBE professional services providers as an "in-kind service" to your organization.

References Information

1. References

LH Daniels Associates has successfully completed numerous projects, which they were directly responsible for Diversity Management Services and success. The most prestigious being:

Project Name	Owner/Contact Person	Telephone#
Olmsted Green Development Phase I – Boston, MA	New Boston Fund Inc./ David J. Walker- Assistant Vice President	617.723.7760
Mass Housing Various Project Location	Mass Housing/ James Fortune - Compliance Manager	617. 854.1831
Whittier Street Health Center	GLC- KVA – Janey, OPM Greg Janey – President of Janey Corp.	617. 267.6200

Respectfully Submitted

LH Daniels Associates

Lonnie H. Daniels

President

p4

4.1 - 4.2 DESIGN SUBMISSION

DESCRIPTION + CONTEXT

4.1

PROJECT DESCRIPTION

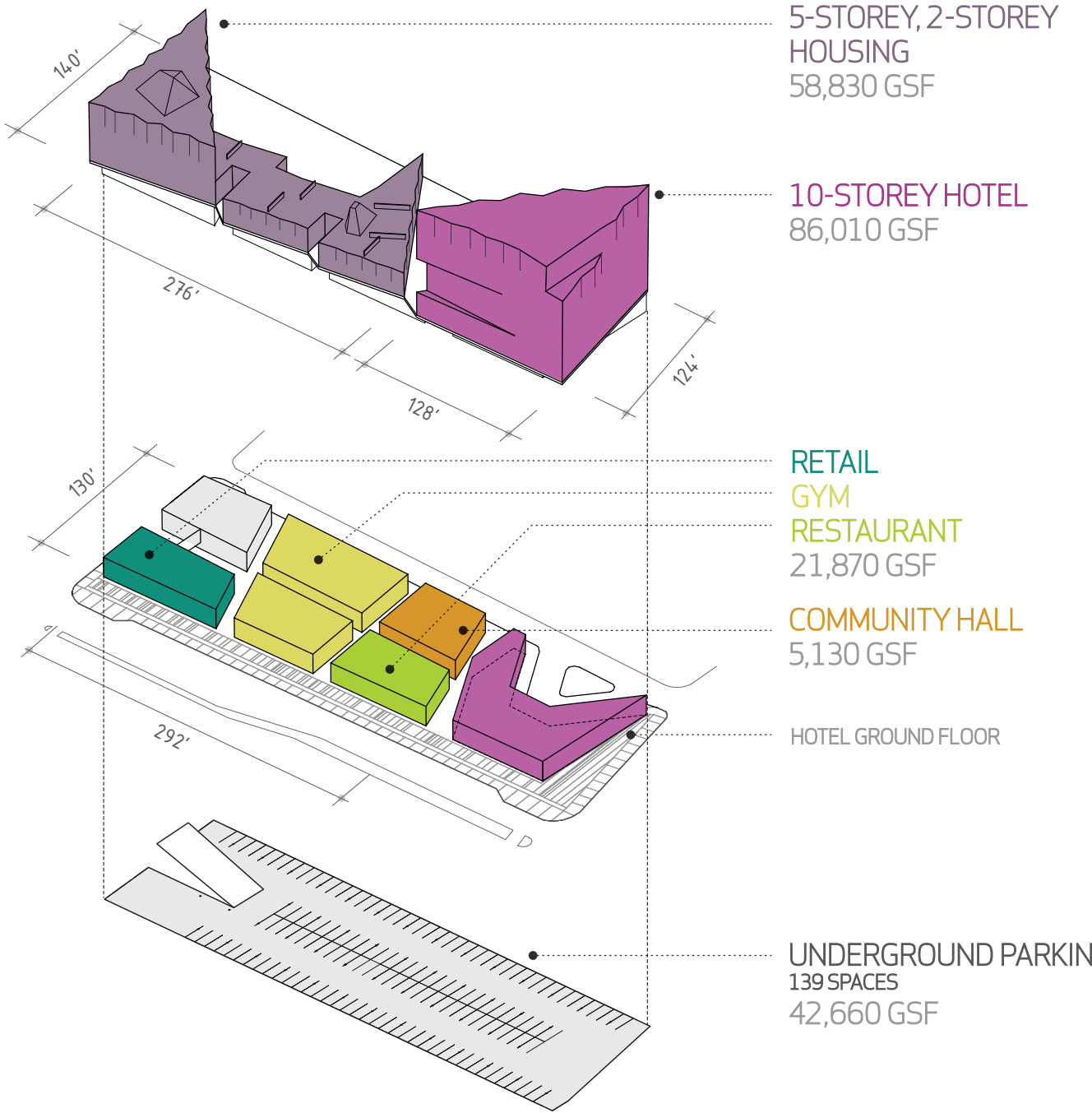
PARCEL NINE

PROJECT DESCRIPTION

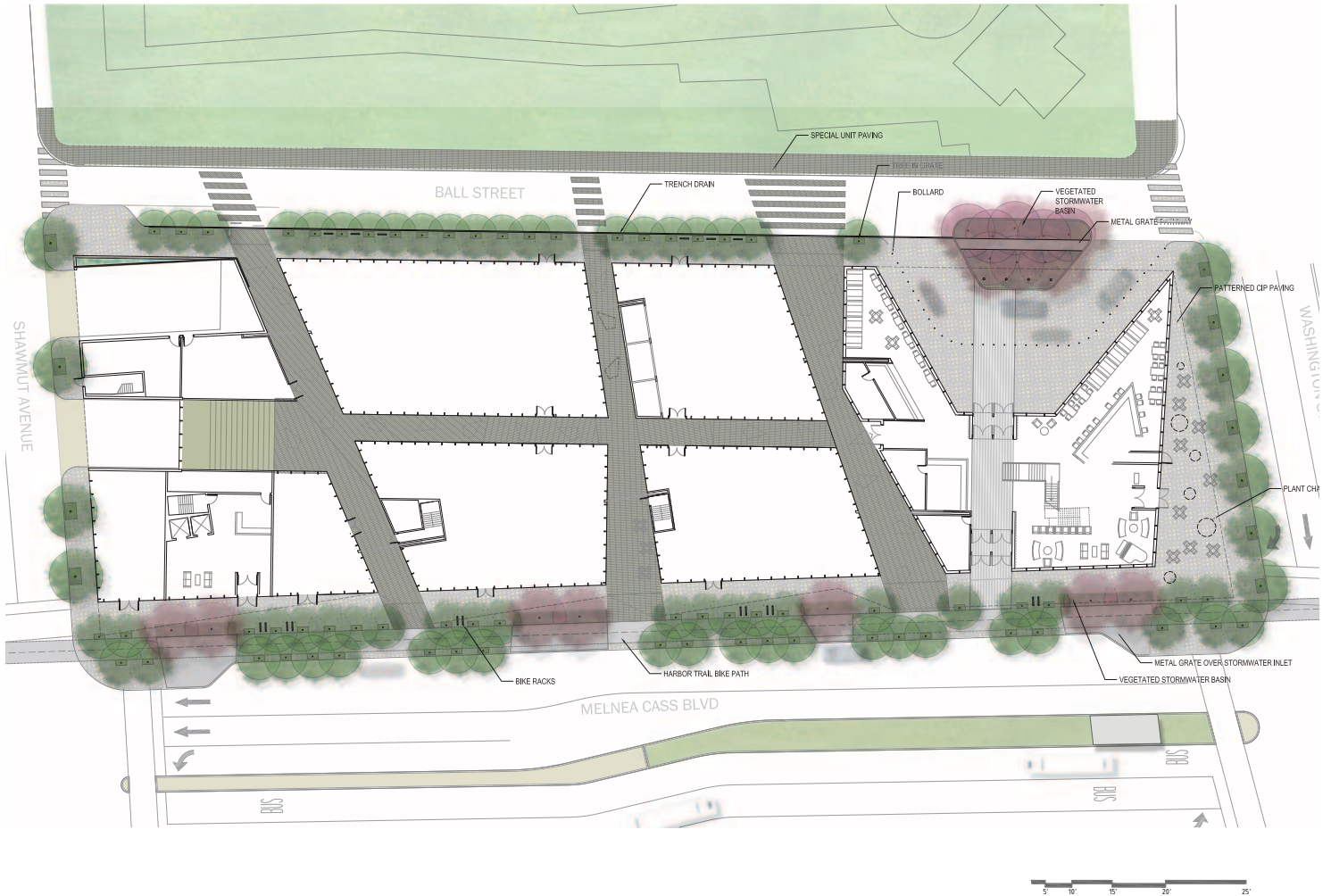
The combined-use building proposed for Parcel 9 includes a 150-162-room hotel, ground-floor commercial, restaurant and community space, 52 units of mixed-income housing, and underground parking for 139 cars. The arcaded ground floor commercial spaces serve as a link to the Jim Rice Field - connecting the Melnea Cass Boulevard traffic with the smaller scale pedestrian scaled Ball Street. Hotel function rooms and a public community hall are available for community use as venues for meetings, events, and cultural activities.

Above the commercial spaces sits a landscaped plinth with two separate courtyards, providing green space for the hotel and those who live in the housing units. Hotel function rooms open onto a deck overlooking the ballpark and with a panorama to downtown. The residents have “back-yard” space for each individual unit, while reserving a larger collective shared space in the center.

PROJECT DESCRIPTION



4.2 SITE PLAN



4.3 - 4.5 DESIGN SUBMISSION

URBAN DESIGN + CIRCULATION

4.3

URBAN DESIGN DESCRIPTION

PARCEL NINE

URBAN DESIGN DESCRIPTION

The Roxbury Strategic Master Plan and the BRA set forth general use and urban design guidelines for the development of Parcel 9. These guidelines are directed at, among other things, creating a prominent gateway into the Dudley Square area, promoting Melnea Cass Boulevard as an active pedestrian destination, and respecting the historic architectural context of the Eustis Street Conservation district.

The project is designed to maximize pedestrian access, separating pedestrian activity from vehicle traffic into and out of the underground parking garage. The 139 car spaces available for occupants use are reached via a ramp on Shawmut Ave. Preferred parking is provided for low-emitting and fuel efficient vehicles for 5% of the total vehicle parking capacity of the site. The parking garage will be equipped with electric car charging stations, and alternative vehicle fueling stations in select locations within the preferred parking areas to encourage the use of low-emitting and fuel efficient vehicles. There will be approximately 27 on-street parking spaces around the block.

The project creates a prominent gateway to the area by creating a vibrant mix of uses designed to attract people to the site, engage the community, and spur economic growth. The buildings that have been created are visually distinct from, but compatible in height, scale, and materials with the existing context. The new hotel building creates a gateway to the area with a contemporary architectural expression and becomes the most prominent structure on the site, reinforcing the street edge on the corner of Melnea Cass Boulevard and Washington Street. The hotel units will have quite wide views looking back to Dudley Square to the south and the Back Bay to the north. The street wall varies in height along Melnea Cass Boulevard rising in height with a residential structure as it approaches Shawmut Avenue to reinforce the corner of Melnea Cass Boulevard and Shawmut Avenue, to create a transition to existing high rise residential structures on the opposite side of Shawmut Ave. It is anticipated that the new street wall along Ball Street and the playful geometries of the hotel and residential buildings will enhance the views from the Jim Rice Field and other amenities in Ramsay Park.

The hotel lobby and drop off area at the corner of Washington Street and Ball Street, opposite the formal entry to Jim Rice Field, welcomes guests to the neighborhood, and integrates a café and bar accessible to the public that helps to activate the street. Other ground floor uses, in particular, the retail, community room, conference room, and gym reinforce Dudley Square's identity as a retail and commercial district, and creates an eighteen hour day active pedestrian destination. The base of the buildings uses expansive areas of transparent non-reflective glass to animate the streets, sidewalks, and open spaces at the ground level. Variety in retail storefronts, signage and lighting is encouraged. The goal is to merge the needs of individual retail shop design, residence and hotel lobbies, with the building design to bring increased presence and vibrancy to this important urban location.

Wide, landscaped sidewalks particularly along Melnea Cass Boulevard will provide residents and guests with a beautiful urban landscaped setting. The project responds to the setback requirements of the Massachusetts Department of Transportation for achieving the planned BRT roadway layout that will define the edges of development parcels along Melnea Cass Boulevard and incorporate the South Harbor Bike Trail. The Harbor Bike Trail has been integrated into the street edge along Melnea Cass Boulevard with a two lane bike path lined with a double row of trees. Building sidewalk and vehicle parallel parking are located on either side of the trail. Bicycle parking has been provided for building users in outdoor bicycle racks along Melnea Cass Boulevard and indoor spaces in the underground parking garage. The selection of building materials, trees, plantings and site furnishings have been carefully considered to not only be compatible with the existing urban infrastructure, but to inspire thoughtful future growth. Indoor and outdoor through block connections between Melnea Cass Boulevard and Ball Street create a permeable urban block and provide additional opportunities for public interaction and accessing the various uses of the site. On site open space is provided for residents and hotel guests, by green roofs at the plinth level and lower residential roof. These areas overlook the Jim Rice Field, and become an extension of active recreation space in Ramsay Park.

4.3

URBAN DESIGN DESCRIPTION

Architecturally, the project responds to the adjacent Eustis Street Architectural Conservation District with a modern architectural expression, true to its current time and place, rather than creating a historic reproduction. However, the folded skin of the upper stories creates individual bay windows for hotel rooms and residences, paying homage to the historic windows of Boston. The buildings of Dudley have individual identities reflecting Roxbury's development overtime through its evolutions from a farming community to an industrial and commercial center. The project responds to this tapestry of size, scale, color, material and existing character of existing structures with appropriately scaled mid-rise buildings, modern use of brick, stone and glass, and compelling geometries. Mechanical equipment, ventilation openings, and alternative energy systems have been appropriately screened in response to the conservation district and the BRA RFP guidelines for the project. Landscape and streetscape elements have also been carefully considered to be compatible with the surrounding historic context. These elements include, generous tree planting, modern white light fixtures, sidewalk design which incorporates brickwork, and modern street furniture – benches, bicycle racks, among others.

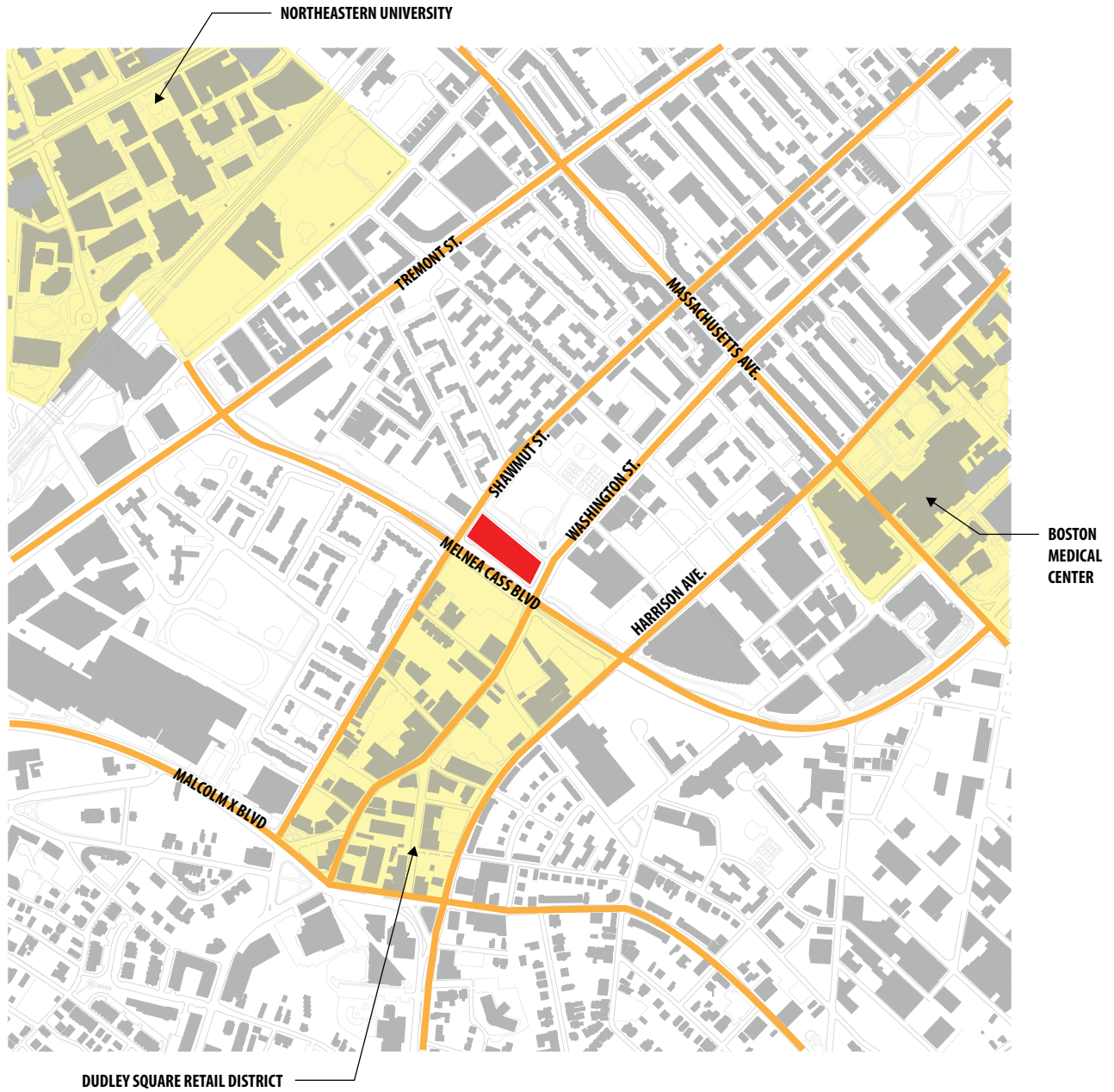
All service docks located along Shawmut Avenue are internal to the building envelope, equipped with closable overhead doors and screened architecturally and with landscaping. Bays are dimensioned so that, during use, trucks will not project into the vehicular street space. Service bay sizes and quantities adhere to Boston zoning requirements. Delivery and trash trucks are to access the project site by backing through an enclosed portal along Shawmut Avenue up to a series of loading docks and conditioned compactors. Trash collection is proposed via private waste hauler, utilizing trash container/compactors to be held in this enclosed area off Shawmut Ave.



NEIGHBORHOOD LAND USE PLAN

RESIDENTIAL	MIXED USE
INSTITUTIONAL	COMMERCIAL
INDUSTRIAL	GREEN SPACE

4.4
URBAN DESIGN DIAGRAMS



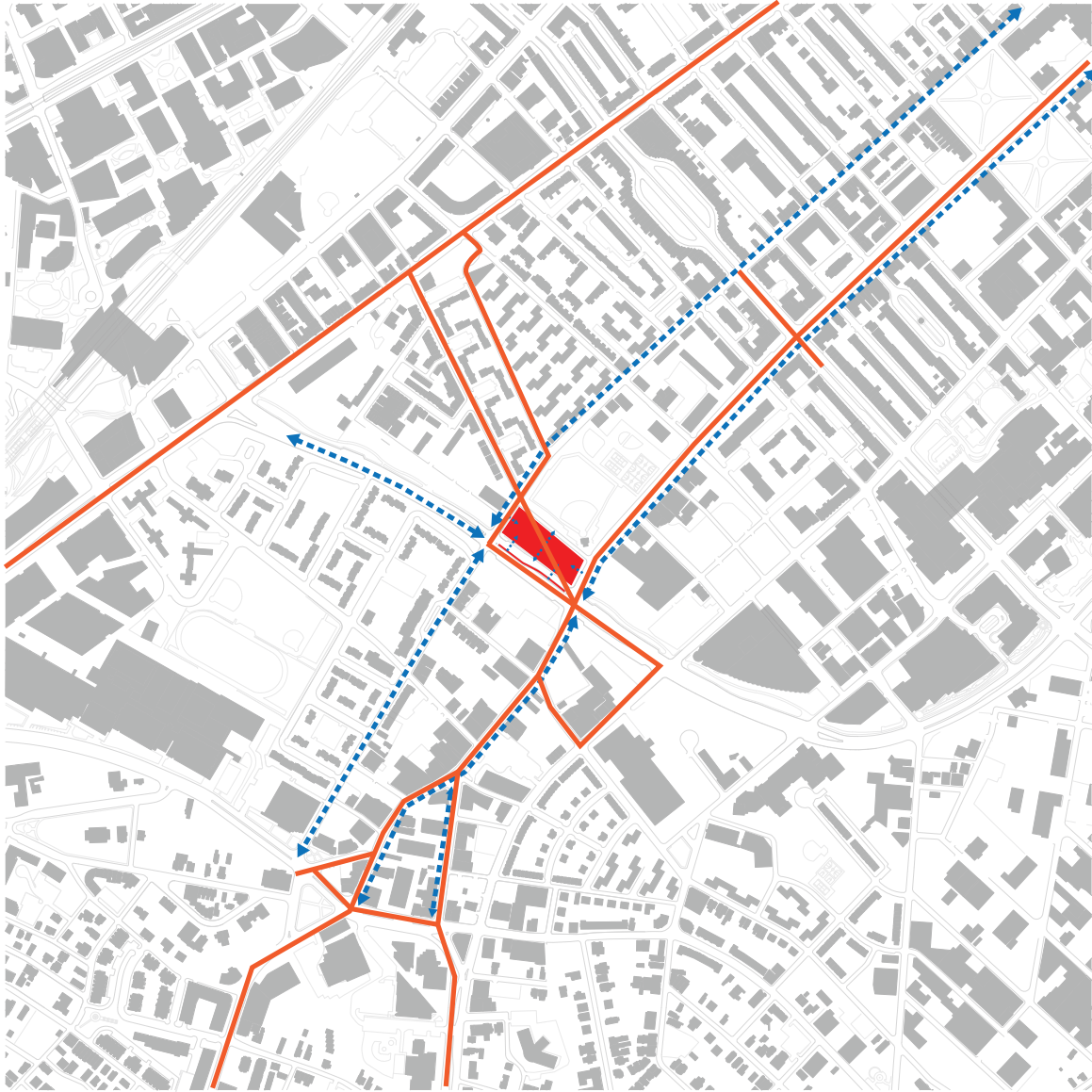
ROADS AND URBAN ANCHORS



PUBLIC TRANSPORTATION

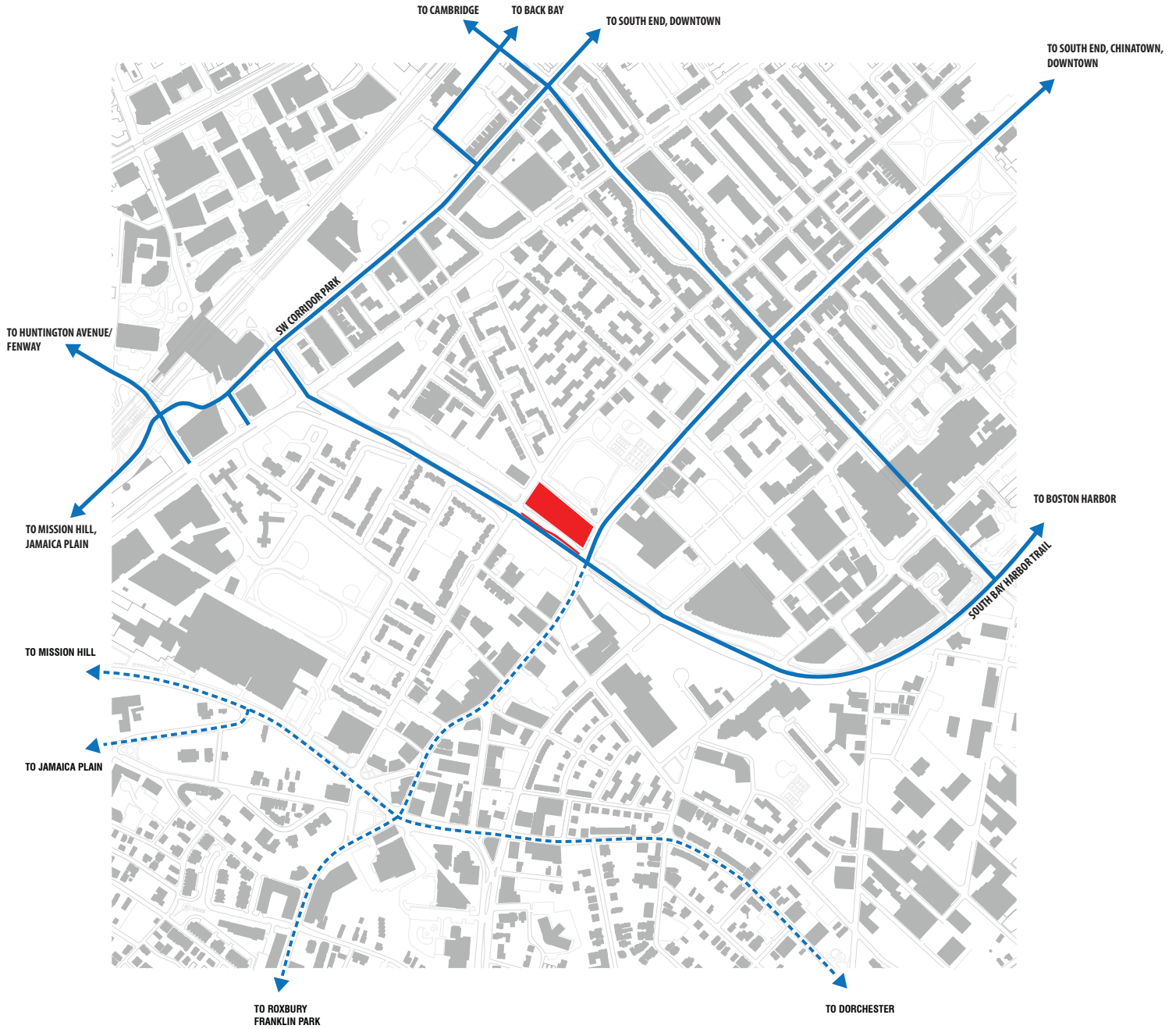
- ORANGE LINE
- BRT URBAN RING
- SILVER LINE
- LOCAL BUS

4.4
URBAN DESIGN DIAGRAMS



HIGH DENSITY PEDESTRIAN TRAFFIC

— EXISTING
- - - POTENTIAL

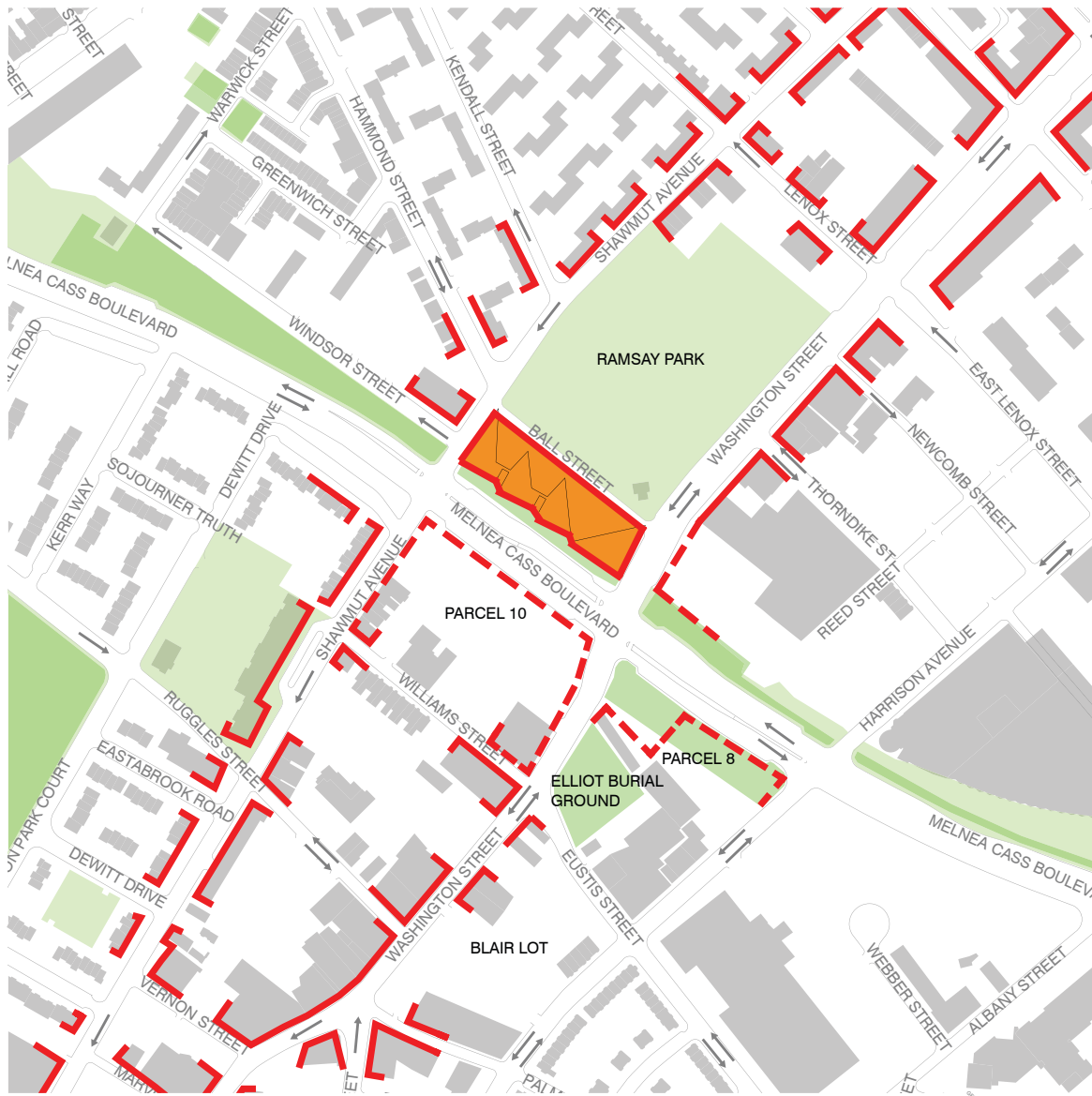


EXISTING AND FUTURE BICYCLE CIRCULATION

4.4
URBAN DESIGN DIAGRAMS



GREEN SPACE

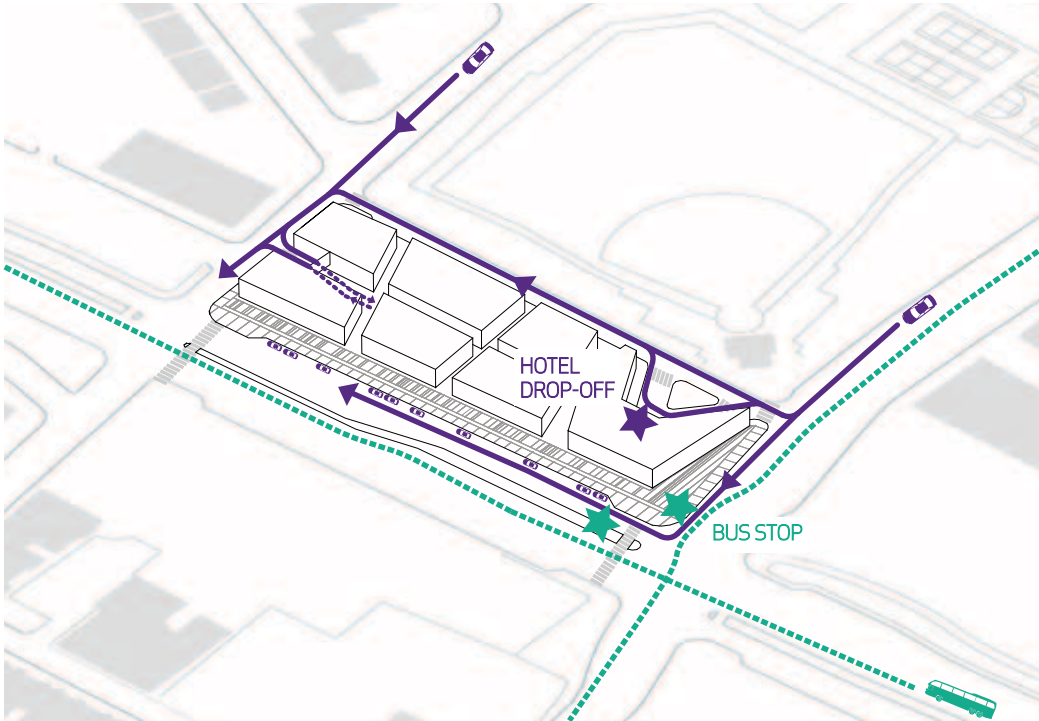


STREET WALL DIAGRAM

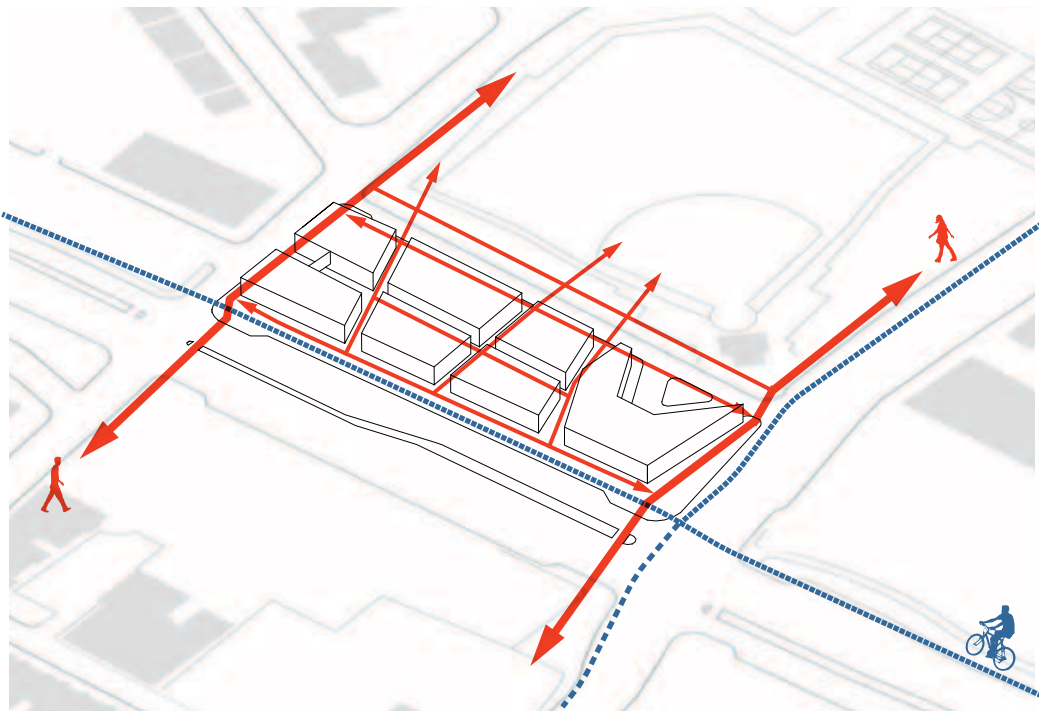
- STREET WALL
- - - POTENTIAL STREET WALL
- GREEN SPACE

4.5 CIRCULATION PLAN

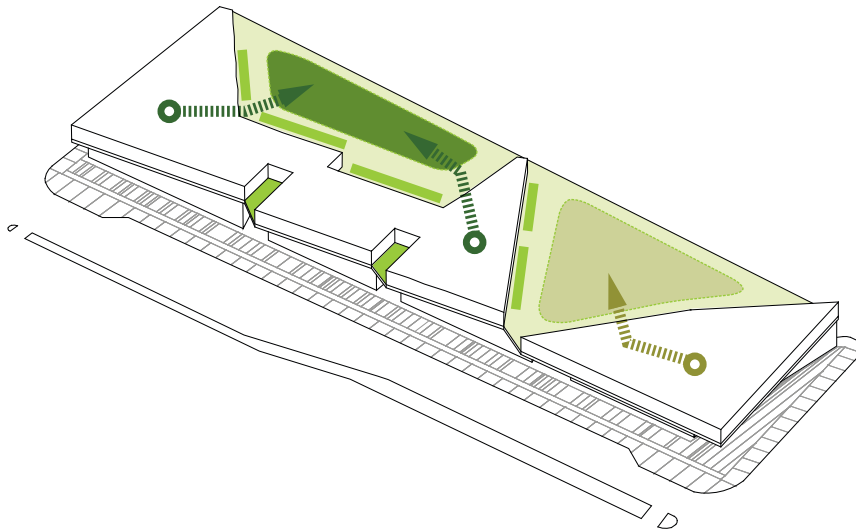
VEHICLE CIRCULATION
BUS CIRCULATION



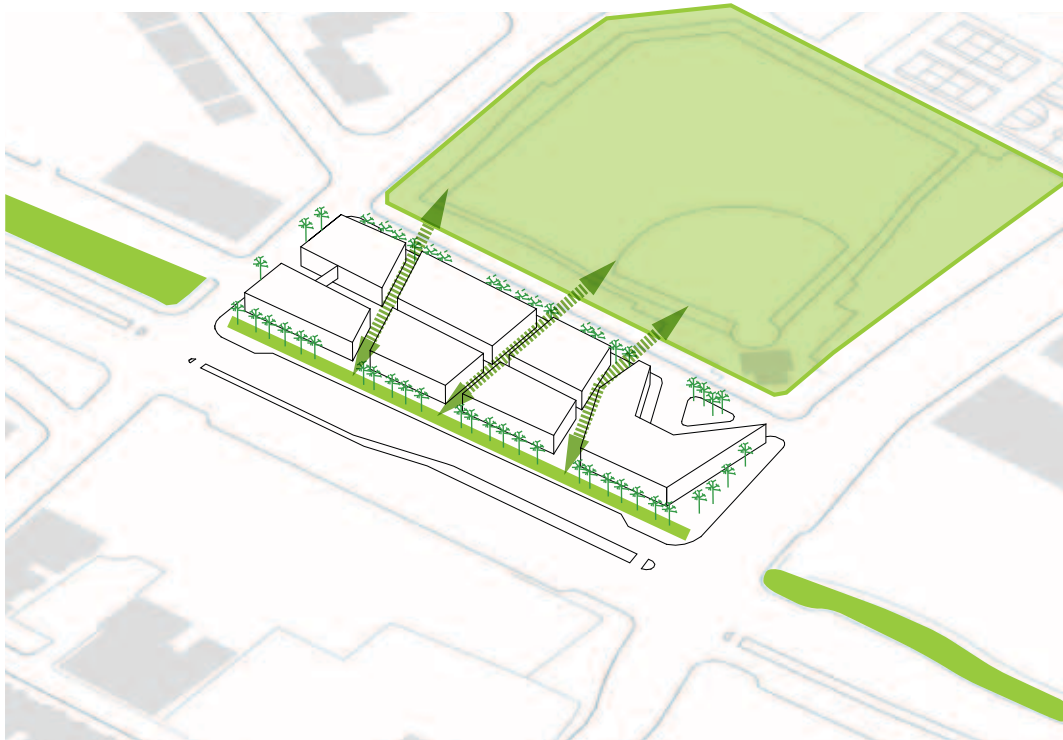
PEDESTRIAN CIRCULATION
BICYCLE CIRCULATION



COMMON RESIDENTIAL COURTYARD
PRIVATE RESIDENTIAL COURTYARDS
HOTEL TERRACE AND GARDEN



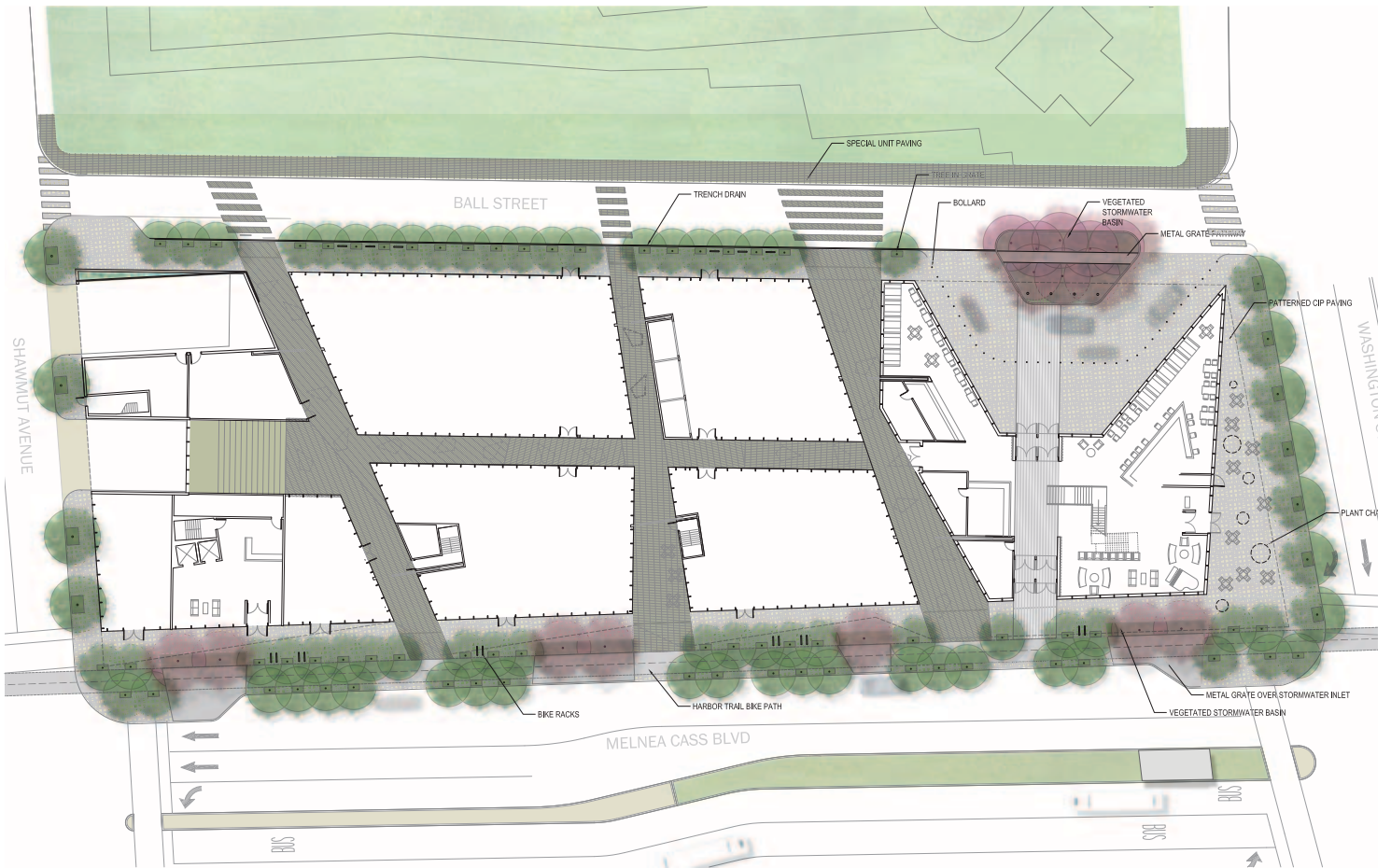
GREEN SPACE CONNECTION



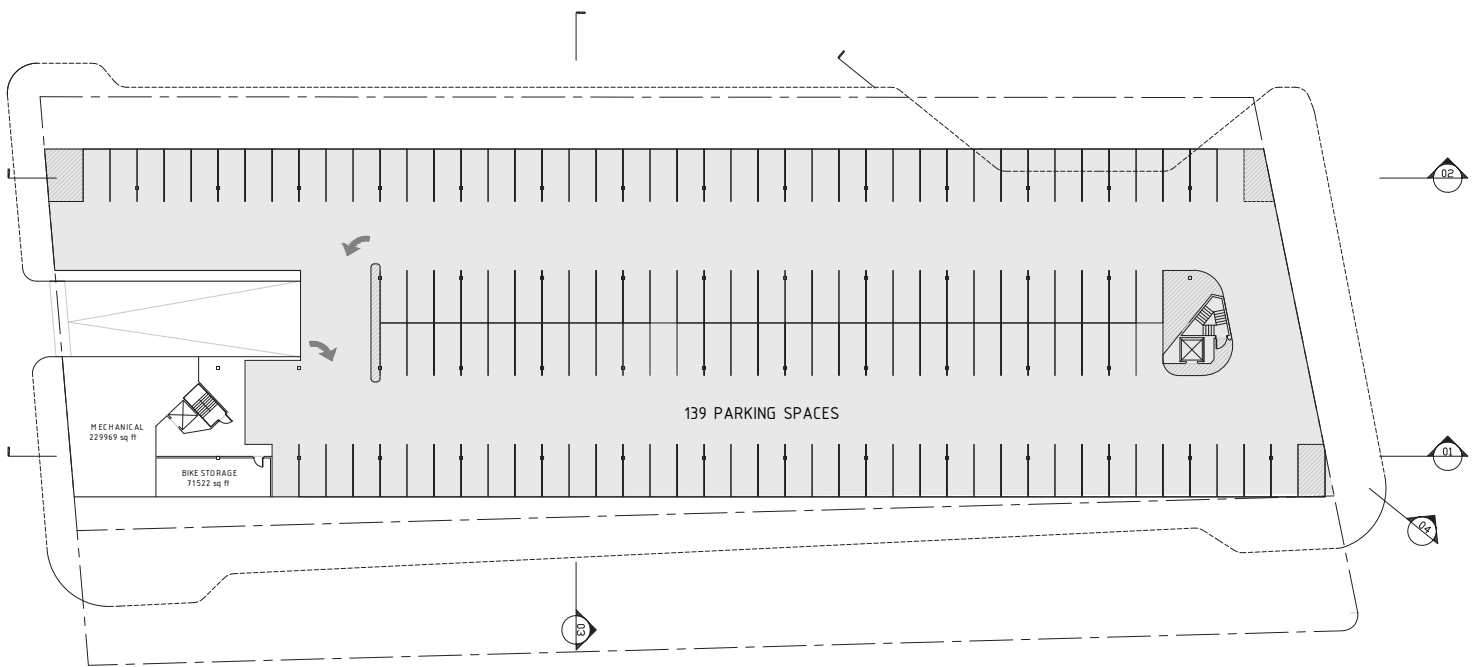
4.6 - 4.8 DESIGN SUBMISSION

ELEVATIONS + PLANS

4.6 FLOOR PLANS



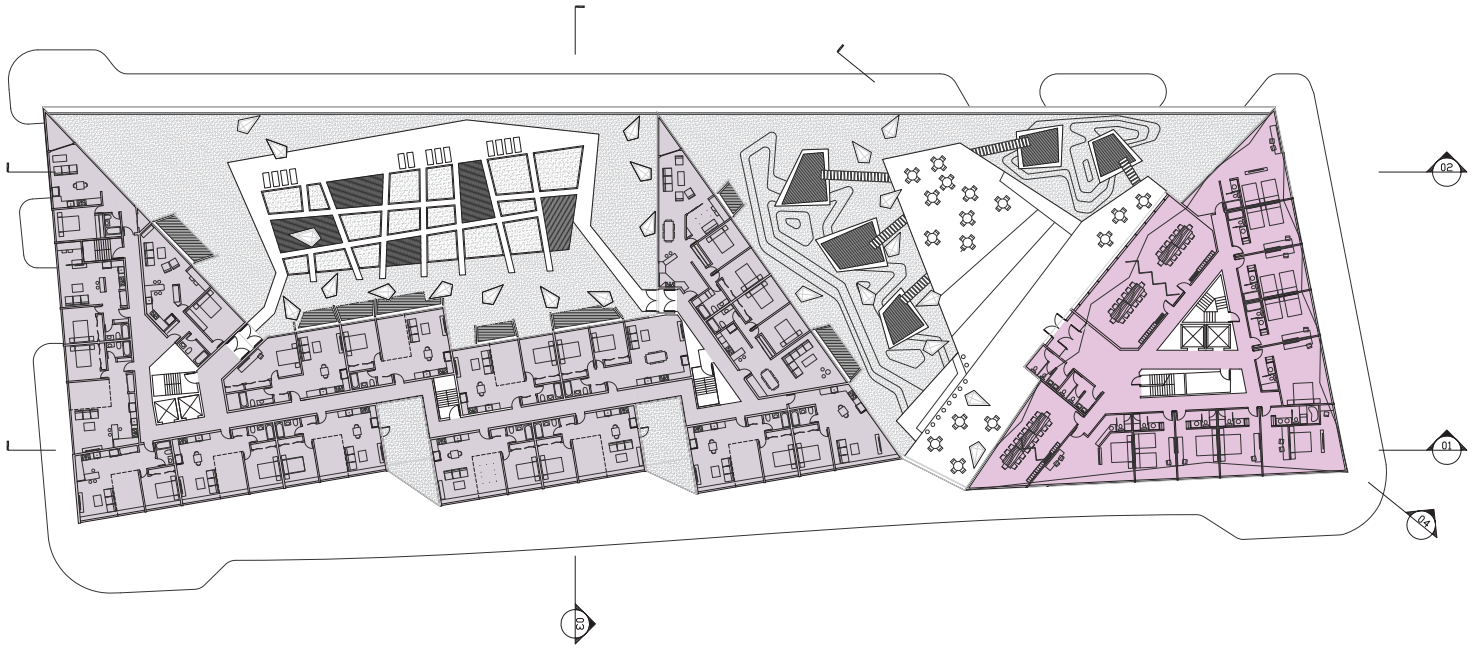
4.6
FLOOR PLANS



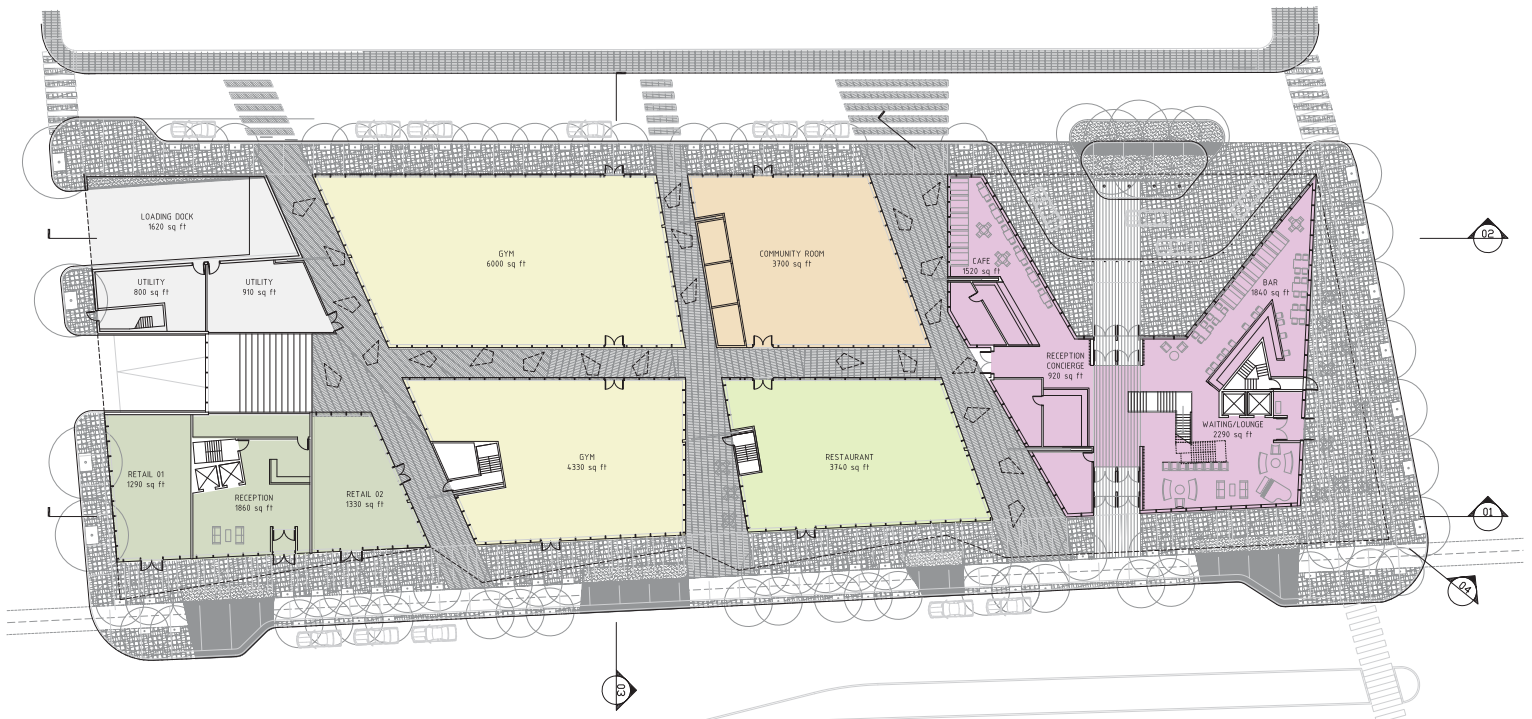
■ PARKING



4.6 FLOOR PLANS



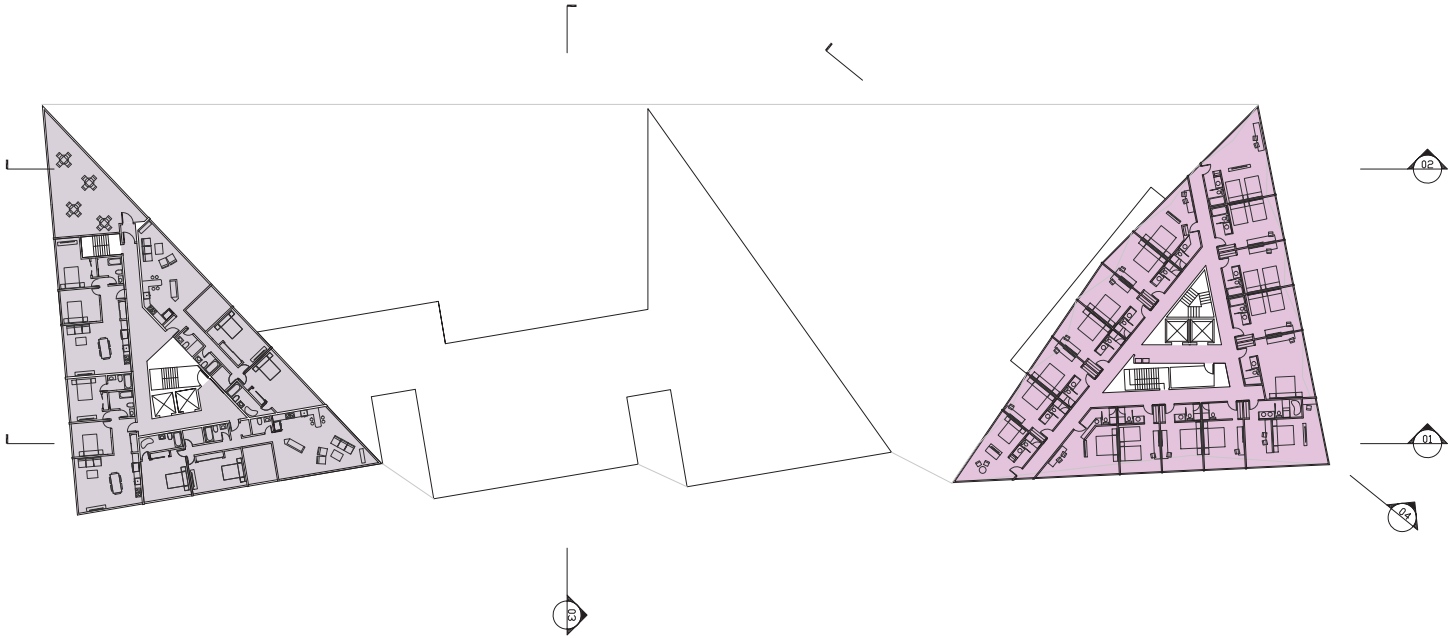
- HOTEL
- RESIDENTIAL



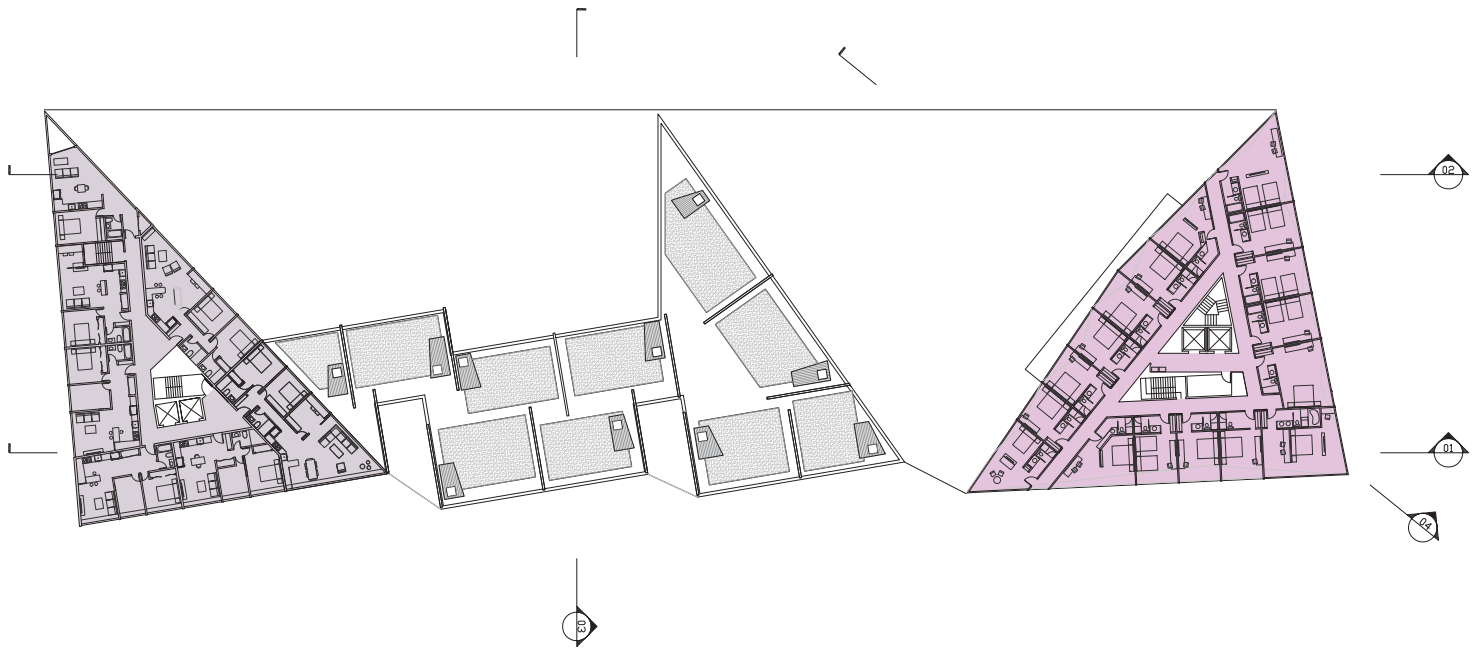
- HOTEL
- RETAIL
- GYM
- RESTAURANT
- COMMUNITY HALL



4.6 FLOOR PLANS

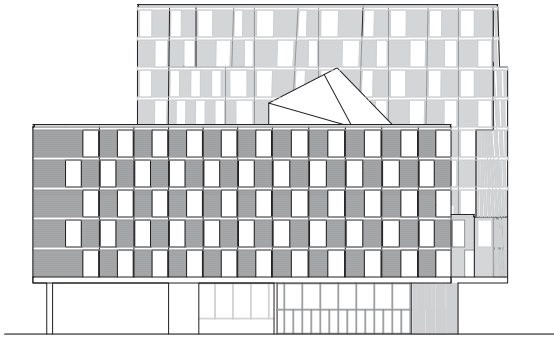


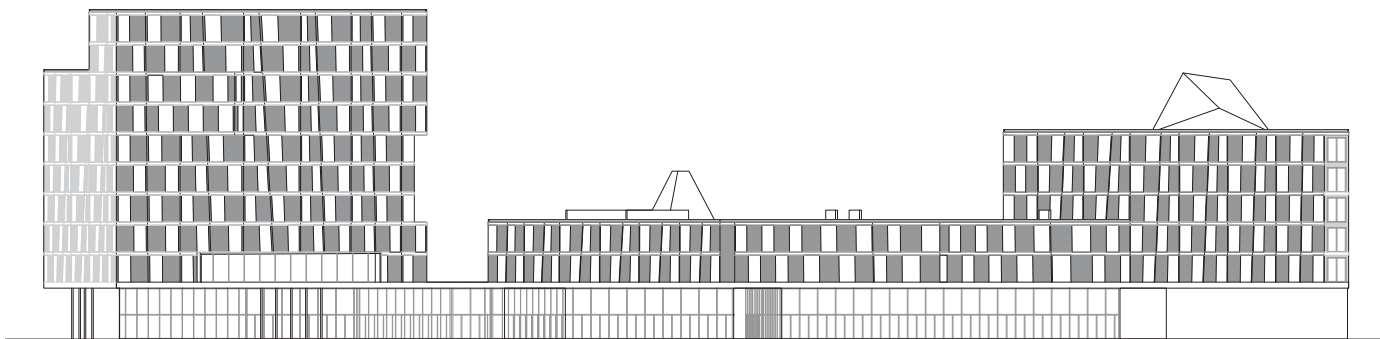
HOTEL
 RESIDENTIAL



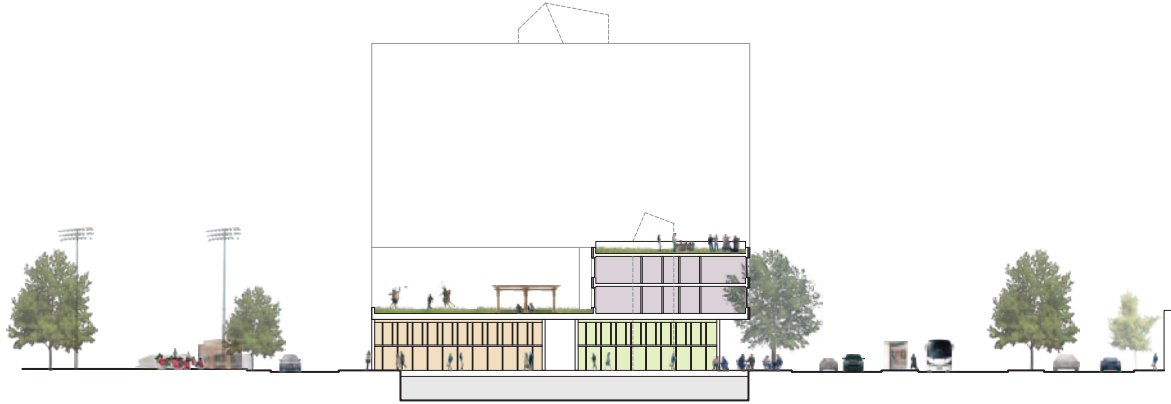
HOTEL
 RESIDENTIAL

4.7
ELEVATIONS

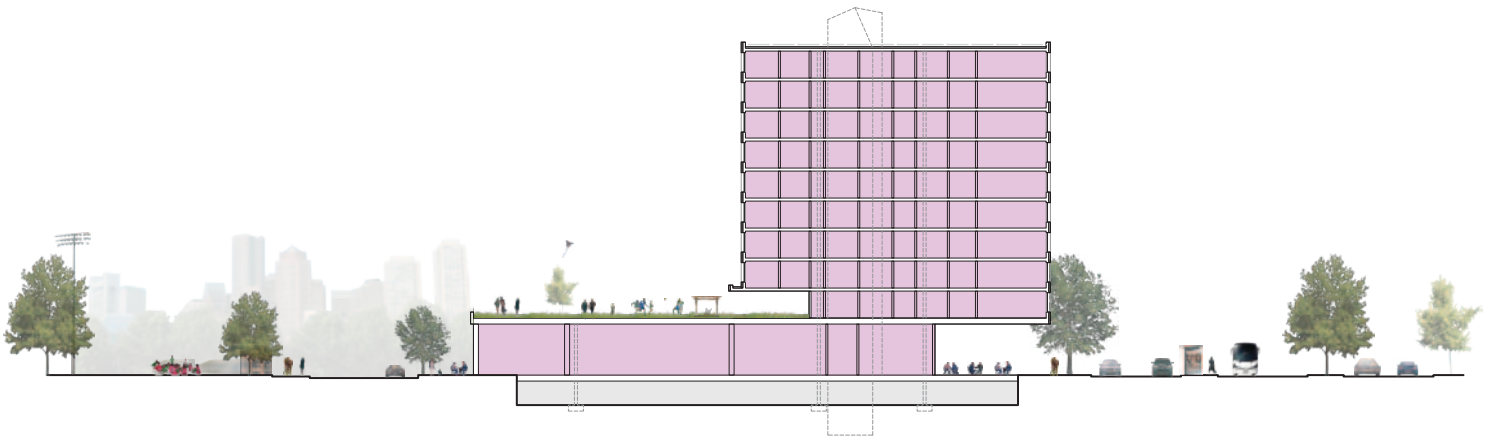




4.8 SECTIONS



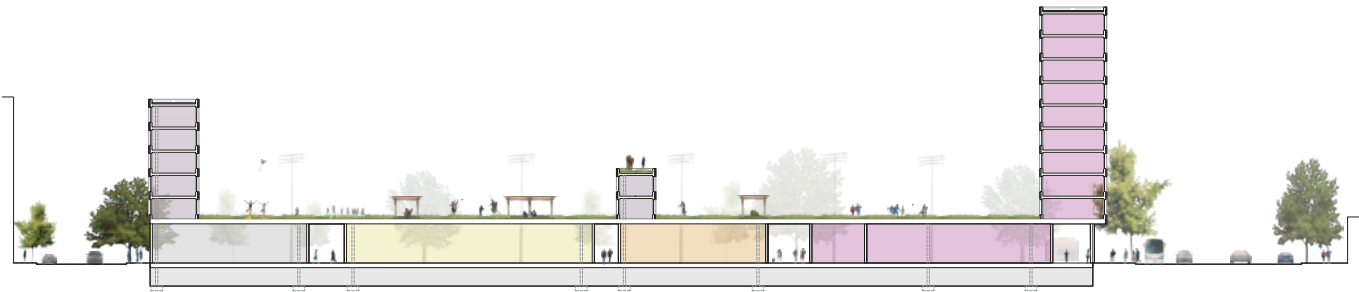
- RESIDENTIAL
- RESTAURANT
- COMMUNITY HALL
- PARKING



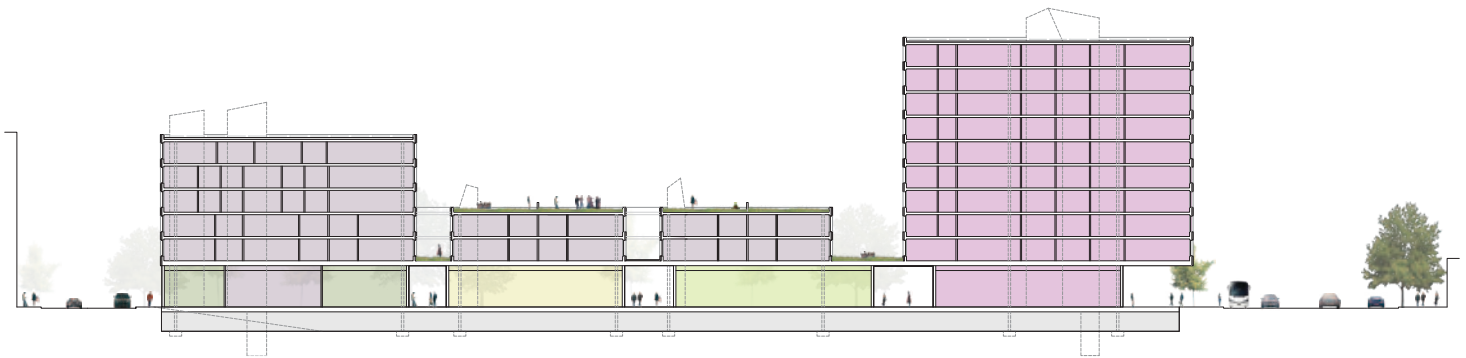
- HOTEL
- PARKING



4.8 SECTIONS



- RESIDENTIAL
- HOTEL
- GYM
- COMMUNITY HALL
- LOADING DOCK
- PARKING



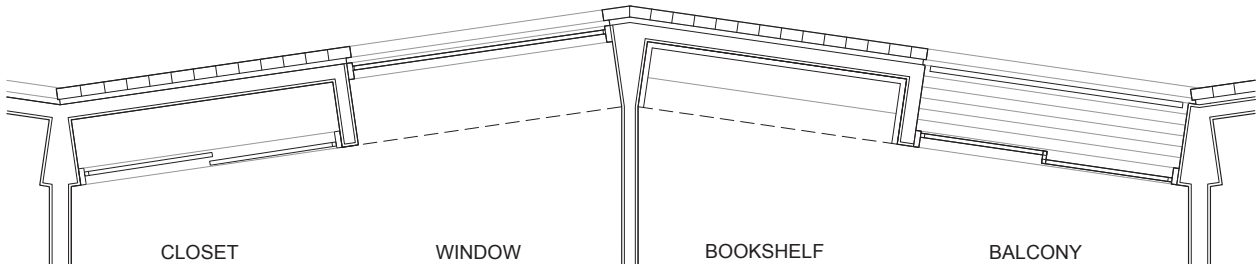
- RESIDENTIAL
- HOTEL
- GYM
- RESTAURANT
- RETAIL
- PARKING



4.9 DESIGN SUBMISSION

**+ VIEWS
DETAILS**

4.9
DETAILS + PERSPECTIVES





4.9
DETAILS + PERSPECTIVES





4.9
DETAILS + PERSPECTIVES





105

5.1 + 5.2 IMPLEMENTATION PLAN

TIMELINE + MARKET

PARCEL NINE

PERMITS AND APPROVALS

List of Permits or Other Approvals Which May be Sought

Agency	License/Permit/Approval*
State	
Massachusetts Department of Environmental Protection, Division of Air Quality	<ul style="list-style-type: none"> • Notice of Commencement of Demolition and Construction
Massachusetts Department of Transportation	<ul style="list-style-type: none"> • Urban Ring Regulatory Review
Local	
Boston Redevelopment Authority	<ul style="list-style-type: none"> • Article 80 Large Project Review • Article 80 Certification of Compliance • Approval Recommendation to Board of Appeal
Boston Board of Appeal	<ul style="list-style-type: none"> • Use and Dimensional Variances
Boston Civic Design Commission	<ul style="list-style-type: none"> • Project Review
Boston Landmarks Commission	<ul style="list-style-type: none"> • Eustis Street Conservation District Review
Boston Department of Public Works	<ul style="list-style-type: none"> • Street/Sidewalk Occupancy Permit
Boston Public Improvement Commission	<ul style="list-style-type: none"> • Specific Repair(s) Plan
Boston Transportation Department	<ul style="list-style-type: none"> • Transportation Access Plan Agreement • Construction Management Plan
Boston Public Safety Commission, Committee on Licenses	<ul style="list-style-type: none"> • License for Storage of fuel in Automobiles • Parking Garage Permit
Inspectional Services Department	<ul style="list-style-type: none"> • Building Permit • Certificate of Occupancy

*Not all permits and approvals listed may be required and others not listed may prove necessary based upon changes in the project's design or program

5.3

PROPERTY MANAGEMENT PLAN

PARCEL NINE

MANAGEMENT PLAN

The operation of the commercial and residential portions of the development will be managed by Avery Property Management, a well-established Boston-based firm of high quality. Avery will administer services including maintenance, accounting, tenant management, and administrative record keeping. Parking will be administered also by Avery as an independent commercial entity that serves all programs of the parcel. The hotel, carrying a major national brand, will be operated by a branded management hotelier firm, likely the subsidiary management branch of the hotel's brand.



July 20, 2011

Mr. Kamran Zahedi, President
Urbanica, Inc.
142 Berkeley Street
No. 402
Boston, Massachusetts 02119

Dear Mr. Zahedi:

In accordance with your request, we have completed our preliminary market analysis associated with the development of a proposed hotel within a proposed mixed-use development on Parcel 9, located on Melnea Cass Boulevard between Washington Street and Shawmut Avenue in the Roxbury neighborhood of Boston, Massachusetts.

Specifically, this preliminary analysis provides the following:

- An overview of the Boston hotel market
- An overview and impression of the subject site for a proposed hotel
- List of potential demand generators to a proposed hotel at the subject site
- Suggestion of potential positioning of a proposed hotel at the subject site
- Missing hotel brands within the competitive market
- Suggested size range for the hotel property type

Our analysis is based on redevelopment assumptions as presented in the Roxbury Strategic Master Plan, the Boston Redevelopment Authority Request for Proposals for Parcels 9 + 10 in Roxbury, Massachusetts, and by Urbanica, Inc. and its associates.

We conclude that the subject site's location within the City of Boston relative to high-traffic access, proximity to demand generators, and within a hotel market area that is experiencing strong demand make the site well-located for the development of a limited-service hotel at a two- to three-star quality level. Our opinion that this site is desirable for hotel development is based firmly on the assumption that the neighboring and proximate sites within Roxbury will be redeveloped and enhanced as per The Roxbury Strategic Master Plan, ensuring a safe and welcoming destination for all.

The terms of our engagement are such that we have no obligation to revise this letter to reflect events or conditions, which occur subsequent to the date of the completion of our fieldwork. However, we are available to discuss the necessity for any revision in view of changes in the economic or market factors affecting the proposed project.

5.4
HOSPITALITY MARKET STUDY



Please do not hesitate to call should you have any comments or questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andrea Foster', with a long horizontal flourish extending to the right.

Andrea Foster
Vice President

Addenda: Statement of Assumptions and Limiting Conditions
 Resume of Andrea Foster
 PKF Hospitality Research's Hotel Horizons® Snapshot Report for Boston

INTRODUCTION AND DEVELOPMENT OVERVIEW

PKF Consulting USA (“PKFC”) was engaged by Urbanica, Inc. (“Urbanica”) to conduct a preliminary market analysis associated with the development of a proposed hotel within a proposed mixed-use development on Parcel 9, located on Melnea Cass Boulevard between Washington Street and Shawmut Avenue in the Roxbury neighborhood of Boston, Massachusetts.

Boston Overview

Greater Boston forms the tenth-largest metropolitan statistical area (MSA) in the United States, home to over 4.5 million people according to the United States Census 2010, while the New England Combined Statistical Area (CSA) is the nation’s fifth largest with over 7.5 million people. Strategically located in the heart of the Eastern Seaboard, the vibrant metropolitan area is a major center of education, finance, healthcare, biotechnology, industry and tourism.

Roxbury Neighborhood

The Roxbury neighborhood is located at the geographical center of Boston. It is identified in The Roxbury Strategic Master Plan as bordering South End and South Boston on the northeast; by Fenway/Kenmore, Mission Hill and Jamaica Plain on the northwest; by Dorchester on the southeast; and by Mattapan on the southwest. Roxbury is the home of nine National Register Historic Districts.

The Roxbury Strategic Master Plan

The Roxbury Strategic Master Plan (“Plan”) was published by the Boston Redevelopment Authority (“BRA”) in January 2004 with a focus to shape economic, social, and educational opportunities for people of Roxbury over a 10- to 20-year period to provide a high-quality physical environment that is attractive, safe and convenient for residents, businesses, and visitors. The Plan is designed to link businesses, community organizations and other sectors with the well-being of residents.

The Plan calls for the development and/or redevelopment of various parcels within Roxbury for commercial development, residential, cultural heritage, open space and recreation, improved transportation, enhanced streetscapes (i.e. desired image of Melnea Cass as a tree-lined boulevard), and overall attractiveness and safety of the area. The residential development outlined within the plan requires that 75 percent of residential developments must be affordable housing.

An urban ring concept is outlined in the Plan, which would turn Melnea Cass Boulevard (along which the subject site is located) into a Rapid Bus Transit corridor, connecting Roxbury via the Silver Line to downtown Boston, Logan Airport, Dudley Square, Franklin Park and the Zoo, Boston State Hospital, and Mattapan.

The intention of the Plan is to market Roxbury as a destination for tourism, culture and the arts, and an excellent location to do business. An emphasis is placed on attracting companies and organizations in the health, medical, and green technology sectors.



The subject site is located within the boundaries of The Roxbury Strategic Master Plan, and is identified as Parcel 9. The Request for Proposals (“RFP”) for Parcel 9 + Parcel 10 outlines “wealth-generating uses” that create jobs, equity, and sustainable economic growth for Roxbury residents.

Urbanica, Inc. Parcel 9 Development Plan

Urbanica, Inc. is a Boston-based developer focusing on high-design redevelopment projects in residential markets. Urbanica desires to develop a mixed-use project on Parcel 9 to include a hotel, restaurant/retail space, a sports/fitness health club facility, residential units, and appropriate parking. Urbanica has expressed the desire to create an attractive, design-focused development at the subject site.

NEIGHBORHOOD PROFILE & IMPRESSION OF SITE

The subject parcel (Parcel 9) is located in the South End Urban Renewal Area, Project No. Mass. R-56, within the Roxbury neighborhood. It is bordered by Melnea Cass Boulevard to the south, Washington Street to the east, Ball Street to the north, and Shawmut Avenue to the west.

Accessibility of the site is excellent, as Melnea Cass Boulevard is a major east-west connector in this section of Boston that leads to an on/off-ramp of Interstate-93 to the northeast, and to points in the Fenway/Kenmore district to the west. The site is also located less than three miles southwest of the downtown Boston office market, and one mile due south of the office market within the Back Bay neighborhood. Additionally, the site is located three miles west of the Boston Convention and Exhibit Center in South Boston and one mile south of the Hynes Convention Center in Back Bay.

The site is along the Silver Line bus route of the Metropolitan Boston Transit Authority (“MBTA”, or the “T”), which connects to a full range of intermodal transit options provided by the MBTA to access points within the city and the region. Additionally, the site is along the South Harbor Trail accommodating pedestrians, runners and bicyclists. In the Plan, Melnea Cass Boulevard is outlined to become a Rapid Bus Transit corridor as part of the Urban Ring project.

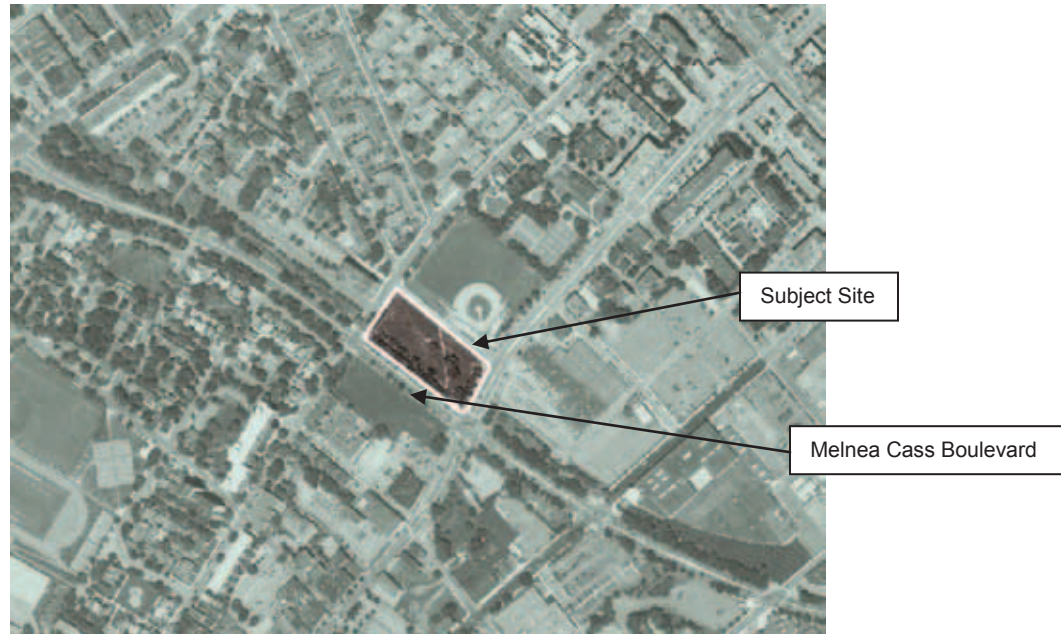
Neighboring site uses include Jim Rice public athletic field to the north on Ball Street, a bus storage facility to the east (identified as a redevelopment parcel within the Plan) on Washington Street, Parcel 10 to the south (planned for redevelopment within the Plan and the BRA RFP, and proposed to include a mix of commercial/office, retail, residential and open space) along with a long-standing neighborhood grocery store, and affordable housing to the west on Shawmut Avenue.

Currently, the neighborhood of the subject site is a low-income area compared to the City of Boston as a whole. It would be described as “rough” or “very alternative”, and safety is a foremost concern. Our impression of the site from a hotel market perspective is based on the assumption that the Plan is fully implemented to provide a



Mr. Kamran Zahedi, Urbanica LLC
July 20, 2011

safe, secure, well-lit, high-quality, attractive, hub of positive activity, and an economically viable area.



HOTEL MARKET OVERVIEW

Overall Boston Market

As reported in the PKF Hospitality Research's Hotel Horizons® Econometric Forecast's June – August 2011 edition, the overall Boston hotel market achieved a 68.7 percent occupancy in 2010, which surpassed the market's long-run average occupancy of 67.3 percent. The average date rate (ADR) achieved by the overall market was \$141.46, resulting in revenue per available room (RevPAR, a function of occupancy and rate) of \$97.21. For 2011, this market is forecast to achieve a 70.4 percent occupancy at a \$149.60 ADR and \$105.33 RevPAR

Within the Hotel Horizons® submarket areas, Melnea Cass Boulevard is the approximate border that separates the Downtown/Airport to the northeast and Dedham/Marlborough submarket to the southwest. The subject site is located near the edge of the Dedham/Marlborough submarket, as defined in Hotel Horizons®.

Downtown/Airport Submarket

The Downtown/Airport submarket consists of hotels located in the city center lodging market, as well as those located near Logan International Airport. Boston University and Northeastern University are situated within this submarket. In 2010, the lower-priced hotels in the Downtown/Airport submarket achieved a 79.5 percent occupancy at a \$122.87 ADR, resulting in a RevPAR of \$97.65. For 1Q2011, RevPAR in this submarket increased 4.2 percent compared to the same quarter of 2010, driven more by increases in occupancy (demand) than by rate.



Dedham/Marlborough Submarket

The Dedham/Marlborough submarket consists of mainly hotels located outside the Interstate-95 loop along Interstate-90. Hotels located in the communities within the I-95 loop (Newton, Brookline, Chestnut Hill) are also located within this submarket. The subject site is located just inside the northeastern border of this submarket. In 2010, the lower-priced hotels in the Dedham/Marlborough submarket achieved a 51.1 percent occupancy at an \$85.25, resulting in a RevPAR of \$43.60. For 1Q2011, RevPAR increased by 13.7 percent compared to the same quarter 2010, driven more by increases in occupancy (demand) than by rate.

Potential Competitive Market

We anticipate a proposed hotel at the subject site would compete most notably with the limited- and select-service hotels in the Roxbury, South End, South Boston and Back Bay neighborhoods. For the running 12 months through May 2011, this group of properties achieved a 74.3 percent occupancy at a \$127.49 ADR, resulting in a RevPAR of \$94.76. Further, this represents a 12.0 percent increase in RevPAR for the previous running 12 months, driven more by rate than by occupancy. However, it is important to note that the lower-priced hotels in this greater market area has been shown to be subject to a rate ceiling.

Potential New Hotel Supply

The following select-service hotels that we understand are planned within the potential competitive market area of a proposed hotel at the subject site.

- 150-room Hilton Garden Inn Boston Fenway Park (replacing the existing Howard Johnson Fenway). This project is in the pre-planning phase. At the point at which this project is completed, an upper-priced hotel will replace a lower-priced, hotel thus removing a property from the potential competitive set due to its different market orientation and level of facilities.
- Also in the pre-planning process are a 210-room select service and 198-room extended stay hotel to be located at 275 Albany Street.

POTENTIAL DEMAND GENERATORS

Within the vicinity of the subject site are the following potential demand generators for a proposed hotel at the subject site.

- Boston Medical Center
- Longwood Medical Center
- Boston Police Headquarters
- Roxbury Community College
- Northeastern University
- Wentworth Institute of Technology
- Massachusetts College of Art
- Berklee College of Music



Mr. Kamran Zahedi, Urbanica LLC
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- New England Conservatory
- Reggie Lewis Track Center
- Madison Park High School

The subject site is also located within three miles of downtown Boston (Financial District) and one mile from the Back Bay submarket. According to data collected by Colliers International on the Boston office market, there was a rentable inventory of more than 60 million square feet of office space at the end of the first quarter 2011 in Boston. Approximately 33,549,000 square feet of office space is located in the Financial District, constituting more than half of the office space supply in Boston. The Back Bay office market is the second largest to the Financial District with nearly 12 million square feet of office space. The Fenway/Kenmore office market is much smaller than the Financial District and Back Bay office markets, but is proximate to the subject site and has over 1.8 million square feet of office space.

First Quarter 2011 Office Market Overview					
Boston, MA					
Market	Square Feet (SF) Supply	Direct SF Available	Sublease SF Available	Vacancy*	First quarter absorption
Boston (total)	60,182,662	8,817,752	1,157,907	16.6%	(34,933)
Back Bay	11,982,000	635,194	312,924	7.9%	92,000
Class A	10,063,000	N/A	N/A	5.8%	133,000
Class B	1,919,000	N/A	N/A	18.9%	(41,000)
Financial District	33,549,000	6,302,567	473,872	20.2%	(249,000)
Class A	26,770,000	N/A	N/A	19.1%	(302,000)
Class B	6,779,000	N/A	N/A	24.6%	53,000
Fenway/Kenmore	1,826,057	99,446	149,727	13.6%	(45,761)

*Including sublease space
Source: Colliers International

College and high school sports teams are also potential demand generators to a hotel at the subject site, due to the site's proximity to the Reggie Lewis Track Center at Roxbury Crossing and the area colleges and neighborhood schools.

Incidentally, Madison Park High School in Roxbury has a vocational-technical program for students interested in a career in the hospitality industry.

Roxbury is also the home to nine National Register Historic Districts, which include iconographic buildings such as the First Church of Roxbury in John Eliot Square, the Museum of the National Center for Afro-American Artists, the Roxbury Community College, and Malcolm X's home at 72 Dale Street. Coupled with Boston's overall draw as a tourism destination, we expect this to generate tourism demand to a proposed hotel at the subject site.

Based on the proximate potential demand generators, the subject site appears well-located to draw hotel market demand from medical, SMERF groups (Social, Military, Educational, Religious, Fraternal), leisure travel, corporate travel, and potential



compression demand from the Back Bay, South Boston and Downtown hotels generated from citywide groups.

PROPOSED HOTEL POSITIONING

Based on the quality of the surrounding development, the vision of the Plan, and the potential demand generators in the surrounding area, we are of the opinion that a limited-service hotel at a two- to three-star quality level would be the appropriate positioning for a hotel at the subject site.

A limited-service hotel provides only some of the facilities and amenities of a full-service hotel property. It does not offer a restaurant, lounge, or banquet service within the hotel. It may offer complimentary food and beverage.

SUGGESTED HOTEL BRANDS

Examples of limited-service hotel brands that we believe would be appropriate for the subject site, which do not currently have a presence in the competitive market, include the following:

- Fairfield Inn by Marriott
- La Quinta Inn & Suites
- Country Inn & Suites by Carlson
- Wingate by Wyndham
- Baymont Inn & Suites by Wyndham

We have not initiated any discussions with potential hotel brands; therefore, this list does not reflect expressed interest. It merely represents a sampling of potential hotel brand opportunities.

SUGGESTED SIZE RANGE FOR PROPOSED HOTEL

Limited- and select-service properties within the Boston market range from 92 to 175 guestrooms. A select-service hotel is a limited-service hotel that offers some minimal food and beverage facilities within the hotel, but often only opens for breakfast or breakfast and lunch.

Based on our preliminary analysis of the characteristics of the limited- and select-service hotel market in Boston, MA and the planned redevelopment of the subject site and the greater neighborhood, we are of the opinion that a limited-service hotel of approximately 130 to 145 guestrooms would be supportable.

CONCLUSION

We conclude that the subject site's location within the City of Boston relative to high-traffic access, proximity to demand generators, and within a hotel market area that is experiencing strong demand make the site well-located for the development of a limited-



Mr. Kamran Zahedi, Urbanica LLC
July 20, 2011

service hotel at a two- to three-star quality level with approximately 130 to 145 guestrooms.

Our opinion that this site is desirable for hotel development is based firmly on the assumption that the neighboring and proximate sites within Roxbury will be redeveloped and enhanced as per The Roxbury Strategic Master Plan, ensuring a safe and welcoming destination for all.



STATEMENT OF ASSUMPTIONS AND LIMITING CONDITIONS

Economic and Social Trends - The consultant assumes no responsibility for economic, physical or demographic factors which may affect or alter the opinions in this report if said economic, physical or demographic factors were not present as of the date of the letter of transmittal accompanying this report. The consultant is not obligated to predict future political, economic or social trends.

Information Furnished by Others - In preparing the report, the consultant was required to rely on information furnished by other individuals or found in previously existing records and/or documents. Unless otherwise indicated, such information is presumed to be reliable. However, no warranty, either express or implied, is given by the consultant for the accuracy of such information and the consultant assumes no responsibility for information relied upon later found to have been inaccurate. The consultant reserves the right to make such adjustments to the analyses, opinions and conclusions set forth in this report as may be required by consideration of additional data or more reliable data that may become available.

Hidden Conditions - The consultant assumes no responsibility for hidden or unapparent conditions of the properties, subsoil, ground water or structures. No responsibility is assumed for arranging for engineering, geologic or environmental studies that may be required to discover such hidden or unapparent conditions.

Hazardous Materials - The consultant has not been provided any information regarding the presence of any material or substance on or in any portion of the subject property, which material or substance possesses or may possess toxic, hazardous and/or other harmful and/or dangerous characteristics. Unless otherwise stated in the report, the consultant did not become aware of the presence of any such material or substance during the consultant's inspection of the subject property. However, the consultant is not qualified to investigate or test for the presence of such materials or substances. The consultant assumes no responsibility for the presence of any such substance or material on or in the subject property, nor for any expertise or engineering knowledge required to discover the presence of such substance or material. Unless otherwise stated, this report assumes the subject property is in compliance with all federal, state and local environmental laws, regulations and rules.

Zoning and Land Use - Unless otherwise stated, the subject property is assumed to be in full compliance with all applicable zoning and land use regulations and restrictions.

Licenses and Permits - Unless otherwise stated, the property is assumed to have all required licenses, permits, certificates, consents or other legislative and/or administrative authority from any local, state or national government or private entity or organization that have been or can be obtained or renewed for any use on which the performance estimates contained in this report are based.

Engineering Survey - No engineering survey has been made by the consultant. Except as specifically stated, data relative to size and area of the subject property was taken from sources considered reliable and no encroachment of the subject property is considered to exist.

Subsurface Rights - No opinion is expressed as to the value of subsurface oil, gas or mineral rights or whether the property is subject to surface entry for the exploration or removal of such materials, except as is expressly stated.



Mr. Kamran Zahedi, Urbanica LLC
July 20, 2011

Statement of Assumptions and Limiting Conditions (Continued)

Maps, Plats and Exhibits - Maps, plats and exhibits included in this report are for illustration only to serve as an aid in visualizing matters discussed within the report. They should not be considered as surveys or relied upon for any other purpose, nor should they be removed from, reproduced or used apart from the report.

Legal Matters - No opinion is intended to be expressed for matters which require legal expertise or specialized investigation or knowledge beyond that customarily employed by real estate consultants.

Right of Publication - Possession of this report, or a copy of it, does not carry with it the right of publication. Without the written consent of the consultant, this report may not be used for any purpose by any person other than the party to whom it is addressed. In any event, this report may be used only with properly written qualification and only in its entirety for its stated purpose.

Archeological Significance - No investigation has been made by the consultant and no information has been provided to the consultant regarding potential archeological significance of the subject property or any portion thereof. This report assumes no portion of the subject property has archeological significance.

Compliance with the Americans with Disabilities Act - The Americans with Disabilities Act ("ADA") became effective January 26, 1992. It is assumed that the property will be in direct compliance with the various detailed requirements of the ADA.

Definitions and Assumptions - The definitions and assumptions upon which our analyses, opinions and conclusions are based are set forth in appropriate sections of this report and are to be part of these general assumptions as if included here in their entirety.

Utilization of the Land and/or Improvements - It is assumed that the utilization of the land and/or improvements is within the boundaries or property described herein and that there is no encroachment or trespass.

Dissemination of Material - Neither all or any part of the contents of this report shall be disseminated to the general public through advertising or sales media, public relations media, new media or other public means of communication without the prior written consent and approval of the consultant(s).

Use in Offering Materials - This report, including all cash flow forecasts, market surveys and related data, conclusions, exhibits and supporting documentation may not be reproduced or references made to the report or to Colliers PKF Consulting USA in any sale offering, prospectus, public or private placement memorandum, proxy statement or other document ("Offering Material") in connection with a merger, liquidation or other corporate transaction unless Colliers PKF Consulting USA has approved in writing the text of any such reference or reproduction prior to the distribution and filing thereof.

Limits to Liability - Colliers PKF Consulting USA cannot be held liable in any cause of action resulting in litigation for any dollar amount which exceeds the total fees collected from this individual engagement.

Legal Expenses - Any legal expenses incurred in defending or representing ourselves concerning this assignment will be the responsibility of the client.

Full report available at www.hotelhorizons.com

BOSTON

REGIONAL ECONOMIC SUMMARY

“Many business contacts in the First District report improving economic conditions. Firms in manufacturing, software and information technology, and staffing services cite ongoing increases in demand, with manufacturers reporting the most strength. Commercial real estate markets are improving modestly, retail reports are mixed, and residential real estate markets remain weak. Both retailers and manufacturers report input cost increases, which they are generally passing along to customers. Labor markets, by contrast, are seeing some net hiring, but wage increases remain subdued. Outlooks remain generally optimistic, although cautious

First District retailers report mixed sales results for the period from late March through mid May, with comparable same-store sales ranging from low double-digit decreases to low single-digit increases. A few contacted retailers mention decreases in demand, and all express concern about the negative impact of rising fuel prices on their own costs, especially shipping, and on consumers' shopping habits.

Contacts note steep price increases for commodities, including cotton, dairy, grains, meat, produce, and nuts; they are passing along price increases where possible. Capital spending is mixed. Outlooks range from concerned to cautiously optimistic.”

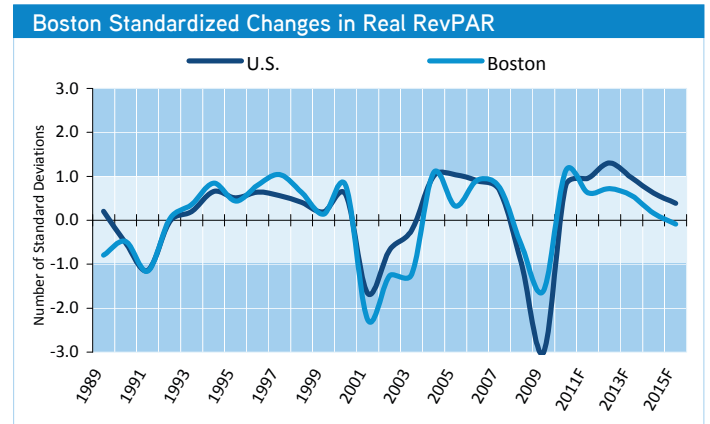
Federal Reserve Bank Beige Book, June 8, 2011

BOSTON: NEXT 4 QUARTERS

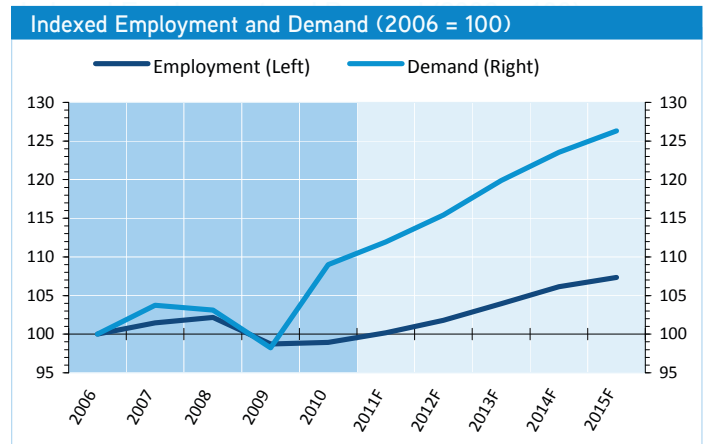
The arrows show the forecast direction of change over the next 4 quarters vs. the previous 4 quarters. Green indicates above long run average change, and red indicates below. The numbers represent the markets rank in % change for the next 4 quarters out of the 50 markets in the Hotel Horizons® Universe (1 is the best, 50 is the worst)

HOTEL MARKET OUTLOOK:

	Direction	Rank
Occupancy		17
Average Daily Rate		2
RevPAR		1



Source: Moody's Analytics, PKF-HR, Smith Travel Research



Source: PKF Hospitality Research, Smith Travel Research

ECONOMIC OUTLOOK:

	Direction	Rank
Employment		28
Income		11
Gross Metro Product		20

Source: PKF Hospitality Research

BOSTON TOP BRANDS

Total Room Supply: 50,302

Upper-Priced Brands	Properties	Rooms	% Market	Lower-Priced Brands	Properties	Rooms	% Market
Marriott	7	3,559	7.1%	Holiday Inn	9	1,765	3.5%
Courtyard	18	3,160	6.3%	Hampton Inn	10	1,355	2.7%
Sheraton Hotel	5	2,297	4.6%	Best Western	9	1,286	2.6%
Hilton	5	1,951	3.9%	Comfort Inn	9	1,063	2.1%
Westin	3	1,942	3.9%	Holiday Inn Express	10	1,031	2.0%

The Full Version of a Hotel Horizons® Report Includes:

- **5 Year Forecast of Hotel Performance Data**
Supply, Demand, Occupancy, Rate, and RevPAR
Upper and Lower Priced Properties
Quarterly forecasts up to 8 quarters out.
- **5 Year History of Hotel Performance Data**
- **Economic & Hotel Market Commentary**
- **History and Forecast of Key Economic Variables**
Real Personal Income, Employment, CPI, GMP
- **Relationship Graphs**
Relates economic movements to hotel performance
- **Submarket Data**
Historical performance and rankings
New hotel construction
Top brands
Market penetration analysis
- **Special Analyses Every Issue**
Past analyses have included:
Airline capacity relationships
Location-based forecasts (including resorts)
Alternative scenarios

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www.pkfc.com

or call our Publications Department toll-free at (866) 842-8754

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**ANDREA FOSTER
VICE PRESIDENT**

Vice President, PKF Consulting USA, Boston, MA

2011 – Present

Director of Hospitality Services, New England and National Director of Spa Consulting for one of the largest consulting firms in the country. Responsible for the management, conduct and quality control of a wide variety of hospitality, real estate and spa consulting services for the private sector. Areas of expertise include market analyses, operational analyses, financial analyses, sales and marketing analyses, market and feasibility studies, appraisal assignments, and spa industry consulting.

Vice President Marketing & Business Development, Miraval Holding, Tucson, AZ

2006 - 2011

Responsible for the marketing strategy and execution and business development for brand expansion for this destination spa resort and brand based in Tucson, Arizona. Built and developed a team to executive new strategic initiatives and a full company re-branding including development of new website, social media execution, launch of a guest loyalty program, shift to interactive online media advertising for best ROI on marketing spend, creation of pricing strategies, and establishment of marketing partnerships. Significantly increased new resort, website visitation, and social media following. Sourced opportunities for new Miraval resorts, spa residential, and hosted facilities, conducted market assessment and developer/partner, prepared analysis tools and pitch materials, prepared letters of intent, proformas, capital and pre-opening budgets, and space programs for new locations, and executed deals.

Vice President, PKF Consulting USA, Los Angeles, CA

2002 – 2006

Conducted market & feasibility studies; repositioning & operational analyses; sales & procedural audits; asset valuations/appraisals for hospitality & real estate ventures including hotels, resorts, spas, golf courses, conference centers, timeshare, fractional & whole ownership vacation clubs; SWOT analysis & branding studies for tourism destinations. Served as nationwide spa expert within firm; represented firm as speaker at industry conferences and authored internationally published articles on hotel and resorts spas. Responsible for training and management of professional staff and involved in generating new business and maintaining client relationships.

Operations & Systems Consultant, The Lucerne Inn, Dedham, ME

2002

Reestablished and modernized historic image of upscale quality through staff training, operational improvements, renovations, and marketing; completed the installation of and training on a new property management and restaurant point-of-sale systems, and customization of the same; revised financial procedures for improved accountability and efficiency; increased restaurant profits by reengineering the operational and financial processes through systemization.

VP Business Development, Infinity Hospitality Systems, San Diego, CA

2000 - 2001

Lead on-site training & installation, built custom hotel databases, saw projects from first contact through support. Doubled customer base through sales pitches, trade show presence, and



Mr. Kamran Zahedi, Urbanica LLC
July 20, 2011

relationship building. Established corporate identity through authorship of company marketing plan.

**Rooms Division Manager, Marines' Memorial Club & Hotel, San Francisco, CA
1996 - 2000**

Member of the Executive Committee, reported to President & CEO. Lead team of 3 managers and staff of 50 in the front office, reservations, bellstand, security and housekeeping departments. Completed full renovation of guestrooms and suites; installation of new property management system, point of sale system and electronic key lock system; all on time and on budget. Created and implemented "Brass Standards of Service", "Eagles" employee recognition-reward program, and employee communication processes, and safety procedures, all increasing productivity and morale, lengthening employee tenure, and increasing member and guest satisfaction.

**Front Office Manager, Annapolis Marriott Waterfront, Annapolis, MD
1996 - 2000**

Led and streamlined all Front Office operations including staff service and safety training, scheduling, and guest service response program. Handled all guest diplomacy and employee relations as Manager on Duty.

**Front Office Supervisor, The Stater Hotel and JW Marriott Executive Conference Center, Cornell University, Ithaca, NY
1993 - 1996**

Supervised employees in all aspects of front office operations. Responsible for daily training of employees and Rooms Management students. Also managed the front office as part of the annual, student-run Hotel Ezra Cornell weekend.

**Resident Innkeeper, The Ridgeway Inn Bed & Breakfast – Bar Harbor, ME
1994**

As a summer internship, reopened the inn under new family ownership; singularly responsible for all aspects of grand opening; head of all daily operations including preparing three-course gourmet breakfast, upkeep of all guestrooms and public areas; reservation booking; revenue management and accounting; set property standards and established policies and procedures.

EDUCATION: Cornell University, Ithaca, NY - Bachelor of Science, Hotel Administration – 1996. Concentration in Operations and Real Estate Finance.

PROFESSIONAL ACTIVITIES:
Cornell Hotel Society, New England Chapter, Secretary/Director of Marketing & Communication
Cornell Alumni Ambassadors Admissions Network
Class Director, Cornell Hotel Society, 2002 – 2006

PUBLICATIONS: Global Hotel Network
Annual Trends in the Spa Industry, PKF Consulting USA
Spa Business Magazine
Online industry publications

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HOSPITALITY MARKET STUDY



Mr. Kamran Zahedi, Urbanica LLC
July 20, 2011

INDUSTRY SPEAKING ENGAGEMENTS:

Hospitality Financial and Technology Professionals, 2011
Private Industry Events, 2011
New England Spa Association, 2011
New York Spa Alliance, 2011, 2008
Cornell Hotel Society Spa Conference, 2007
International Esthetics, Cosmetics and Spa Conference, 2006
The Lodging Conference, 2006
The Resort Industry Conference, 2006

POPULATION

The following statistics are available through the U.S. Census Bureau. Projections are based upon the 2000 census. Historical population statistics for Boston are summarized as follows:

AREA POPULATION STATISTICS					
Area	2000	2009	Annual % Change	2014	Annual % Change
City of Boston	589,141	601,787	0.2%	609,098	0.2%
Suffolk County	689,807	715,809	0.4%	729,640	0.4%
Commonwealth of Massachusetts	6,349,097	6,459,022	0.2%	6,522,101	0.2%

Source: Claritas SRC All Data 2009

Boston is the 10th most populous metropolitan area in the country with approximately 3.5 million residents in the overall metropolitan area. It is considered a mature market and population growth in the area, as well as, the Commonwealth of Massachusetts is slow relative to the size of the market.

As depicted in the preceding statistics, Boston has experienced a slight increase in population over the past nine years, as has Suffolk County. According to the census, the population of Boston is projected to increase by 1,462 people per year over the next five years.

EDUCATION

The Boston area boasts several of the leading colleges and universities in the country including Harvard College, Massachusetts Institute of Technology (MIT), Tufts University, Boston College, Boston University, Northeastern University and many others. Overall, these schools provide a major source of potential supply of highly educated employees.

TRANSPORTATION /

Mass Transit

Transportation linkages within Greater Boston are good with the Massachusetts Bay Transportation Authority (MBTA) providing easily accessible public transportation via bus and a subway system (the oldest in the country) that links the city as well as, when combined with the Commuter Rail provided in conjunction with Amtrak, the majority of suburban towns within the greater Boston area. The major access points of these commuter rails are located in the major hubs within the City. The Back Bay Station is located in the Back Bay neighborhood along Dartmouth Street at the corner of Columbus Avenue; North Station is located within the TD Bank North Garden (previously known as the Fleet Center) and primarily serves the cities and towns to the north and northwest of the city; while the major hub is South Station located along Atlantic Avenue just to the south of the Central Business District.



In terms of daily ridership, the MBTA remains the nation's 5th largest mass transit system. It serves a population of 4,667,555 (2000 census) in 175 cities and towns with an area of 3,244 square miles. To carry out its mission it maintains 183 bus routes, 2 of which are Bus Rapid Transit lines, 3 rapid transit lines, 5 streetcar (Central Subway/Green Line) routes, 4 trackless trolley lines and 13 commuter rail routes. Additionally, boats serving the South Shore run on a daily basis and arrive and leave from Rows Wharf located along Atlantic Avenue. The average weekday ridership for the entire system is approximately 1.1 million passenger trips.

Highways

In terms of highways, the city is served primarily by Interstate 93, which runs through the center of the city. This is known as the Central Artery. This highway recently completed a major improvement project known as the Central Artery Project or the Big Dig. The project represented a \$14.5 billion

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REAL ESTATE MARKET STUDY

and expanding it to 10 lanes to handle the enormous volume of traffic. The underground tunnel is now open, and demolition of the elevated expressway was completed several years ago.

The other major component of the program was the construction of a third harbor tunnel, which is located to the south of the city in the Fort Point Channel district. This tunnel, providing east and west travel along Interstate 90 to Logan Airport at points east is known as the Ted Williams Tunnel and has also been completed and is open to the public.

The Central Artery Project should and will continue to have a major, positive influence on the City of Boston and its surrounding communities, reducing the noise and creating a vast amount of green space.

Air Transportation

Air transportation is available through the Logan International Airport. In 2007, Boston Logan served 28,102,455 passengers -- a new airport record -- handled 399,537 flights and moved 632 million pounds of cargo, mail and express packages. New England's largest transportation center, the airport boundary encompasses approximately 2,400 acres in East Boston, Massachusetts. Logan ranks 19th in the nation in passenger volume and 16th in flight movements based on Airports Council International survey of top 50 airports. Logan employs about 12,000 workers and stimulates the New England regional economy by approximately \$7 billion per year.

The airfield is comprised of six runways, fourteen miles of taxiway, and 237 acres of concrete and asphalt apron. Logan Airport has five passenger terminals, A, B, C, D and E (International Gateway), each with its own ticketing, baggage claim, and ground transportation facilities. There are 102 gate positions at Logan which are available for both scheduled and non-scheduled service. A city within a city, Logan International Airport has its own State Police Troop (F), Fire-Rescue Unit and non-denominational chapel, Our Lady of the Airways.

GOVERNMENT

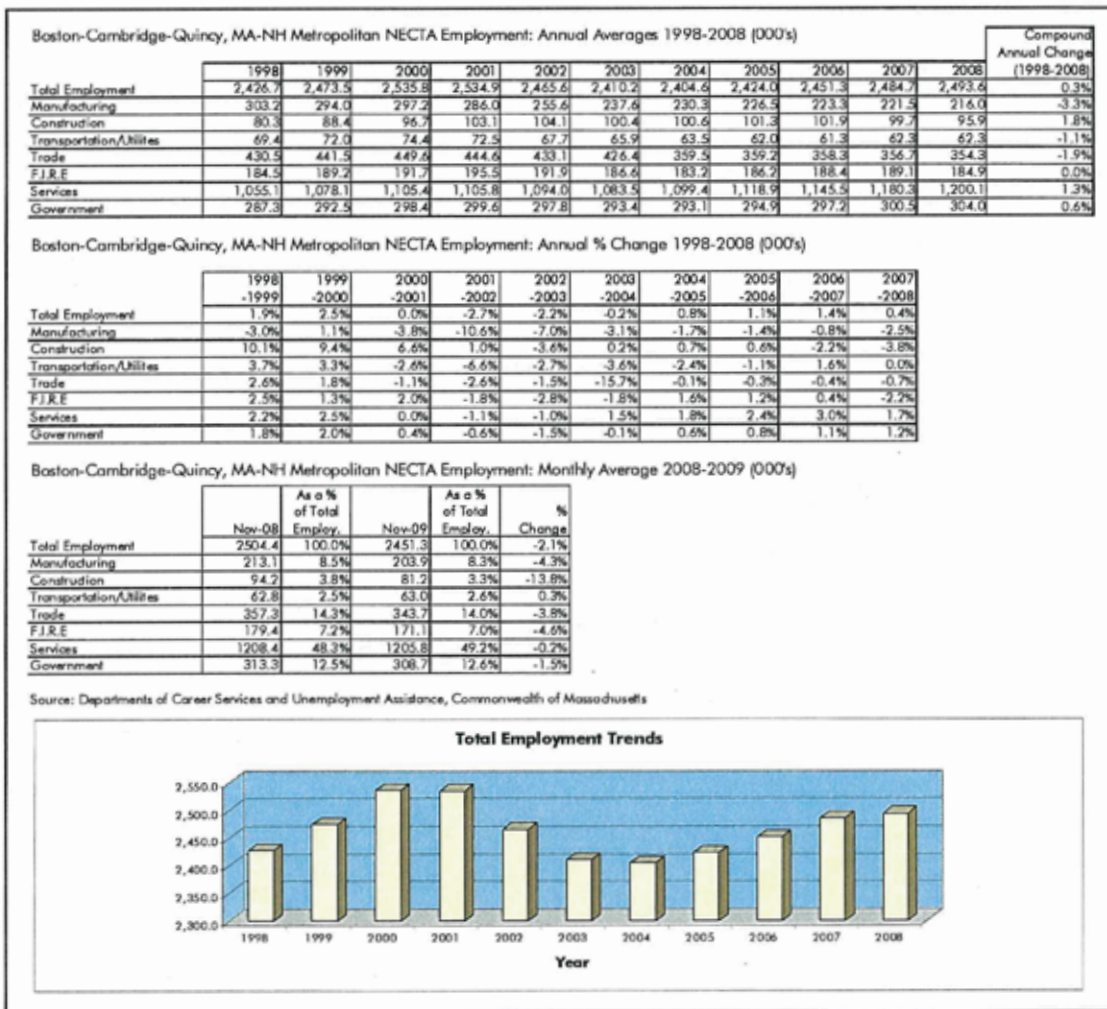
The City of Boston is governed by a Mayor-Council form of government. These elected representatives are responsible for the city's day to day operation. Boston has a diversified tax base, with 58% of its total taxable property in residential uses. Another 37% of all taxable property is in commercial and industrial uses.

Development within the City of Boston is controlled by the existing Zoning Code as well as the Boston Redevelopment Authority (BRA), a public agency. Overall, the process of new construction within the City of Boston is a very lengthy process with lead times for typical high-rise construction ranging from three to six years typically.

The city offers a full range of services, including a full time police and fire department, public library, and public school system. Utilities are provided throughout the community. Gas and electricity are provided by National Grid and Nstar. Water and sewer are provided by a municipal department. Telephone service is provided throughout the community and is supplied by private companies.

ECONOMIC & EMPLOYMENT TRENDS

The economic diversification of greater Boston is one of the area's most significant assets. Diversification supports resistance to sharp economic recessions and allows quick responsiveness in periods of expansion.



The latest statistics available show signs of decline, with a decrease of 2.1% over the past year.

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Major Employers

The City of Boston is the largest city in New England and functions as the region's economic and population center. The area remains a financial center and is known for its technology and bioscience firms and research. In addition Boston is world famous for its educational institutions, such as Harvard and MIT; its hospitals such as Massachusetts General Hospital, Brigham & Women's Hospital and Childrens Hospital to name a few.

Therefore, major employers within the area include Fidelity Investments, Massachusetts General Hospital, Verizon, Harvard University, and Brigham & Women's Hospital.

Listed below are the Massachusetts' ten largest private employers:

Top Ten Employers in the Boston Metropolitan Area				
	Employer	Location	# of Employees Massachusetts	# of Employees Total
1	Mass General Hospital	Boston	22,654	22,654
2	Stop & Shop Cos. Inc.	Quincy	22,274	59,000
3	Harvard University	Cambridge	19,724	19,858
4	Brigham & Women's Hospital	Boston	14,299	14,983
5	Verizon Communications	Boston	14,000	235,000
6	Shaw's Supermarkets Inc.	W. Bridgewater	14,000	NA
7	M.I.T	Cambridge	13,840	13,840
8	State Street Corp.	Boston	13,642	27,884
9	UMASS Memorial Health Care	Worcester	13,000	13,000
10	Fidelity Investments	Boston	12,297	46,112

Source: Boston Business Journal 4/18/08-4/24/08 issue

Leading Industries in Massachusetts	
Industries	# of Employees in MA
Finance & Business Services	707,000
Health Care & Education	633,000
Trade, Transportation & Utilities	570,400
Government	435,700
Manufacturing	292,400
Hospitality	303,700
Construction	136,200

Source: Boston Business Journal April 2008 issue

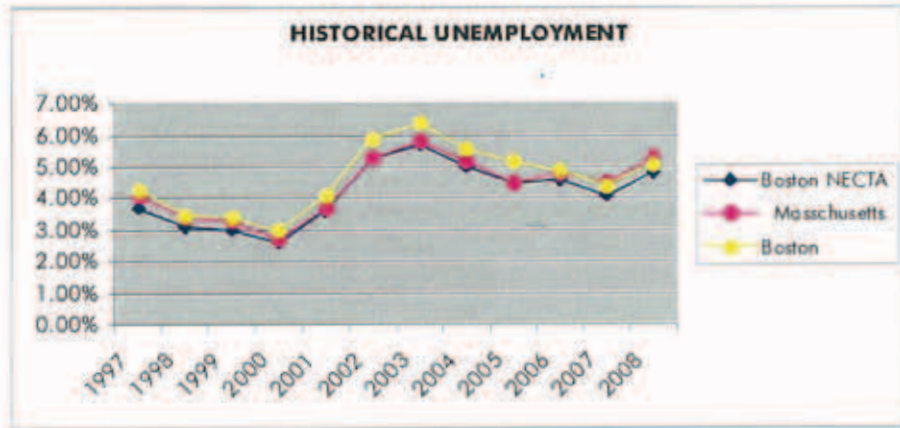
UNEMPLOYMENT

The regional unemployment rate was 7.7% as of November 2009, while Boston experienced a 8.0% unemployment rate and the Commonwealth of Massachusetts reported a 8.3% unemployment rate. The unemployment rate seems to be increasing throughout the region, the City of Boston and the state, inflating from the September 2009 rates of 5.3%; 5.7%; and 5.8%; respectively.

This compares with an average annual 2000 un employment rate in the Boston metropolitan area of 2.6%, however, given the slowdown in the economy in 2001 the unemployment had increased to 3.6% and increased further in 2002 to 5.3%.

UNEMPLOYMENT RATES				
Month	Year	Boston NECTA	Massachusetts	Boston
Annual	1997	3.70%	4.10%	4.30%
Annual	1998	3.10%	3.40%	3.50%
Annual	1999	3.00%	3.30%	3.40%
Annual	2000	2.60%	2.70%	3.00%
Annual	2001	3.60%	3.70%	4.10%
Annual	2002	5.30%	5.30%	5.90%
Annual	2003	5.70%	5.80%	6.40%
Annual	2004	5.00%	5.20%	5.60%
Annual	2005	4.50%	4.50%	5.20%
Annual	2006	4.60%	4.80%	4.90%
Annual	2007	4.10%	4.50%	4.40%
Annual	2008	4.80%	5.30%	5.10%
November	2008	5.30%	5.80%	5.70%
November	2009	7.70%	8.30%	8.00%
% Change Trailing 12 Mos.		2.40%	2.50%	2.30%

Source: DETMA



CONCLUSION

In summary, the interaction of the environmental, governmental, social, and economic forces have contributed to the diversified economic base of Greater Boston.

However, Boston is currently being impacted by the national economic outlook and is experiencing a mild recession, albeit much smaller than those in the early 1990s and earlier this decade. Job losses

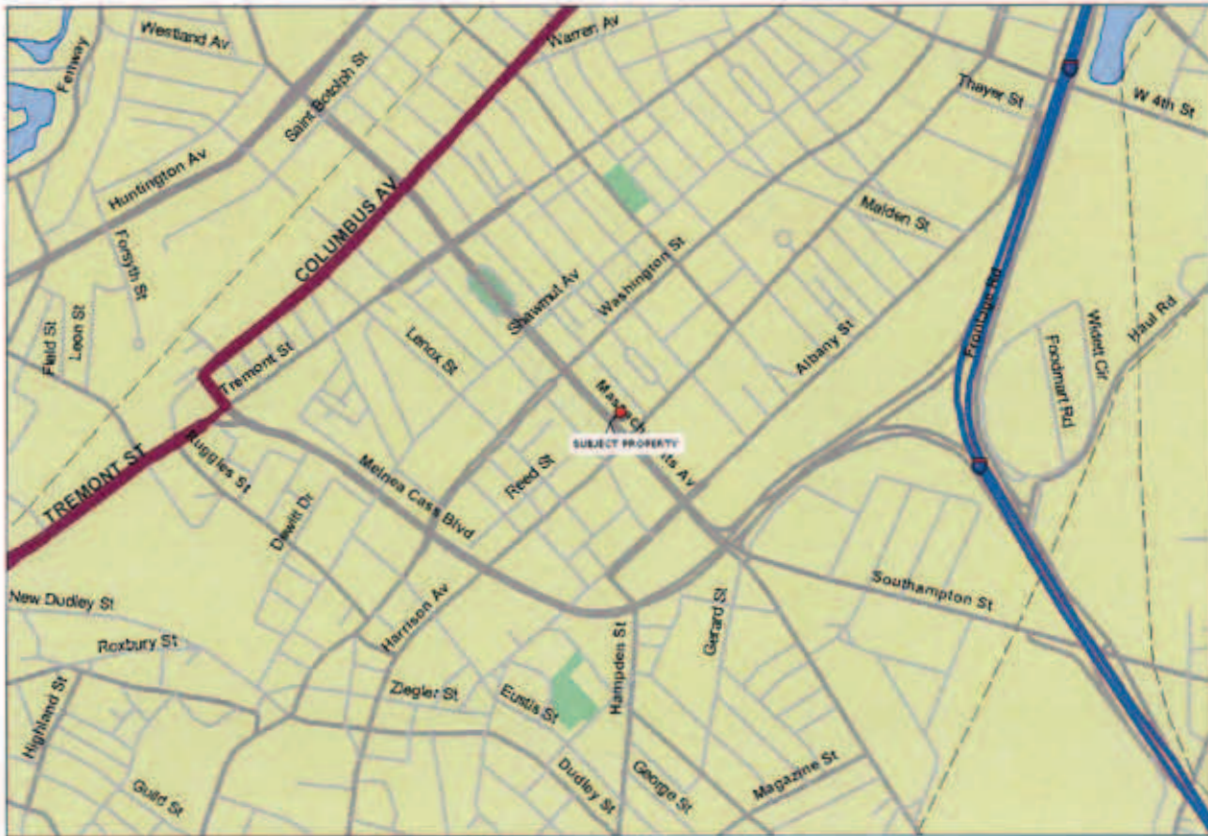
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REAL ESTATE MARKET STUDY

in financial activities and business/professional services through the middle of 2009 are expected and house prices will likely continue to fall.

Over the longer term, Greater Boston will benefit from dynamic and well-paying industries; a highly skilled workforce; the area's college, universities and healthcare institutions; and access to capital.

NEIGHBORHOOD ANALYSIS



LOCATION

The subject located is in the city of Boston and is considered an urban location.

More specifically, the subject property is located along Massachusetts Avenue in the South End neighborhood. The South End lies south of the Back Bay, northwest of South Boston, northeast of Roxbury, north of Dorchester, and southwest of Bay Village. Despite the name, it is not directly south of the center of downtown Boston.

In recent years the South End has become one of Boston's most popular neighborhoods. It has attracted a diverse blend of young professionals and families.

BOUNDARIES

The neighborhood boundaries are detailed as follows:

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REAL ESTATE MARKET STUDY

North:	Back Bay / South End
South:	Roxbury
East:	Back Bay
West:	Roxbury / Jamaica Plain

LAND USE

Land uses within the subject neighborhood consist of a mixture of commercial and residential development.

The primary business thoroughfares of the South End are Tremont and Washington Streets, from West Newton Street to Berkeley Street. Washington Street, the original causeway that connected Roxbury to Boston, experienced considerable reinvestment in the 1990's. The street was once defined by the Washington Street Elevated, an elevated train that was moved to below Southwest Corridor Park in the 1980s. Today Washington is the route of the Silver Line, Boston's first bus rapid transit line. Columbus Avenue, the third main street of the South End, also has numerous restaurants and provides a remarkable straight-line view to the steeple of Park Street Church.

The immediate area surrounding the subject is an older area of development, consisting primarily of mixed use properties along Massachusetts Avenue in the form of Victorian brownstone buildings in uniform rows of four to five stories. Typically, these properties include residential uses on the upper floors and retail / commercial uses on the ground floor. Additionally, as will be further discussed, new residential developments have been interspersed throughout the South End neighborhood.

In terms of cultural, employment centers and lifestyle amenities, the subject is proximate to Boston University Medical Campus, BioSquare, Northeastern University, Museum of Fine Arts, Whole Foods Market, Symphony Hall and the Back Bay neighborhood.

GROWTH PATTERNS

Growth patterns in the neighborhood have included both residential and institutional uses. The majority of residential uses have occurred in fill-in locations and have represented the redevelopment of existing structures that were predominately vacant or in shell form prior to their conversion to a new residential use. In the market section, we will discuss new construction multi-family developments in the area.

One of the major influences on the neighborhood in recent years is the proximity to Boston University Medical Center and BioSquare.

The BUMC is part of Boston University, an internationally recognized institution of higher education located along the banks of the Charles River. Boston University is the fourth largest independent university in the United States with more than 29,000 students. The BUMC includes the School of Medicine, Goldman School of Dental Medicine, School of Public Health, and the Division of

Graduate Medical Sciences. The following Exhibit titled Summary of Student Enrollment presents full-time enrollment data as reported by admissions representatives at each of the BUMC schools with the exception of the Division of Graduate Medical Services program. The School of Public Health has a total enrollment of 742 units, however approximately half (371) participate in the program full time. Therefore, only the full-time students have been included in the overall enrollment calculation.

Summary of Student Enrollment Boston University Medical Campus (Full-Time Students Only)			
School	Program Duration	Enrollment/Class	Total Enrollment
School of Medicine	4 Years	180	720
Goldman School of Dental Medicine	4 Years	115	460
School of Public Health*	1.5 to 5 Years	N. Av.	371
Division of Graduate Medical Sciences	N. Av.	N. Av.	N. Av.
Total Enrollment			1,551

* The School of Public Health has a total of 742 students, of which approximately 1/2 are full-time.

Also of note, is a development commonly referred to as BioSquare Research Park. The BioSquare Research Park is a state of the art biomedical and business park being developed adjacent to the medical center by BMC and Boston University. It is just south of the Boston Flower market on Albany Street and will consist of 2.5 million square feet of new state-of-the-art laboratory and office space square feet of bio-medical research space.

Also recently completed at the BUMC is a high security bio-terror defense laboratory.

Other notable uses and areas of growth surrounding the subject property neighborhood include the following:

- Within 2 miles of the subject site is One Brigham Circle, a 200,000 SF mixed-use (office and retail) complex that is located on the corner of Tremont Street and Huntington Avenue. Completed November 2003 at a cost of nearly \$50 million, the center is anchored by Stop & Shop and Walgreen’s and has a tenant roster that includes Bank of America, Citizen’s Bank, T.G.I. Friday’s, and J.P. Licks ice cream. In addition to the retail at One Brigham Circle, all of the buildings office space (approximately 123,000 SF) was pre-leased to Partners HealthCare Systems, Inc. on a long-term lease (15 years). Founded by Brigham and Women’s Hospital and Massachusetts General Hospital in 1994, Partners HealthCare is one of the nation’s leading biomedical research organizations and a principal teaching affiliate of Harvard Medical School. In addition to its two academic medical centers, the Partners HealthCare System also includes community hospitals, specialty hospitals, community health centers, a physician network, home health and long-term care services, and other health-related entities.
- Another nearby shopping attraction is Landmark Center, which is located approximately 2.5 miles away in Boston’s Fenway neighborhood. Landmark Center, is a former Sears warehouse that has been converted into a 1.5 million square foot commercial center that includes the following retail outlets: Best Buy, REI (Recreational Equipment Incorporated), Staples, Bed

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REAL ESTATE MARKET STUDY

Bath & Beyond. The development also has a Coldstone Creamery, Quizno's, Fresh City, Longhorn Steakhouse, and AMC Fenway Theaters. With the Jackson Square "T" station at the doorstep of the subject, many of Boston's major retail centers are just a train ride away including: Copley Place, Faneuil Hall Marketplace, The Shops at Prudential Center and the Cambridge Galleria.

- The subject is located very close to the Longwood Medical Area (LMA), an area that encompasses 213 acres and is one of the most prestigious medical, research, and education centers in the country. This area is expected to be a source of demand for rental housing from employees and students working and attending various schools and universities. The LMA is within 1.4 miles of Jackson Square. Within the LMA is a concentration of 21 institutions including three Harvard affiliated teaching hospitals, two research treatment centers, three Harvard schools, six historic colleges organized into the Colleges of the Fenway, a private secondary school, an art museum, and a religious institution. With more than 37,000 employees, close to 17,000 students (Colleges of the Fenway schools only), and over one million annual patient visits, LMA institutions generate over \$3.4 billion in annual revenues.
- In 1972, a charitable corporation called MASCO (Medical, Academic, and Scientific Community Organization, Inc.) was established by several of the institutions LMA to "plan, develop, and enhance the Longwood Medical Area for the benefit of the general public and its members and to create and implement programs that assist the institutions and individuals in the LMA." MASCO members represent 19 of the 21 institutions that call the Longwood Medical Area home. Included among the roster of MASCO members are the following renowned medical institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Children's Hospital Boston, Dana-Farber Cancer Institute, the Joslin Diabetes Center, the Massachusetts Mental Health Center, and the Merck Research Laboratories. In addition, Harvard University's Medical School, School of Dental Medicine, and the School of Public Health are also members of the MASCO network.
- According to the MASCO website, Boston ranked as the number one city in the nation for National Institutes of Health (NIH) support in FY 2002 (followed by New York and Philadelphia), which was the most recent year that was presented. In 2002, the total federal research funding provided to Boston hospitals totaled over \$1.04 billion, of which 72% (\$756 million) was awarded to institutions in the Longwood Medical Area. In fact, four of the top five independent hospital recipients nationwide were located in the LMA (Brigham and Women's Hospital, Beth Israel Deaconess Medical Center, Dana-Farber Cancer Institute, and Children's Hospital, in that order). This is a testament to the quality of the medical and research institutions that are located in the LMA.
- The Longwood Medical Area has experienced significant growth and development in recent years. According to MASCO, 14.8 million square feet of building space had been developed in the LMA as of January 2004, with square footage growing by more than 26% since 1990. Over the next decade (or more), potential development could total an additional 2.6 to 4.4 million square feet.
- Two of the more notable developments in the Longwood Medical Area include the new Carl J. and Ruth Shapiro Cardiovascular Center at Brigham and Women's Hospital and the Center for Life Science Boston, which are both under construction.

- Scheduled to open in 2008, the 350,000 SF Shapiro Center is being erected on Francis Street across from the main entrance of Brigham and Women's Hospital. With an expected cost of just more than \$350 million (including \$65 million for equipment and furnishings), it will be the most advanced cardiovascular care facility in the world. In addition, it is likely to be the first hospital facility in New England to receive Leadership in Energy and Environmental Design (LEED) certification. When complete, the 10-story Shapiro Center will include 16 state-of-the-art operating suites, each able to accommodate next-generation minimally invasive technology, including robotic surgery, image-guided technologies and other advanced technologies; 40 intensive care unit rooms and 96 routine inpatient rooms; 2,500 SF for patient and family education areas; and administrative office and laboratory space.
- Formerly called the Blackfan Research Center, the Center for Life Science Boston is located at 3 Blackfan Circle on the former site of the Judge Baker Children's Center. When completed by the end of 2007, the 18-story facility will offer approximately 700,000 SF of office and lab space and will cost close to \$500 million. According to an article in the July 12, 2006 Boston Globe, 80% of the building has been leased to two of its neighbors - Beth Israel Deaconess Hospital and Children's Hospital.
- Another development that has been permitted in the LMA is the 440,000 SF Longwood North Research Center, which is expected to cost approximately \$200 million to build.
- In addition to Harvard's graduate schools, the LMA has a consortium of academic institutions that is referred to as the Colleges of the Fenway. Included among this group are Simmons College, Wentworth Institute of Technology, Massachusetts College of Pharmacy and Health Sciences, Emmanuel College, Massachusetts College of the Arts, and Wheelock College. According to enrollment data compiled from MassMentor.edu, student enrollment at these schools totals close to 17,000. When nearby Northeastern University and Roxbury Community College (located within walking distance of the subject) are included, the total student population at colleges and universities located in – or within close proximity of the Longwood Medical Area - swells to nearly 38,000 students.
- The campus of Roxbury Community College (R.C.C.) is located about one-half mile east of the subject at the corner of Tremont Street and Columbus Avenue. According to published numbers, R.C.C. had a 2006 student enrollment of 2,368, which consisted of 945 full-time students and 1,423 part-time students. R.C.C. was founded in 1973, however its campus consists of mostly newer academic and recreational buildings. Included among these buildings is the Reggie Lewis Track and Athletic Center, which opened in 1995. Throughout the year, the center hosts amateur and professional track meets as well as community programs, job fairs, entertainment events, luncheons/dinners, and receptions.

ACCESS

Primary access to the subject neighborhood is provided by Massachusetts Avenue, Columbus Avenue, Tremont Street and Washington Street. Interstate Highway 93, also known as the Southeast Expressway, is primarily an eight-lane, variable width right-of-way, traversing just east of the the neighborhood in a north-south direction and provides access to all regional thoroughfares.

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REAL ESTATE MARKET STUDY

The modern MBTA Orange Line rapid transit train runs through the South End and connects with stops in the Back Bay (an MBTA Commuter Rail stop is located at Back Bay Station) and parts of downtown Boston and points north of the city.

The neighborhood is also situated along one of the major MBTA bus lines between Boston and Cambridge. Also accessible to the immediate area is the newly constructed Silver Line.

CONCLUSION

In summary, the interaction of the environmental, governmental, social, and economic forces have contributed to the diversified economic base of the South End neighborhood. The outlook for the area is for moderately improving performance over the next several years. As a result, the demand for existing and new developments is expected to be good.

MULTI-FAMILY RENTAL MARKET OVERVIEW

Marketability refers to the posture of the subject property within its marketplace and its ability to be leased, sold or marketed relative to its competition and current conditions. Within this section, the overall market trends influencing the Greater Boston apartment market are analyzed, along with trends occurring in the submarket and investment trends for multi-family properties.

Market conditions have been historically very strong throughout the Greater Boston market area. Nationally, the area has ranked consistently near the top as a target for multifamily investment. Among

the factors cited are high barriers to entry that have constrained new supply, a diversified economy, strong tenant demand and upward movements in rents.

Herein we will consider a number of data sources, including Reis. Reis tracks the overall Greater Boston market to include both the suburban and urban markets and includes 9 submarkets. The subject property is included in the statistics of the Central City/Beacon Hill/Back Bay submarket.

New Construction

Herein, we have analyzed the recently completed developments, as well as, the “pipeline” of new supply based on developments under construction and in the “proposal” stage in the cities of Boston and Cambridge.

The following is an overview of new construction statistics for Greater Boston, as well as, the subject’s applicable submarkets:

NEW CONSTRUCTION				
Year	Quarter	Greater Boston	Central City	Boston City
1995	Y	179	28	0
1996	Y	313	162	0
1997	Y	72	72	0
1998	Y	1,361	157	0
1999	Y	1,652	157	0
2000	Y	1,842	234	0
2001	Y	703	25	0
2002	Y	1,569	102	0
2003	Y	2,381	236	24
2004	Y	1,271	97	0
2005	Y	2,919	0	157
2006	Y	4,963	624	494
2007	Y	4,253	378	91
2008	Y	3,804	263	60
2009	1	998	0	0
2009	2	708	0	132
2009	Y	3,852	381	243
2010	Y	461	0	0
2011	Y	1,478	187	0
2012	Y	1,120	185	0
2013	Y	1,195	175	185

Source: REIS, INC.

In Greater Boston, which includes the suburban markets, new construction of multi-family development (the above exhibit tracks both rental and for sale inventory) has been significant in recent years.

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REAL ESTATE MARKET STUDY

For the study period of 2003-2008, the Greater Boston multi-family market added some 19,591 units of new construction. The Central City submarket added some 1,598 units of new construction and the Boston City submarket added some 826 unit of new construction.

Currently, new supply continues to come on line at a pace not seen since at least 1980, and perhaps long before.

Another 708 apartments delivered in the second quarter in the Greater Boston market, leaving 2,607 under construction. Reis predicts a total of 3,852 units will complete in 2009, with the majority coming in the second half of the year, bringing the annual average completion volume for the 2005 to 2009 apartment boom to 4,130.

However, as will be discussed, although the planning pipeline contains many more projects, a substantial number with regulator approval, financing constraints are expected to diminish new supply until the vacancy rate falls.

Reis predicts only 461 units will complete in 2010, followed by 1,100 to 1,500 during each of the subsequent three years. That will give new supply a chance to catch up, according to the Reis forecast.

Competitive Recent Completions

The following represents the recent additions to the multi-family market supply in Boston that would be considered most competitive to the proposed developments at the subject property.

Summary of Historic Multifamily Rental Development: City of Boston and Cambridge, 2004-2009			
Project	Submarket	# of Units	Comments
2004			
The Metropolitan	Chinatown	<u>133</u>	
Subtotal: 2004		133	
2005			
Park Lane Seaport Phase I	South Boston	157	
91 Sidney Street, Cambridge	University Park	135	
100 Lansdowne Street, Cambridge	University Park	203	
Loft 23, Cambridge	University Park	<u>51</u>	
Subtotal: 2005		546	
2006			
Park Lane Seaport Phase II	South Boston	308	
Peninsula at Columbia Point	Dorchester	202	
James Court	South End	136	
Archstone Boston Common	Downtown/Chinatown	420	
Fenway Trilogy Triangle	Fenway	576	Plus 171 units sold to Harvard
Watermark, Cambridge	Kendall Square	<u>321</u>	
Subtotal: 2006		1,963	
2007			
Subtotal: 2007		-	
2008			
1330 Boylston Street	Fenway	202	
Audubon Park	Fenway	41	Condo - Rental (53 units)
West End Apartments	Downtown: West End	310	
Harborview at the Navy Yard	Charlestown	224	Condo - Rental
Navy Yard 33	Charlestown	49	
Mezzo Design Lofts	Charlestown	146	Condo - Rental
Residences at the Mandarin Oriental	Back Bay	50	
The Carruth	Dorchester	38	116 units, 38 market-rate
Lofts at Lower Mills	Dorchester	60	
Schoolhouse at Lower Mills	Dorchester	62	Condo - Rental
Third Square Apartments, Cambridge	Kendall Square	292	
Archstone North Point, Cambridge	East Cambridge	<u>426</u>	
Subtotal: 2008		1,900	
2009			
Archstone Avenir	North Station	242	Jul-09
Third Square Apartments, Cambridge	Kendall Square	190	Condos - Rental, May 2009
Peninsula at Columbia Point	Dorchester	132	May-09
601 Albany Street	South End	40	Condos - Rental, 3Q 2009
Residences at 50 Broadway (U/C)	South Boston	<u>139</u>	Oct-09
Subtotal: 2009		743	
Summary of Historic New Construction			
2004		133	
2005		546	
2006		1,963	
2007		-	
2008		1,900	
2009		<u>743</u>	
Subtotal: 2004-2009		5,285	

5.5 REAL ESTATE MARKET STUDY

In terms of the subject's competitive set, a total of 5,285 units have been delivered in 28 developments.

In terms of the subject's immediate area and submarket, there have only been a couple notable new construction projects delivered as multi-family rental developments. These projects include James Court delivered in 2006 and 601 Albany Street, which was originally planned as a condominium development.

Proposed and Under Construction

The following represents the proposed or currently under construction projects to the multi-family market supply in Boston.

Summary of Under Constructino / Proposed Multifamily Rental Supply:			
Project	Sub-Market	# of Units	Status / Scheduled Completion
UNDER CONSTRUCTION			
The Clarendon	Back Bay	243	U/C
SUB-TOTAL		243	
PROPOSED			
Kensington Place	Downtown	350	Proposed
The D Street Residences Phase I	South Boston	377	Planned
The D Street Residences Phase II	South Boston	208	Planned
Mass Pike Towers II	South End	112	Planned
One Kenmore	Fenway	282	Planned
Residences at Cambridge Center	Cambridge	187	Planned
Archstone Cambridge Park Phase II	Cambridge	341	Proposed
Subtotal : Proposed		1,857	

There is only one development currently under construction in the core urban market. This is 178 units at 131 Clarendon, which will be completed in 2010. This is a high-end project that is part of a larger mixed-use development that features condominiums. The balance of the pipeline is identified in 7 developments totaling some 1,857 units. Most of the developments in Boston's pipeline have already received zoning approval from the Boston Redevelopment Authority (BRA).

One challenge in formulating a credible figure for developments in the pipeline is that some may be built as condominiums. At least four of the identified developments could be built and marketed as condominiums.

Current market conditions would appear to favor a rental use, since financing is not available for condo developments. Conversely, there are a number of major development sites representing thousands of new units that have been planned as condominiums.

Market Statistics

Marketability refers to the posture of the subject property within its marketplace and its ability to be leased, sold or marketed relative to its competition and current conditions. Within this section, the overall market trends influencing the Greater Boston apartment market are analyzed, along with trends occurring in the local "Central City/Beacon Hill/Back Bay" submarket and investment trends for multi-family properties.

Market conditions have been historically very strong throughout the Greater Boston market area. Nationally, the area has ranked consistently near the top as a target for multifamily investment. Among the factors cited are high barriers to entry that have constrained new supply, a diversified and growing economy, strong tenant demand and upward movements in rents.

In terms of analyzing the Greater Boston multiple family markets, it is necessary to consider and review the trends affecting the overall region and the submarket.

GREATER BOSTON OVERALL - ALL CLASSES															
Year	Quarter	Inventory (\$/Unit)	Completions	Conversions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent \$	Chg	EF Rent \$	EF Rent % Chg	Corent/ Absorp	Alta/Dec Stk %	Gr Rew/ Unit \$
1990	Y	167,407	1,210	N/A	4.8	8,056	159,351	799	\$845	-1.4	\$820	-2.5	1.5	0.5	\$804
1991	Y	167,902	495	N/A	4.6	7,726	160,176	825	\$837	-0.9	\$808	-1.5	0.6	0.5	\$798
1992	Y	168,195	293	N/A	3.8	6,414	161,781	1,605	\$843	0.7	\$820	1.5	0.2	1.0	\$811
1993	Y	168,561	366	N/A	4.0	6,750	161,811	30	\$854	1.3	\$837	2.1	12.2	0.0	\$820
1994	Y	168,806	245	N/A	3.0	5,062	163,744	1,933	\$892	4.4	\$890	6.3	0.1	1.2	\$865
1995	Y	168,985	179	N/A	2.7	4,585	164,400	656	\$938	5.2	\$936	5.2	0.3	0.4	\$913
1996	Y	169,298	313	N/A	2.4	4,059	165,239	839	\$990	5.5	\$989	5.7	0.4	0.5	\$966
1997	Y	169,370	72	N/A	2.0	3,388	165,982	743	\$1,055	6.6	\$1,054	6.6	0.1	0.4	\$1,034
1998	Y	170,731	1,361	N/A	2.2	3,837	166,894	912	\$1,143	8.3	\$1,142	8.3	1.5	0.5	\$1,117
1999	Y	172,383	1,652	N/A	1.3	2,196	170,187	3,293	\$1,279	11.9	\$1,275	11.6	0.5	1.9	\$1,263
2000	Y	174,225	1,842	N/A	0.7	1,143	173,082	2,895	\$1,462	14.3	\$1,459	14.4	0.6	1.7	\$1,452
2001	Y	174,928	703	N/A	2.3	4,049	170,879	-2,203	\$1,529	4.6	\$1,490	2.1	-0.3	-1.3	\$1,494
2002	Y	176,497	1,569	N/A	4.3	7,593	168,904	-1,975	\$1,537	0.5	\$1,463	-1.8	-0.8	-1.2	\$1,471
2003	Y	178,798	2,381	-80	5.4	9,721	169,077	173	\$1,532	-0.3	\$1,446	-1.2	13.8	0.1	\$1,449
2004	1	178,920	326	-204	5.5	9,873	169,047	-30	\$1,533	0.1	\$1,444	-0.1	-10.9	0.0	\$1,448
2004	2	178,532	83	-471	5.1	9,126	169,406	359	\$1,541	0.5	\$1,453	0.6	0.2	0.2	\$1,462
2004	3	178,625	273	-180	5.0	9,018	169,607	201	\$1,555	0.9	\$1,476	1.6	1.4	0.1	\$1,476
2004	4	178,522	589	-692	5.2	9,237	169,285	-322	\$1,553	-0.1	\$1,466	-0.7	-1.8	-0.2	\$1,473
2004	Y	178,522	1,271	-1,547	5.2	9,237	169,285	208	\$1,553	1.4	\$1,466	1.4	6.1	0.1	\$1,473
2005	1	179,066	1,142	-598	5.4	9,618	169,448	163	\$1,556	0.2	\$1,466	0.0	7.0	0.1	\$1,472
2005	2	179,117	51	0	5.1	9,213	169,904	456	\$1,554	-0.1	\$1,465	-0.1	0.1	0.3	\$1,474
2005	3	179,446	1,197	-868	5.0	8,911	170,535	631	\$1,574	1.3	\$1,492	1.8	1.9	0.4	\$1,496
2005	4	179,721	529	-254	4.7	8,427	171,294	759	\$1,579	0.3	\$1,498	0.4	0.7	0.4	\$1,505
2005	Y	179,721	2,919	-1,720	4.7	8,427	171,294	2,009	\$1,579	1.7	\$1,498	2.2	1.5	1.2	\$1,505
2006	1	180,419	713	-15	5.1	9,273	171,146	-148	\$1,581	0.1	\$1,501	0.2	-4.8	-0.1	\$1,500
2006	2	180,787	368	0	4.7	8,513	172,274	1,128	\$1,604	1.5	\$1,523	1.5	0.3	0.7	\$1,528
2006	3	182,276	1,609	-120	4.8	8,684	173,592	1,318	\$1,622	1.1	\$1,541	1.2	1.2	0.8	\$1,545
2006	4	184,332	2,273	-217	5.5	10,133	174,199	607	\$1,644	1.4	\$1,565	1.6	3.7	0.3	\$1,554
2006	Y	184,332	4,963	-352	5.5	10,133	174,199	2,905	\$1,644	4.1	\$1,565	4.5	1.7	1.7	\$1,554
2007	1	185,377	1,170	-125	5.9	10,951	174,426	227	\$1,649	0.3	\$1,568	0.2	5.2	0.1	\$1,552
2007	2	185,726	349	0	5.6	10,409	175,317	891	\$1,661	0.7	\$1,584	1.0	0.4	0.5	\$1,568
2007	3	187,342	1,616	0	5.8	10,942	176,400	1,083	\$1,673	0.7	\$1,592	0.5	1.5	0.6	\$1,575
2007	4	188,460	1,118	0	5.7	10,811	177,649	1,249	\$1,678	0.3	\$1,601	0.6	0.9	0.7	\$1,582
2007	Y	188,460	4,253	-125	5.7	10,811	177,649	3,450	\$1,678	2.1	\$1,601	2.3	1.2	1.9	\$1,582
2008	1	189,626	312	-6	5.9	11,266	178,360	-90	\$1,695	0.9	\$1,622	1.2	-3.5	-0.1	\$1,594
2008	2	191,127	1,501	0	6.1	11,638	179,489	1,129	\$1,725	1.8	\$1,647	1.5	1.3	0.6	\$1,620
2008	3	192,452	1,325	0	6.1	11,675	180,777	1,288	\$1,740	0.9	\$1,659	0.7	1.0	0.7	\$1,634
2008	4	193,118	666	0	6.0	11,610	181,508	731	\$1,741	0.1	\$1,653	-0.4	0.9	0.4	\$1,636
2008	Y	193,118	3,804	-6	6.0	11,610	181,508	3,058	\$1,741	3.6	\$1,653	3.2	1.2	1.7	\$1,636
2009	1	194,316	998	0	6.4	12,441	181,785	180	\$1,735	-0.4	\$1,648	-0.4	5.5	0.1	\$1,624
2009	2	195,024	708	0	6.5	12,634	182,390	515	\$1,724	-0.6	\$1,630	-1.1	1.4	0.3	\$1,612
2009	3	195,717	693	0	6.3	12,404	183,313	923	\$1,713	-0.6	\$1,613	-1.0	0.8	0.5	\$1,604
2009	Y	196,891	3,573	N/A	6.9	13,537	183,354	1,659	\$1,694	-2.8	\$1,584	-4.2	2.2	0.9	\$1,578
2010	Y	197,632	741	N/A	7.1	14,088	182,544	190	\$1,700	0.4	\$1,582	-0.1	3.9	0.1	\$1,579
2011	Y	198,747	1,115	N/A	6.7	13,387	185,360	1,816	\$1,716	0.9	\$1,598	1.0	0.6	1.0	\$1,600

5.5 REAL ESTATE MARKET STUDY

Given the quality of the subject property, we have also considered the Class A asset class historical statistics.

GREATER BOSTON OVERALL - CLASS A									
Year	Quarter	Inventory (SF/Units)	Completions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent \$	Asking Rent % Chg
1995	Y	53,295	179	2.90	1530.0	51,765	263	1,146	6.30
1996	Y	53,608	313	2.50	1330.0	52,278	513	1,220	6.50
1997	Y	53,680	72	1.90	1003.0	52,677	399	1,327	8.80
1998	Y	55,041	1,361	3.00	1631.0	53,410	733	1,462	10.20
1999	Y	56,693	1,652	1.60	905.0	55,788	2,378	1,661	13.60
2000	Y	58,535	1,842	0.90	547.0	57,988	2,200	1,971	18.70
2001	Y	59,238	703	4.00	2385.0	56,853	-1,135	1,968	-0.20
2002	Y	60,786	1,548	6.80	4148.0	56,638	-215	1,961	-0.40
2003	Y	63,087	2,381	7.40	4673.0	58,414	1,776	1,930	-1.60
2004	1	63,209	326	7.70	4870.0	58,339	-75	1,929	-0.10
2004	2	62,821	83	6.60	4116.0	58,705	366	1,943	0.70
2004	3	62,914	273	6.40	4027.0	58,887	182	1,951	0.40
2004	4	62,855	589	6.70	4209.0	58,646	-241	1,958	0.40
2004	Y	62,855	1,271	6.70	4209.0	58,646	232	1,958	1.50
2005	1	63,678	1,142	7.20	4571.0	59,107	461	1,944	-0.70
2005	2	63,729	51	6.10	3908.0	59,821	714	1,936	-0.40
2005	3	64,058	1,197	6.30	4030.0	60,028	207	1,986	2.60
2005	4	64,275	471	5.70	3687.0	60,588	560	1,998	0.60
2005	Y	64,275	2,861	5.70	3687.0	60,588	1,942	1,998	2.00
2006	1	64,988	713	6.20	4034.0	60,954	366	1,989	-0.50
2006	2	65,356	368	5.80	3791.0	61,565	611	2,018	1.50
2006	3	66,845	1,609	6.40	4303.0	62,542	977	2,038	1.00
2006	4	69,325	2,273	8.20	5707.0	63,618	1,076	2,081	2.10
2006	Y	69,325	4,963	8.20	5707.0	63,618	3,030	2,081	4.20
2007	1	70,207	1,007	8.90	6224.0	63,983	365	2,070	-0.50
2007	2	70,556	349	8.40	5914.0	64,642	659	2,089	0.90
2007	3	71,932	1,376	8.20	5920.0	66,012	1,370	2,095	0.30
2007	4	73,050	1,118	7.80	5717.0	67,333	1,321	2,103	0.40
2007	Y	73,050	3,850	7.80	5717.0	67,333	3,715	2,103	1.10
2008	1	73,944	312	8.20	6046.0	67,898	102	2,131	1.00
2008	2	75,012	1,068	8.40	6326.0	68,686	788	2,175	2.10
2008	3	75,814	802	8.00	6066.0	69,748	1,062	2,200	1.10
2008	4	76,480	666	7.60	5785.0	70,695	947	2,201	0.00
2008	Y	76,480	2,848	7.60	5785.0	70,695	2,899	2,201	4.40
2009	1	77,340	660	7.90	6096.0	71,244	357	2,187	-0.70
2009	2	77,908	568	8.40	6525.0	71,383	139	2,159	-1.30
2009	3	78,401	493	7.90	6169.0	72,232	849	2,141	-0.80

Source: Reis, inc.

We have also included the historical, current and forecasted results for this submarket.

CENTRAL CITY/BACK BAY/ BEACON HILL SUBMARKET - ALL CLASSES

Year	Quarter	Inventory (SF/Units)	Completions	Conversions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent \$	Asking Rent % Chg	Eff Rent \$	Eff Rent % Chg	Constr/ Absorb	Abn/Dec Stk %	Gr Rev/ Unit \$
1995	Y	19,631	28	n/a	1.7	334	19,297	125	\$1,274	5.0	\$1,274	5.4	0.2	0.6	\$1,252
1996	Y	19,793	162	n/a	1.6	317	19,476	179	\$1,368	7.4	\$1,367	7.3	0.9	0.9	\$1,346
1997	Y	19,865	72	n/a	1.4	278	19,587	111	\$1,492	9.1	\$1,492	9.1	0.6	0.6	\$1,471
1998	Y	20,022	157	n/a	2.0	400	19,622	35	\$1,621	8.6	\$1,620	8.6	4.5	0.2	\$1,589
1999	Y	20,179	157	n/a	1.1	222	19,957	335	\$1,801	11.1	\$1,790	10.5	0.5	1.7	\$1,781
2000	Y	20,413	234	n/a	0.8	163	20,250	293	\$2,061	14.4	\$2,057	14.9	0.8	1.4	\$2,045
2001	Y	20,438	25	n/a	3.3	674	19,764	-486	\$2,183	5.9	\$2,153	4.7	-0.1	-2.5	\$2,111
2002	Y	20,540	102	n/a	4.6	945	19,595	-169	\$2,118	-3.0	\$2,027	-5.9	-0.6	-0.9	\$2,021
2003	Y	20,696	236	-80	3.7	766	19,930	335	\$2,121	0.1	\$2,012	-0.7	0.7	1.7	\$2,043
2004	1	20,696	0	0	4.0	828	19,868	-62	\$2,134	0.6	\$2,017	0.2	0.0	-0.3	\$2,049
2004	2	20,748	52	0	4.4	913	19,835	-33	\$2,170	1.7	\$2,062	2.2	-1.6	-0.2	\$2,075
2004	3	20,793	45	0	4.1	853	19,940	105	\$2,189	0.9	\$2,097	1.7	0.4	0.5	\$2,099
2004	4	20,793	0	0	4.0	832	19,961	21	\$2,213	1.1	\$2,107	0.5	0.0	0.1	\$2,124
2004	Y	20,793	97	0	4.0	832	19,961	31	\$2,213	4.3	\$2,107	4.7	3.1	0.2	\$2,124
2005	1	20,793	0	0	3.7	769	20,024	63	\$2,199	-0.6	\$2,092	-0.7	0.0	0.3	\$2,118
2005	2	20,793	0	0	4.0	832	19,961	-63	\$2,186	-0.6	\$2,082	-0.5	0.0	-0.3	\$2,099
2005	3	20,793	0	0	3.8	790	20,003	42	\$2,218	1.5	\$2,127	2.2	0.0	0.2	\$2,134
2005	4	20,746	0	-47	3.5	726	20,020	17	\$2,212	-0.3	\$2,124	-0.1	0.0	0.1	\$2,135
2005	Y	20,746	0	-47	3.5	726	20,020	59	\$2,212	0.0	\$2,124	0.8	0.0	0.3	\$2,135
2006	1	20,731	0	-15	3.9	809	19,922	-98	\$2,244	1.4	\$2,159	1.6	0.0	-0.5	\$2,156
2006	2	20,731	0	0	3.8	788	19,943	21	\$2,302	2.6	\$2,218	2.7	0.0	0.1	\$2,215
2006	3	20,747	136	-120	3.6	747	20,000	57	\$2,330	1.2	\$2,250	1.4	2.4	0.3	\$2,246
2006	4	21,235	488	0	5.4	1,147	20,088	88	\$2,411	3.5	\$2,327	3.4	5.5	0.4	\$2,281
2006	Y	21,235	624	-135	5.4	1,147	20,088	68	\$2,411	9.0	\$2,327	9.6	9.2	0.3	\$2,281
2007	1	21,613	378	0	6.2	1,340	20,273	185	\$2,409	-0.1	\$2,311	-0.7	2.0	0.9	\$2,260
2007	2	21,613	0	0	5.4	1,167	20,446	173	\$2,460	2.1	\$2,372	2.6	0.0	0.8	\$2,327
2007	3	21,613	0	0	5.5	1,189	20,424	-22	\$2,472	0.5	\$2,377	0.2	0.0	-0.1	\$2,336
2007	4	21,613	0	0	4.8	1,037	20,576	152	\$2,511	1.6	\$2,421	1.9	0.0	0.7	\$2,391
2007	Y	21,613	378	0	4.8	1,037	20,576	488	\$2,511	4.1	\$2,421	4.0	0.8	2.4	\$2,391
2008	1	22,018	0	0	4.6	1,013	21,005	44	\$2,530	0.8	\$2,427	0.2	0.0	0.2	\$2,414
2008	2	22,281	263	0	5.6	1,248	21,033	28	\$2,587	2.3	\$2,476	2.0	9.4	0.1	\$2,442
2008	3	22,281	0	0	5.3	1,181	21,100	67	\$2,614	1.0	\$2,496	0.8	0.0	0.3	\$2,475
2008	4	22,281	0	0	6.2	1,381	20,900	-200	\$2,637	0.9	\$2,508	0.5	0.0	-1.0	\$2,474
2008	Y	22,281	263	0	6.2	1,381	20,900	-61	\$2,637	5.0	\$2,508	3.6	-4.3	-0.3	\$2,474
2009	1	22,281	0	0	6.0	1,337	20,944	44	\$2,643	0.2	\$2,508	0.0	0.0	0.2	\$2,484
2009	2	22,281	0	0	5.0	1,114	21,167	223	\$2,619	-0.9	\$2,462	-1.8	0.0	1.1	\$2,488
2009	3	22,762	281	0	6.0	1,366	21,396	39	\$2,608	-0.4	\$2,457	-0.2	7.2	0.2	\$2,451
2009	Y	22,762	281	n/a	5.6	1,275	21,487	400	\$2,592	-1.7	\$2,423	-3.4	0.7	1.9	\$2,447
2010	Y	22,902	140	n/a	5.9	1,351	21,551	64	\$2,620	1.1	\$2,420	-0.1	2.2	0.3	\$2,465
2011	Y	23,033	131	n/a	5.0	1,152	21,881	330	\$2,653	1.3	\$2,459	1.6	0.4	1.5	\$2,520
2012	Y	23,181	148	n/a	4.2	983	22,198	317	\$2,694	1.5	\$2,516	2.3	0.5	1.4	\$2,580
2013	Y	23,321	140	n/a	3.6	847	22,474	276	\$2,739	1.7	\$2,576	2.4	0.5	1.2	\$2,640

Source: REIS, INC.

5.5 REAL ESTATE MARKET STUDY

CENTRAL CITY/BACK BAY/ BEACON HILL SUBMARKET - CLASS A										
Year	Quarter	Inventory (SF/Units)	Completions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent \$	Asking Rent % Chg	
1995	Y	8,461	28	1.20	101.0	8,360	180	1,553	2.40	
1996	Y	8,623	162	1.30	114.0	8,509	149	1,661	7.00	
1997	Y	8,695	72	1.30	112.0	8,583	74	1,841	10.80	
1998	Y	8,852	157	2.20	197.0	8,655	72	1,998	8.50	
1999	Y	9,009	157	1.60	144.0	8,865	210	2,221	11.20	
2000	Y	9,243	234	1.00	94.0	9,149	284	2,680	20.70	
2001	Y	9,268	25	4.20	392.0	8,876	-273	2,705	0.90	
2002	Y	9,370	102	6.10	574.0	8,796	-80	2,638	-2.50	
2003	Y	9,526	236	4.60	440.0	9,086	290	2,620	-0.70	
2004	1	9,526	0	4.50	427.0	9,099	13	2,630	0.40	
2004	2	9,578	52	4.60	442.0	9,136	37	2,711	3.10	
2004	3	9,623	45	4.10	395.0	9,228	92	2,686	-0.90	
2004	4	9,623	0	4.20	406.0	9,217	-11	2,714	1.00	
2004	Y	9,623	97	4.20	406.0	9,217	131	2,714	3.60	
2005	1	9,623	0	4.20	402.0	9,221	4	2,683	-1.10	
2005	2	9,623	0	4.10	395.0	9,228	7	2,643	-1.50	
2005	3	9,623	0	4.10	397.0	9,226	-2	2,686	1.60	
2005	4	9,576	0	3.60	345.0	9,231	5	2,639	-1.70	
2005	Y	9,576	0	3.60	345.0	9,231	14	2,639	-2.80	
2006	1	9,576	0	3.90	374.0	9,202	-29	2,699	2.30	
2006	2	9,576	0	3.20	308.0	9,268	66	2,768	2.60	
2006	3	9,592	136	4.00	380.0	9,212	-56	2,811	1.60	
2006	4	10,080	488	7.20	724.0	9,356	144	2,963	5.40	
2006	Y	10,080	624	7.20	724.0	9,356	125	2,963	12.30	
2007	1	10,458	378	8.20	859.0	9,599	243	2,939	-0.80	
2007	2	10,458	0	6.70	699.0	9,759	160	3,029	3.10	
2007	3	10,458	0	6.60	689.0	9,769	10	3,024	-0.20	
2007	4	10,458	0	5.40	566.0	9,892	123	3,056	1.10	
2007	Y	10,458	378	5.40	566.0	9,892	536	3,056	3.10	
2008	1	10,863	0	5.00	544.0	10,319	44	3,065	0.70	
2008	2	11,126	263	6.90	768.0	10,358	39	3,153	2.90	
2008	3	11,126	0	6.60	739.0	10,387	29	3,205	1.60	
2008	4	11,126	0	7.50	834.0	10,292	-95	3,246	1.30	
2008	Y	11,126	263	7.50	834.0	10,292	17	3,246	6.70	
2009	1	11,126	0	6.80	757.0	10,369	77	3,268	0.70	
2009	2	11,126	0	5.40	601.0	10,525	156	3,222	-1.40	
2009	2	11,326	0	5.40	611.0	10,715	158	3,215	-1.40	
2009	3	11,607	281	7.70	896.0	10,711	-4	3,152	-2.00	

Source: Reis, inc.

Occupancy

The vacancy rate for the Boston area's investment grade multi-family apartments decline 20 basis points to 6.3% in the third quarter of 2009, but remains higher than a year earlier. While not high by U.S. standards, this is a very high rate for Boston, until recently a typically tight Northeastern market with vacancy seldom above 5.0% and often below 3.0%. With new supply the main factor in rising vacancy, the Class A rate is much higher at 7.9%. It is notable, the majority of this additional supply and increases in vacancy are the result of increases in the suburban inventory.

In the local submarket, vacancy increased in the third quarter 2009 to 6%. This largely the result of the delivery of Archstone Avenir, a 281 unit multi-family development. Reis projects vacancy in this submarket to decline to historical levels over the coming years.

Rental Rates

Following a modest change in effective rent in 2005, the sub-market showed signs of improving in 2006 as the average effective rent increased by a significant 9.6%. This was followed by a 4.0% increase in 2007 and 3.6% increase in 2008. Overall, effective rent for the four-year period increased by 4.5% (on a compounded basis). Over the same time period, the average effective rent in the MSA increased by 3.1%. Between 2008 and 2013, rents are predicted to decrease in 2009 (-3.4%) and 2010 (-0.1%), before increasing between 2011 and 2013 (+1.6%, +2.3%, and +2.4%, respectively) in the sub-market. Over the same five years (2008 to 2013), rents in the MSA are also predicted to decrease in 2009 and 2010 (-4.2% and -0.1%), before increasing stronger each year between 2011 and 2013 (+1.0%, +2.4%, +3.0%, and +3.4%, respectively). Overall, these represent annual increases (compounded) of 0.5% in the sub-market and 0.2% in the MSA.

Based on numerous rent surveys conducted in the Boston metropolitan area, market rents appear to be holding up remarkably well in many areas, despite the potential negative impact on demand stemming from the recession.

Concessions continue to impact market rents. In many recent comp surveys, concessions of one to sometimes two months have been offered at the majority of comps. This applies to both existing and new developments in lease-up. In the absence of concessions, a number of owners are utilizing such programs as "Lease Rent Optimizer (LRO), in which market rents for available (vacant) units are set on a daily basis based on unit availability (physical vacancy and expiring leases), most recent lease rents, market demand, and market conditions.

With the volume of new construction down in 2010 and little new construction forecast in the near term, market rents should stabilize, and may even increase in the later part of 2010. Of course, the "wild card" is the economy, as demand for rental housing should improve as the regional economy comes out of the recession.

The following represents the historical and projected rent trends for the Greater Boston and submarkets.

5.5

REAL ESTATE MARKET STUDY

MARKET RENT TRENDS							
Year	Quarter	Greater Boston	% Change	Central City	% Change	Boston City	% Change
1995	Y	\$938	---	\$1,274	---	\$847	---
1996	Y	\$990	6%	\$1,368	7%	\$897	6%
1997	Y	\$1,055	7%	\$1,492	9%	\$977	9%
1998	Y	\$1,143	8%	\$1,621	9%	\$1,011	3%
1999	Y	\$1,279	12%	\$1,801	11%	\$1,085	7%
2000	Y	\$1,462	14%	\$2,061	14%	\$1,253	15%
2001	Y	\$1,529	5%	\$2,183	6%	\$1,312	5%
2002	Y	\$1,537	1%	\$2,118	-3%	\$1,328	1%
2003	Y	\$1,532	0%	\$2,121	0%	\$1,328	0%
2004	Y	\$1,553	1%	\$2,213	4%	\$1,385	4%
2005	Y	\$1,579	2%	\$2,212	0%	\$1,383	0%
2006	Y	\$1,644	4%	\$2,411	9%	\$1,475	7%
2007	Y	\$1,678	2%	\$2,511	4%	\$1,459	-1%
2008	Y	\$1,741	4%	\$2,637	5%	\$1,554	7%
2009	1	\$1,734	0%	\$2,643	0%	\$1,491	-4%
2009	2	\$1,723	-1%	\$2,619	-1%	\$1,488	0%
2009	Y	\$1,728	0%	\$2,658	1%	\$1,442	-3%
2010	Y	\$1,734	0%	\$2,693	1%	\$1,439	0%
2011	Y	\$1,755	1%	\$2,726	1%	\$1,451	1%
2012	Y	\$1,787	2%	\$2,776	2%	\$1,474	2%
2013	Y	\$1,829	2%	\$2,828	2%	\$1,510	2%

Source: REIS, INC.

Competitive Properties

In addition to the analysis of the overall market and the submarket, comparable properties have been surveyed in order to identify the most current occupancy trends within the immediate submarket. The comparable data is summarized in the following table:

SUMMARY OF COMPARABLE APARTMENT RENTALS			
Comp. No.	Name	Location	Occupancy
1	1330 Boylston	1330 Boylston Street, Boston, MA	88%
2	400 Massachusetts Avenue	400 Massachusetts Avenue, Boston, MA	100%
3	Church Park Apartments	255 Massachusetts Avenue, Boston, MA	99%
4	Douglass Park	650 Columbus Avenue, Boston, MA	98%
5	James Court	45 East Newton Street, Boston, MA	91%
6	Piano Craft Guild	791 Tremont Street, Boston, MA	89%
7	The Parkside	91 Westland Avenue, Boston, MA	99%
Subject	Urbanica	687-697 Massachusetts Avenue, Boston, Massachusetts	0%
Compiled by CBRE			

The majority of comparable properties surveyed reported occupancy rates of 88% or better, and all are currently in good condition. The weighted average of the vacancy among the comparable properties totals 4.9%.

Absorption

The following summarize absorption information at 17 multifamily rental developments in Boston and Cambridge that were completed between 2005 and 2009.

5.5

REAL ESTATE MARKET STUDY

ABSORPTION RATES 2005 - 2009								
Project	Location	Time	Frame	# of Months	# of Units Total	Units Absorbed	Absorption Units/ Month	
Lofi23	Cambridge, MA	Apr-05	- Mar-06	11	51	51	4.6	
Park Lane Seaport	South Boston, MA	Sep-05	- Jul-07	22	465	414	18.8	
Average: 2005					516	465	11.7	
The Peninsula	Dorchester, MA	Feb-06	- Apr-07	13	335	311	23.9	
Trilogy	Boston, MA	Apr-06	- Oct-07	18	405	385	21.4	
Watermark	Cambridge, MA	May-06	- Apr-07	11	321	230	20.9	
Archstone Boston Common	Boston, MA	Jul-06	- Jun-08	23	420	384	16.7	
James Court	Boston, MA	Jul-06	- Apr-07	10	136	134	13.4	
Average: 2006					1617	1444	19.3	
West End Apartments	Boston, MA	Jun-07	- Sep-08	16	310	257	16.1	
Average: 2007					310	257	16.1	
Mezzo Design Lofts	Charlestown, MA	Feb-08	- Oct-08	8	146	137	17.1	
Archstone North Point Place	Cambridge, MA	Feb-08	- Jul-09	17	426	375	22.1	
The Carruth	Dorchester, MA	Jun-08	- Sep-08	3	38	23	7.7	
Lofts at Lower Mills	Dorchester, MA	Jun-08	- Sep-08	4	60	40	10.0	
School House at Lower Mills	Dorchester, MA	Aug-08	- Sep-08	2	62	16	8.0	
Harborview at the Navy Yard	Charlestown, MA	Sep-08	- Jul-09	11	224	155	14.1	
Third Square Apartments	Cambridge, MA	Sep-08	- Jun-09	10	292	246	24.6	
Navy Yard 33	Charlestown, MA	Sep-08	- Jun-09	9	49	49	5.4	
1330 Boylston	Boston, MA	Sep-08	- Jul-09	10	200	156	15.6	
Average: 2008					1497	1197	13.8	
Archstone Avenir	Boston, MA	Mar-09	- Jul-09	4	242	60	15.0	
Average: 2009					242	60	15.0	
Total/ Average (2005-2008)					4,182	3,423	15.2	

Average absorption was tracked by year of completion. Corresponding to the historic trends of new supply, the largest number of developments came on line in 2008. Averaged absorption as measured by "units/month" ranged from 13.8 units/month in 2008 to as high as 19.3 units/month in 2006. The "overall" average for the 17 developments totaling close to 4,200 units was just over 15 units/month. With a more conservative estimate of 12 to 13 units/month, this would support a lease-up period of 12 months (150 units) to 17 months (210 units).

SUMMARY OF ABSORPTION 2005-2009			
Year	# Developments	# Units	Average Annual Absorption (Units/Month)
2005	2	516	11.7
2006	5	1,617	19.3
2007	1	310	16.1
2008	9	1,497	13.8
2009	1	242	15.0
Average 2005-2008	17	985	15.2

Subject Trends and Projections

Occupancy and Absorption

Occupancy rate is the relationship between the actual income received from a property and the income that would be received if the entire space were occupied. Consequently, the occupancy rate is a product of both (1) the relationship between the amount of occupied space in a building or market (physical) and (2) the relationship between the contract rent for the occupied building or market space and the total rent estimated for all space in the building or market (economic).

Based on the foregoing analysis, CBRE's conclusion of stabilized occupancy for the subject is illustrated in the following table. This estimate considers both the physical and economic factors of the market.

OCCUPANCY CONCLUSIONS	
Greater Boston Apartments ⁽¹⁾	93.7%
Greater Boston Apartments - Class A ⁽¹⁾	92.1%
Central City/Back Bay/Beacon Hill ⁽¹⁾	94.0%
Central City/Back Bay/Beacon Hill - Class A ⁽¹⁾	92.3%
Rent Comparables	95.1%
Subject's Current Occupancy	0.0%
Subject's Stabilized Occupancy	95.0%
Lease-up Period	8 Months
Compiled by CBRE	

Although our concluded stabilized occupancy is slightly higher than the overall market and submarket, this premium appears reasonably justified by the projected improvements in the vacancy rate in coming years. It is also supported by the lack of new construction scheduled to be delivered to the market in comparison to recent years, as well as, the current occupancy among the most competitive properties.

In terms of absorption, while the analysis of absorption statistics included herein yields an average rate of 15.2 units per month, many of these developments are significantly larger than the subject

5.5

REAL ESTATE MARKET STUDY

CONCLUSION

The Greater Boston apartment market and the local submarket have historically witnessed strong occupancy levels and upward trending rental rates. Considering the recent trends in new construction, the local market area has shown decline in occupancy, but not as significant as in the suburban markets. Further, the market is projected to return to stabilization upon absorption of the recent supply.

The Greater Boston condominium market has witnessed declining sales activity and pricing in recent quarters. This is largely the result of a combination of factors: downturn in the national economy; difficulty in obtaining mortgage financing; over construction / supply and a general lack of demand.

However, the subject's location should be somewhat insulated from the impacts over the near to mid term and we expect the subject to outperform the overall market.

With respect to the subject in particular, we believe the subject is well located for either an apartment or condominium project. It is in reasonable proximity to both employment centers and major roadways, and the surrounding developments are experiencing above average levels of demand. Based upon our analysis, the subject should continue to enjoy good market acceptance.

5.6 - 5.7 IMPLEMENTATION PLAN

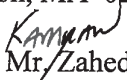
CERTIFICATES + DOCUMENTS

LETTERS OF SUPPORT + EVIDENCE OF DEVELOPER CAPABILITY



July 20, 2011

Kamran Zahedi
Urbanica Boston
142 Berkeley Street
Boston, MA 02116


Dear Mr. Zahedi:

I am writing to express my support of your proposed project for Parcel 9 on Melnea Cass Boulevard between Washington and Shawmut Avenue. Your mixed use development including a hotel, rental apartments, retail, restaurant, community health club and community center is just what the neighborhood needs to add vitality to an underdeveloped area. I am very familiar with your past projects and know that you hire world renowned architects and put together a great development team. Project Place was very fortunate to have you available to consult with us when we built our new home in 2007.

Having had the experience of working with you before, I know that you are incredibly thoughtful on both your design and project use as well as being very responsive to how your development will improve the quality of life for the neighboring community. In this case, your project will be a catalyst to connecting the South End to Dudley Square enriching both communities.

I wish you all the best on your submission and know that your innovative ideas and success of the past are winning combination for your future project.

Sincerely,


Suzanne Kenney
Executive Director

The Bates Real Estate Report

ABOUT

Search

Successful Boston Developer Focuses on Enhancing Neighborhoods

by DAVID BATES on JANUARY 24, 2011 - NO COMMENTS

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Boston Developer Kamran Zahedi

When you talk to Kamran Zahedi, a Boston developer with an impressive track record, you notice he uses the word "neighborhood" a lot. Unlike other developers who may come from a legal or accounting background and whose goals may be strictly number-oriented, Kamran comes from a design background — and when he talks about a neighborhood, his development goal is not merely to have his development fit in, but have the development actually improve, enhance and be in harmony with the neighborhood.

Kamran has thirty years experience improving neighborhoods. His first project occurred in 1980, when he renovated a \$3-per-square-foot space on Congress St. and was able to turn it for \$12 per square foot. Then for several years he developed old mill buildings in New Hampshire. Shortly afterwards, Kamran found his niche working with public entities and turning unused public buildings into residential living space.

Among a number of projects in that arena, Kamran took a former clinic and developed it into one of the first loft buildings in the South End. He also redeveloped a former Belmont fire station and a former Somerville police station into condominiums. More recently, he won a contract to develop 25 condominiums in the former District 4 police station in the South End. Today, Kamran is developing 691 Massachusetts Ave., a project consisting of 40 condominiums in the South End. This pretty, ground-up construction near the newly-revitalized Chester Square is set to come to market in the summer of 2011.

Kamran's goals of enhancement, improvement and harmony mean his developments can take longer to build and cost more than more processed developments. In D4, Kamran's team (including renowned stylist Phillip Starck) constructed an atrium with skylights that not only brought natural light to all the hallways in the building, but also housed a private garden modeled after the very recognizable interior of the Gardner Museum. Few other developers would have used thousands of square feet of living space and millions of dollars of revenue to build the garden, yet this unique space truly makes the building stand out.



If Kamran had done a cookie-cutter continuation of the block on Mass Ave. where "sixgone" sits, he could have possibly gotten approvals from the Boston Historical Commission and South End Landmark Commission in maybe two months, but because his design goal is "modern elegance + classical setting," it took a year to perfect the design to the satisfaction of the

CONTACT US

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davidbatesothebys@gmail.com

CATEGORIES

- Back Bay
Beacon Hill
Boston
Brookline
Developers
Lexington
Luxury Real Estate
Newton
Real Estate
Real Estate Developers
South End
Wellesley
Weston

LINKS

Property Search

LETTERS OF SUPPORT + EVIDENCE OF DEVELOPER CAPABILITY

URBANICA Inc.

May, 2003

THE BOSTON HERALD, TUESDAY, APRIL 23, 1995 31

Developers submit hotel plans

By MARIE GENDRON

The revival of Boston's hotel industry gained momentum yesterday with two development teams submitting proposals to convert small, downtown office buildings into European-style luxury hotels.

"It shows the willingness of investors to invest in the city of Boston," said Mayor Thomas Menino. "It's a good start."

The first project is 185 State St., an office building currently owned by the Federal Deposit Insurance Corp. Boston developer Kamran Zahedi has won approval from the Boston Redevelopment

Authority approval to buy the building and convert it into a 56-room luxury hotel catering to the financial district. The building houses the BRA model shop, which would be relocated to the Boston Marine Industrial Park.

Separately, Heath Development plans to buy a vacant, city-owned office building at 15 Beacon St. and convert it into a luxury hotel featuring fireplaces in each room and an upscale restaurant.

In addition, Menino said Pablo Picasso, a grandson of the famed Spanish painter of the same name, was also in Boston yesterday scouting out possible locations for a third European-style hotel that

would include a first-floor museum.

"He said he picked Boston because it has such a European flavor," Menino said.

Other downtown hotel plans are already in the works.

A 427-room hotel is currently under construction on Northern Avenue opposite the World Trade Center. And in February, New York City-based Masterworks Development Corp. announced plans to convert 161 Devonshire St. from an office building into Boston's first "club hotel."

The 170-room hotel would be a private club for companies that pay an annual membership fee.



MAYOR THOMAS MENINO
"It's a good start"

People are his most vital building blocks

By DAVID BENEY
Democrat Staff Writer

DOVES — Kamran Zahedi of International Properties Inc. wants buildings with people at heart. "I'm not crazy about style. I'm more crazy about the social aspect of a place," said Zahedi, who is converting the old Stralford Bank Building.

Zahedi, an Iranian-born and Massachusetts Institute of Technology educated architect, is primarily concerned with revivifying cities and says that New England has a great deal of potential because of all the old historic structures being brought back into production.

Washington Square, which Zahedi says will be renovated by October, is an example of a building which is physically related to the social, political and economic atmosphere of the late 19th century.

The main goal of Zahedi's design will be to integrate the outside activity with the inside of the building at

the corner of Washington Street and Central Avenue, he said.

"A city grows from the function and activity of people," he said. "I'd like larger windows, not only along the face of the building, but for level steps so that pedestrians walking in front of the large granite structure will have a visual connection with the inner workings of the space."

The building will feature a four-story atrium. A 12-foot by 11-foot skylight will let sunlight in and an abundance of plants and fountains will make the building feel of a relaxed, well-maintained area, according to Zahedi.

"We try to create inside life which will interact with the outside life," he said.

The reason for its conversion about incorporating the activity within the building with the rest of the city traffic is because of its inherent value. Zahedi says throughout the two sides of the primary street fronts, Zahedi had to be hard to work especially hard to break out of the

closed system the building was supposed to provide.

Zahedi said that in order to draw people out of their cars on Central Avenue and along the street, there has to be less dead space between buildings.

"I think walk is the most type of thing for any city," said Zahedi.

"A few years ago people started to realize all the cities were dying. It was to keep their cities people have to subsidize their old structures," he said.

Another means by which Zahedi plans to link human interaction and participation with his structure is in the freedom he allows his tenants.

"We create the system and let them adapt it to their own activity" resulting in a more personalized development, he said.

He said a portion is designated for the basement and total for the remainder of the first floor. The second floor will house more retail, a restaurant or club and some office space. The third and fourth floors will also have offices.



Kamran Zahedi, developer of the old Stralford Bank building at the corner of Washington Street and Central Avenue, describes his plans for the granite-faced structure, which is scheduled to be completed in October. (Democrat photo — Hench)

5.6

LETTERS OF SUPPORT + EVIDENCE OF DEVELOPER CAPABILITY



Maria Faria
Assistant Director of Housing
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201-1007

Dear Maria Faria,

I wanted to contact you to express my support for Kamran Zahedi's proposed project for 691 Massachusetts Avenue. Over the years I have known him, Kamran has shown a strong commitment to the community in the South End/Lower Roxbury Neighborhood. His dedication to improving the quality of the built environment of any area he works is apparent in his previous projects, many of which I am familiar with.

I know Kamran through his involvement with South End Baseball, an organization for which I serve as Executive Director. South End Baseball organizes baseball and softball programs for youths who live in the South End, Roxbury, Dorchester and Chinatown. Our league welcomes all youths between ages 4 and 18 regardless of skill level or financial means. Through the leadership of well trained adult volunteers, our players learn the life lessons facilitated by team sports: the value of teamwork, commitment and fair play. We are very thankful for the support Kamran has given through a yearly contribution.

The proposed design for 691 Massachusetts Avenue continues in his tradition of well designed buildings. I am very impressed with the level of presentation and design aesthetic. Furthermore, the project is successful at melding together a sense of belonging with its traditional neighbors while creating a unique identity for the new building. I appreciate the depth and rich materiality created by the Massachusetts Avenue façade design.

Based on my experience working with Kamran, I have no doubt that he will work tirelessly to provide the highest quality of design and construction for this project. I look forward to seeing the construction of this exciting project which provides a design that is both contemporary and responsive to its historic context.

Regards,


Paul Rinkulis

*P.O. Box 1120 Boston, MA 02118 Office: 617-542-2900
www.southendbaseball.com*

Appendix II: Submission Checklist

This checklist should be completed and included as part of the proposal submission. If items are not included, a written explanation of why they have been omitted should be included.

DEVELOPMENT AND DESIGN SUBMISSION

1. Development Team

- Letter of Interest
- Résumés and qualifications

2. Development Concept

A. Development Program

- Description of the proposed development program
- Listing and description of each proposed building
- Description of the planned phasing of the project development
- Explanation of the underlying rationale for the program
- A discussion of the required zoning relief and any zoning amendments or variances that would be required for the proposed development.

B. Housing Component

- Description of the types and sizes of all housing units proposed
- Explanation of compliance with the BRA's Inclusionary Development Policy and the affordable housing objectives of this RFP

C. Transportation and Parking

- Description of the parking program associated with each proposed use
- Description of strategies to minimize automobile use
- Description of the methodology for determining necessary parking ratios

D. Infrastructure Provision

- Description of the intended approach to existing utilities and easements
- Description of the intended approach to provision of streets and to the existing public streets
- Explanation of the groundwater monitoring and replenishment strategy
- Description of all intended site improvements and off-site improvements

E. Environmental Remediation and Sustainability

- Intended strategy for environmental remediation

5.7

SUBMISSION CHECKLIST

- Description of sustainable design and green building principles, technologies, and practices to be incorporated into project
- Appropriate LEED Project Checklist(s) and a list of the LEED-accredited professionals on the development team

F. Economic Development Strategy

- Explanation of the project's role in diversifying the Roxbury economy and creating connections to the larger regional economy
- Description of the types of commercial users the project includes or is targeting and the features of the project that support the goal of attracting the target tenants
- Explanation of the project's ability to accommodate a range of uses and to remain adaptable and economically viable over time
- Description of any actual or intended use of financial and technical assistance available for real estate development and business development
- Description of community-based and minority/MBE participation on the development team
- Estimate of the number of construction jobs that will be generated by the proposed project
- Estimate of the number of new permanent full-time jobs and the basis for the estimate
- Estimated occupation characteristics, skill levels, and wages of permanent jobs
- Description of possible and intended strategies for achieving the community goals related to employment in all phases of the project
- Description of the development team's history of meeting hiring and training goals
- Description of potential business partnerships and goods and services contracts, including the estimated amount of such contracts
- A description of possible and intended strategies for achieving the community goals related to business development and subcontracts
- Explanation of other long-term opportunities and benefits for local businesses
- Account of involvement by local businesses and business development specialists in the development of the proposal

G. Urban Design

- Neighborhood plan
- Site plan
- Concept diagrams and illustrations
- Written description of how the proposed development successfully interprets the urban design guidelines
- Diagrams and illustrations of proposed improvements to existing pedestrian and bicycle networks, the local street network, and transit facilities
- Circulation plan
- Building elevations
- Conceptual designs and schematic floor plans of all buildings

- Street elevations
- Perspective drawings
- Digital 3D model

H. Implementation Plan

- Timeline
- Outline of regulatory approvals

I. Certificates and Supporting Materials

- All certificates included in the Appendixes, completed and signed.
- Any other materials deemed necessary to indicate the development team's ability to satisfy the selection criteria outlined in Section VII.

URBANICA

DESIGN + DEVELOPMENT

PAR
CEL

9