

# Cochecho Waterfront Development Proposal



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### Development Team and Organization

*State the members of the development team, including the developer (including principals and any joint venture partners), management company, architect, landscape architect, urban planners, engineers, legal, marketing, contractors, financial partner(s) (if any), and other members key to development or operation of the project. Outline the roles and organization of the team, including key personnel in an organization chart.*

Please see below for a partial list of the proposed development team. Each of these team members have existing relationships and have collaborated with Cathartes on one or more projects. Each of the below key personnel will report directly to Developer. Historically we have used local legal counsel for permitting and entitlements. We have not yet chosen legal counsel:

<b>Team Member &amp; Role</b>	<b>Logo</b>	<b>Contact</b>
Cathartes <a href="http://www.cathartes.com">www.cathartes.com</a> Developer/Sponsor		Jeff Johnston/Jim Goldenberg, Principals
Embarc <a href="http://www.embarcstudio.com">www.embarcstudio.com</a> Architect		Dartagnan Brown/Rob Del Savio, Principals
Streetworks Studio <a href="http://www.streetworks-studio.com">www.streetworks-studio.com</a> Urban Planner		Timothy Mount/Gregg Sanzari Co-Owners
Woodburn & Company <a href="http://www.woodburnandcompany.com">www.woodburnandcompany.com</a> Landscape Architect		Robbi Woodburn, ASLA
Tighe & Bond <a href="http://www.tighebond.com">www.tighebond.com</a> Civil Engineer		Patrick Crimmins, P.E., Project Manager
HFF <a href="http://www.hfflp.com">www.hfflp.com</a> Financing		Greg Labine, Managing Director
Noell Consulting Group <a href="http://www.noellconsulting.com">www.noellconsulting.com</a> Market Analysis		Todd Noell, Principal
Fulcrum Construction <a href="http://www.fulcrumconstruction.com">www.fulcrumconstruction.com</a> Contractor		Bill Jean, Director of Business Development
People's United Bank <a href="http://www.peoples.com">www.peoples.com</a> Financial Partners		Phil Cohen, Senior Vice President – Commercial Real

<p>WinnResidential  <a href="http://www.winncompanies.com">www.winncompanies.com</a>                  Property Management</p>		<p>Lynn Bora, Senior Vice                  President</p>
<p>Colwen Hotel Management  <a href="http://www.colwenhotels.com">www.colwenhotels.com</a>                  Hotel Management</p>		<p>Terry Bickhardt, CFO</p>
<p>Laz Parking  <a href="http://www.lazparking.com">www.lazparking.com</a>                  Parking Management</p>		<p>Marc Lutwack,                  Principal</p>





## Development Plan

*All three of the Proposers have expressed an interest in most, if not all, of the parcels. Therefore each Proposers' development plan should include a detailed concept plan for each of the parcels being offered in this RFP process, with the exception that if the Proposer does not wish to propose on Parcel G, a concept plan for this parcel is not required.*

1.) *The development plan should include the following information:*

- a) *A program summarizing the proposed use or mix of uses for each parcel and each building or phases on each parcel.*

Please see Proposed Parcel Summary (page 6 of Addendum A). The parcel sizes have been modified from the RFP:



Program Summary (abstracted from Page 5 of Addendum A):

<u>Program</u>	
Restaurant (4ps/1k sf)	4,000 SF
Retail/Work/Live (1ps/1k sf)	20,500 SF
<b>Residential (1.25ps/Unit)</b>	<b>256 Units</b>
Block B: 4 Stories	70 Units
Block D: 5 Stories	91 Units
Block E: 5 Stories	95 Units
<b>Townhomes (1.6-2.5k /TH)</b>	<b>53 Units</b>
(1 car garage, 1 car on street)	
<b>Hotel (.75ps/Key)</b>	<b>120 Keys</b>
<hr/>	
<b>Parking Provided</b>	<b>510 PS*</b>
Surface	380 PS**
On-Street	130 PS
City Lot	42 PS
* does not include city lot 42 ps	
** does not include 1 ps inside Townhome	

b) *Approximate estimates of gross and net square footage of finished and other building areas for each use, specifically:*

Multi-family gross square feet by parcel:

- Parcel B: 80,000 sf
- Parcel D: 100,000 sf
- Parcel E: 105,000 sf
- net rentable square feet of upper floor residential is calculated at approximately 87% of gross square feet

Hotel gross square feet:

- Parcel F: 60,000 sf

Townhouse gross square feet:

- Parcel C: Approx. 130,000 sf (included townhouses located on Parcels B &D)

Restaurant Pad gross square feet:

- Parcel A: 4,000 sf

- *Gross square feet of building area including enclosed finished and unfinished areas (e.g. in-building parking, storage)*

Please see 'b' above. All parking is proposed at grade.

- *Gross square feet of finished area (including occupiable and interior common areas)*

The gross square footage of the total project is approximately 475,000 sf.

- *Net occupiable area*

Net rentable area for multi-family buildings is estimated at 87% of gross square feet.

- *Leasable area if different from occupiable area (e.g. NRA for office if including common area gross up factor)*

All at grade commercial is based on actual square footage (i.e. no common area gross up factor)

- *Above-grade vs. any below-grade areas should be clearly broken out in the above areas.*

All parking is proposed at grade.

- c) *Number and size of residential units, whether rental or for sale, including number of bedrooms*

- 309 total residential units (256 multi-family units and 53 townhouses).
- All multi-family buildings are assumed rental and townhouses are assumed for sale.
- Unit mix for bedrooms is not yet determined, but for pro forma purposes, we used the Noell Report, Addendum C.
- The average size of the residential units is 950 sf.
- The average size of the townhouses is 2,200 sf.

- d) *Anticipated type of use of commercial spaces (including any committed end users), number of seats of any restaurant.*

The master plan includes 24,500 sf of commercial space (20,500 sf of ground level retail in the multi-family buildings and a 4,000 sf restaurant pad). Ground level space in the multi-family buildings will be designed as flexible 'mercantile' space available for lease. This portion of the development will serve as the commercial hub and would likely consist of food and beverage uses as well as destination retail, office, and co working that would activate the street, become an amenity for the community, and draw people to the area. The hotel restaurant and lounge located on the ground floor lobby will be oriented towards the restaurant on Parcel A to create more activity coming over the bridge and help deemphasize the pump house. Please see page 10 of Addendum A for Character Images.

- e) *Number of parking spaces and physical approach to on-site parking and any reliance on off-site public parking*

The total number of parking spaces is 605, broken out as follows: 433 private (380 surface plus one inside space in each of the 53 townhouses) and 172 public (130 metered street spaces and 42 in the parking lot at the end of River Street).

The residential parking ratio per unit is targeted at 1.25, which includes 1.1 space per unit in the private surface lots and .15 night and weekend resident only spaces on the street. The second townhouse parking space, if needed, is also assumed on the street. The hotel was planned at .75 space/room.

It is assumed that overflow parking can be used on undeveloped parcels during construction for a fee similar to the Washington Mills agreement.

- f) *Number of stories/height*

Please see Program Summary in Section 1.A.

- g) *Analysis demonstrating that proposed development complies with existing zoning or identify any variances required*

The proposed buildings are not fully consistent with the Dover Waterfront Design Recommendations and may require accommodation. The design recommendations state the multi-family building heights to be 40' and four stories. Three of the buildings in the proposed master plan are five stories (Parcels D, E & F) and would be between 55-60' in height, which we believe is consistent with the density and aesthetic of the neighboring mill buildings and would help provide the critical mass necessary to activate the area.

A more in-depth zoning analysis will need to be conducted as each building moves through the Technical Review Committee and Planning Board public approval processes.

*h) Building typology, materials, and general style*

The typology and style for the multi-family and hotel buildings will draw inspiration from the Washington Mill property and industrial/shipping heritage of the site. Building materials would be a mix of brick, hardi-plank, wood, and metal.

*i) If phasing is contemplated, state the order of phasing and anticipated time-frames for later phases*

Please refer to Section F.

*j) Anticipated preconditions for financing and construction of initial and any later phases*

There are no anticipated preconditions for financing and construction of initial or any later phases other than the park improvements on the Horsley-Whitten Plans as this is the main amenity for the community.

*k) Plan for ensuring active use of commercial space on ongoing basis.*

We anticipate the profile of commercial tenants will be a combination of restaurant, coffee, gallery, service retail and office users, in addition to potential collaborative co-work and/or maker space. We believe this mixed-use approach will create a vibrant and sustainable commercial district that can evolve and adapt as the city grows, while clustering retail uses in the base of the multi-family buildings maximizes their opportunity for financial success. One term we recently heard at a real estate conference and would like to use as a theme is 'culture is the new credit'. We hope to curate these retail spaces with local restaurants and shops to create a unique, authentic destination that will be a draw for the residents in the project and community as a whole.

1) *Other information for uses as appropriate to fully describe them*

The following photos provide examples of Cathartes' experience in ground level commercial:



*Profile Coffee Bar*



*Row 34*



*The Offices at Portwalk Place  
(Ground Level Office Use)*



*Portsmouth Harbor Events & Conference Center  
(Ground level hotel use)*



*Hampton Inn & Suites at Portwalk Place*









*Marriott Residence Inn at Portwalk Place*

2.) *Characterization of development program components in terms of:*

a) *target markets*

Recommended Unit Mix and Layout Based On Target Audiences

	Young Singles	Mature Singles	Professional Couples	Empty Nesters	Roommates	Families w/ Children		
								
Description	Professionals working in the area seeking a lifestyle and easy access to employment and entertainment.	Singles over 35 seek convenience in quieter setting. Many have relocated to the area for work and may choose to rent before buying.	Couples mostly in their late 20s & 30s, with some early 40s. A mix of recently married and dating. May be recent re/locatees.	Mature couples & empty nesters. Established & seeking home close to work and cultural / lifestyle amenities. May have 2nd home.	Singles seeking lifestyle & entertainment, roommating out of financial necessity, primarily students & recent graduates.	New parents and those with young and early school-aged children. Some single parents working in the area. Often in transition.		
How They Use Their Units	Use unit as crash pad and place to unwind. Often more active/out and about. Trade space for less rent. Appreciate well-executed building amenities.	Tend to stay in more than younger counterparts. More likely to cook and host. Value space, quality, but not excessive finishes, and functional unit layouts.	Eat-in more often, but still enjoy going out. Tend to stay local. Value amenities, and have friends over on a frequently.	A true home. Eat-in most nights and host friends on a regular basis. seek spacious kitchen and living areas. Often down-sizing and need extra storage.	Most space for the money and keeping absolute rents lower. Seeking at minimum 1 bed units w/ dens, primarily 2Bs.	Seeking space and functionality while keeping absolute rents low. Will use unit as true home.		
Typical Income	\$35,000-\$75,000	\$35,000-\$100,000	\$75,000-\$150,000	\$100,000-\$200,000+	<\$100,000 (combined)	\$75,000-\$150,000		
Typical Rent	\$1,250 - \$2,000	\$1,500 - \$2,800	\$1,250 - \$3,250	\$1,700+	<\$2,500	<\$2,500		
Age Range	22 - 35	35 - 55	25-44	45-64	22-35	25-34		
Market Mix	30%	5%	25%	10%	20%	10%		
Level of Opportunity	STRONG Drawn to convenience and walkable downtown lifestyle, as well as access to major employment drivers.	MODERATE Comparable draws to younger singles. Separation from hustle and bustle of downtown proper will add to appeal.	STONG Will appreciate new residential community feel coupled with access to employment, possible split commuting.	MODERATE Strong lifestyle and walkability can attract these mature renters.	STRONG Will be somewhat limited by higher rents, but lifestyle proposition will be very appealing.	MODERATE Convenient yet quiet/safe location w/ job proximity & new product will be appealing. Interest in for-sale townhouse product.		
Subject Mix	20%	10%	25%	10%	20%	15%		
	Distribution by Unit Type							
Studio	25%	-	-	-	-	-	5%	0%
Jr. 1B/1b	25%	20%	10%	-	-	-	10%	15%
1B/1b	50%	75%	40%	15%	-	5%	30%	33%
Jr. 2B/1b	-	5%	25%	20%	20%	30%	17%	14%
2B/2b	-	-	25%	40%	70%	50%	32%	33%
3B/3b	-	-	-	25%	10%	15%	7%	5%
Summary:	An ideal unit mix for this building should be heavily geared towards value-oriented professionals by including a healthy share of Jr. 1B units, & roommate efficient 2B/1b units while also offering more traditional 1B and 2B/2b floorplans to appeal to more established singles and couples. Families could be attracted to a small offering of 3B/2b units.							

SOURCE: Noell Consulting Group

b) price point

Market Monthly Rate or Rents/Unit: \$1,600 - \$2,750  
 Average Townhouse Sale Price: \$415,000  
 Hospitality/Hotel: Average Daily Rate \$140

c) for sale vs. rental

Multi-family: Rental  
 Townhouse: For Sale

d) operating/management structure

In house asset management and third-party management for residential, commercial and hotel.

e) potential or committed tenants (provide letters of interest or commitment)

None at this time.



3.) *Parking proposal in terms of:*

There has been a lot of discussion about the future of parking demand, especially in cities. In general, there seems to be a consensus that parking demand could decrease in the future as a result of ride sharing, increased use of public transportation due to longer commute times, and autonomous vehicles. The timeline for these changes is uncertain and therefore we have programmed sufficient parking for current demand while taking into consideration practical reuse scenarios in the event parking demand decreases in the future.

The 130 on street parking spaces and 42 space parking lot will be metered/managed with the revenue going to the City. The amount is estimated at \$500,000 annually.

The interim parking agreement with the Washington Mills can stay in place during the phased construction.

a) *number of private and public spaces*

The total number of parking spaces is 605, broken out as follows: 433 private (380 surface plus one inside space in each of the 53 townhouses) and 172 public (130 metered street spaces and 42 in the parking lot at the end of River Street).

b) *number dedicated, monthly, transient*

Shared parking analysis has not been completed yet.

c) *preliminary estimate of demand and shared use*

Targeting 1.25/unit for residential, 2/unit for townhouses, and .75/room for hotel.

The street level metered spaces could be used at night by residents and the hotel parcel could be used during the day.

d) *whether parking is proposed to be publicly or privately owned and managed and any operating requirements*

If needed, onsite parking management, likely only contemplated for the hotel, would be by LAZ Parking Management.

4.) *State whether the proposed project is confined to the property offered by the City or if it utilizes additional property. If the latter, specify the level of commitment of such additional property to be included in the Proposer's project and provide evidence of such commitment. If the proposed project may include additional property, but such property has not yet come under the Proposer's control, state the status of acquisition efforts, and, in the appropriate sections, below, the impact on program, design, phasing, and proposed terms that acquisition of such additional property would have on the project.*

The proposed project is confined to the property offered by the city.

5.) *For any public improvements (e.g. parks, promenades, infrastructure, etc.) proposed to be constructed by Proposer, provide:*

a) *nature/description (e.g. components, amenities, square footage, seating, public art, etc.)*

The plan incorporates a greenway or pocket park similar to the 'Landscape Zones' in the design recommendations and the Union Studio Plan.

The master plan includes a landscape element at the end of the street located in the 'Picnic Grove' area of the plan (per sheet C-6 of civil drawings). We would like to collaborate with the City's design team and potentially participate in the enhancement of this element. The plan incorporates a greenway or pocket park between Parcels B & C, similar to the Union Studio plan which will be designed by the landscape architect. Construction and maintenance of this area is to be mutually agreed upon.

b) *phasing*

Unknown at this time.

c) *capital cost (hard and soft)*

Not yet budgeted.

d) *maintenance and management costs*

Maintenance and management costs inside property lines will be responsibility of the Owner.

e) *responsibility for funding capital costs, maintenance, management, and programming*

All improvements inside property line will be constructed by owner. All improvements on the Horsley Whitten May 2018 75% Permitting Plans to be constructed and maintained by the City. The construction and design of the greenway between Parcel B & C is to mutually agreed up upon.

All utilities to be stubbed out to the individual parcels.

f) *basis for cost estimates*

N/A



## Conceptual Design

*Proposers shall familiarize themselves with the Design Guidelines adopted by CWDAC on September 19, 2017 and insure that their proposed development meets or exceeds the adopted standards. Proposals should remain in conformity with the approved Concept Plan and the adopted Design Guidelines, with the exception that Proposers may consider the realignment of River Street as it relates to the stretch between Henry Law Avenue and the existing pump station*

*1) A design narrative which describes:*

- a) the goals of the proposed design and development mix and how the various elements work to achieve those goals*

The goal of the proposed design and development mix was to create a great and viable year-round destination, see the left hand column on page 5 of Addendum A (Use plan with Development Principals). The main design for the master plan was a collaboration with Street-Works Design Studio (SW) in conjunction with the in-house knowledge of the economically viable uses. The team reviewed the Union Studio Plan, Cecil Group March 2015 Study, Horsley-Whitten Plan, Design Guidelines and notes from the CWDAC meeting videos to formulate this master plan vision. The first phase of the design pages 1-4 is an analysis plan to connect the site to the downtown which includes creating a new retail 'main intersection' and building height to draw people to the site.

The balance of the plan (see page 5 for 'Development Principles') outlines the Program Summary, site rendering and Character Images to form the overall vision.

The plan has ground level retail clustered in the base of the multi-family buildings and assumes five story (lower than the Washington Mill property) vs. four story buildings that step down to the water. The internal street has been rotated to create a better connection with the new park. The plan also assumes the realignment of River Street.

We would support and encourage The Union Studio, 'Preliminary Park Plans', showing active public spaces with uses such as skating and rowing and encourage seasonal food & beverage 'pop-ups'. One successful example of this is Sullivan's Castle Island in South Boston. ([www.sullivancastleisland.com](http://www.sullivancastleisland.com)).

- b) *Characterization of design style, quality level, or other information that would give the City a better understanding of the character of the buildings, public improvements, and project as a whole*

Please see Addendum A.

- 2) *A set of conceptual level design graphics (in 8 ½" x 11", 8 ½" x 14", or 11" x 17" form in the body of the proposal document) and in one set of presentation boards which communicate the following:*

- a) *an overall site layout plan which depicts the location, footprints, and mix of uses, including a table which identifies the net and gross square foot area of each use by floor level*

Please see Addendum A.

- b) *conceptual development site plan which highlights the key design elements and proposed site materials*

Presentation boards are not included. Please see Addendum A.

- c) *key architectural elevations and renderings for each building depicting details and overall architectural character of the development as well as building height in feet and number of floors.*

Please see Addendum A.

- d) *a description of how the proposed site layout promotes sustainable development and energy conservation features, including taking advantage of alternative energy sources*

The buildings will be designed at minimum to Energy Star level.

- e) *floor plans for each floor of each proposed structure*

Not included.

- f) *not less than two overall cross sections of the site which illustrate how the development responds to the terrain and relates to the public waterfront park and the river*

Not included.

- g) *not less than one perspective rendering which serves to communicate the character of each of the key elements within the project*

See Pages 8 & 9 of Addendum A.

*h) provisions for public transit stops or shelters*

Bus stop and bike share are provided in page 7 of Addendum A.

*i) Any other graphics the Proposer considers helpful in facilitating CWDAC's understanding of the Proposer's vision such as precedent images (e.g. photographs of buildings comparable in scale and style to those proposed for this project)*

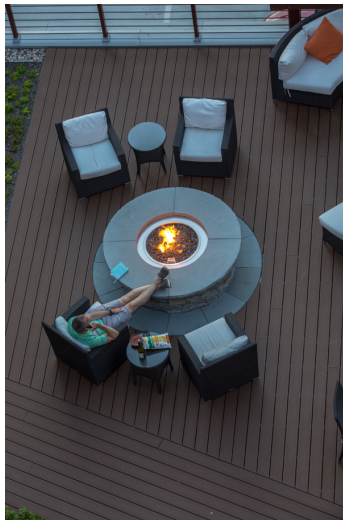
Please see Addendum A. All below photos are images from other Cathartes projects:



Orpheum Apartments  
Washington Street, Dover, NH



Hampton Inn & Suites  
Portsmouth, NH







## Project Schedule

*Schedule for project implementation depicting milestones for the full project and its component parts, from commencement through occupancy of the final phase. Schedule should be presented in a graphic format, allowing understanding of any cause and effect relationships between major elements. More than one schedule may be presented if considered to increase clarity, e.g. a schedule for overall multi-phase project and a more focused schedule for initial phase development components.*

The target project schedule is, shown here as spring 2019, to start construction of the first multi-family building on Parcel E as soon as possible and roll out subsequent phases on a 6-18 month timeframe, subject to market conditions. We have used an average of 2.5 years from start to finish of each phase in the below project schedule:

Notes on schedule:

\*Parcel A: Restaurant – Assume pre-leased

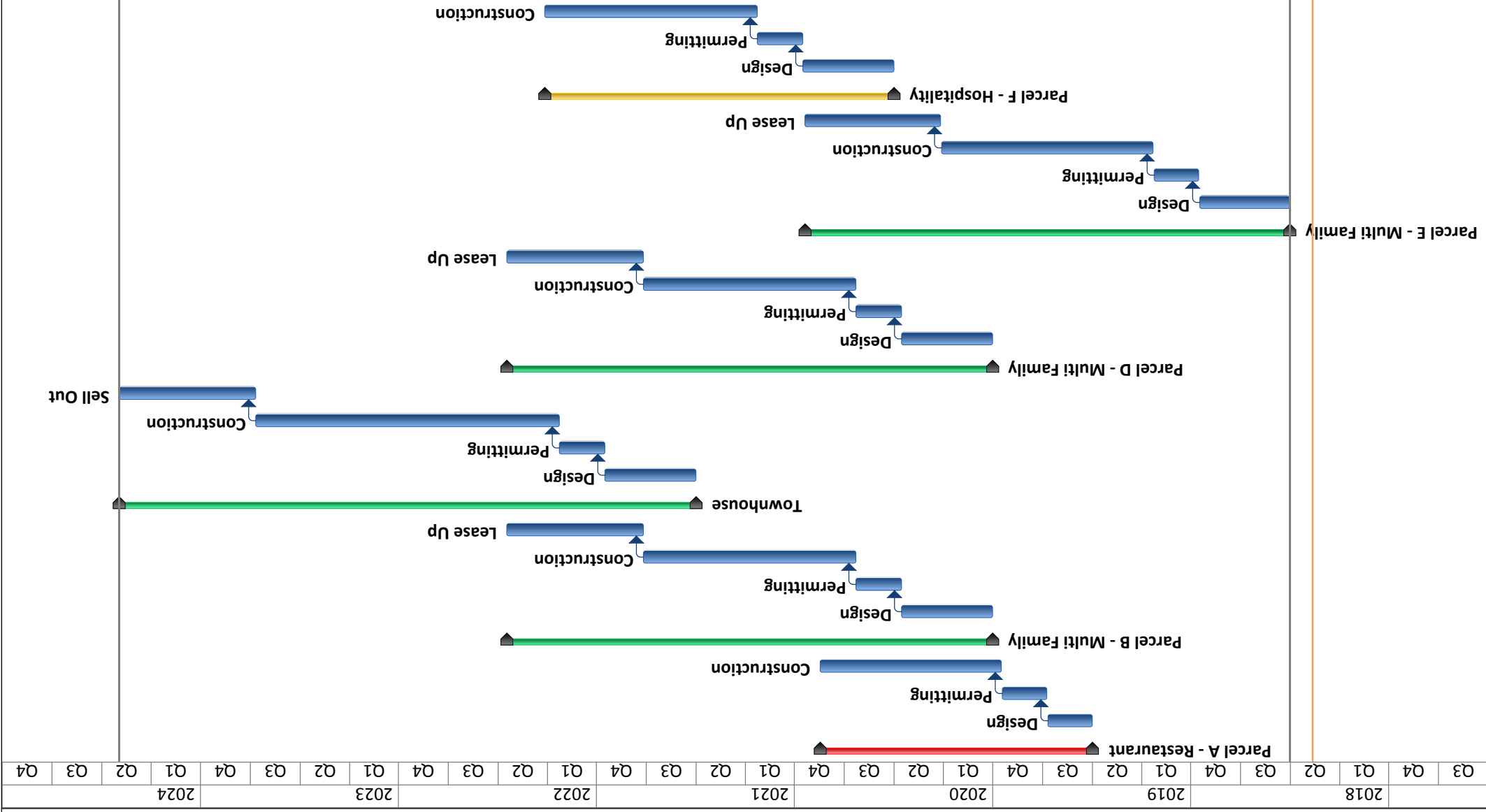
\*Parcel D: Multi Family/Townhouse – May accelerate based on townhouse sales velocity.

\*Townhouses on all parcels will be developed simultaneously.

Please see next page for full sized version of the schedule.

# F. Project Schedule

ID	Task Name	Start	Finish	Duration	Mod
1	Parcel A - Restaurant	Mon 7/1/19	Fri 11/13/20	360 days	
2	Design	Mon 7/1/19	Fri 9/20/19	60 days	
3	Permitting	Mon 9/23/19	Fri 12/13/19	60 days	
4	Construction	Mon 12/16/19	Fri 11/13/20	240 days	
5	Parcel B - Multi Family	Wed 1/1/20	Tue 6/14/22	640 days	
6	Design	Wed 1/1/20	Tue 6/16/20	120 days	
7	Permitting	Wed 6/17/20	Tue 9/8/20	60 days	
8	Construction	Wed 9/9/20	Tue 10/5/21	280 days	
9	Lease Up	Wed 10/6/21	Tue 6/14/22	180 days	
10	Townhouse	Thu 7/1/21	Wed 5/29/24	760 days	
11	Design	Thu 7/1/21	Wed 12/15/21	120 days	
12	Permitting	Thu 12/16/21	Wed 3/9/22	60 days	
13	Construction	Thu 3/10/22	Wed 9/20/23	400 days	
14	Sell Out	Thu 9/21/23	Wed 5/29/24	180 days	
15	Parcel D - Multi Family	Wed 1/1/20	Tue 6/14/22	640 days	
16	Design	Wed 1/1/20	Tue 6/16/20	120 days	
17	Permitting	Wed 6/17/20	Tue 9/8/20	60 days	
18	Construction	Wed 9/9/20	Tue 10/5/21	280 days	
19	Lease Up	Wed 10/6/21	Tue 6/14/22	180 days	
20	Parcel E - Multi Family	Mon 7/2/18	Fri 12/11/20	640 days	
21	Design	Mon 7/2/18	Fri 12/14/18	120 days	
22	Permitting	Mon 12/17/18	Fri 3/8/19	60 days	
23	Construction	Mon 3/11/19	Fri 4/3/20	280 days	
24	Lease Up	Mon 4/6/20	Fri 12/11/20	180 days	
25	Parcel F - Hospitality	Wed 7/1/20	Tue 4/5/22	460 days	
26	Design	Wed 7/1/20	Tue 12/15/20	120 days	
27	Permitting	Wed 12/16/21	Tue 3/9/22	60 days	
28	Construction	Wed 3/10/22	Tue 4/5/22	280 days	



**Task** **Project Summary** **Inactive Milestone** **Manual Summary Rollup** **Deadline**   
**Split** **External Tasks** **External Milestone** **Inactive Summary** **Manual Summary** **Progress**   
**Milestone** **External Milestone** **Manual Task** **Start-only**   
**Summary** **Inactive Task** **Duration-only** **Finish-only**

Project: msproj11  
Date: Mon 5/21/18



**Environmental / Public Approvals Plan**

*Outline the major elements of the environmental and public approvals process (including agencies and approvals required) for the project and the key issues and time frames entailed. The plan should address environmental permitting required for each parcel. Time frames should be incorporated in the Project Schedule.*

We have not completed an in depth third-party review of the environmental status of the property. We assumed any required state environmental approvals would be jointly pursued with the City. These would include but not be limited to: the remedial action plan (RAP), ground water management plan (SGMP), and any deed restrictions. These approvals/agreements would be mutually agreed upon and subject to lender approvals. We would reserve the right to work with our own environmental engineer but have worked with GZA recently on our Plymouth Station project. We assumed that current monitoring well locations can be relocated per Addendum #2 and therefore did not constrain master plan. If the above approvals require soil and ground water remediation to allow for the planned uses, those costs would be incurred by the city.



### **Public Funding Plan**

*Identify any public funding, other than from the City, which might be sought for the project and your assessment of prerequisites, likelihood, amount and timing of receiving those funds. Elaborate any actions the City or other public body needs to take to assist in acquiring the sought after funding.*

*Identify in your financial proposal whether any such funding is assumed and the implications if it is or is not secured.*

We have not assumed any public financing in this proposal.



**Description of the proposed approach to developing, maintaining, and managing the project**

- 1) *Role of the Proposer in developing the various project components itself versus partnering with or selling/sub-leasing parcels to other developers.*

We will develop all parcels, except Parcel G.

- 2) *Approach to land takedown consistent with Section V.C.4.h.*

It is anticipated that the land will be taken down in phases, pursuant to the attached project schedule, and consistent with Section V.C.4.h.

- 3) *Role of the Proposer in providing security and maintenance during the pre-development and development phases of the project.*

We will secure each parcel during construction and provide onsite management and maintenance thereafter.

- 4) *Approach to ownership, management, and maintenance of land and improvements relative to private development components and management and maintenance of public improvements if offered by Proposer*

All ownership, management, maintenance of land, and improvements inside the property line will be the responsibility of the owner. The maintenance and management of the greenway connector between Parcel B & C is to be mutually agreed upon.

- 5) *Nature and level of commitment to ongoing ownership and management of the project by Proposer.*

Our business plan assumes long term ownership with in-house asset management and third-party property management. Winn Residential is the proposed management company.

- 6) *Identification of any anticipated or programmed transfer of ownership of the project or any portion of the project (including the land).*

Each parcel/property will be owned in a separate limited liability company (LLC) as required by the individual lenders. The LLC's will be managed and controlled by the principals at Cathartes.





## **Approach to Marketing**

*Detailed description of the proposed marketing strategy for this development, including marketing budget for the initial and subsequent phases.*

We will utilize a collaborative marketing process, working with our management companies, branding consultant and market research consultant to create a progressive and targeted marketing strategy for each phase of the development. As our target markets are more clearly defined, we will create specific strategies and tools to communicate our message to the market including utilization of print, social and other electronic media as well as public relations and events.

Emphasis on community is a core element of our brand, both within our project itself and in our participation in the neighboring community. We will incorporate that community integration into our marketing process by highlighting not only the value proposition of the project, but that of the city including restaurants, open space/waterfront park, public transportation, downtown grocer, and overall walkscore. Please see [www.portwalkplace.com](http://www.portwalkplace.com) as a current example.

During the brand and logo process, the history of the site and the city play an important role. For example, our new development at 104 Washington Street has been named Orpheum Apartments, honoring the old theater located on site. Marketing for Orpheum Apartments was completed by Doerr Associates ([www.mdoerr.com](http://www.mdoerr.com)). The Orpheum name and theme will also be carried through to the common area/lobby design elements and project amenities.

There is no marketing budget at this time.



## Market and Financial Analysis and Financing Plan

*For the entire projected multi-phase land development as well as for each major project component, building/site, and phase provide:*

**1) Development cost budget, detailing all major categories of hard and soft costs**

See page 2 of Addendum B ('Sources and Uses of Funds').

**2) Debt and equity financing assumptions for preconstruction, construction and operating periods, including fixed or floating interest rate on debt, amortization period, maximum DCR, LVR and/or LCR, financing fees, target equity and unleveraged return requirements in terms of OAR, ROE, IRR, net or gross profit margin, or other**

- Financing ratios for total project costs per parcel, except Parcel F, are assumed 65% debt and 35% equity.
- Parcel F (hotel) is assumed 60% debt and 40% equity.
- Residential targeted Return on Cost range from 7.0 - 7.75%.
- Hotel targeted Return on Cost range from 8.5 - 9.5%.
- Townhouse targeted gross profit margins range from 20-30%.

**3) Sources and uses of financing**

See page 2 of Addendum B ('Sources and Uses of Funds').

**4) Financial pro forma and cash flow analysis detailing projected gross income, expenses and net cash flow for ten years of operation beginning upon project completion (or through sell-out for for-sale components), as well as a multi-phase land development financial model**

Please see all of Addendum B for the full multi-phase development financial model.

**5) Basis and assumptions of the above analyses should be presented at a level of detail sufficient to allow an understanding of their derivation. All construction and other development costs and revenues and expenses should be presented in a manner that allows for clear understanding of their equivalent in 2018 dollars and the escalation factors assumed in future dollar estimates**

Please see all of Addendum B for the full multi-phase development financial model.

**6) Market analysis supporting the viability of all aspects of the proposed development, including but not limited to:**

- a) identification of target markets and project characteristics appropriate to those markets
- b) description of comparable and competitive projects in terms of size, character, status, pricing, absorption and other relevant factors
- c) projections of absorption, occupancy, and pricing within near and long-term future

d) *basis for establishing the assumptions used for the Proposer's pro forma cash flow analysis*

Market analysis was conducted in-house and by third party. The in-house portion included the previous work done on the 104 Washington/Orpheum Apartments market analysis including the third party appraisal for the construction financing. We also have market knowledge from the four hotels developed in Portsmouth. The third-party analysis was done by Noell Consulting which focused on the multi-family & townhouse target markets, pricing and amenity packages.

7) *Other Financial Benefits – Proposals shall also include a description and estimation of other significant financial and economic benefits to be derived by the City from the proposed project, including real estate taxes and construction and permanent employment*

- Annual taxes upon completion are estimated at \$1,300,000.
- Annual parking revenue of \$500,000 (172 spaces, \$1/hour, 10-hour day, 65% occupancy including additional enforcement revenue).
- Total annual revenue to the City of \$1,800,000 million.

Over 200 construction trade jobs will work on the project over the course of the multi-phased construction. There will be an estimated 100 permanent jobs on site in hotel & residential management & maintenance, retail sales, restaurant management & service.



## Financial Proposal

- 1) *Price and complete terms of purchase for each parcel of the City-owned land.*

Total purchase price of \$3,112,500, broken down by parcel price below:

Parcel A	\$80,000
Parcel B Multi-family	\$480,000
Parcel B&C Townhouses	\$795,000
Parcel D	\$682,500
Parcel E	\$475,000
Parcel F	\$600,000

- 2) *Phased acquisition/land take-down schedule and relationship to key milestones*

Payments are made upon closing of each individual parcel estimated at time of construction commencement. Please see Section F for milestones.

- 3) *Scope, nature, cost, timing, and conditions, if any, relative to public improvements to be funded by the developer (parks and public infrastructure)*

We assume that the improvements will be built by the City, in accordance with the Horsley Whitten 75% Civil Drawings, dated May 2018 including all waterfront park improvements. We also assume the realignment of River Street and the internal street per the master plan will be built by the City including stubbing per parcel of utilities.

- 4) *Identification of any private project components which may at any time charge a user fee to general public (e.g. parking garage) and provisions for public parking*

The public metered spaces and the parking lot would have a user fee and potentially a resident only street annual fee for nights and weekends, paid to the city.

The use of Parcel F as parking for the Washington Mills can stay in place until commencement of construction of the hotel. All fees are assumed to be paid to the city for this parcel.

- 5) *Any anticipated off-site improvements (either public portions of the waterfront project area or adjacent public streets or utilities), their cost, and who would be responsible for funding these costs*

We assume that the improvements will be built by the City, in accordance with the Horsley Whitten 75% Civil Drawings, dated May 2018 including all waterfront park improvements. We also assume the realignment of River Street and the internal street per the master plan will be built by the city including stubbing out of utilities.

- 6) *Any other key information or anticipated term sheet items that the City should be aware of in the formation of its approach to negotiating with your team*

None.





***A brief narrative which discusses the most significant challenges facing this development as proposed and proposed means of addressing them***

Other than 104 Washington Street, there has not been a sizable amount of development of the scale and nature of this proposed project in the City. This can pose a significant challenge in securing the capital required to execute a project of this size. Institutional capital sources are generally conservative by nature and look for direct comparable examples of successful projects in the marketplace.

We firmly believe that Dover has the necessary characteristics and amenities to create a strong and deep market demand that will enable our development plan to succeed. We recognize the growing appeal of smaller cities with unique urban environments and walkable amenities that are attracting resident and workers on both ends of the demographic spectrum; millennials to empty nesters. Being at the forefront of trends like this is one of the cornerstone philosophies of our firm and largely responsible for our success over our 25-year history. We have created a long history of successful projects in locations and neighborhoods that did not historically support similar projects. As was the case with 104 Washington Street, we anticipate utilizing our track record to attract investor and lender attention and to create a marketplace for institutional investment and assure the realization of our plan.



*A letter, certified by the Board of Directors or other ultimate decision-making authority of the primary development entity documenting full knowledge and support of this specific proposal and its content*

Please see letter on following page.



May 24, 2018

Cochecho Waterfront Development Advisory Committee  
City of Dover  
RFP Response  
288 Central Avenue  
Dover, New Hampshire 03820-4169

Re: Cochecho Waterfront Development RFP

Dear Cochecho Waterfront Development Advisory Committee,

As the two sole principals of Cathartes, with full decision-making responsibility of the firm, we are pleased to submit our proposal for the development of the Cochecho Waterfront.

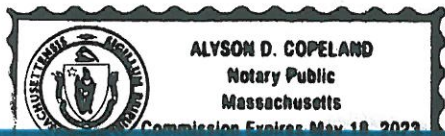
Best Regards,

Jeff Johnston  
Principal  
Cathartes

Jim Goldenberg  
Principal  
Cathartes

COMMONWEALTH OF Massachusetts  
COUNTY OF Suffolk

On this the 24 day of May, 2018, before me, the undersigned officer, personally appeared Jeff Johnston, and Jim Goldenberg as Principals of Cathartes, known to me or satisfactorily proven to be the person whose name is subscribed to the within instrument and acknowledged that he/she executed the same for the purposes therein.



Notary Public: Alyson D. Copeland  
Print Name: Alyson D. Copeland  
My Commission Expires: 5/18/23



**Developer Qualifications and Financial Capacity**

- 1) *Financial Reports - Certified summary level financial reports for the prime development entity for the last three years (See section on Confidential Materials)*

The prime development entity will be formed at the execution of the development agreement. If selected, we will provide in- person confidential financial reports confirming balance sheet lending capacity for this project. This financial review would be confidential.

- 2) *Approach to Financing - Description of your approach to financing the project, including identification of specific financial sources committed, anticipated, or to be pursued for preconstruction, construction and permanent debt and equity, including the amount and source of equity*

Each phase will be a separate ownership entity (LLC) and separately financed. The managing members of each entity will be the principals at Cathartes. We have worked with both major institutional equity partners and high net worth individuals, while establishing relationships with several leading lending institutions for debt. We pursue a financing strategy aimed at maintaining a flexible capital structure in the face of differing market conditions. Key components of our policy include:

*Debt Strategy.* We utilize two fundamental debt structures in our projects:

Construction Financing: We use floating rate construction facilities to develop assets until stabilized. A property is considered stabilized when it is 90% or more occupied. These facilities are generally paid off with the proceeds from the permanent financing of the developed assets once they are stabilized.

Secured Permanent Debt: We use long-term fixed rate mortgage financing to permanently finance our stabilized assets. Given the near high credit quality of much of our income and long-term nature of many of our leases we believe that this strategy enhances the stability of our cash flow.

*Equity Strategy.* Our equity strategy generally involves at least two equity parties: Ourselves as the developer and active partner, and the equity investor or mezzanine lender. The equity participants provide the 20-35% of the equity requirement sought by construction lenders financing residential and commercial development projects. In most projects, we utilize our own resource and our contacts of high net worth individuals to achieve this strategy. We also use short term, secured mezzanine financing in some cases.

Please feel free to contact the following references to discuss our track record of project delivery and lending relationships:

Kathy Hayes & Phil Cohen  
People’s United Bank  
603-334-6705

Stephen Lawrence  
Camden National Bank  
603-716-2033

Michael Kuhn  
Cambridge Savings Bank  
617-234-7201

- 3) *Commitment of Principals - Identify the level of financial commitment which the principals of the development entity will pledge to this project.*

The principals will make a financial commitment of 20% - 100% of the total equity required in each phase. Recent examples of financial commitments: The principals are providing 100% of the equity required for the Orpheum Apartments project (i.e. no outside partners) and 35% of the equity requirements on the multi-phased Plymouth Station project.

- 4) *Commitment of Institutions - Documentation from financial institutions willing to commit financing for this project as proposed herein, clearly citing any constraints, time sensitive terms and/or conditions of the financing.*

See Addendum D.

- 5) *Track Record - Summary level narrative which details the prime developer's and project team's experience in successfully executing comparable mixed-use projects and provides supplemental information for original team members and complete information for new team members, including (Note, any of the following information already submitted in your response to the initial stage RFQ may be noted as such in this submittal. Any lengthy material should be presented at the end of the proposal):*

- a) *Number of years the Proposer has been in business, number of employees, and the primary markets served;*

Cathartes is a Boston-based private real estate firm with nearly one billion in investments across the Northeast. With every project, we strive to meet the evolving needs of an ever-changing society with purposeful spaces that promote smart living. We are dedicated to developing environments that bring together work-life balance, wellness, sustainability and community engagement.

Our projects range from a five-acre, 400,000 square foot mixed-use development that includes hotels, restaurants, and residences, to a transformed industrial space converted to a hive of creative commerce where business, arts and sciences come together, to one of the largest solar plants in Massachusetts that produces enough clean energy to power more than 600 homes.

Each project is chosen by relying on 25 years of extensive industry experience and a sophisticated knowledge of a broad range of property types, including mixed-use, multi-family, hotel, office, industrial, retail, and specialized technology. The result is over two decades of experience in revitalizing urban communities and improved quality of life for residents and businesses.

- b) *Description of proposing organization's history, legal structure and development experience, qualifications and understanding of the development requirements*



Please see question 5.A. above.

c) *Description of significant, comparable project(s) developed and/or managed including:*

- *name of project*
- *description of project*
- *total dollar value of project*
- *client contact person and phone number for reference*
- *specification of your firm's role in the project (e.g. primary developer, development manager, manager, consultant, etc.)*
- *the results/status of the project and your involvement in the project*

Cathartes was the lead sponsor and contact on the following projects, including all aspects of the development process; acquisitions, entitlements, financing, construction management and asset management:



## **ORPHEUM APARTMENTS**

*Proposed 130 Luxury Apartments*

**DOVER, NEW HAMPSHIRE**

**TOTAL DOLLAR VALUE: \$25,000,000**

The site, known as the Robbins Block, is less than a half a mile from the Cochecho Waterfront property. During our first year of ownership, we have received full approvals, including a TIF, and have started construction. This mixed-use project is planned for 130 luxury apartments with ground level restaurant and retail space. We feel the market analysis and permitting experience will be transferable to the Cochecho project.



## **HARBORWALK AT PLYMOUTH STATION**

*300 unit Luxury Apartment Development*

**PLYMOUTH, MASSACHUSETTS**

**TOTAL DOLLAR VALUE: \$65,000,000**

Harborwalk at Plymouth Station is located in Plymouth, Massachusetts and is being developed by Cathartes in a joint venture with Janco Development. Located directly on the shores of Cape Cod Bay, this 300 unit, four-story development will be a mixed-use, transient-oriented project located 1 mile north of downtown Plymouth. The project's community will include pocket parks, community areas, and a scenic roof deck. The project will also provide access to the waterfront and a connection to the town's hike and bike trails.



## **AC HOTEL**

*154 Room Hotel Development*

**PORTSMOUTH, NEW HAMPSHIRE**

**TOTAL DOLLAR VALUE: \$35,000,000**

This 154 room hotel is located in Portsmouth, NH, and is being developed by Cathartes in a joint venture with XSS Hotels. Located just a few blocks from Portwalk Place, the AC Hotel will have dramatic views, a roof deck lounge, and event space. Cathartes is working with the City of Portsmouth to create a pedestrian gateway and North Mill Pond multi-use path that will connect the public to the waterfront.



## **MEZZO LOFTS**

*146 Luxury Loft Apartments*

**CHARLESTOWN, MASSACHUSETTS**

**TOTAL DOLLAR VALUE: \$50,000,000**

Mezzo Lofts is located in Boston, MA and was developed by Cathartes in a joint venture with Magic Johnson's investment group, Canyon Johnson Investment Fund. As a transient-oriented development, Mezzo is adjacent to the Sullivan Square MBTA stop. This 146 unit, four-story apartment development was built in 2007 using an urban loft, open floor plan style. The lofts include several amenities including a shared courtyard, 24-hour fitness facility, community room and structured on-site parking for residents.



## **PORTWALK PLACE**

*400,000 Square Foot Mixed-Use Development*

**PORTSMOUTH, NEW HAMPSHIRE  
TOTAL DOLLAR VALUE: \$200,000,000**

Constructed on the five-acre site formerly known as the Parade Office Mall, Portwalk Place is a 400,000 square foot mixed-use development, located in downtown Portsmouth. Cathartes purchased this five-acre site in 2002 and developed the project in three phases. The project includes three select service hotels with a total of 379 rooms, 175 condominium and rental homes, 50,000 square feet of ground level commercial space and a parking facility. During the construction, we created a public/private partnership with the City to create a public parking facility. The project has increased real estate taxes from \$147,000 to over \$2,000,000 and has received many awards.



## **197 UNION SQUARE**

*30 Unit Condominium over Ground Level Retail*

**SOMERVILLE, MASSACHUSETTS**

**TOTAL DOLLAR VALUE: \$20,000,000**

The 197 Union Square condominiums are located in Somerville, MA. During the permitting process, we formed a public/private partnership with Somerville Community Corporation which developed a separate affordable housing project on the combined site. This 30-unit condominium project, built in 2016, is designed to reflect the energy and style of the urban landscape with sleek, open floor plans. The building featured several amenities, including a solar lounge with skyline views, roof terrace, and ground level retail, which has been sold to a coffee shop. The project sold out in three months.

*d) Information for team architect and any other members of the team should be provided. If not provided in response to RFQ, include graphic representations of architect's prior relevant work on completed mixed-use urban projects, along with a description of the projects and their role in these projects*

Please see Addendum E for information regarding our urban planner, StreetWorks.

Please see below for information regarding our architect, Embarc ([www.embarcstudio.com](http://www.embarcstudio.com)), who has worked with us on several projects, including the Orpheum Apartments project at 104 Washington Street in Dover.

As a team of skilled architects and innovative designers, Embarc sees architecture as more than just buildings. It is a collection of spaces that enrich the lives of those who occupy them and the harmony those spaces have with their surroundings. For examples of some of Embarc's projects, please see below:



**48 GOLD STREET**



**197 UNION SQUARE**



**316 SHAWMUT**



**ZERO WORCESTER SQUARE**

**6) *Litigation***

*a) Description of any litigation, including arbitration, filed by or against Proposer in the past five (5) years involving any governmental entity, private client, employee or sub-contractor, providing the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the monetary amounts involved*

None.

*b) Description of all litigation or disputes that could result in a financial settlement having a materially adverse effect on the ability to execute this project. This applies to the development entity or any named individual of the entity*

None.

7) *Bankruptcy - Description of all bankruptcy filings and foreclosure events associated with any project of this development entity or any principal of this entity.*

None.



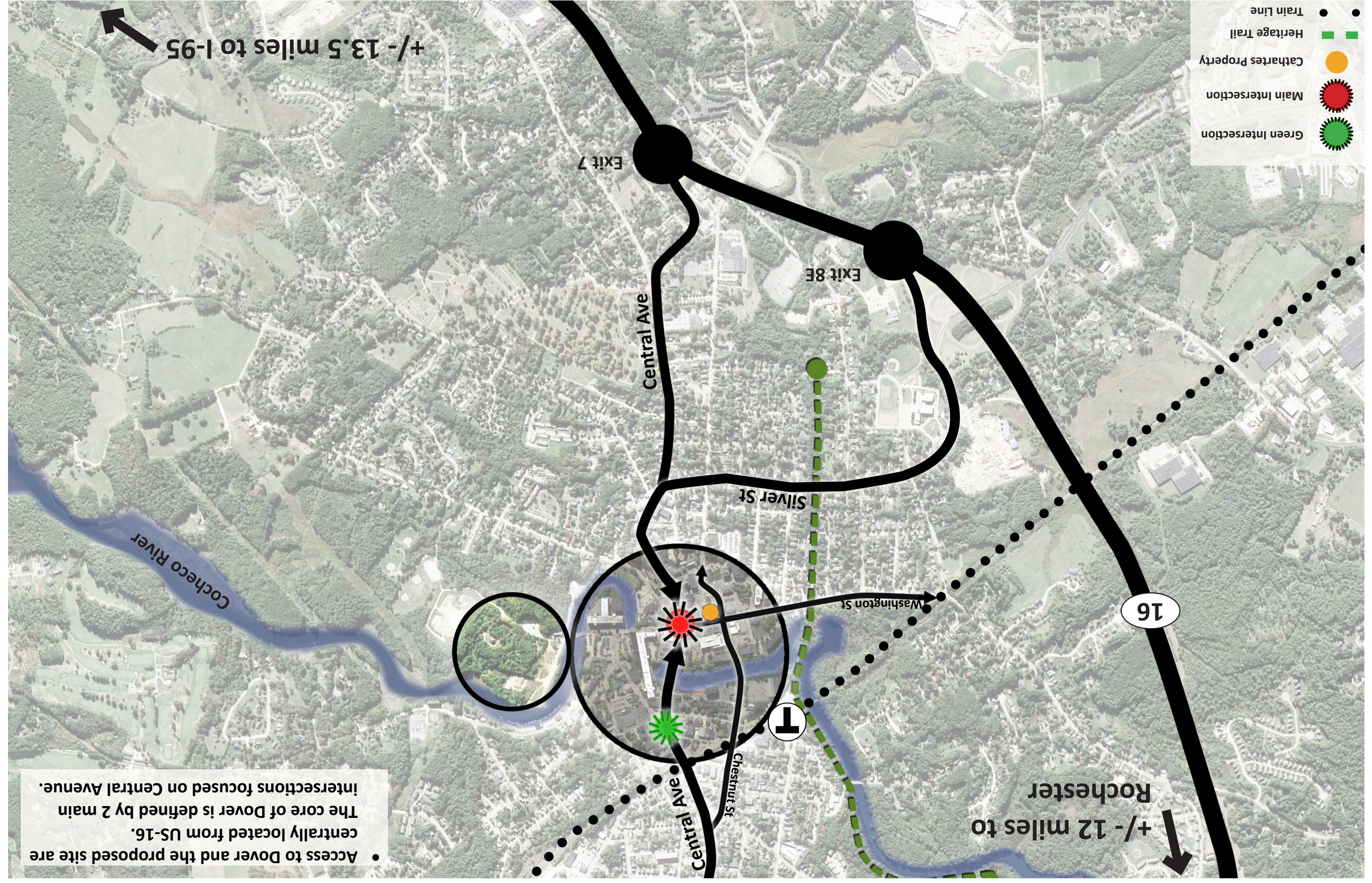


### **Minimum Requirements**

*Please note that the submission materials requested above are the minimum requirements. As CWDAC evaluates your proposal, you may be requested to provide additional materials.*



# Site Access Diagram



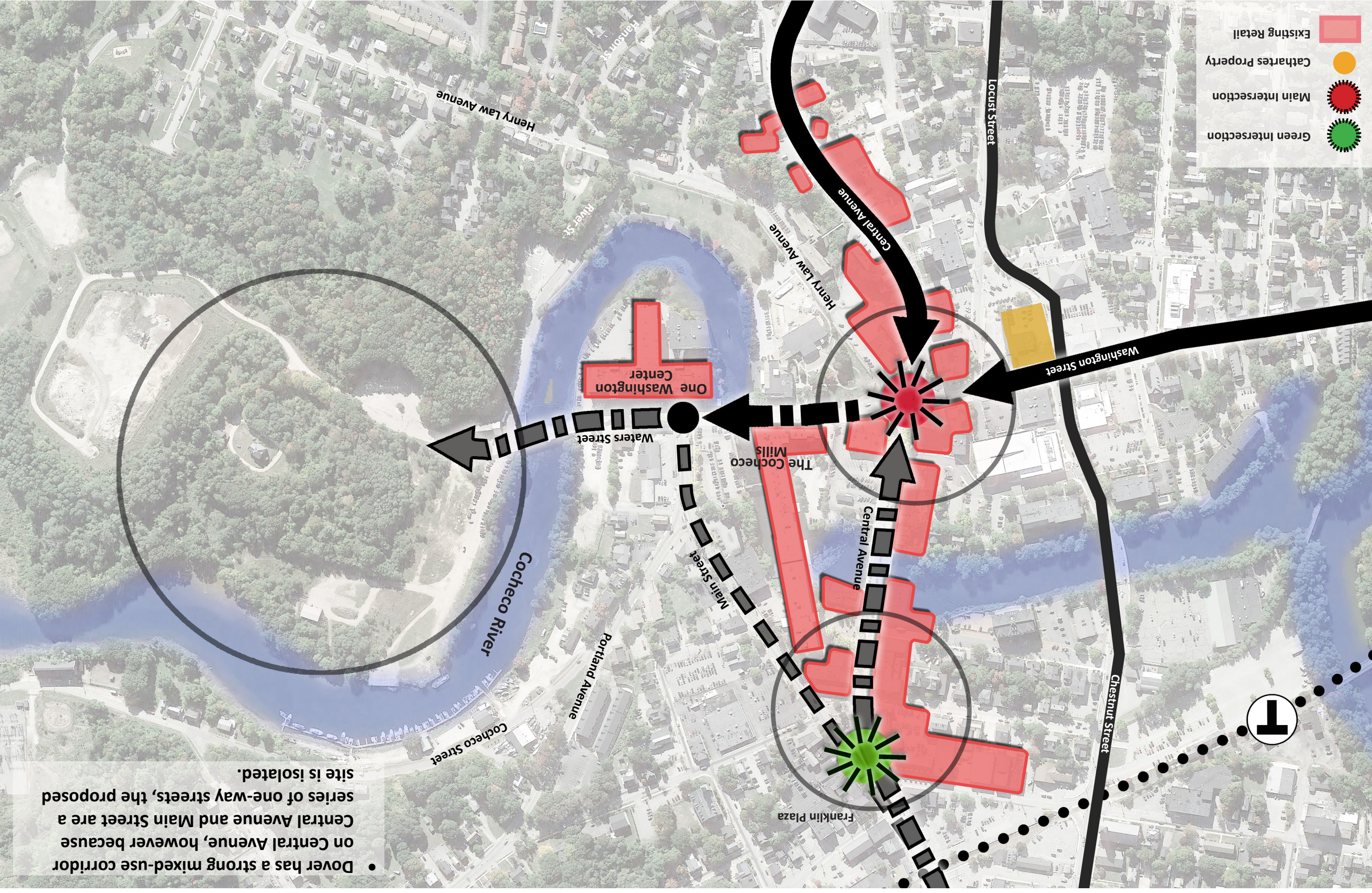
- Train Line
- Heritage Trail
- Cathartes Property
- Main Intersection
- Green Intersection

• Access to Dover and the proposed site area centrally located from US-16.  
 The core of Dover is defined by 2 main intersections focused on Central Avenue.

+/- 13.5 miles to I-95

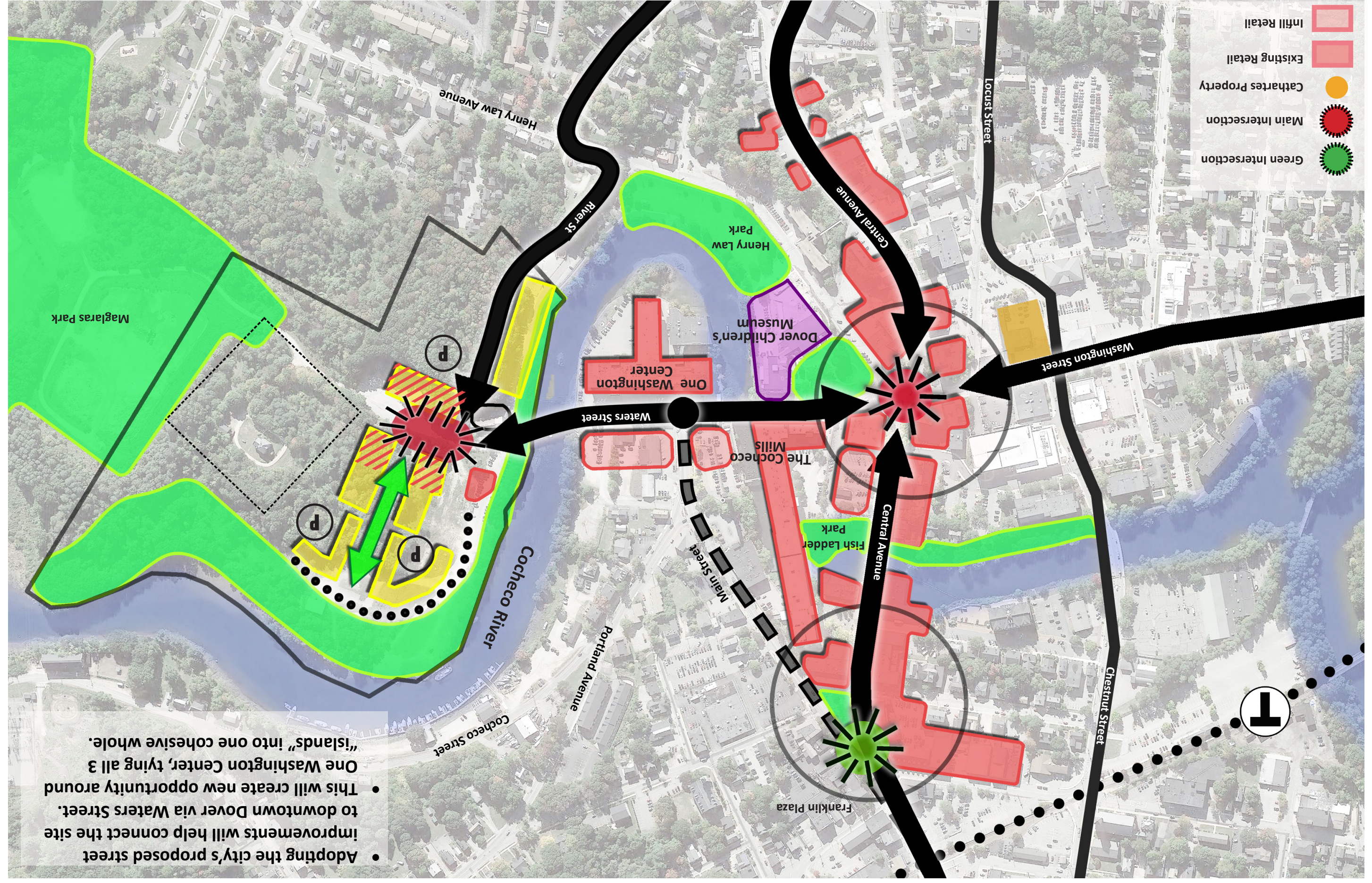
+/- 12 miles to Rochester

# Existing Conditions



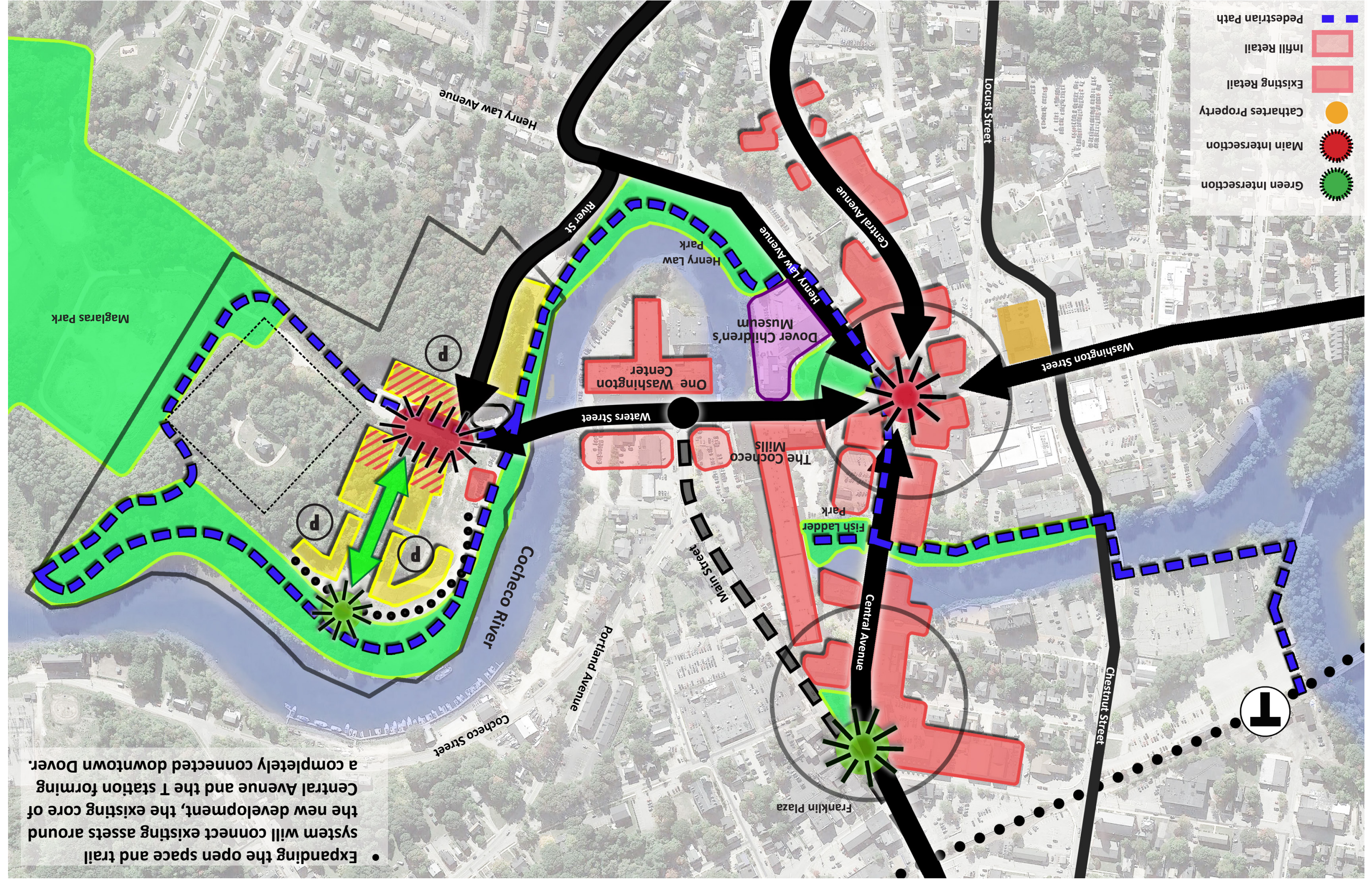
- Dover has a strong mixed-use corridor on Central Avenue and Main Street because a series of one-way streets, the proposed site is isolated.

# Connected Site - Step 1



- Adopting the city's proposed street improvements will help connect the site to downtown Dover via Waters Street.
- This will create new opportunity around "islands" into one cohesive whole.
- One Washington Center, tying all 3

# Connected Site - Step 2



• Expanding the open space and trail system will connect existing assets around the new development, the existing core of Central Avenue and the T station forming a completely connected downtown Dover.

# Use Plan with Development Principles

- The city's original proposal for the site had the principles and points necessary for creating a great and viable destination. Our plan takes those initial points and incorporates them to benefit from the new waterfront park, work with the proposed grading and to take advantage of the proximity to downtown.
- The new connection to the water is anchored to the North by a public structure to give a visual and public destination from the southern mixed-use core.
- Townhomes are broken down into groups to reflect the desires of the original master plan.
- A direct connection to the water via an intimate residential two-sided street is provided. Shifting the north-south road will accommodate the proposed grading and relocate the project's center closer to the entrance, reinforcing the new site's integration into the existing downtown. The proposed mixed-use will anchor the eastern edge of downtown Dover.
- Perpendicular parking is exchanged for parallel along the water's edge. This maximizes the city's open space and slows traffic for a more pedestrian oriented waterfront. The required public parking count is maintained.
- Waters Street, the "waterfront" restaurant, the artistic integration of the existing Pump House and the proposed adjacent hospitality site all act together as a major gateway into the site. Grouping the new bike share and bus stop around this gateway will take advantage of the newly activated arrival.
- Re-adjusting River Street allows the proposed hospitality site to touch the water and have a better visual connection to the water and existing mixed-use core of Dover.
- The majority of the density and mixed-use program have been located on the south-side of the site, with density stepping down toward the water. This will preserve the townhouse water views and use the context of the existing mill buildings to tie the heart of Dover together (Central Ave, Washington St and the project site).



**Program**

4,000 SF	Restaurant (4ps/1k sf)
20,500 SF	Retail/Work/Live (1ps/1k sf)
256 Units	Residential (1.25ps/unit)
70 Units	Block B: 4 Stories
91 Units	Block D: 5 Stories
95 Units	Block E: 5 Stories
53 Units	Townhomes (1.6-2.5k /TH)
	(1 car garage, 1 car on street)
120 Keys	Hotel (.75ps/Key)
510 PS*	Parking Provided
380 PS**	Surface
130 PS	On-Street
42 PS	City Lot

*\*\* does not include city lot 42 ps  
\* does not include city lot 42 ps*



# Development Parcels



# Aerial View looking South

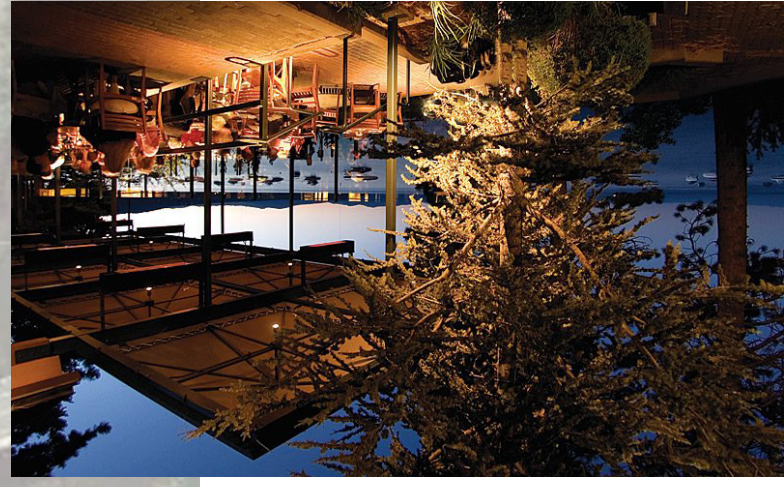


# Program by Block

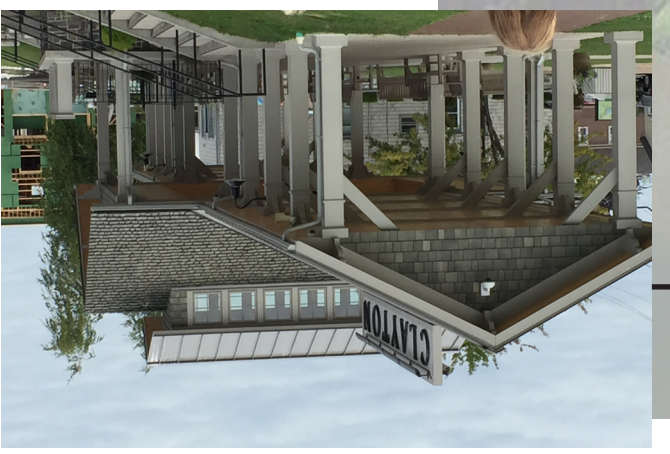
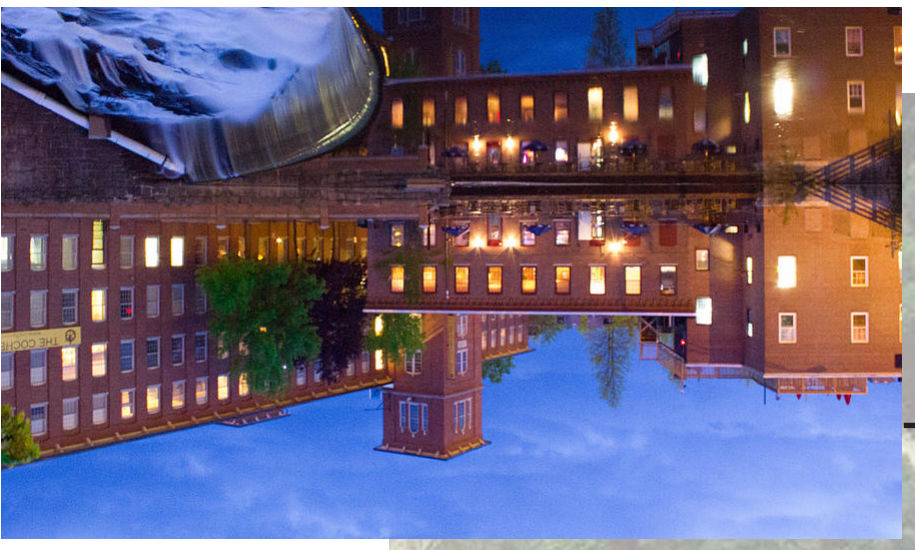


# View from Waters Street Bridge

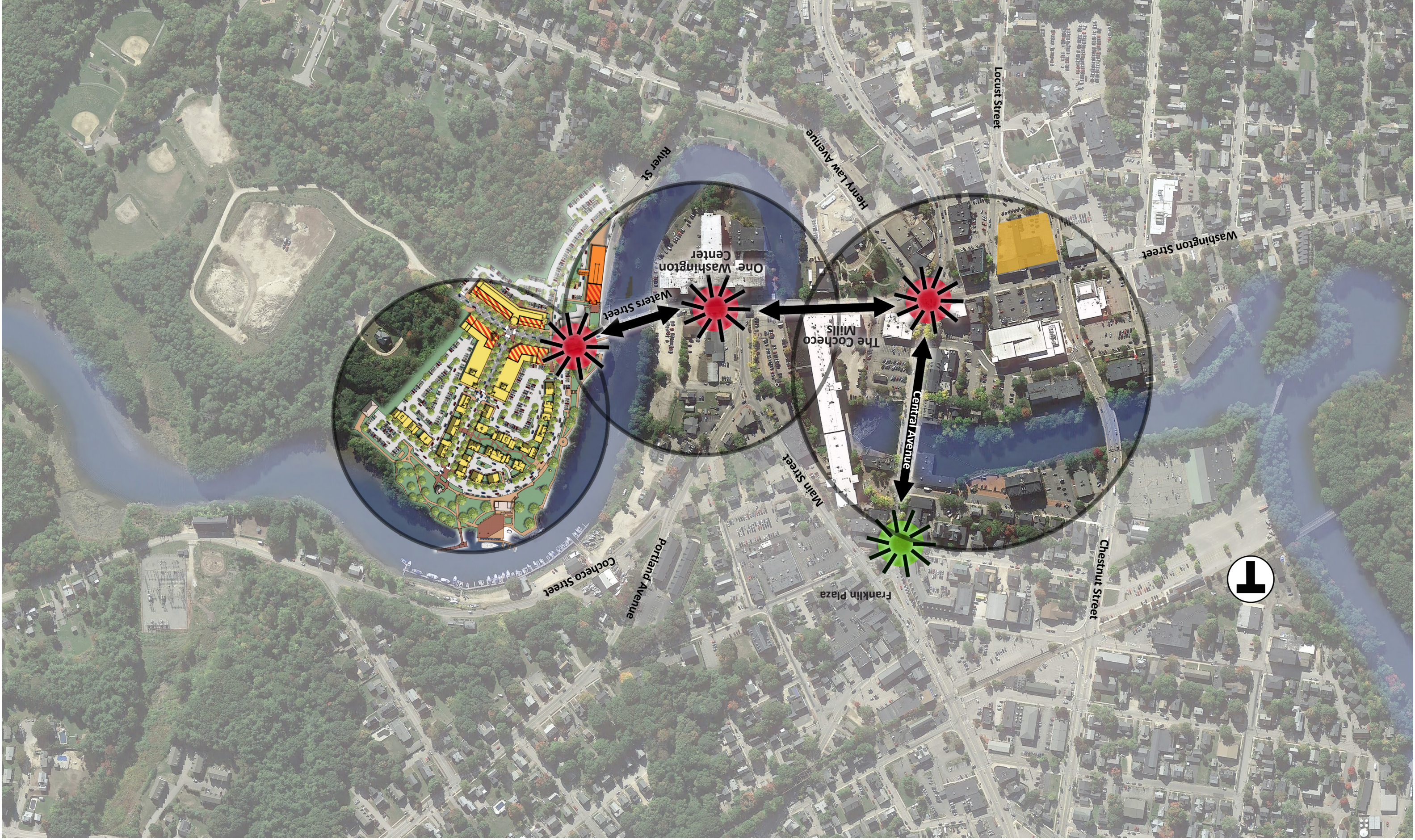




# Character Images



# Mixed-Use Zones of Dover





**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

Cathartes

City of Dover

**Program Data**

Phase 1

<b>Parcel E Residential - For Rent</b>										
Unit Type	Bedrooms	Baths	# Units	Mix	RSF	RSF	Monthly Rents	Rent/NRSF	Total Rent	Total Rent
Junior One Bedroom	0	1	14	15.0%	588	8,232	\$1,641	\$2.79	\$22,967	\$275,607
One Bedroom	1	1	31	33.0%	713	22,103	\$1,840	\$2.58	57,026	684,309
Junior Two Bedroom	2	1	13	14.0%	917	11,921	\$2,137	\$2.33	27,776	333,311
Two Bedroom	2	2	31	33.0%	1,088	33,728	\$2,437	\$2.24	75,551	906,609
Three Bedroom	3	2	5	5.0%	1,275	6,375	\$2,729	\$2.14	13,643	163,710
<b>Totals/Averages</b>			<b>95</b>	<b>100%</b>	<b>867</b>	<b>82,359</b>	<b>2,073</b>	<b>\$2.39</b>	<b>\$196,962</b>	<b>\$2,363,546</b>

Phase 2

<b>Parcel F Hotel</b>										
Assumptions			Operating Projections							
		Year	Room	Total	Departmental	Gross Operating	Net Operating			
		Ending	ADR	Occupancy	Revenue	Revenue	Profit	Profit	Income	
Number of Hotel Rooms	120	2020	\$140	65.0%	\$3,985,800	\$4,529,318	\$2,944,057	\$2,038,193	\$1,721,141	
Gross Building Area	68,500	2021	\$145	70.0%	\$4,445,700	\$5,051,932	\$3,283,756	\$2,273,369	\$1,919,734	
Average Daily Rate	\$140	2022	\$150	75.0%	\$4,927,500	\$5,599,432	\$3,639,631	\$2,519,744	\$2,127,784	
Stable Occupancy	75.0%	2023	\$150	75.0%	\$4,927,500	\$5,599,432	\$3,639,631	\$2,519,744	\$2,127,784	
Departmental Profit	65.0%	2024	\$150	75.0%	\$4,927,500	\$5,599,432	\$3,639,631	\$2,519,744	\$2,127,784	
GOP Ratio	45.0%									
NOI Ratio	38.0%									
Room Revenue %	88%									

Phase 3

<b>Parcel A Restaurant</b>										
Tenant	Rentable Area	Lease Term	NNN Rent/SF	Leasing Comm. New	Leasing Comm. Renew	Initial TI	TI New	TI Renew	NNN Annual Rent	
Restaurant	4,000	10	\$25	\$8	\$4	\$50	\$25	\$0	\$100,000	
<b>Totals/Averages</b>	<b>4,000</b>		<b>\$25</b>						<b>\$100,000</b>	

Phase 4

<b>Parcel B Residential - For Rent</b>										
Unit Type	Bedrooms	Baths	# Units	Mix	RSF	RSF	Monthly Rents	Rent/NRSF	Total Rent	Total Rent
Junior One Bedroom	0	1	11	15.0%	588	6,468	\$1,641	\$2.79	\$18,046	\$216,549
One Bedroom	1	1	23	33.0%	713	16,399	\$1,840	\$2.58	42,309	507,713
Junior Two Bedroom	2	1	10	14.0%	917	9,170	\$2,137	\$2.33	21,366	256,393
Two Bedroom	2	2	22	33.0%	1,088	23,936	\$2,437	\$2.24	53,617	643,400
Three Bedroom	3	2	4	5.0%	1,275	5,100	\$2,729	\$2.14	10,914	130,968
<b>Totals/Averages</b>			<b>70</b>	<b>100%</b>	<b>872</b>	<b>61,073</b>	<b>2,089</b>	<b>\$2.39</b>	<b>\$146,252</b>	<b>\$1,755,023</b>

Phase 5

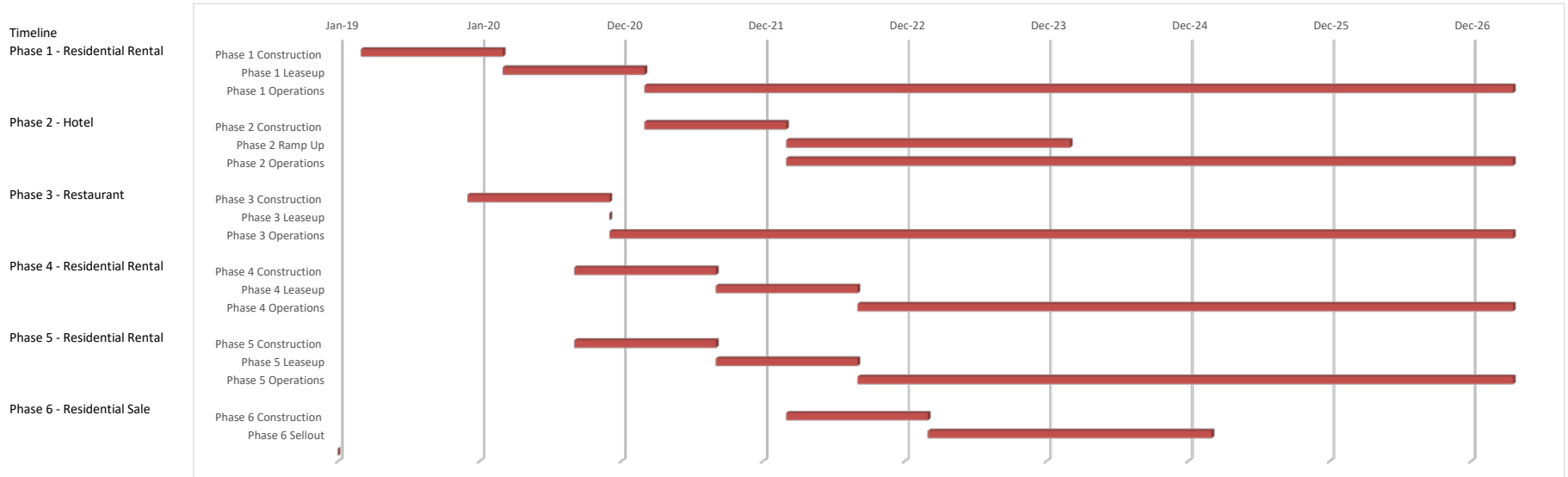
<b>Parcel D Residential - For Rent</b>										
Unit Type	Bedrooms	Baths	# Units	Mix	Unit RSF	Total RSF	Monthly Unit Rents	Rent/NRSF	Total Monthly Rent	Total Annual Rent
Junior One Bedroom	0	1	14	15.0%	588	8,232	\$1,641	\$2.79	\$22,967	\$275,607
One Bedroom	1	1	29	33.0%	713	20,677	\$1,840	\$2.58	53,347	640,160
Junior Two Bedroom	2	1	13	14.0%	917	11,921	\$2,137	\$2.33	27,776	333,311
Two Bedroom	2	2	30	33.0%	1,088	32,640	\$2,437	\$2.24	73,114	877,363
Three Bedroom	3	2	5	5.0%	1,275	6,375	\$2,729	\$2.14	13,643	163,710
<b>Totals/Averages</b>			<b>91</b>	<b>100%</b>	<b>877</b>	<b>79,845</b>	<b>2,097</b>	<b>\$2.39</b>	<b>\$190,846</b>	<b>\$2,290,152</b>

Phase 6

<b>Parcel C Residential - For Sale</b>										
Unit Type	Bedrooms	Baths	# Units	Mix	Unit SF	Total SF	Unit Sale Price	Sale Price Per SF	Gross Sales	Total Net Sales 7%
Two Bedroom Townhomes	2	2.5	32	60.0%	1,620	51,840	\$379,080	\$234	\$12,130,560	\$11,281,421
Three Bedroom Townhomes	3	2.5	21	40.0%	1,980	41,580	\$465,300	\$235	\$9,771,300	\$9,087,309
<b>Totals/Averages</b>			<b>53</b>	<b>100%</b>	<b>1,763</b>	<b>93,420</b>	<b>413,243</b>	<b>\$234.45</b>	<b>\$21,901,860</b>	<b>\$20,368,730</b>



Schematic Schedule by Phase



**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

Cathartes

City of Dover

**Sources and Uses of Funds**

	Phase 1		Phase 2		Phase 3		Phase 4		Phase 5		Phase 6		Totals	
<b>Assumptions</b>														
Number of Units	95		120		1		70		91		53			
Net Rentable Area	82,359				4,000		61,073		79,845		93,420			
Efficiency	85%				100%		85%		85%		100%			
Gross Building Area	96,893		68,500		4,000		71,851		93,935		93,420			
Construction Cost / Unit	\$175,000		\$150,000		\$500,000		\$175,000		\$175,000		\$225,000			
Construction Cost / SF GBA	\$172		\$263		\$195		\$170		\$170		\$128			
Soft Cost and Other % of Hard Cost	25%		25%		25%		25%		25%		25%			
<b>Sources</b>		%		%		%		%		%		%		%
Construction loan	\$13,816,563	65.0%	\$13,860,000	60.0%	\$685,750	65.0%	\$10,271,625	65.0%	\$13,382,688	65.0%	\$10,205,813	65.0%	\$62,222,438	63.8%
Equity	\$7,439,688	35.0%	\$9,240,000	40.0%	\$369,250	35.0%	\$5,530,875	35.0%	\$7,206,063	35.0%	\$5,495,438	35.0%	\$35,281,313	36.2%
<b>Total Sources of Funds</b>	<b>\$21,256,250</b>	<b>100.0%</b>	<b>\$23,100,000</b>	<b>100.0%</b>	<b>\$1,055,000</b>	<b>100.0%</b>	<b>\$15,802,500</b>	<b>100.0%</b>	<b>\$20,588,750</b>	<b>100.0%</b>	<b>\$15,701,250</b>	<b>100.0%</b>	<b>\$97,503,750</b>	<b>100.0%</b>
<b>Uses of Funds</b>														
Land	\$475,000	2.2%	\$600,000	2.6%	\$80,000	7.6%	\$490,000	3.1%	\$682,500	3.3%	\$795,000	5.1%	\$3,122,500	3.2%
Hard Costs	16,625,000	78.2%	18,000,000	77.9%	780,000	73.9%	12,250,000	77.5%	15,925,000	77.3%	11,925,000	75.9%	75,505,000	77.4%
Soft Costs and Other	4,156,250	19.6%	4,500,000	19.5%	195,000	18.5%	3,062,500	19.4%	3,981,250	19.3%	2,981,250	19.0%	18,876,250	19.4%
<b>Total Uses of funds</b>	<b>\$21,256,250</b>	<b>100.0%</b>	<b>\$23,100,000</b>	<b>100.0%</b>	<b>\$1,055,000</b>	<b>100.0%</b>	<b>\$15,802,500</b>	<b>100.0%</b>	<b>\$20,588,750</b>	<b>100.0%</b>	<b>\$15,701,250</b>	<b>100.0%</b>	<b>\$97,503,750</b>	<b>100.0%</b>
Estimated Annual RE Taxes	\$237,500		221,937		16,000		175,000		227,500		424,000		<b>1,301,937</b>	

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

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City of Dover

Combined Annual Cash Flow		1	2	3	4	5	6	7	8	9	10	11	12
		Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25	Dec-26	Dec-27	Dec-28	Dec-29	Dec-30
Phase 1 - Residential Rental	Phase 1 Construction	(21,256,250)	0	0	0	0	0	0	0	0	0	0	0
	Phase 1 Operations	0	596,609	1,612,890	1,661,277	1,711,115	1,762,449	1,815,322	1,869,782	1,925,875	1,983,652	2,043,161	2,043,161
Phase 2 - Hotel	Phase 2 Construction	0	0	(23,100,000)	0	0	0	0	0	0	0	0	0
	Phase 2 Operations	0	0	0	0	1,721,141	1,924,994	2,127,784	2,127,784	2,127,784	2,197,622	2,257,366	2,325,087
Phase 3 - Restaurant	Phase 3 Construction	(263,750)	(791,250)	0	0	0	0	0	0	0	0	0	0
	Phase 3 Operations	0	0	82,900	82,537	82,163	81,778	81,381	90,473	90,052	89,619	89,172	88,712
Phase 4 - Residential Rental	Phase 4 Construction	0	(7,901,250)	(7,901,250)	0	0	0	0	0	0	0	0	0
	Phase 4 Operations	0	0	0	629,837	1,296,286	1,335,175	1,375,230	1,416,487	1,458,981	1,502,751	1,547,833	1,594,268
Phase 5 - Residential Rental	Phase 5 Construction	0	(10,294,375)	(10,294,375)	0	0	0	0	0	0	0	0	0
	Phase 5 Operations	0	0	0	603,006	1,750,349	1,802,859	1,856,945	1,912,654	1,970,033	2,029,134	2,090,008	2,152,708
Phase 6 - Residential Sale	Phase 6 Construction	0	0	0	(15,701,250)	0	0	0	0	0	0	0	0
	Phase 6 Sellout	0	0	0	0	15,773,885	4,616,747	0	0	0	0	0	0
<b>Total Development Costs</b>		<b>(21,520,000)</b>	<b>(18,986,875)</b>	<b>(41,295,625)</b>	<b>(15,701,250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cash Flow</b>		<b>0</b>	<b>596,609</b>	<b>1,695,790</b>	<b>2,976,657</b>	<b>22,334,939</b>	<b>11,524,001</b>	<b>7,256,663</b>	<b>7,417,179</b>	<b>7,572,726</b>	<b>7,802,777</b>	<b>8,027,541</b>	<b>8,203,937</b>

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

Cathartes

City of Dover

**Stabilized Operating Budget - Phase 1      2019**

Total Units	95 units
Rentable Area	82,359 net sf

			<b>Stabilized Pro Forma</b>	<b>Per Unit</b>	<b>Per Net SF</b>
<b>Residential Pro Forma Income</b>					
Potential Gross Residential Rent			\$2,363,546	\$24,879	\$2.39
Other income	95 Units	\$30.00 per unit/mo.	<u>34,200</u>	<u>360</u>	<u>0.42</u>
Potential Gross Income			\$2,397,746	\$25,239	\$29.11
Vacancy	5.00%		<u>(119,887)</u>	<u>(1,262)</u>	<u>(1.46)</u>
<b>Effective Gross Income</b>			<b>\$2,277,859</b>	<b>\$23,977</b>	<b>\$27.66</b>
<b>Operating Expenses</b>					
Administrative			\$211,280	\$2,224	\$2.57
Marketing			44,555	469	0.54
Utilities			33,250	350	0.40
Maintenance			209,000	2,200	2.54
Real Estate Tax			237,500	2,500	2.88
Insurance			28,500	300	0.35
Total Expenses			\$764,085	\$8,043	\$9.28
<b>Net Operating Income</b>			<b>\$1,513,774</b>	<b>\$15,934</b>	<b>\$18.38</b>
Replacement Reserve	\$300 /unit		<u>\$28,500</u>	<u>\$300</u>	<u>\$0.35</u>
<b>Net Income</b>			<b>\$1,485,274</b>	<b>\$15,634</b>	<b>\$18.03</b>

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

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**Cathartes**

Lease Up Operating Proforma Phase 1

	Annual Revenue Growth	Annual Expense Growth	12/1/2019	1/1/2020	2/1/2020	3/1/2020	4/1/2020	5/1/2020	6/1/2020	7/1/2020	8/1/2020	9/1/2020	10/1/2020	11/1/2020	2020 First Year Total
Description	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12			
Units Complete	95	0	0	0	0	0	0	0	0	0	0	0	0	0	95
Units Leased	20	7	7	7	7	7	7	7	7	7	7	7	5	95	
Leased Percentage	21%	28%	36%	43%	51%	58%	65%	73%	80%	87%	95%	100%		100%	
<b>Revenues</b>															
Potential Gross Income	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$189,822	\$2,277,859
Leaseup Vacancy	(149,859)	(135,872)	(121,885)	(107,899)	(93,912)	(79,925)	(65,938)	(51,951)	(37,964)	(23,977)	(9,991)	0	0	(879,174)	
General Vacancy	5% 0	0	0	0	0	0	0	0	0	0	0	(9,491)	(9,491)	(9,491)	
<b>Total Revenues</b>	<b>\$39,962</b>	<b>\$53,949</b>	<b>\$67,936</b>	<b>\$81,923</b>	<b>\$95,910</b>	<b>\$109,897</b>	<b>\$123,884</b>	<b>\$137,870</b>	<b>\$151,857</b>	<b>\$165,844</b>	<b>\$179,831</b>	<b>\$180,330</b>	<b>\$180,330</b>	<b>\$1,389,194</b>	
<b>Expenses</b>															
Administrative	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$17,607	\$211,280
Marketing	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	\$44,555
Utilities	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	\$33,250
Maintenance	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	17,417	\$209,000
Real Estate Tax	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	19,792	\$237,500
Insurance	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	\$28,500
<b>Total Expenses</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$63,674</b>	<b>\$764,085</b>
<b>Net Operating Income</b>	<b>(23,711)</b>	<b>(9,724)</b>	<b>4,262</b>	<b>18,249</b>	<b>32,236</b>	<b>46,223</b>	<b>60,210</b>	<b>74,197</b>	<b>88,183</b>	<b>102,170</b>	<b>116,157</b>	<b>116,657</b>	<b>116,657</b>	<b>116,657</b>	<b>\$625,109</b>
Replacement Reserve	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	\$28,500
<b>Net Income/(Loss)</b>	<b>(\$26,086)</b>	<b>(\$12,099)</b>	<b>\$1,887</b>	<b>\$15,874</b>	<b>\$29,861</b>	<b>\$43,848</b>	<b>\$57,835</b>	<b>\$71,822</b>	<b>\$85,808</b>	<b>\$99,795</b>	<b>\$113,782</b>	<b>\$114,282</b>	<b>\$114,282</b>	<b>\$596,609</b>	

## Cocheco Waterfront Development - Multi-Phase Land Development Financial Model

5/22/2018

## Cathartes

Ten Year Operating Proforma Phase 1

		Total Units	95									
		Annual Revenue Growth	3.00%									
		Annual Expense Growth	3.00%									
Description		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Revenues	year ending:	11/1/2020	11/1/2021	11/1/2022	11/1/2023	11/1/2024	11/1/2025	11/1/2026	11/1/2027	11/1/2028	11/1/2029	
Potential Gross Residential Rent			\$2,543,769	\$2,620,082	\$2,698,684	\$2,779,645	\$2,863,034	\$2,948,925	\$3,037,393	\$3,128,515	\$3,222,370	
Other income			36,283	37,371	38,492	39,647	40,837	42,062	43,324	44,623	45,962	
Potential Gross Income		\$2,277,859	\$2,580,052	\$2,657,453	\$2,737,177	\$2,819,292	\$2,903,871	\$2,990,987	\$3,080,716	\$3,173,138	\$3,268,332	
Vacancy	5.0%	(\$888,665)	(\$127,188)	(\$131,004)	(\$134,934)	(\$138,982)	(\$143,152)	(\$147,446)	(\$151,870)	(\$156,426)	(\$161,119)	
<b>Total Revenues</b>		<b>\$1,389,194</b>	<b>\$2,452,863</b>	<b>\$2,526,449</b>	<b>\$2,602,242</b>	<b>\$2,680,310</b>	<b>\$2,760,719</b>	<b>\$2,843,541</b>	<b>\$2,928,847</b>	<b>\$3,016,712</b>	<b>\$3,107,214</b>	
<b>Expenses</b>												
Administrative		\$211,280	\$224,147	230,871	237,798	244,931	252,279	259,848	267,643	275,672	283,943	
Marketing		\$44,555	\$47,268	48,686	50,147	51,651	53,201	54,797	56,441	58,134	59,878	
Utilities		\$33,250	\$35,275	36,333	37,423	38,546	39,702	40,893	42,120	43,384	44,685	
Maintenance		\$209,000	\$221,728	228,380	235,231	242,288	249,557	257,044	264,755	272,698	280,879	
Real Estate Tax		\$237,500	\$251,964	259,523	267,308	275,328	283,587	292,095	300,858	309,884	319,180	
Insurance		\$28,500	\$30,236	31,143	32,077	33,039	34,030	35,051	36,103	37,186	38,302	
<b>Total Expenses</b>		<b>\$764,085</b>	<b>\$810,618</b>	<b>\$834,936</b>	<b>\$859,984</b>	<b>\$885,784</b>	<b>\$912,357</b>	<b>\$939,728</b>	<b>\$967,920</b>	<b>\$996,958</b>	<b>\$1,026,866</b>	
<b>Net Operating Income</b>		<b>\$625,109</b>	<b>\$1,642,245</b>	<b>\$1,691,513</b>	<b>\$1,742,258</b>	<b>\$1,794,526</b>	<b>\$1,848,362</b>	<b>\$1,903,812</b>	<b>\$1,960,927</b>	<b>\$2,019,755</b>	<b>\$2,080,347</b>	
Replacement Reserve		\$28,500	\$29,355	30,236	31,143	32,077	33,039	34,030	35,051	36,103	37,186	
<b>NET INCOME/(LOSS)</b>		<b>\$596,609</b>	<b>\$1,612,890</b>	<b>\$1,661,277</b>	<b>\$1,711,115</b>	<b>\$1,762,449</b>	<b>\$1,815,322</b>	<b>\$1,869,782</b>	<b>\$1,925,875</b>	<b>\$1,983,652</b>	<b>\$2,043,161</b>	

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

**Cathartes**

Ten Year Operating Proforma Phase 2

Description	Total Keys											
	2/28/2023	2/29/2024	2/28/2025	2/28/2026	2/28/2027	2/29/2028	2/28/2029	2/28/2030	2/28/2031	2/29/2032		
	120											
	3.00%											
	3.00%											
	ADR	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
		\$140	\$145	\$150	\$150	\$150	\$155	\$159	\$164	\$169	\$174	
	Occupancy	65%	70%	75%	75%	75%	75%	75%	75%	75%	75%	
	Rev Par	\$91	\$102	\$113	\$113	\$113	\$116	\$119	\$123	\$127	\$130	
<b>(000s)</b>												
Rooms Revenue		3,986	4,458	4,928	4,928	4,928	5,089	5,228	5,384	5,546	5,728	
Other Revenue		544	608	672	672	672	694	713	734	756	781	
<b>Total Revenue</b>		<b>\$4,529</b>	<b>\$5,066</b>	<b>\$5,599</b>	<b>\$5,599</b>	<b>\$5,599</b>	<b>\$5,783</b>	<b>\$5,940</b>	<b>\$6,119</b>	<b>\$6,302</b>	<b>\$6,509</b>	
<b>Departmental Expenses</b>		<b>\$1,585</b>	<b>\$1,773</b>	<b>\$1,960</b>	<b>\$1,960</b>	<b>\$1,960</b>	<b>\$2,024</b>	<b>\$2,079</b>	<b>\$2,142</b>	<b>\$2,206</b>	<b>\$2,278</b>	
<b>Departmental Profits</b>		<b>\$2,944</b>	<b>\$3,293</b>	<b>\$3,640</b>	<b>\$3,640</b>	<b>\$3,640</b>	<b>\$3,759</b>	<b>\$3,861</b>	<b>\$3,977</b>	<b>\$4,096</b>	<b>\$4,231</b>	
<b>Undistributed Expenses</b>		<b>906</b>	<b>1,013</b>	<b>1,120</b>	<b>1,120</b>	<b>1,120</b>	<b>1,157</b>	<b>1,188</b>	<b>1,224</b>	<b>1,260</b>	<b>1,302</b>	
<b>Gross Operating Profit</b>		<b>2,038</b>	<b>2,280</b>	<b>2,520</b>	<b>2,520</b>	<b>2,520</b>	<b>2,602</b>	<b>2,673</b>	<b>2,753</b>	<b>2,836</b>	<b>2,929</b>	
<b>Fixed Expenses</b>		<b>317</b>	<b>355</b>	<b>392</b>	<b>392</b>	<b>392</b>	<b>405</b>	<b>416</b>	<b>428</b>	<b>441</b>	<b>456</b>	
<b>NET INCOME/(LOSS)</b>		<b>\$1,721</b>	<b>\$1,925</b>	<b>\$2,128</b>	<b>\$2,128</b>	<b>\$2,128</b>	<b>\$2,198</b>	<b>\$2,257</b>	<b>\$2,325</b>	<b>\$2,395</b>	<b>\$2,473</b>	

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

**Cathartes**

**Ten Year Operating Proforma Phase 3**

Description	Total Restaurant Area											
	11/30/2021	11/30/2022	11/30/2023	11/30/2024	11/30/2025	11/30/2026	11/30/2027	11/30/2028	11/30/2029	11/30/2030		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
Gross Annual Rent	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000		
Potential Reimbursement	\$32,000	\$32,960	\$33,949	\$34,967	\$36,016	\$37,097	\$38,210	\$39,356	\$40,537	\$41,753		
Vacancy	5.00% (6,600)	(6,648)	(6,697)	(6,748)	(6,801)	(7,355)	(7,410)	(7,468)	(7,527)	(7,588)		
Effective Gross Income	125,400	126,312	127,251	128,219	129,215	139,742	140,799	141,888	143,010	144,165		
Reimbursable Operating Expenses	\$8.00 \$32,000	\$32,960	\$33,949	\$34,967	\$36,016	\$37,097	\$38,210	\$39,356	\$40,537	\$41,753		
Non-Reimbursable Operating Expenses	\$1.50 6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829		
Total Operating Expenses	\$38,000	\$39,140	\$40,314	\$41,524	\$42,769	\$44,052	\$45,374	\$46,735	\$48,137	\$49,581		
Net Operating Income	\$87,400	\$87,172	\$86,937	\$86,695	\$86,446	\$95,690	\$95,425	\$95,153	\$94,873	\$94,584		
Reserve for Leasing	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871		
<b>NET INCOME/(LOSS)</b>	<b>\$82,900</b>	<b>\$82,537</b>	<b>\$82,163</b>	<b>\$81,778</b>	<b>\$81,381</b>	<b>\$90,473</b>	<b>\$90,052</b>	<b>\$89,619</b>	<b>\$89,172</b>	<b>\$88,712</b>		

**Leasing Reserve Calculations**

Lease Term	10
Renewal Propbability	75%
Leasing Commission New	\$8.00
Leasing Commission Renew	\$4.00
Expected Commission	\$5.00
TI New	\$25.00
TI Renew	\$0.00
Expected TI	\$6.25
Total Expected Leasing	\$11.25
Total Expected Leasing /Year	\$1.13



**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

Cathartes

City of Dover

**Stabilized Operating Budget - Phase 4**

**2019**

Total Units	70 units
Rentable Area	61,073 net sf

				<b>Stabilized</b>		<b>Per</b>
				<b>Pro Forma</b>	<b>Per Unit</b>	<b>Net SF</b>
<b>Residential Pro Forma</b>						
<b>Income</b>						
Potential Gross Residential Rent				\$1,755,023	\$25,072	\$2.39
Other income	95 Units	\$30.00 per unit/mo.		<u>34,200</u>	<u>489</u>	<u>0.56</u>
Potential Gross Income				\$1,789,223	\$25,560	\$29.30
Vacancy	5.00%			<u>(89,461)</u>	<u>(1,278)</u>	<u>(1.46)</u>
<b>Effective Gross Income</b>				<b>\$1,699,761</b>	<b>\$24,282</b>	<b>\$27.83</b>
<b>Operating Expenses</b>						
Administrative				\$155,680	\$2,224	\$2.55
Marketing				32,830	469	0.54
Utilities				24,500	350	0.40
Maintenance				154,000	2,200	2.52
Real Estate Tax				175,000	2,500	2.87
Insurance				21,000	300	0.34
Total Expenses				\$563,010	\$8,043	\$9.22
<b>Net Operating Income</b>				<b>\$1,136,751</b>	<b>\$16,239</b>	<b>\$18.61</b>
Replacement Reserve	\$300 /unit			<u>\$21,000</u>	<u>\$300</u>	<u>\$0.34</u>
<b>Net Income</b>				<b>\$1,115,751</b>	<b>\$15,939</b>	<b>\$18.27</b>

## Cocheco Waterfront Development - Multi-Phase Land Development Financial Model

5/22/2018

## Cathartes

Lease Up Operating Proforma Phase 4

	Annual Revenue Growth	Annual Expense Growth	9/1/2021	10/31/2021	11/30/2021	12/31/2021	1/31/2022	2/28/2022	3/31/2022	4/30/2022	5/31/2022	6/30/2022	7/31/2022	8/31/2022	2022 First Year Total
Description	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12			
Units Complete	70	0	0	0	0	0	0	0	0	0	0	0	0	0	70
Units Leased	15	7	7	7	7	7	7	7	7	6	0	0	0	0	70
Leased Percentage	21%	31%	41%	51%	61%	71%	81%	91%	100%	100%	100%	100%	100%	100%	100%
<b>Revenues</b>															
Potential Gross Income	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$150,273	\$1,803,277
Leaseup Vacancy	(118,072)	(103,044)	(88,017)	(72,990)	(57,962)	(42,935)	(27,908)	(12,881)	0	0	0	0	0	0	(523,809)
General Vacancy	5% 0	0	0	0	0	0	0	0	(7,514)	(7,514)	(7,514)	(7,514)	(7,514)	(7,514)	(30,055)
<b>Total Revenues</b>	<b>\$32,201</b>	<b>\$47,229</b>	<b>\$62,256</b>	<b>\$77,283</b>	<b>\$92,311</b>	<b>\$107,338</b>	<b>\$122,365</b>	<b>\$137,393</b>	<b>\$142,759</b>	<b>\$142,759</b>	<b>\$142,759</b>	<b>\$142,759</b>	<b>\$142,759</b>	<b>\$142,759</b>	<b>\$1,249,413</b>
<b>Expenses</b>															
Administrative	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$13,763	\$165,161
Marketing	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	2,902	\$34,829
Utilities	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	\$25,992
Maintenance	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	13,615	\$163,379
Real Estate Tax	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	15,471	\$185,658
Insurance	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	\$22,279
<b>Total Expenses</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$49,775</b>	<b>\$597,297</b>
<b>Net Operating Income</b>	<b>(17,573)</b>	<b>(2,546)</b>	<b>12,481</b>	<b>27,509</b>	<b>42,536</b>	<b>57,563</b>	<b>72,590</b>	<b>87,618</b>	<b>92,985</b>	<b>92,985</b>	<b>92,985</b>	<b>92,985</b>	<b>92,985</b>	<b>92,985</b>	<b>\$652,116</b>
Replacement Reserve	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	1,857	\$22,279
<b>Net Income/(Loss)</b>	<b>(\$19,430)</b>	<b>(\$4,403)</b>	<b>\$10,625</b>	<b>\$25,652</b>	<b>\$40,679</b>	<b>\$55,707</b>	<b>\$70,734</b>	<b>\$85,761</b>	<b>\$91,128</b>	<b>\$91,128</b>	<b>\$91,128</b>	<b>\$91,128</b>	<b>\$91,128</b>	<b>\$91,128</b>	<b>\$629,837</b>

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

**Cathartes**

**Ten Year Operating Proforma Phase 4**

		Total Units	70									
		Annual Revenue Growth	3.00%									
		Annual Expense Growth	3.00%									
<u>Description</u>		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	
<b>Revenues</b>	year ending:	8/31/2022	8/31/2023	8/31/2024	8/31/2025	8/31/2026	8/31/2027	8/31/2028	8/31/2029	8/31/2030	8/31/2031	
Potential Gross Residential Rent			\$2,013,786	\$2,074,199	\$2,136,425	\$2,200,518	\$2,266,534	\$2,334,530	\$2,404,566	\$2,476,702	\$2,551,004	
Other income			38,492	39,647	40,837	42,062	43,324	44,623	45,962	47,341	48,761	
Potential Gross Income		\$1,803,277	\$2,052,278	\$2,113,847	\$2,177,262	\$2,242,580	\$2,309,857	\$2,379,153	\$2,450,527	\$2,524,043	\$2,599,765	
Vacancy	5.0%	(\$553,864)	(\$100,689)	(\$103,710)	(\$106,821)	(\$110,026)	(\$113,327)	(\$116,726)	(\$120,228)	(\$123,835)	(\$127,550)	
<b>Total Revenues</b>		<b>\$1,249,413</b>	<b>\$1,951,589</b>	<b>\$2,010,137</b>	<b>\$2,070,441</b>	<b>\$2,132,554</b>	<b>\$2,196,530</b>	<b>\$2,262,426</b>	<b>\$2,330,299</b>	<b>\$2,400,208</b>	<b>\$2,472,214</b>	
<b>Expenses</b>												
Administrative		\$165,161	\$175,219	180,476	185,890	191,467	197,211	203,127	209,221	215,498	221,962	
Marketing		\$34,829	\$36,950	38,059	39,201	40,377	41,588	42,836	44,121	45,444	46,808	
Utilities		\$25,992	\$27,575	28,402	29,254	30,132	31,036	31,967	32,926	33,914	34,931	
Maintenance		\$163,379	\$173,328	178,528	183,884	189,401	195,083	200,935	206,963	213,172	219,567	
Real Estate Tax		\$185,658	\$196,964	202,873	208,959	215,228	221,685	228,335	235,185	242,241	249,508	
Insurance		\$22,279	\$23,636	24,345	25,075	25,827	26,602	27,400	28,222	29,069	29,941	
<b>Total Expenses</b>		<b>\$597,297</b>	<b>\$633,673</b>	<b>\$652,683</b>	<b>\$672,263</b>	<b>\$692,431</b>	<b>\$713,204</b>	<b>\$734,600</b>	<b>\$756,638</b>	<b>\$779,338</b>	<b>\$802,718</b>	
<b>Net Operating Income</b>		<b>\$652,116</b>	<b>\$1,317,916</b>	<b>\$1,357,454</b>	<b>\$1,398,177</b>	<b>\$1,440,123</b>	<b>\$1,483,326</b>	<b>\$1,527,826</b>	<b>\$1,573,661</b>	<b>\$1,620,871</b>	<b>\$1,669,497</b>	
Replacement Reserve		\$22,279	\$21,630	22,279	22,947	23,636	24,345	25,075	25,827	26,602	27,400	
<b>NET INCOME/(LOSS)</b>		<b>\$629,837</b>	<b>\$1,296,286</b>	<b>\$1,335,175</b>	<b>\$1,375,230</b>	<b>\$1,416,487</b>	<b>\$1,458,981</b>	<b>\$1,502,751</b>	<b>\$1,547,833</b>	<b>\$1,594,268</b>	<b>\$1,642,097</b>	

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

Cathartes

City of Dover

**Stabilized Operating Budget - Phase 5**

**2019**

Total Units	91 units
Rentable Area	61,073 net sf

			<b>Stabilized Pro Forma</b>	<b>Per Unit</b>	<b>Per Net SF</b>
<b>Residential Pro Forma</b>					
<b>Income</b>					
Potential Gross Residential Rent			\$2,363,546	\$25,973	\$3.23
Other income	95 Units	\$30.00 per unit/mo.	34,200	376	0.56
Potential Gross Income			\$2,397,746	\$26,349	\$39.26
Vacancy	5.00%		(119,887)	(1,317)	(1.96)
<b>Effective Gross Income</b>			<b>\$2,277,859</b>	<b>\$25,031</b>	<b>\$37.30</b>
<b>Operating Expenses</b>					
Administrative			\$202,384	\$2,224	\$3.31
Marketing			42,679	469	0.70
Utilities			31,850	350	0.52
Maintenance			200,200	2,200	3.28
Real Estate Tax			227,500	2,500	3.73
Insurance			27,300	300	0.45
Total Expenses			\$731,913	\$8,043	\$11.98
<b>Net Operating Income</b>			<b>\$1,545,946</b>	<b>\$16,988</b>	<b>\$25.31</b>
Replacement Reserve	\$300 /unit		\$27,300	\$300	\$0.45
<b>Net Income</b>			<b>\$1,518,646</b>	<b>\$16,688</b>	<b>\$24.87</b>

## Cocheco Waterfront Development - Multi-Phase Land Development Financial Model

5/22/2018

## Cathartes

Lease Up Operating Proforma Phase 5

	Annual Revenue Growth	Annual Expense Growth	9/1/2021	10/31/2021	11/30/2021	12/31/2021	1/31/2022	2/28/2022	3/31/2022	4/30/2022	5/31/2022	6/30/2022	7/31/2022	8/31/2022	2022 First Year Total
Description			MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	
Units Complete			91	0	0	0	0	0	0	0	0	0	0	0	91
Units Leased	3.00%	3.00%	15	7	7	7	7	7	7	7	7	7	7	6	91
Leased Percentage			16%	24%	32%	40%	47%	55%	63%	70%	78%	86%	93%	100%	100%
<b>Revenues</b>															
Potential Gross Income			\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$201,382	\$2,416,580
Leaseup Vacancy			(168,187)	(152,696)	(137,205)	(121,714)	(106,223)	(90,732)	(75,242)	(59,751)	(44,260)	(28,769)	(13,278)	0	(998,057)
General Vacancy	5%		0	0	0	0	0	0	0	0	0	0	0	(10,069)	(10,069)
<b>Total Revenues</b>			<b>\$33,195</b>	<b>\$48,686</b>	<b>\$64,177</b>	<b>\$79,667</b>	<b>\$95,158</b>	<b>\$110,649</b>	<b>\$126,140</b>	<b>\$141,631</b>	<b>\$157,122</b>	<b>\$172,613</b>	<b>\$188,104</b>	<b>\$191,313</b>	<b>\$1,408,455</b>
<b>Expenses</b>															
Administrative			\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$17,892	\$214,709
Marketing			3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	\$45,278
Utilities			2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	2,816	\$33,790
Maintenance			17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	\$212,392
Real Estate Tax			20,113	20,113	20,113	20,113	20,113	20,113	20,113	20,113	20,113	20,113	20,113	20,113	\$241,355
Insurance			2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	\$28,963
<b>Total Expenses</b>			<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$64,707</b>	<b>\$776,487</b>
<b>Net Operating Income</b>			<b>(31,512)</b>	<b>(16,022)</b>	<b>(531)</b>	14,960	30,451	45,942	61,433	76,924	92,415	107,906	123,397	126,605	\$631,968
Replacement Reserve			2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	2,414	\$28,963
<b>Net Income/(Loss)</b>			<b>(\$33,926)</b>	<b>(\$18,435)</b>	<b>(\$2,944)</b>	<b>\$12,547</b>	<b>\$28,038</b>	<b>\$43,529</b>	<b>\$59,019</b>	<b>\$74,510</b>	<b>\$90,001</b>	<b>\$105,492</b>	<b>\$120,983</b>	<b>\$124,192</b>	<b>\$603,006</b>

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**  
**Cathartes**

5/22/2018

**Ten Year Operating Proforma Phase 5**

		Total Units	91									
		Annual Revenue Growth	3.00%									
		Annual Expense Growth	3.00%									
<u>Description</u>		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	
<u>Revenues</u>	year ending:	8/31/2022	8/31/2023	8/31/2024	8/31/2025	8/31/2026	8/31/2027	8/31/2028	8/31/2029	8/31/2030	8/31/2031	
Potential Gross Residential Rent			\$2,698,684	\$2,779,645	\$2,863,034	\$2,948,925	\$3,037,393	\$3,128,515	\$3,222,370	\$3,319,041	\$3,418,613	
Other income			38,492	39,647	40,837	42,062	43,324	44,623	45,962	47,341	48,761	
Potential Gross Income		\$2,416,580	\$2,737,177	\$2,819,292	\$2,903,871	\$2,990,987	\$3,080,716	\$3,173,138	\$3,268,332	\$3,366,382	\$3,467,374	
Vacancy	5.0%	(\$1,008,126)	(\$134,934)	(\$138,982)	(\$143,152)	(\$147,446)	(\$151,870)	(\$156,426)	(\$161,119)	(\$165,952)	(\$170,931)	
<b>Total Revenues</b>		<b>\$1,408,455</b>	<b>\$2,602,242</b>	<b>\$2,680,310</b>	<b>\$2,760,719</b>	<b>\$2,843,541</b>	<b>\$2,928,847</b>	<b>\$3,016,712</b>	<b>\$3,107,214</b>	<b>\$3,200,430</b>	<b>\$3,296,443</b>	
<b>Expenses</b>												
Administrative		\$214,709	\$227,785	234,619	241,657	248,907	256,374	264,065	271,987	280,147	288,551	
Marketing		\$45,278	\$48,036	49,477	50,961	52,490	54,064	55,686	57,357	59,078	60,850	
Utilities		\$33,790	\$35,847	36,923	38,031	39,171	40,347	41,557	42,804	44,088	45,410	
Maintenance		\$212,392	\$225,327	232,087	239,049	246,221	253,607	261,216	269,052	277,124	285,437	
Real Estate Tax		\$241,355	\$256,053	263,735	271,647	279,796	288,190	296,836	305,741	314,913	324,361	
Insurance		\$28,963	\$30,726	31,648	32,598	33,576	34,583	35,620	36,689	37,790	38,923	
<b>Total Expenses</b>		<b>\$776,487</b>	<b>\$823,775</b>	<b>\$848,488</b>	<b>\$873,942</b>	<b>\$900,161</b>	<b>\$927,165</b>	<b>\$954,980</b>	<b>\$983,630</b>	<b>\$1,013,139</b>	<b>\$1,043,533</b>	
<b>Net Operating Income</b>		<b>\$631,968</b>	<b>\$1,778,468</b>	<b>\$1,831,822</b>	<b>\$1,886,777</b>	<b>\$1,943,380</b>	<b>\$2,001,681</b>	<b>\$2,061,732</b>	<b>\$2,123,584</b>	<b>\$2,187,291</b>	<b>\$2,252,910</b>	
Replacement Reserve		\$28,963	\$28,119	28,963	29,831	30,726	31,648	32,598	33,576	34,583	35,620	
<b>NET INCOME/(LOSS)</b>		<b>\$603,006</b>	<b>\$1,750,349</b>	<b>\$1,802,859</b>	<b>\$1,856,945</b>	<b>\$1,912,654</b>	<b>\$1,970,033</b>	<b>\$2,029,134</b>	<b>\$2,090,008</b>	<b>\$2,152,708</b>	<b>\$2,217,290</b>	

**Cocheco Waterfront Development - Multi-Phase Land Development Financial Model**

5/22/2018

Cathartes

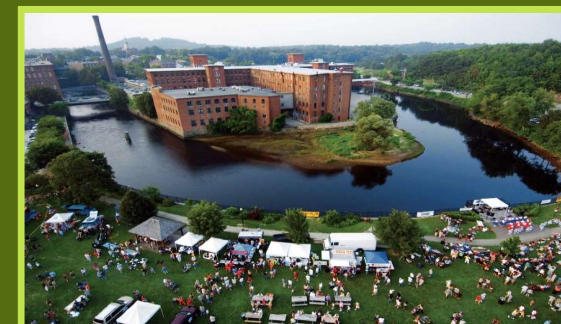
City of Dover

Condominium Sales

Month No.	Month Ending	Units Sold	Cum. % Sold	Gross Sales	Early Discount	Discounted Sales	Cost of Sale				Total Cost of Sale	Net Sale Proceeds
							Comm-issions	Marketing Bonus	Transfer Tax	Other Costs		
							5.000%	1.000%	0.750%	0.150%		
1	Mar-23	8	15.1%	3,305,941	0%	3,305,941	(165,297)	(33,059)	(24,795)	(4,959)	(228,110)	3,077,831
2	Apr-23	3	20.8%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
3	May-23	3	26.4%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
4	Jun-23	3	32.1%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
5	Jul-23	3	37.7%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
6	Aug-23	3	43.4%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
7	Sep-23	3	49.1%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
8	Oct-23	3	54.7%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
9	Nov-23	3	60.4%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
10	Dec-23	3	66.0%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
11	Jan-24	3	71.7%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
12	Feb-24	3	77.4%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
13	Mar-24	3	83.0%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
14	Apr-24	3	88.7%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
15	May-24	3	94.3%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
16	Jun-24	3	100.0%	1,239,728	0%	1,239,728	(61,986)	(12,397)	(9,298)	(1,860)	(85,541)	1,154,187
17	Jul-24	0	100.0%	0	0%	0	0	0	0	0	0	0
18	Aug-24	0	100.0%	0	0%	0	0	0	0	0	0	0
Unsold Units		0	100.0%	0	0%	0	0	0	0	0	0	0
<b>Totals</b>		53		21,901,860		21,901,860	(1,095,093)	(219,019)	(164,264)	(32,853)	(1,511,228)	20,390,632







# COCHECO WATERFRONT, DOVER RESIDENTIAL MARKET ANALYSIS

CATHARTES  
May 2018

# Location Analysis

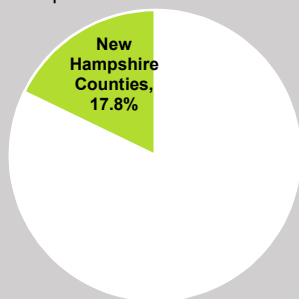
# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 1 Overview of Metro Area Population Trends

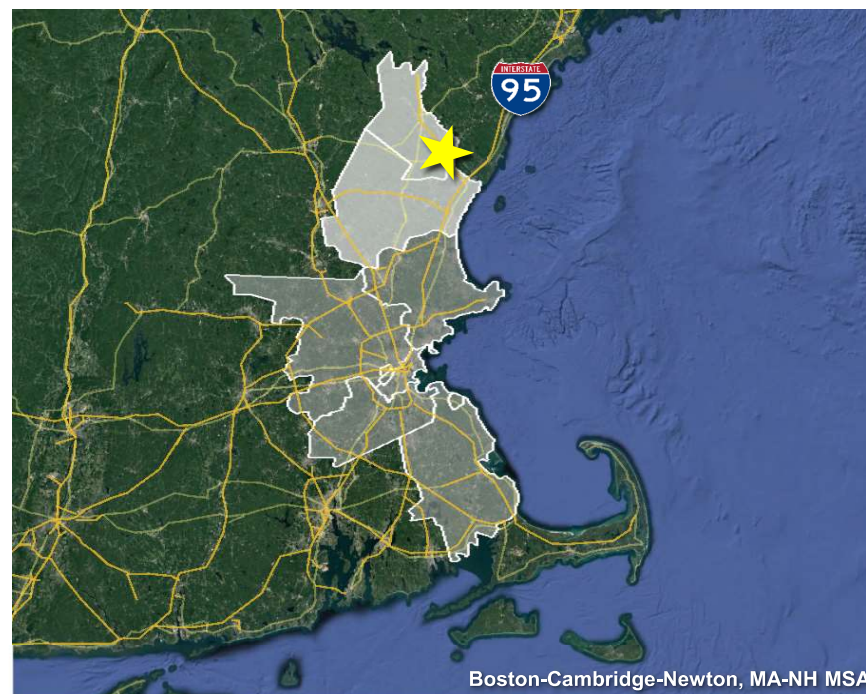
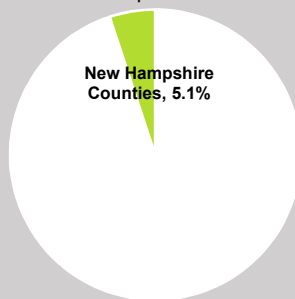
The subject site is located in Strafford County, the most northern county in the Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area (MSA) and along with Rockingham County comprises the New Hampshire portion of the MSA.

Since 2010 the MSA has seen roughly 0.9% annual growth, led by Middlesex and Suffolk County, where Boston is located. This growth is over double the rate of growth that occurred from 2000 to 2010. This is contrast to Strafford and Rockingham County who led the MSA in annual growth from 2000 to 2010 and have fallen behind since 2010. To further emphasize the change since 2010, from 2000 to 2010 the New Hampshire counties captured 17.9% of all growth, but since 2010 have captured only 5.1% of all growth. With that said, growth rates remained positive and outside of the urban core, remain in-line with other counties within the MSA.

Capture of Growth 2000-10



Growth Capture 2010-16



GEOGRAPHY	LAND AREA		POPULATION		ANNUAL GROWTH		ANNUAL % GROWTH		CAPTURE OF REGION		
	SQ MILES	% MSA	2016	% of MSA	2000-10	2010-16	2000-10	2010-16	2000-10	2010-16	LAND / CAPTURE RATIO
Essex County	494	14.2%	779,018	16.2%	1,975	5,975	0.3%	0.8%	12.2%	14.8%	1.05
Middlesex County	818	23.5%	1,589,774	33.2%	3,766	14,453	0.3%	0.9%	23.4%	35.9%	1.53
Norfolk County	396	11.3%	697,181	14.5%	2,068	4,366	0.3%	0.6%	12.8%	10.8%	0.95
Plymouth County	659	18.9%	513,565	10.7%	2,213	3,103	0.5%	0.6%	13.7%	7.7%	0.41
Suffolk County	58	1.7%	784,230	16.4%	3,227	10,359	0.5%	1.4%	20.0%	25.7%	15.42
Rockingham County	695	19.9%	303,251	6.3%	1,786	1,340	0.6%	0.4%	11.1%	3.3%	0.17
Strafford County	369	10.6%	127,428	2.7%	1,091	715	0.9%	0.6%	6.8%	1.8%	0.17
<b>MSA Total</b>	<b>3,488</b>	<b>100%</b>	<b>4,794,447</b>	<b>100%</b>	<b>16,125</b>	<b>40,309</b>	<b>0.4%</b>	<b>0.9%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>1.00</b>

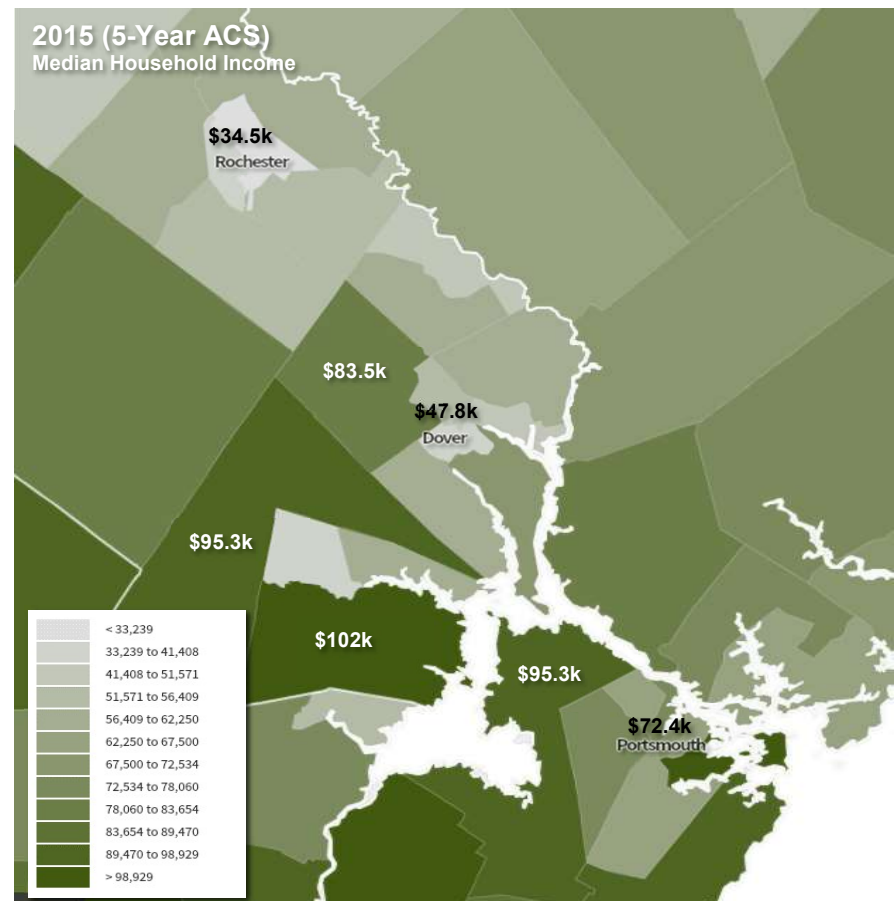
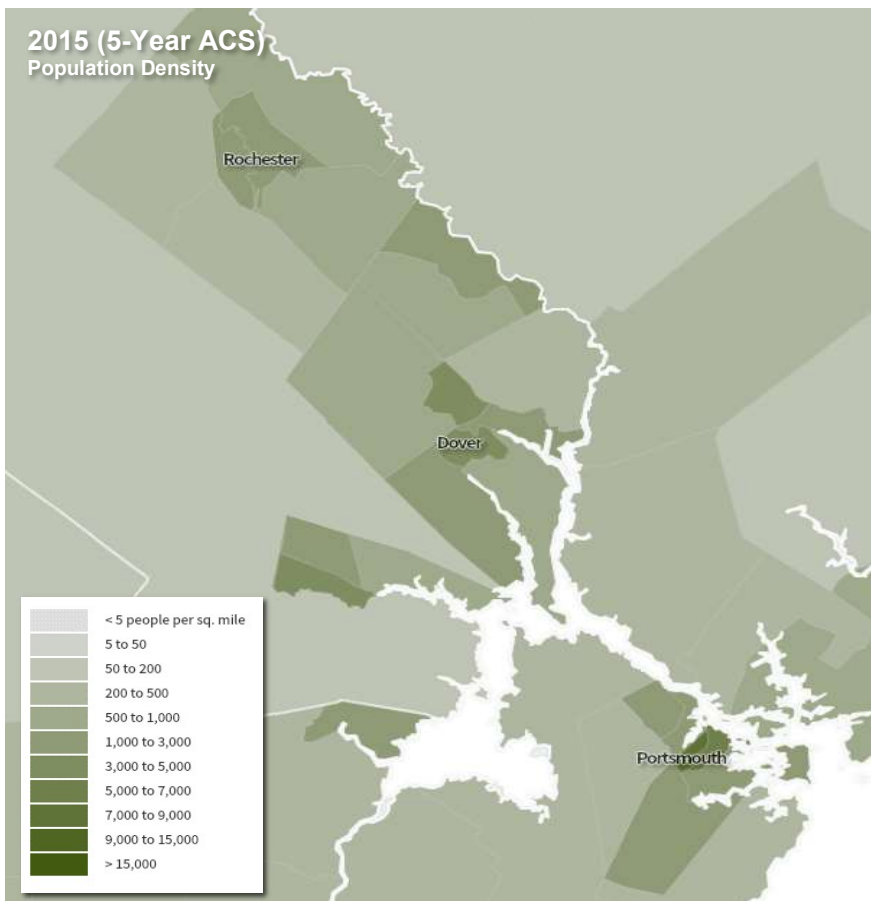
SOURCE: Noell Consulting Group, U.S. Census Bureau



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 2 Population Density and Median Income

The population in the region is primarily centered around Rochester, Dover, Portsmouth, and Durham where the University of New Hampshire is located. Higher median income households tend to be located in the single family neighborhoods outside the town centers, however, median incomes still show a hierarchy of affluence with Portsmouth at the top and Dover above Rochester. The Dover market provides an excellent alternative to Portsmouth for those being priced out of that market.



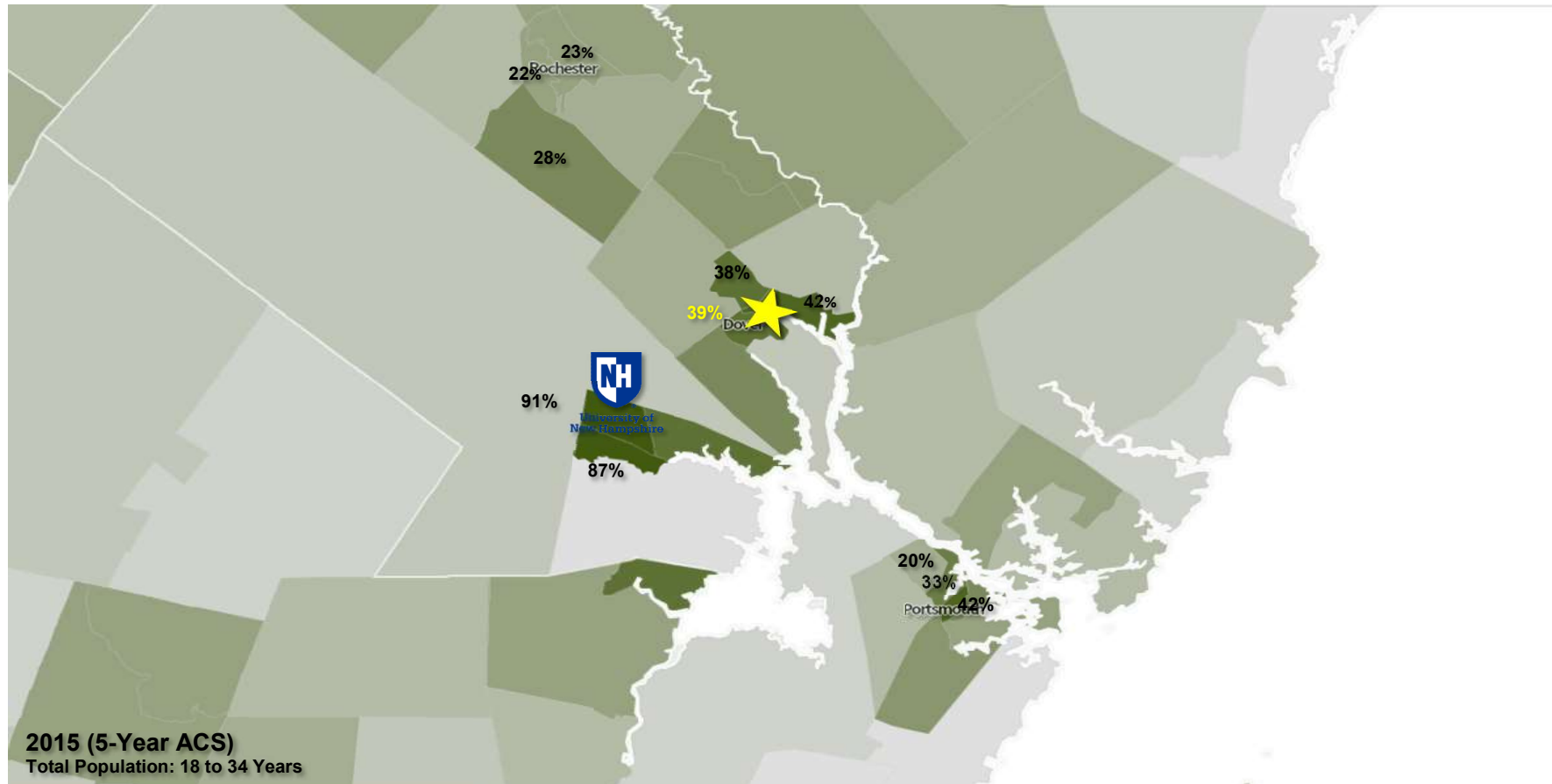
SOURCE: Noell Consulting Group, SocialExplorer, US Census



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 3 Young Professionals in the Market

This exhibit shows a snapshot of the total population aged 18 to 34 in the region surrounding Dover per census tract. Dover and Portsmouth both have a high percentage of young adults primarily due to the lifestyle offerings these centers provide, which is increasingly becoming a major factor in where young adults choose to live. 39% of residents near the subject site are aged 18 to 34, which is one of the highest in the region, and will increase as many in this age group are priced out of areas such as Portsmouth and Dover continues to improve its Downtown area with restaurants, retail, and residential offerings.

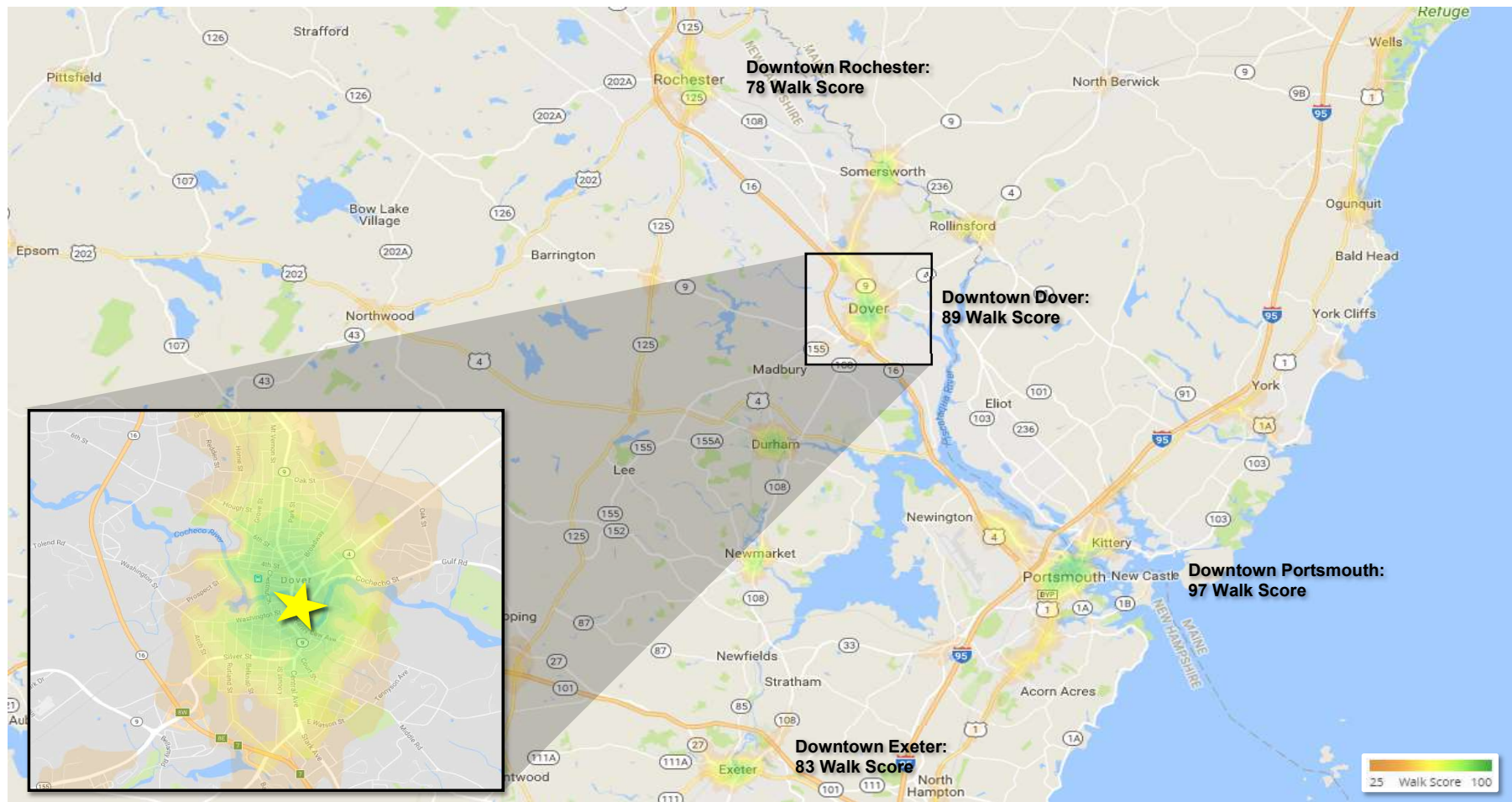


SOURCE: Noell Consulting Group, SocialExplorer, US Census



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 4  
Regional Walkability



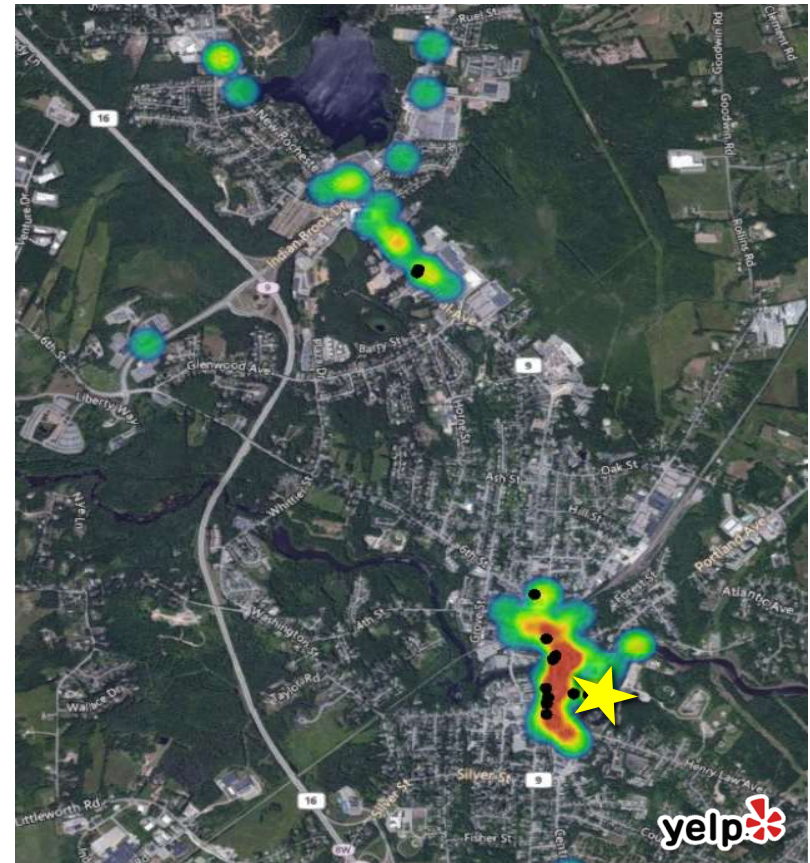
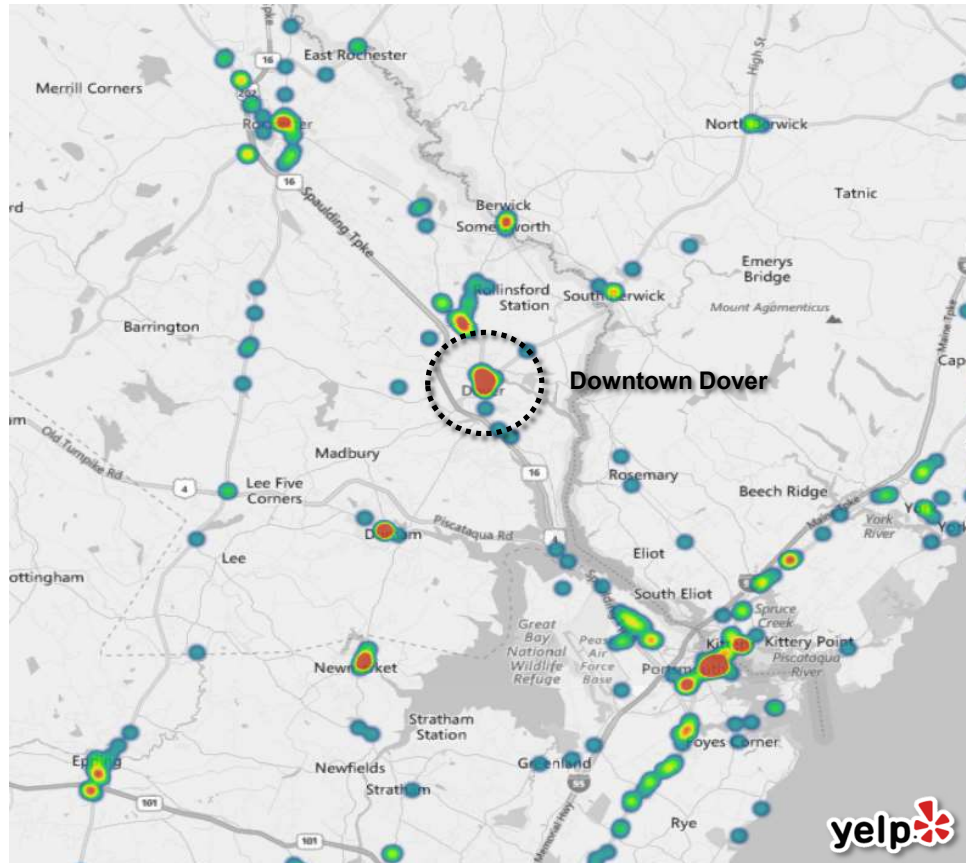
Walkability is a key factor for the modern renter as they seek access to restaurants, bars, retail, and other lifestyle amenities. Compared to the other downtown cores in the region, Dover offers one of the larger, most walkable cores as determined by Walk Score. Only Downtown Portsmouth offers a stronger core, which can be seen in the premiums new rental product commands there.

SOURCE: Noell Consulting Group, WalkScore.com



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 5  
Access to Bars & Restaurants



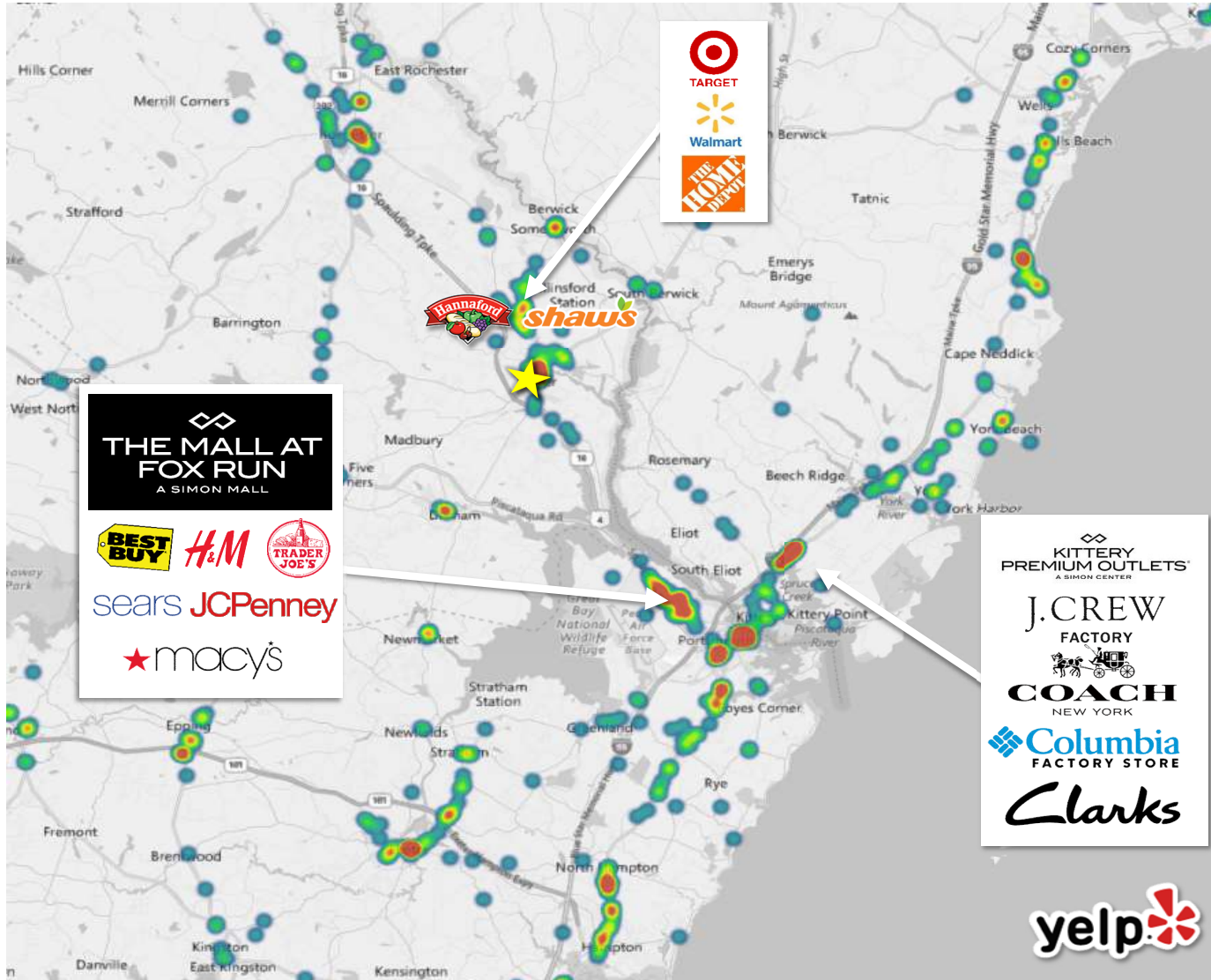
Living close to restaurant and bar options is a key factor for many renters, especially those within the target demographic and seeking the walkable lifestyle that intown Dover provides. The heat maps shown above highlight restaurant and bar options near the subject site that have been reviewed by Yelp. Yelp is a crowd-sourced local business review website that provides us objective insight into where popular restaurant and nightlife offerings are located.

Downtown Dover offers a significant concentration of dining and nightlife opportunities. Furthermore, the subject site's location offers prospective residents great proximity to the majority of these restaurants. The black dots on the map presented on the right hand side of this exhibit indicate restaurants with over 100 reviews and a rating of 3.5 stars (out of 5) and above. This indicates the subject site's excellent location to not only a high quantity of restaurant and bars, but also a high quality collection that pulls in customers from all over the region.

SOURCE: Noell Consulting Group, Yelp, Bing Maps

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 6  
Access to Retail



As with nightlife, access to retail is an important factor for many renters. Visits to the grocer store and other retail establishments are weekly chores and proximity to these establishments helps minimize travel and time for working professionals.

The subject site's intown Dover location offers proximity to the many unique boutique retail found in the area with a small grocer and hardware store for more frequent trips located nearby. Slightly further north is a collection of big box retail offering a broader selection.

For clothing and less frequent shopping nearby, The Mall at Fox Run and the Kittery Outlets offer a broad range of retail offerings.

Overall, the subject site enjoys solid retail access.

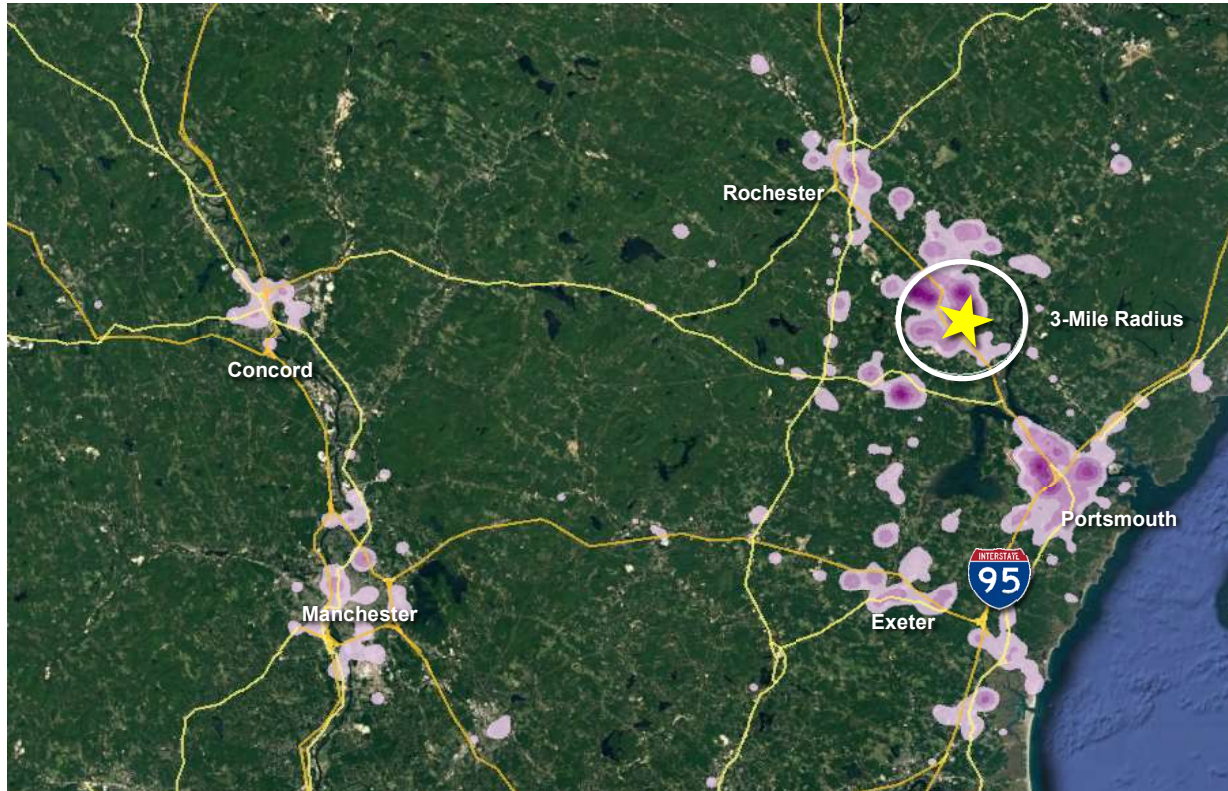
SOURCE: Noell Consulting Group, Yelp, Bing Maps



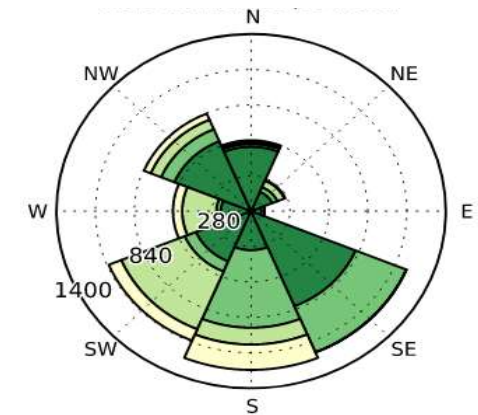


# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

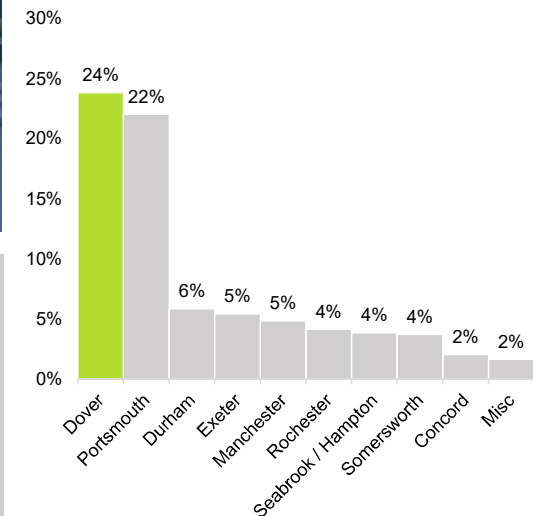
Exhibit 7  
Work Destinations of Existing Dover Residents



Job Counts by Distance / Direction



Top 10 Work Destinations



This exhibit shows the work destination for residents within 3-miles of the subject site who earn \$40,000+. Roughly a quarter of all residents work in the Dover area w/ nearly 50% working between Dover & Portsmouth. Other popular destinations are Durham, where the University of New Hampshire is located, and Exeter / Hampton where there is a collection of corporate headquarters. Roughly 75% of all workers work within 24 miles of where they live. Despite the proximity to jobs, Downtown Dover does not have a strong job core and most workers will be commuting via car.

SOURCE: Noell Consulting Group, Google Maps, US Census



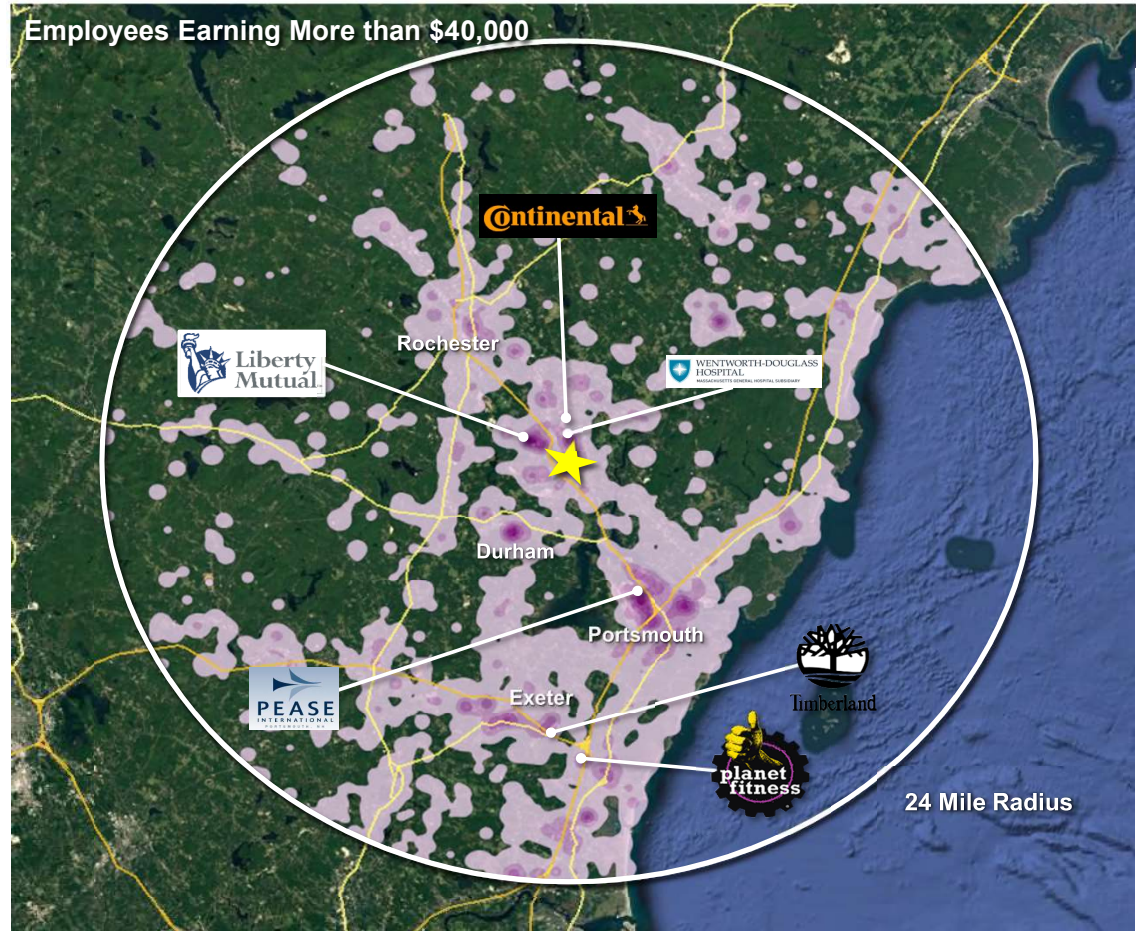
# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 8  
Proximity and Connection of the Subject Site to Jobs

Total Jobs, Above \$40k in Salary, By Distance	
Distance	Employment
24 Miles	68,714
15 Miles	48,836
10 Miles	30,222
5 Miles	14,098

Top 10 Industry Sectors Within 24 Miles	
Industry Sector	Percentage
Manufacturing	16%
Educational Services	13%
Health Care and Social Assistance	12%
Finance and Insurance	10%
Professional, Scientific, and Technical Services	8%
Retail Trade	7%
Wholesale Trade	6%
Construction	5%
Public Administration	5%
Administration & Support	4%

Key Employers in Dover / Portsmouth Area		
Company	Employees	Industry
University of New Hampshire	5,151	Education
Liberty Mutual	3,854	Insurance Services
Frisbie Memorial Hospital	1,014	Healthcare
ContiTech	1,000	Manufacturing
HCA Portsmouth Regional Hospital	980	Healthcare
Lonza Biologics	792	Pharmaceuticals
Wentworth-Douglass Hospital	769	Healthcare
Sig Sauer	600	Manufacturing
John Hancock	400	Financial Services



This exhibit shows the number of jobs paying over \$40,000 within 24 miles of the subject site. The strong collection of high paying jobs can be seen around Dover and Portsmouth, as well as near Exeter and Durham. Major employers include the University of New Hampshire, Liberty Mutual, Portsmouth International Airport, ContiTech, local hospitals such as the nearby Wentworth-Douglas Hospital, and corporate headquarters of well known brands such as Planet Fitness and Timberland. Major industries include manufacturing, educational services (University of New Hampshire), healthcare, and finance / insurance (Liberty Mutual, John Hancock). The Pease International Tradeport in Portsmouth has attracted over 10,000 jobs in its 25 year span of redevelopment and is among the strongest employment cores in the region.

SOURCE: Noell Consulting Group, Google Maps, US Census, OntheMap

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 9

Current Situation Assessment and Key Implications to the Residential Opportunities on the Subject Site



### Strengths

The subject site enjoys great proximity to local restaurants, bars, and retail as well as cultural amenities such as a community gym, library, amphitheater, and parks & trails.

Short distance to major employers such as the University of New Hampshire, Liberty Mutual, and Wentworth-Douglass Hospital.

Unique river and Downtown Dover views. New open space and park space as part of planned redevelopment.

Only minimal Class A product competition in Dover.

### Challenges

Subject site will be competing with new Class A product in & around Portsmouth which has a higher perception in the market as well as competing with generally cheaper, renovated inventory in Dover.

Limited though growing restaurant options. (Hotel offering should promote tourism support).

Lack of diverse retail offering in Downtown Dover, will need to drive to Portsmouth for higher end clothing stores.

### Opportunities

Build on the creation of a new urban neighborhood within Dover's urban fabric, one that offers a strong sense of lifestyle and walkability, amenitizing both new rental and for-sale product. To this, appeal to a broad array of renters and prospective townhouse buyers, ranging from younger singles to empty nesters, to mature singles and families with children.

Rental apartment unit counts should allow for the creation of an internal lifestyle within the apartment community that can build on the significant investment and sense of lifestyle being created on the larger property overall.

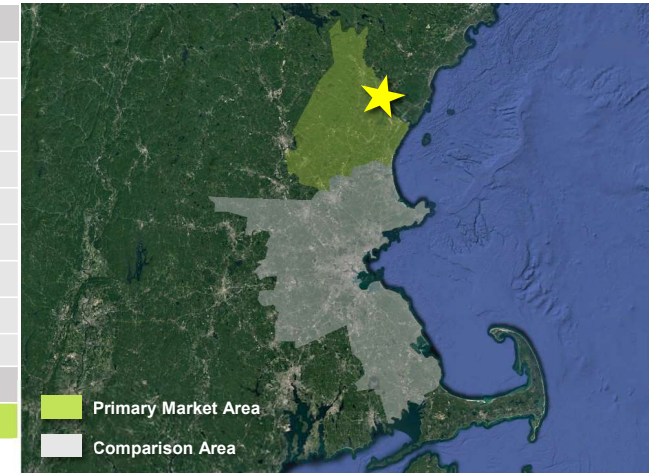
SOURCE: Noell Consulting Group, Google Maps

# Demographic Analysis

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 10  
Age and Income Analysis of the PMA and Comparison to Boston MSA  
2000 - 2017 (estimates)

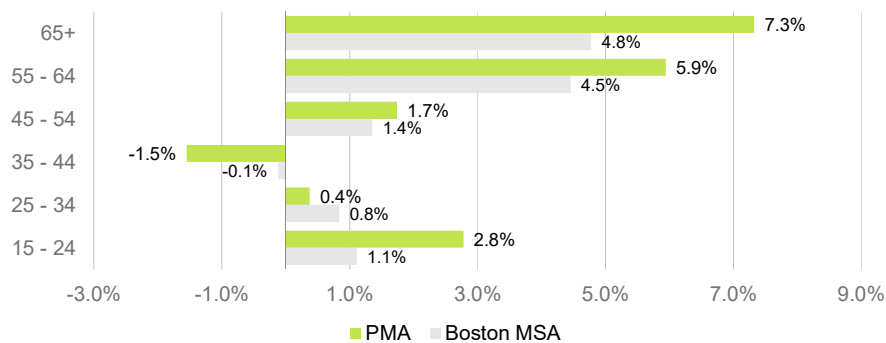
PMA Total Household Growth							
2000 - 2017	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	Total
\$0 - \$25,000	-1,061	-886	-1,788	-642	-68	-825	-5,270
\$25,000 - \$35,000	90	-1,124	-2,209	-1,241	-258	1,423	-3,319
\$35,000 - \$50,000	-205	-2,422	-4,139	-1,572	723	2,072	-5,543
\$50,000 - \$75,000	388	-3,491	-7,078	-2,105	1,915	4,243	-6,128
\$75,000 - \$100,000	101	150	-3,192	-1,181	2,389	3,574	1,841
\$100,000 - \$150,000	85	2,198	588	4,112	6,417	3,824	17,224
\$150,000 - \$200,000	29	1,042	1,594	2,968	3,383	1,561	10,577
\$200,000 +	6	977	1,943	3,715	3,996	1,790	12,427
<b>Total</b>	<b>-567</b>	<b>-3,556</b>	<b>-14,281</b>	<b>4,054</b>	<b>18,497</b>	<b>17,662</b>	<b>21,809</b>
<b>Target Audience</b>	<b>404</b>	<b>-1,546</b>	<b>-10,284</b>	<b>5,937</b>	<b>18,823</b>	<b>0</b>	<b>13,334</b>



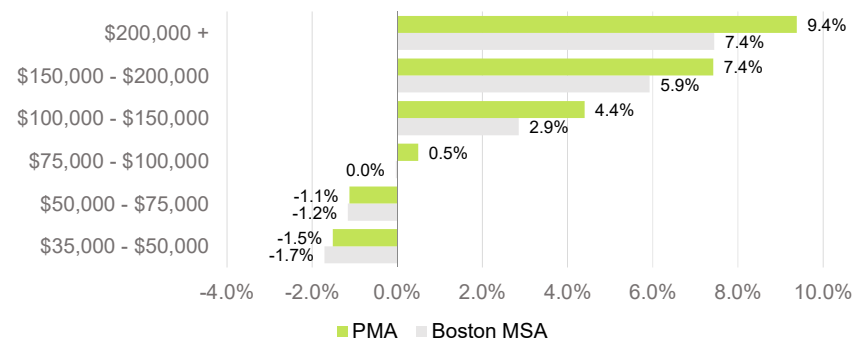
The PMA has added 13,334 household within the target age & income ranges since 2000, or 784 HH/yr.

This exhibit looks at total household growth, for both owners and renters, within the Primary Market Area (PMA) which NCG has defined as the Seacoast region of New Hampshire which is comprised of Strafford and Rockingham counties. Household growth within the PMA has primarily come from older, affluent households with households aged 35 to 44 seeing negative growth from 2000 to 2017. The purple outline above highlights our target audience which consists of those who can afford new Class A product and ages typically seen in Class A & B rental communities in the PMA and who the subject site will be attempting to attract. This audience has seen growth of over 784 per year and is heavily concentrated among those aged 45 to 64.

## Household Growth By Age (HHs \$50k+ Only)



## Household Growth by Income



Source: NCG, Nielsen, US Census Data

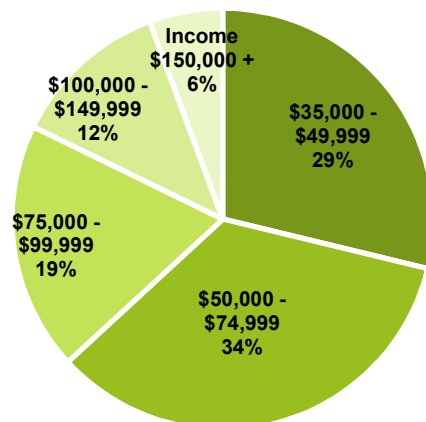
# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 11  
Summary of Renter Households in the PMA, 2017

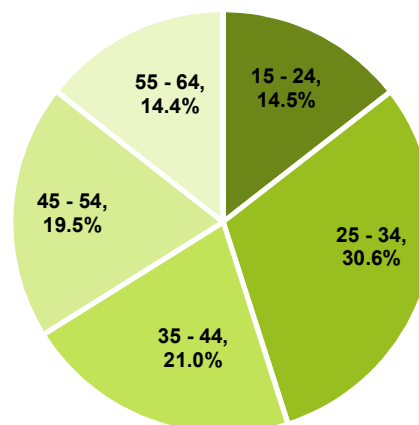
Income/Age	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 - 84	85+	Total
Less than \$15,000	1,703	1,589	752	724	673	544	639	623	7,246
\$15,000 - \$24,999	1,069	1,375	703	499	475	666	807	637	6,231
\$25,000 - \$34,999	1,629	1,335	714	536	450	598	558	394	6,215
\$35,000 - \$49,999	1,531	1,825	1,050	1,003	829	740	552	279	7,810
\$50,000 - \$74,999	1,322	2,297	1,430	1,367	1,032	768	394	190	8,800
\$75,000 - \$99,999	219	1,459	1,039	829	589	360	160	68	4,722
\$100,000 - \$149,999	57	779	684	669	440	168	58	35	2,890
Income \$150,000 +	8	270	358	357	232	75	26	7	1,333
<b>Total</b>	<b>7,537</b>	<b>10,929</b>	<b>6,729</b>	<b>5,984</b>	<b>4,720</b>	<b>3,919</b>	<b>3,196</b>	<b>2,233</b>	<b>45,247</b>
<b>Target Audience</b>	<b>3,137</b>	<b>6,630</b>	<b>4,560</b>	<b>4,225</b>	<b>3,123</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,675</b>

Unlike the previous exhibit, this is a snapshot of renter households within the PMA (as opposed to household growth). As with the previous exhibit we've outlined and focused on renters earning \$35,000+ and aged 15 to 64 with the demographics of this target audience being displayed below. There is a heavy concentration of renters aged 34 or less (45.1%) and a strong concentration of unmarried couples / roommates (19%). Renters aged 15 to 34 are heavily concentrated in income brackets earning less than \$75,000, which indicates a heavy amount of entry level / young professional jobs.

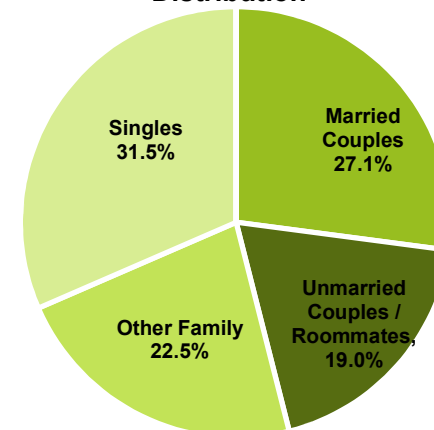
Target Market Income Distribution



Target Market Age Distribution



Target Market HH Type Distribution









SOURCE: Noell Consulting projections based on data obtained from the US Census and Claritas, Inc.



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 12  
Recommended Unit Mix and Layout Based On Target Audiences

	Young Singles	Mature Singles	Professional Couples	Empty Nesters	Roommates	Families w/ Children			
									
Description	Professionals working in the area seeking a lifestyle and easy access to employment and entertainment.	Singles over 35 seek convenience in quieter setting. Many have relocated to the area for work and may choose to rent before buying.	Couples mostly in their late 20s & 30s, with some early 40s. A mix of recently married and dating. May be recent relocates.	Mature couples & empty nesters. Established & seeking home close to work and cultural / lifestyle amenities. May have 2nd home.	Singles seeking lifestyle & entertainment, roommating out of financial necessity, primarily students & recent graduates.	New parents and those with young and early school-aged children. Some single parents working in the area. Often in transition.			
How They Use Their Units	Use unit as crash pad and place to unwind. Often more active/out and about. Trade space for less rent. Appreciate well-executed building amenities.	Tend to stay in more than younger counterparts. More likely to cook and host. Value space, quality, but not excessive finishes, and functional unit layouts.	Eat-in more often, but still enjoy going out. Tend to stay local. Value amenities, and have friends over on a frequently.	A true home. Eat-in most nights and host friends on a regular basis. seek spacious kitchen and living areas. Often down-sizing and need extra storage.	Most space for the money and keeping absolute rents lower. Seeking at minimum 1 bed units w/ dens, primarily 2Bs.	Seeking space and functionality while keeping absolute rents low. Will use unit as true home.			
Typical Income	\$35,000-\$75,000	\$35,000-\$100,000	\$75,000-\$150,000	\$100,000-\$200,000+	<\$100,000 (combined)	\$75,000-\$150,000			
Typical Rent	\$1,250 - \$2,000	\$1,500 - \$2,800	\$1,250 - \$3,250	\$1,700+	<\$2,500	<\$2,500			
Age Range	22 - 35	35 - 55	25-44	45-64	22-35	25-34			
Market Mix	30%	5%	25%	10%	20%	10%			
Level of Opportunity	STRONG Drawn to convenience and walkable downtown lifestyle, as well as access to major employment drivers.	MODERATE Comparable draws to younger singles. Separation from hustle and bustle of downtown proper will add to appeal.	STRONG Will appreciate new residential community feel coupled with access to employment, possible split commuting.	MODERATE Strong lifestyle and walkability can attract these mature renters.	STRONG Will be somewhat limited by higher rents, but lifestyle proposition will be very appealing.	MODERATE Convenient yet quiet/safe location w/ job proximity & new product will be appealing. Interest in for-sale townhouse product.			
Subject Mix	20%	10%	25%	10%	20%	15%			
Distribution by Unit Type									
Studio	25%	-	-	-	-	-	5%	0%	
Jr. 1B/1b	25%	20%	10%	-	-	-	10%	15%	
1B/1b	50%	75%	40%	15%	-	5%	30%	33%	
Jr. 2B/1b	-	5%	25%	20%	20%	30%	17%	14%	
2B/2b	-	-	25%	40%	70%	50%	32%	33%	
3B/3b	-	-	-	25%	10%	15%	7%	5%	
Summary:	An ideal unit mix for this building should be heavily geared towards value-oriented professionals by including a healthy share of Jr. 1B units, & roommate efficient 2B/1b units while also offering more traditional 1B and 2B/2b floorplans to appeal to more established singles and couples. Families could be attracted to a small offering of 3B/2b units.								

SOURCE: Noell Consulting Group

# Demand Analysis

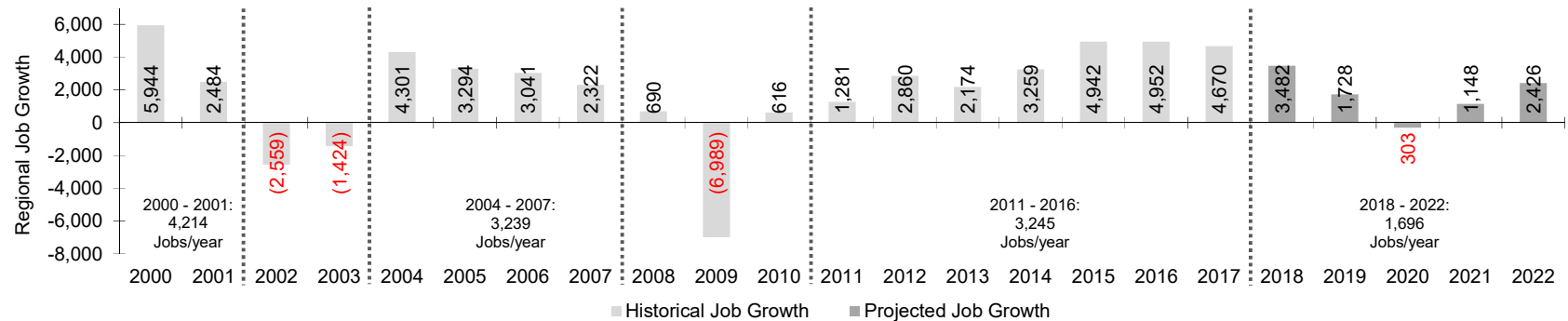


# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 13

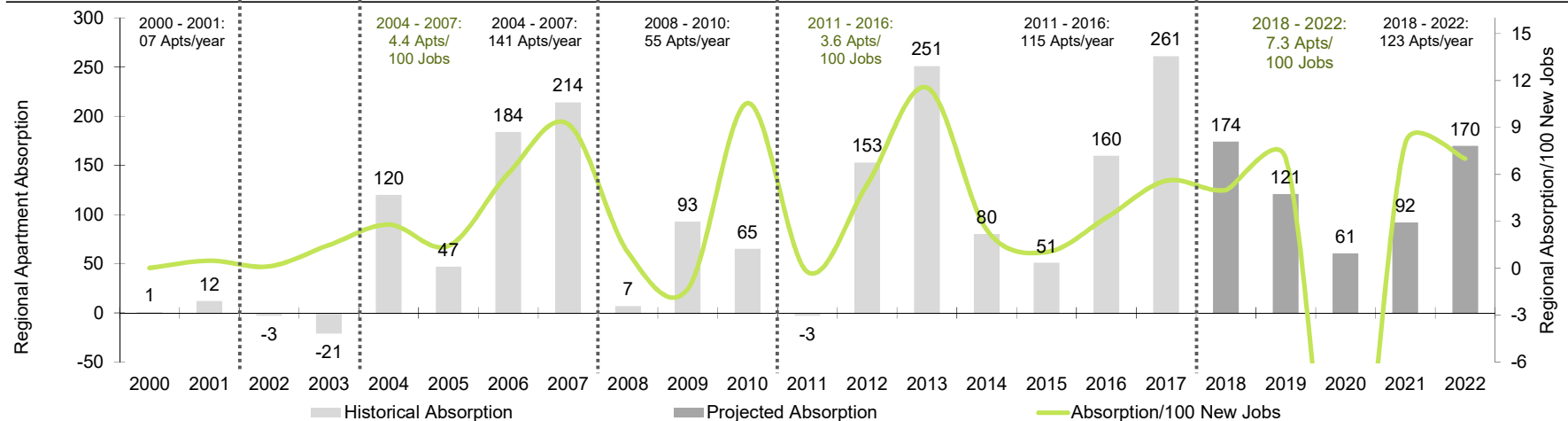
Historical and Projected Job Growth to Apartment Absorption Relationship in Rockingham and Strafford Counties (Region)

## REGIONAL JOB GROWTH



With most residents in the market working locally NCG has combined Rockingham and Strafford Counties to focus on regional job growth and track that relationship with regional apartment absorption. Regionally job growth has been strong since the recession, with an average of 3,245 jobs annually, leading to an absorption rate of 3.6 apartments per jobs. There has been a steady increase in absorption since 2000 with the ups and downs based primarily on deliveries (or lack thereof). Moving forward, with continued predicted strong job growth, NCG predicts 7.1 apartments absorbed per 100 net new jobs. In spite of this increase, slower growth nationally and locally will temper overall demand to around 121 units annually, on average.

## REGIONAL CLASS A & B APARTMENT ABSORPTION



SOURCE: Noell Consulting Group, Costar and Economy.com | Moody's Analytics



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 14

Historical and Projected Demand-Supply Regional Analysis and Estimated Absorption Potential at the Subject Property

	'00-'17 Average	'11-'17 Average	2017	2018	2019	FORECAST			2018- 2022 Average
						2020	2021	2022	
Employment Growth in the Region	1,992	3,448	4,670	3,482	1,728	-303	1,148	2,426	1,696
Projected Jobs to New Apt. Absorption In Region	4.7	3.9	5.6	5.0	7.0	-20.0	8.0	7.0	7.3
<b>Est. Supportable New Apt Absorption in Region</b>	<b>93</b>	<b>136</b>	<b>261</b>	<b>174</b>	<b>121</b>	<b>61</b>	<b>92</b>	<b>170</b>	<b>123</b>
<b>Total Est. Demand 2018-2022:</b>									<b>617</b>

### Notes:

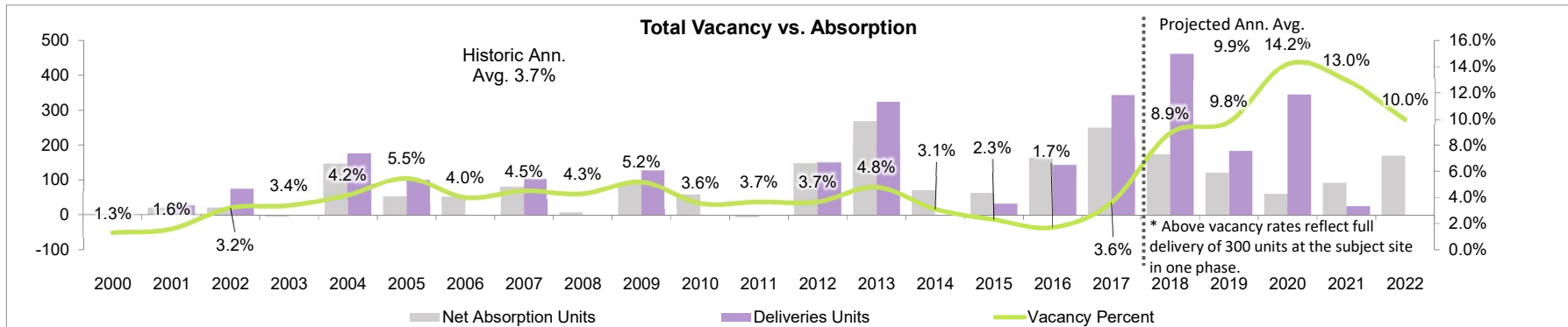
- 1) The numbers found beneath the year columns for each project indicate the percentage of the year the projects are expected to be in lease-up. Unit counts are market rate only.
- 2) Projects that are currently under construction are designated in **GREEN**.
- 3) There are currently 462 units under construction in the market.
- 4) There are an additional 325 units planned in the market, bringing total pipeline to 787 units, not including the subject site.
- 5) Based on the expected delivery of the subject site and the number of competitive projects in the market at that time, we project the subject site to average 7.0 units per month through the life of its lease-up.
- 6) At that lease up pace, we project the subject site to reach stabilization in 41 months, suggesting a need to deliver the project in 2 phases.
- 7) If a one-month concession over and above the market average is provided, we project this lease up pace would increase by 20%, for a pace of 8.4 units per month.

5 Year Pipeline	2018	2019	2020	2021	2022	Total
<i>Pointe Place, Ph II</i>	0.25					50
<i>Village at Clark Brook</i>	0.50	0.50				144
<i>Wallace Farm Ph. II (Monahan Dev.)</i>	0.25	0.75				144
<i>Highfield Commons Ph. II (Chesapeake Dev.)</i>	0.50					56
<i>Frank Jones Brewery (Chinburgh)</i>	0.25	0.25				68
Washington Mill (Chinburg Properties)		0.50				54
Orpheum Apartments (Cathartes)		0.50	0.50			130
Fownes Mill Ph. II (TBD - Colliers)			0.50	0.25		91
Ricci Lumber Site				0.50		50
<b>Total, Projects Known</b>	<b>1.8</b>	<b>2.5</b>	<b>1.0</b>	<b>0.8</b>	<b>0.0</b>	<b>787</b>
<b>Matriculation Factor</b>	<b>100%</b>	<b>100%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>717</b>
<b>Subject Site</b>			<b>0.25</b>	<b>1.00</b>		<b>300</b>
<b>Total, All Projects w/Matriculation</b>	<b>1.8</b>	<b>2.5</b>	<b>0.8</b>	<b>1.4</b>	<b>0.0</b>	<b>1,017</b>
Subject Site	2019	2020	2021	2022	Totals	
Fair Share Capture:		40%	87%			
Annual Capture:		24	80		104	
Fair Share Monthly Abs:		8.1	6.7		7.0	
<b>w/ 1-Month Free Concession (Above Market Average) on a 12-Mo. Lease During Lease-Up:</b>					<b>8.4</b>	

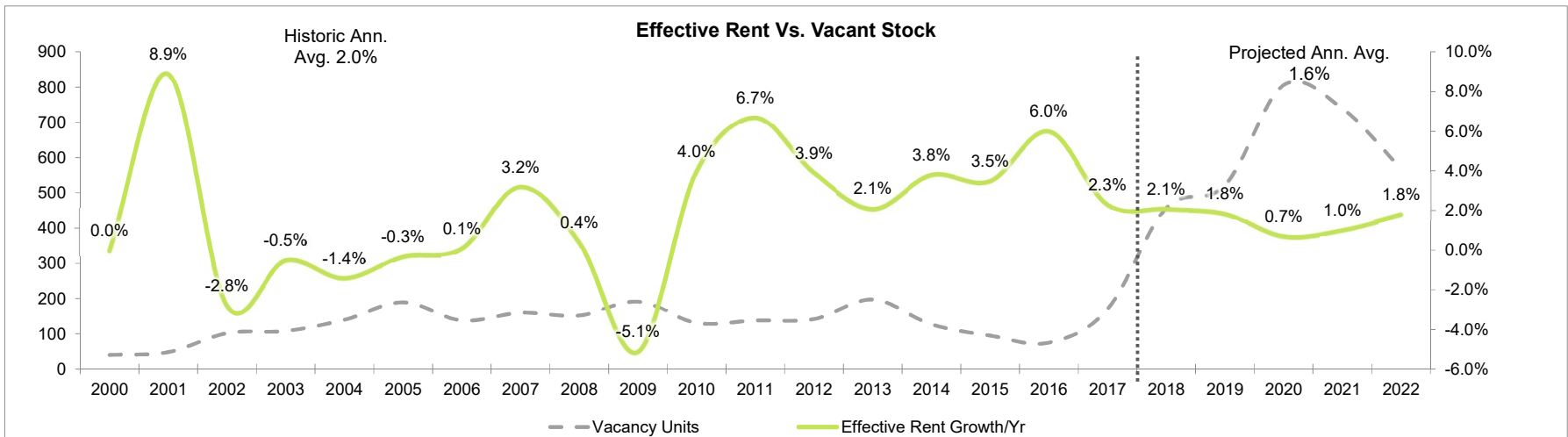
# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 15

### Historic and Forecasted Class A & B Vacancy and Rent Growth for the Rockingham and Strafford Counties



Historic vacancies for Class A & B multifamily rental in Rockingham and Strafford counties have averaged 3.7% and have dropped to as low as 1.7% in recent years. In a submarket of this size new deliveries have a significant impact on vacancy rates which can be seen by the heavy delivery years of 2013 and 2017. Planned deliveries in 2018 will push vacancy rates northward. Assuming the subject site delivers 300 units in one phase (a large delivery for this market) vacancy rates could spike as high as 14%. Consideration of delivery in multiple phases would lessen this impact. Rent growth over the same period is expected to climb and average 4.1% annually. Rent growth has averaged around 2% historically. Given strong delivery in the upcoming years (300 at the subject site) vacancies should increase tempering rent growth over the next five years to around 1.6% annually.



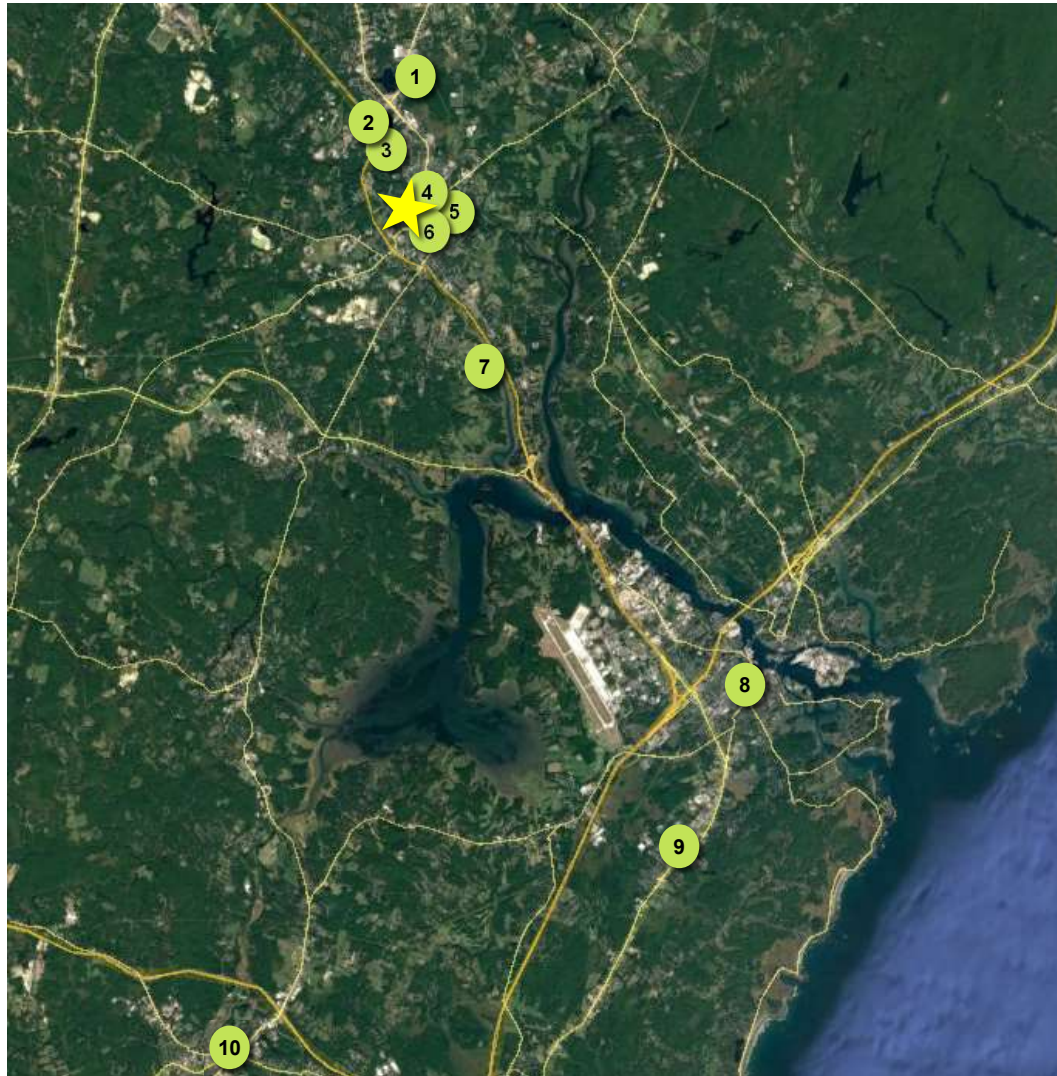
SOURCE: Noell Consulting Group and Costar, NHHFA (New Hampshire Housing)



# Competitive Multifamily Market & Positioning Analysis

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 16  
Competitive Apartment Community Map



Northern Suburbs		Units	\$/SF
1	Tara Meadows	270	\$1.42
2	Windshire Gardens	102	\$1.37
3	Princeton Dover	125	\$2.04
<b>Northern Suburbs Average</b>		<b>166</b>	<b>\$1.61</b>

Downtown Dover		Units	\$/SF
4	Riparia	32	\$1.91
5	Picker House	27	\$1.61
6	Cocheco Mills	118	\$1.94
<b>Northern Suburbs Average</b>		<b>59</b>	<b>\$1.82</b>

Southern Suburbs		Units	\$/SF
7	Pointe Place	58	\$2.19
<b>Southern Suburbs Average</b>		<b>58</b>	<b>\$2.19</b>

Portsmouth		Units	\$/SF
8	Portwalk Place	149	\$3.18
9	The Veridian	95	\$2.53
<b>Portsmouth Average</b>		<b>122</b>	<b>\$2.85</b>

Exeter		Units	\$/SF
10	Chestnut	48	\$1.90
<b>Exeter Average</b>		<b>48</b>	<b>\$1.90</b>

<b>Northern Suburbs Average</b>	<b>166</b>	<b>\$1.61</b>
<b>Downtown Dover Average</b>	<b>59</b>	<b>\$1.82</b>
<b>Southern Suburbs Average</b>	<b>58</b>	<b>\$2.19</b>
<b>Portsmouth Average</b>	<b>122</b>	<b>\$2.85</b>
<b>Exeter Average</b>	<b>48</b>	<b>\$1.90</b>

<b>Average All</b>	<b>102</b>	<b>\$2.01</b>
<b>Best Comp Average</b>	<b>89</b>	<b>\$2.24</b>

SOURCE: Noell Consulting Group, Google Earth, Google Maps



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 17

### Summary of the Competitive Market by Area and Implication to the Subject Property

	Community Name	Submarket	Year Built	% Leased	Total Units	Unit Size Range	Weighted Average Unit Size	Absolute Effective Rent Range	Weighted Average Rent	Weighted Average \$/SF	Percent Less than 2B/2b
1	Tara Meadows	Northern Suburbs	1976	99%	270	392 915	792	\$880 \$1,172	\$1,125	\$1.42	20%
2	Windshire Gardens	Northern Suburbs	2005	100%	102	891 1,089	1,009	\$1,350 \$1,425	\$1,383	\$1.37	0%
3	Princeton Dover	Northern Suburbs	1970	94%	125	539 1,120	723	\$1,329 \$2,000	\$1,478	\$2.04	23%
4	Riparia	Downtown Dover	2015	100%	32	890 1,054	978	\$1,708 \$1,978	\$1,872	\$1.91	0%
5	Picker House	Downtown Dover	2013	100%	27	600 1,166	935	\$1,250 \$1,650	\$1,505	\$1.61	26%
6	Cocheco Mills	Downtown Dover	2013	100%	118	506 1,273	805	\$1,100 \$2,300	\$1,563	\$1.94	53%
7	Pointe Place	Southern Suburbs	2017	100%	58	740 1,117	987	\$1,500 \$2,600	\$2,166	\$2.19	29%
8	Portwalk Place	Portsmouth	2012	97%	149	561 1,528	986	\$2,000 \$5,000	\$3,137	\$3.18	50%
9	The Veridian	Portsmouth	2017	95%	95	615 1,164	900	\$1,600 \$2,850	\$2,276	\$2.53	33%
10	Chestnut	Exeter	2016	100%	48	580 1,114	831	\$1,065 \$2,110	\$1,582	\$1.90	63%

Market Average	2005	98%	102	631	1,154	895	1,378	2,309	1,809	\$2.01	30%
Best Comp Average	2009	98%	89	633	1,196	887	1,472	2,691	2,010	\$2.24	36%
Northern Suburbs Average	1984	98%	166	607	1,041	841	1,186	1,532	1,329	\$1.61	14%
Downtown Dover Average	2014	100%	59	665	1,164	906	1,353	1,976	1,647	\$1.82	26%
Southern Suburbs Average	2013	100%	118	506	1,273	805	1,100	2,300	1,563	\$1.94	53%
Portsmouth Average	2015	96%	122	588	1,346	943	1,800	3,925	2,706	\$2.85	41%
Exeter Average	2016	100%	48	580	1,114	831	1,065	2,110	1,582	\$1.90	63%

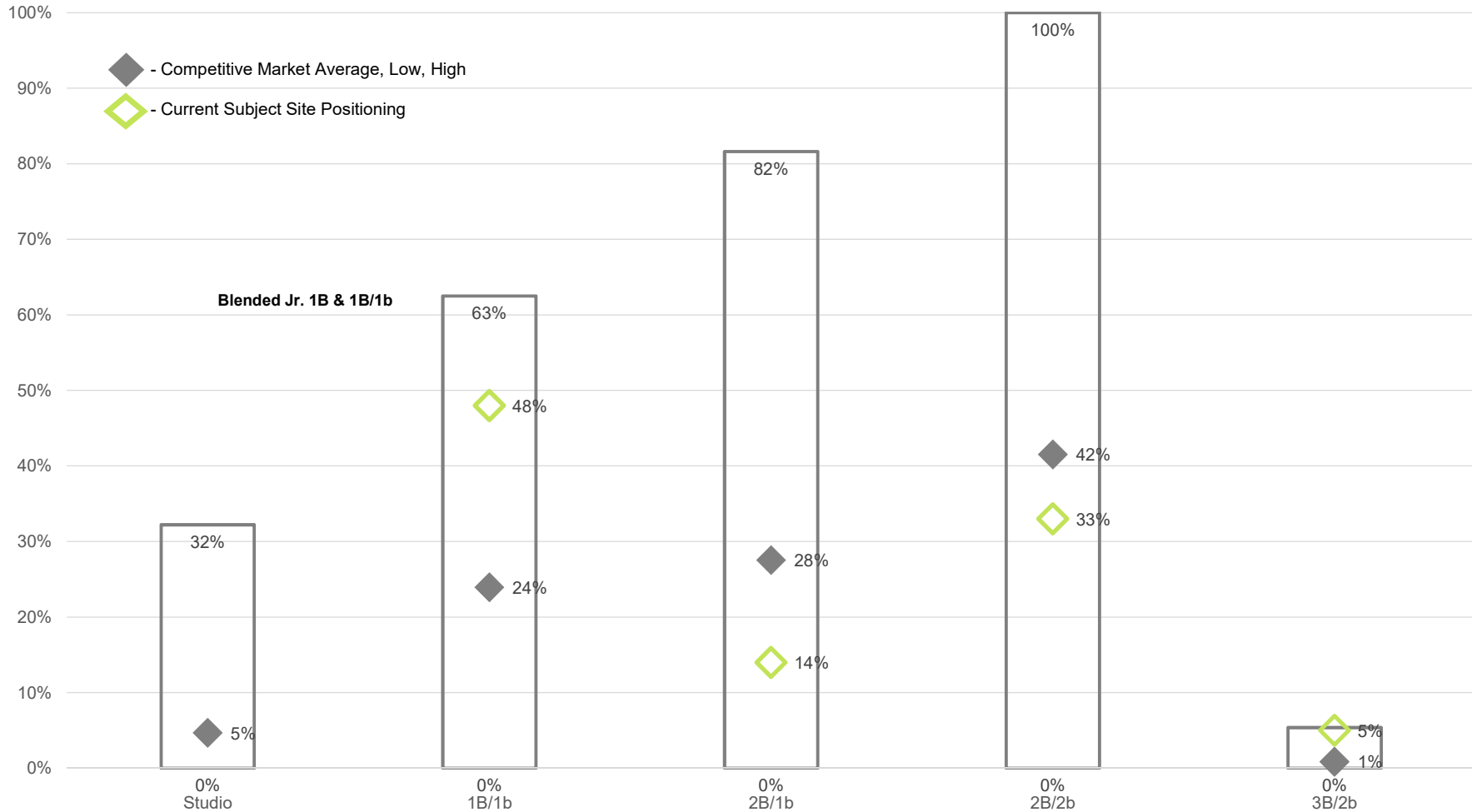
The local Dover market is largely fueled by employment access and affordability w/ a few niche offerings such as Riparia appealing to an older, more affluent, empty-nester audience. The nearby Portsmouth market is primarily driven by those seeking a walkable, urban environment w/ a high-level of lifestyle amenities such as restaurants, boutique & national retailers, and nightlife.

SOURCE: Noell Consulting Group



**CATHARTES  
COCHECO WATERFRONT  
RESIDENTIAL MARKET ANALYSIS**

Exhibit 18  
Market Summary Unit Mix with Subject Property Recommendations



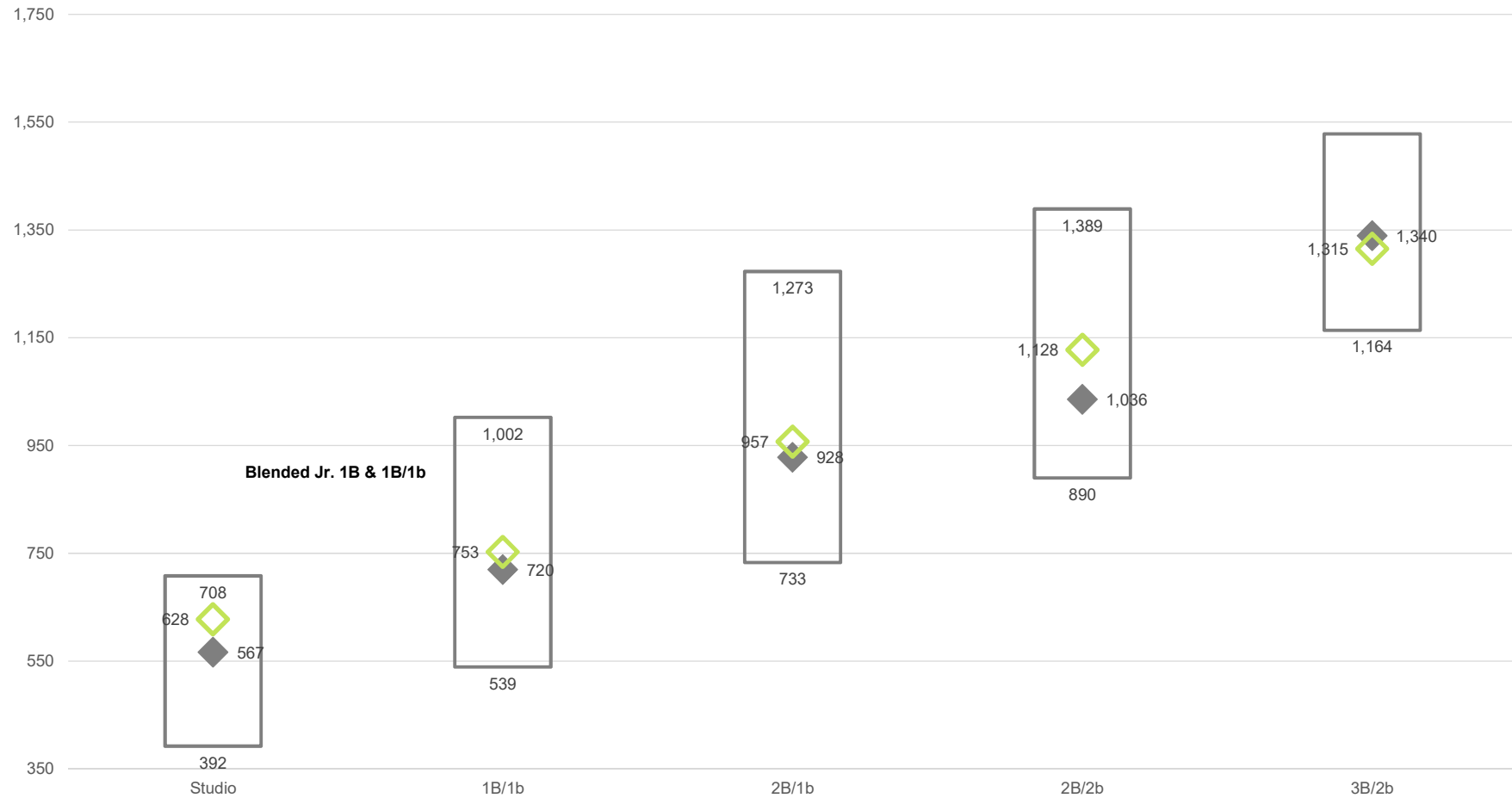
This exhibit presents NCG's subject property mix recommendations against that of the market w/ the bars representing the high & lows of the market and dark diamond representing market average. For the sake of comparison, Junior 1 bedroom units have been combined with true 1 bedroom units. We recommend a mix heavier on 1-bedroom units as well as 3-bedroom units and lighter on larger 2-bedroom units.

SOURCE: Noell Consulting Group



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 19  
Market Summary Unit Size with Subject Property Recommendations



As with the previous exhibit, NCG has blended the Junior 1 bedrooms w/ the true 1 bedroom for market comparison. The current subject site unit sizes are almost directly in line with market averages across nearly all product lines.

SOURCE: Noell Consulting Group





# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 20

### Estimated Absolute Rent Premiums By Community and Characteristics for One-Bedroom Units

Factor	Weight	Portwalk Place	The Veridian	Pointe Place	Cocheco Mills	Princeton Dover	Market Average	Market Average Desc.
Community Amenities	15.0%	4.0	3.5	2.0	2.0	3.5	3.0	Clubroom, fitness center, curated outdoor space
Premium Finishes	10.0%	4.0	4.0	3.5	2.0	2.0	3.1	Granite counters, SS appliances, LVT, no W/D
Unit Size / Configuration	20.0%	4.0	3.0	3.5	3.0	1.0	2.9	Avg 714 sf
Access to Entertainment/Retail	10.0%	5.0	4.5	2.5	3.0	2.5	3.5	Walkable to retail, entertainment
Highway/Job Access	15.0%	4.5	3.5	3.0	3.5	4.0	3.7	Short drive to nearby jobs / highway
Neighborhood Perception	5.0%	5.0	3.5	3.5	3.0	2.0	3.4	High & improving perception
Access to Greenspace/Trails	7.5%	4.5	2.5	4.5	4.0	2.5	3.6	Walkable to parks & trails, on-site green space
View/Floor Premium	7.5%	4.0	2.0	4.0	3.5	1.0	2.9	Town views for many of the units
Access to Grocery/Brand	7.5%	4.0	3.5	1.5	2.5	4.0	3.1	Short drive to full-service grocer, roughly 1.36 miles
Concessions (Inverse Rel.)	2.5%	3.0	3.0	3.0	3.0	3.0	3.0	None
<b>Weighted Average Score</b>		<b>4.2</b>	<b>3.4</b>	<b>3.1</b>	<b>2.9</b>	<b>2.5</b>	<b>3.2</b>	<b>Market Avg. Rent \$1,773</b>
Estimated Premium/Discount:		32.0%	4.4%	-5.0%	-9.7%	-21.7%	0.0%	Communities ranked on a 1 - 5 scale, with 1 being poor and 5 being strong, relative to all projects in the market.
Estimated Rent:		\$2,521	\$1,875	\$1,657	\$1,548	\$1,266	\$1,773	
One Bedroom Actual Average Rents:		\$2,556	\$1,850	\$1,600	\$1,525	\$1,336	\$1,773	
Margin of Error:		-1%	1%	4%	1%	-5%	0%	

Characteristic	Market Average	Subject Site	Subject Site Prm. To Avg.	Description	
Community Amenities	3.0	3.5	17%	Assumes rooftop, clubroom, fitness center	The results of the best competitor positioning analysis indicates that the subject site can support rents of \$1,911 for a average one-bedroom unit (assuming an average unit size of approximately 753). This pricing equates to an approximate 7.8% absolute premium to the market average.
Premium Finishes	3.1	3.5	13%	Assumes quartz/granite, SS appl., LVT, W/D	
Unit Size / Configuration	2.9	3.5	21%	Avg 753sf	
Access to Entertainment/Retail	3.5	3.0	-14%	Cocheco Waterfront retail	
Highway/Job Access	3.7	3.5	-5%	Short drive to Liberty Mutual, Portsmouth	
Neighborhood Perception	3.4	3.5	3%	Viewed as discount to Portsmouth, but improving	
Access to Greenspace/Trails	3.6	4.0	11%	Nearby walkable greenspace & trails	
View/Floor Premium	2.9	3.5	21%	Downtown Dover and river views	
Access to Grocery/Brand	3.1	2.5	-19%	Full-service grocer across river	
Concessions (Inverse Rel.)	3.0	3.0	0%	Market average	
	3.21	3.40	*Equates to a 2.3% premium to the market average		NCG believes pricing is supportable given the site's Intown Dover location, new Cocheco Waterfront investments, above average market finish and amenity offerings.
Estimated Rent (2018 \$):	\$1,773	\$1,911	Forecasted based on demonstrated rents & scores (+/- 2%)		
	\$2.48	\$2.54	*Assuming avg. unit size of approx. 753 sf		

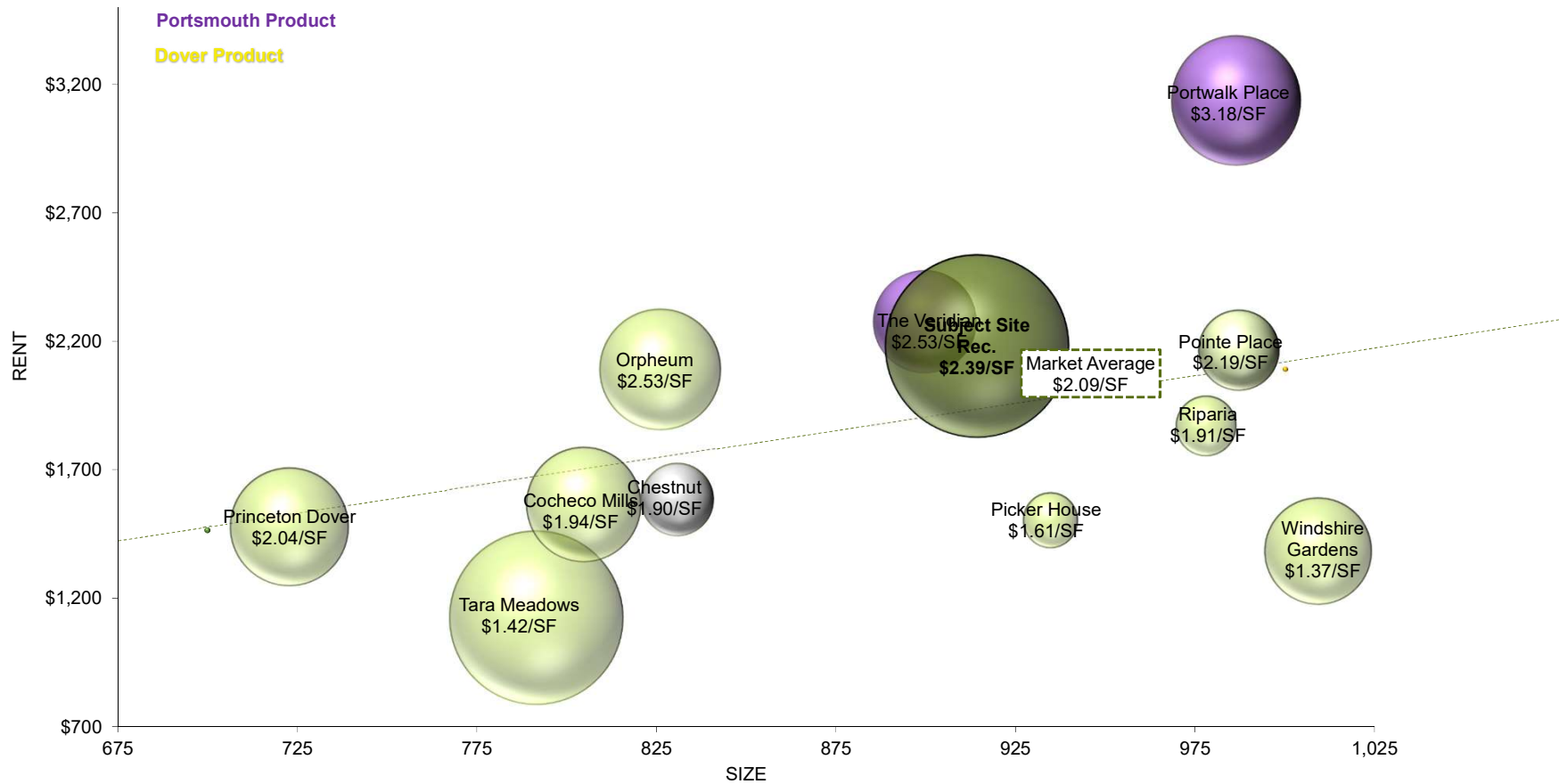
SOURCE: Noell Consulting Group



**CATHARTES  
COCHECO WATERFRONT  
RESIDENTIAL MARKET ANALYSIS**

Exhibit 21

Comparison of Recommended Positioning for the Subject Site Relative to Key Competitors in the Market - Weighted Average



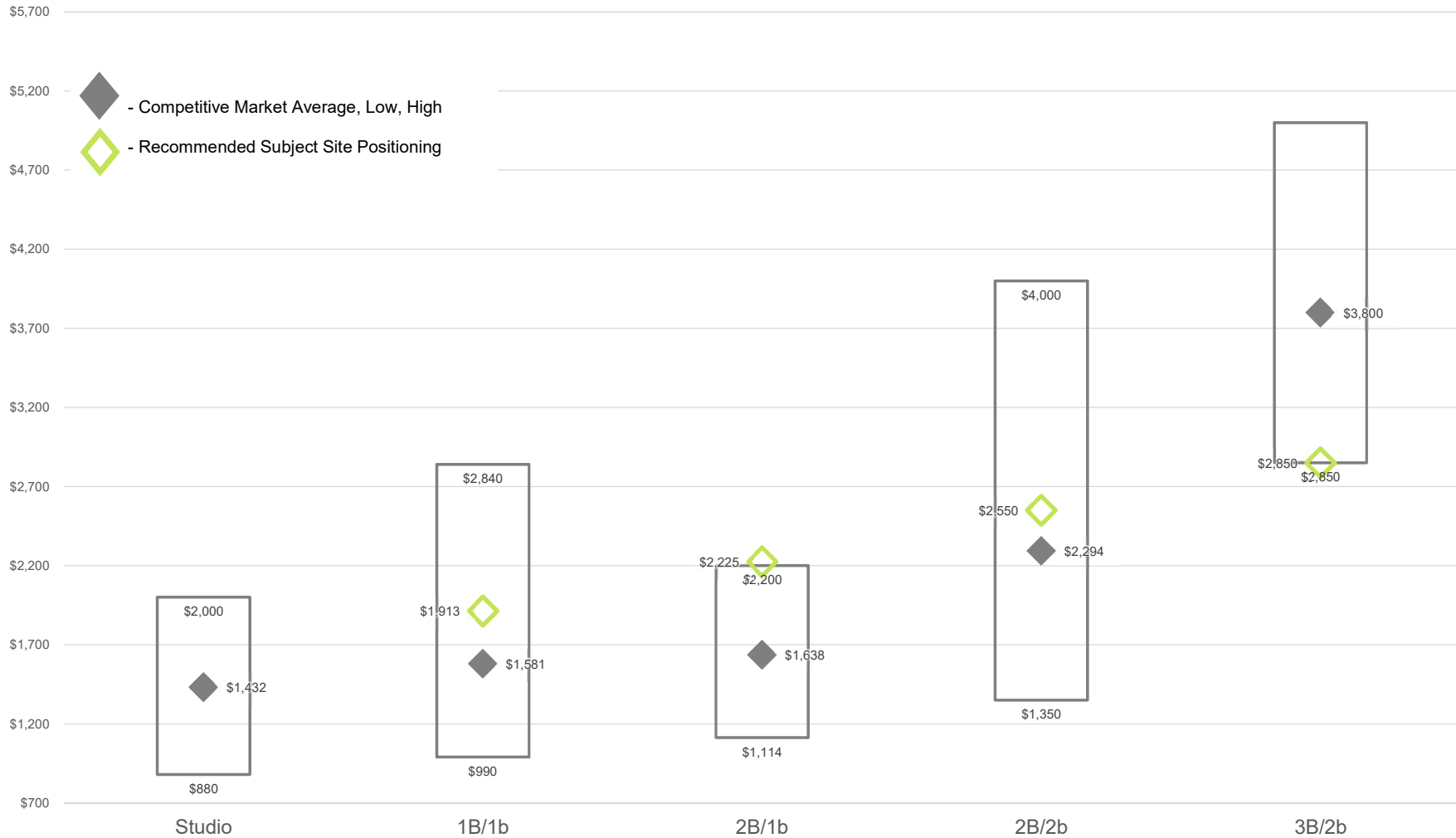
NCG's recommended program and positioning for the Cochecho Waterfront site allows for the project to achieve a 6.9% premium to the competitive market average in terms of \$/SF, while keeping absolute rents at a discount to Portsmouth-oriented communities such as The Veridian and Portwalk Place. This is achievable due to a strong location and a unit mix heavy on 1-bedroom and junior 1-bedroom units.

SOURCE: Noell Consulting Group based on surveys of properties.



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 22  
Market Summary Unit Rent with Subject Property Recommendations



Overall, NCG's recommended rents fall well within the competitive market average, w/ the higher rent range pushed by new Class A product in Portsmouth. A strong location at Cocheco Waterfront contributes to absolute rents slightly higher than the existing market average on the whole.

SOURCE: Noell Consulting Group

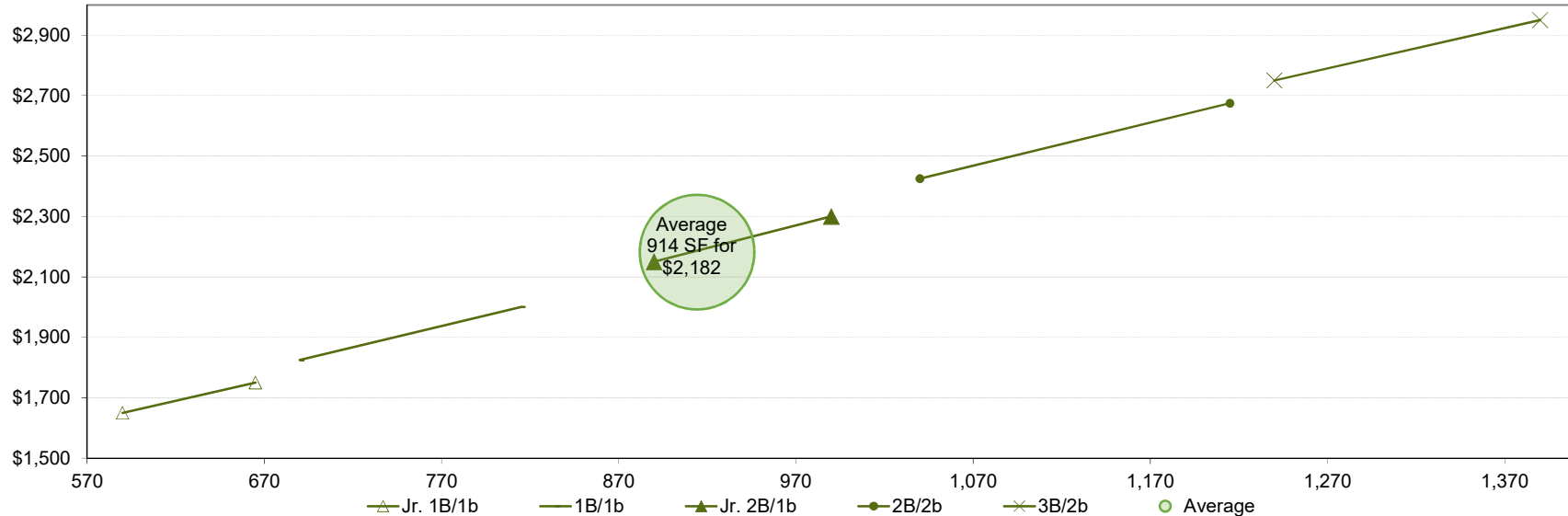


# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 23  
Recommended Product Program for the Subject Site

Unit Type	Target Audience	Unit Count	Unit Mix	Effective Rent Range	Avg. Rent	Unit Size Range	Avg. Size	Effective \$/SF	Straight Average \$/SF	Est. Lease Up Pace	Lease-Up Exposure	
Jr. 1B/1b	Mostly singles	45	15%	\$1,650 \$1,750	\$1,700	590 665	628	\$2.63 - \$2.80	\$2.71	Assumes fully staffed, on-site leasing center and no concessions. Every free month above market average offered results in an average 20% increase in pace.		
1B/1b	Singles, some couples	99	33%	\$1,825 \$2,000	\$1,913	690 815	753	\$2.45 - \$2.64	\$2.54			
Jr. 2B/1b	Roommates, some couples/families	42	14%	\$2,150 \$2,300	\$2,225	890 990	957	\$2.32 - \$2.42	\$2.32			
2B/2b	Couples, matures, and roommates	99	33%	\$2,425 \$2,675	\$2,550	1,040 1,215	1,128	\$2.20 - \$2.33	\$2.26			
3B/2b	Some families w/ kids (interest in TH)	15	5%	\$2,750 \$2,950	\$2,850	1,240 1,390	1,315	\$2.12 - \$2.22	\$2.17			
<b>Totals/Avg</b>		<b>300</b>	<b>100%</b>	<b>\$1,650 \$2,950</b>	<b>\$2,182</b>	<b>590 1,390</b>	<b>914</b>	<b>\$2.12 - \$2.80</b>	<b>\$2.39</b>	<b>7.0/mo.</b>	<b>43.1 Months</b>	
										<b>With 1-month concession:</b>	<b>8.4/mo.</b>	<b>35.9 Months</b>
										<b>With 1-month concession and 15% pre-leased:</b>		<b>30.5 Months</b>

- Base rent range includes anticipated floor, view, and corner premiums
- 1-1.25 Recommended residential parking ratio/unit (based on demonstrated occupancy at comp. communities)
- 300-375 Recommended residential parking spaces (some can be provided off-site)
- 15-20 Additional recommended residential guest/leasing spaces (can be in retail spaces)
- 315-395 Total parking spaces including guest/leasing and off-site



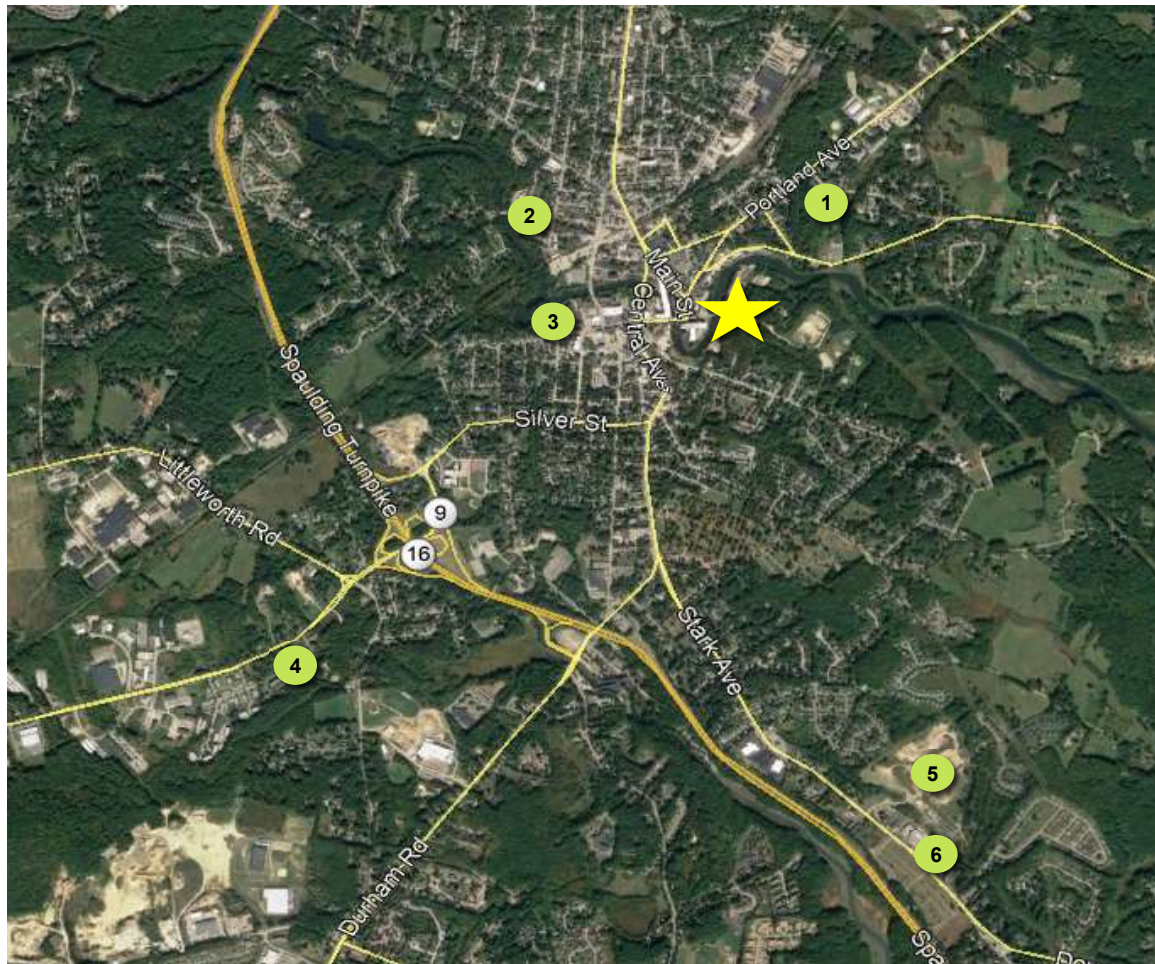
SOURCE: Noell Consulting Group



# Competitive Townhouse Market & Positioning Analysis

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 30  
Competitive/Analogous Townhome Community Map



SOURCE: Noell Consulting Group, Google Map

Townhome Communities	Units	\$/SF
1 Townsend Dr	36	\$165
2 Frances Dr	10	\$140
3 Capital Dr	7	\$165
4 Trestle Way	20	\$144
5 Pointe Place	20	\$180
6 Patriot Dr	6	\$159

<b>Average All</b>	<b>17</b>	<b>\$159</b>
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<b>Resales</b>	<b>79</b>	<b>\$155</b>
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<b>New Product</b>	<b>20</b>	<b>\$180</b>
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# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

Exhibit 31  
Summary of Actively-Selling\* and Resale Townhouse Communities (Last 36 Months)

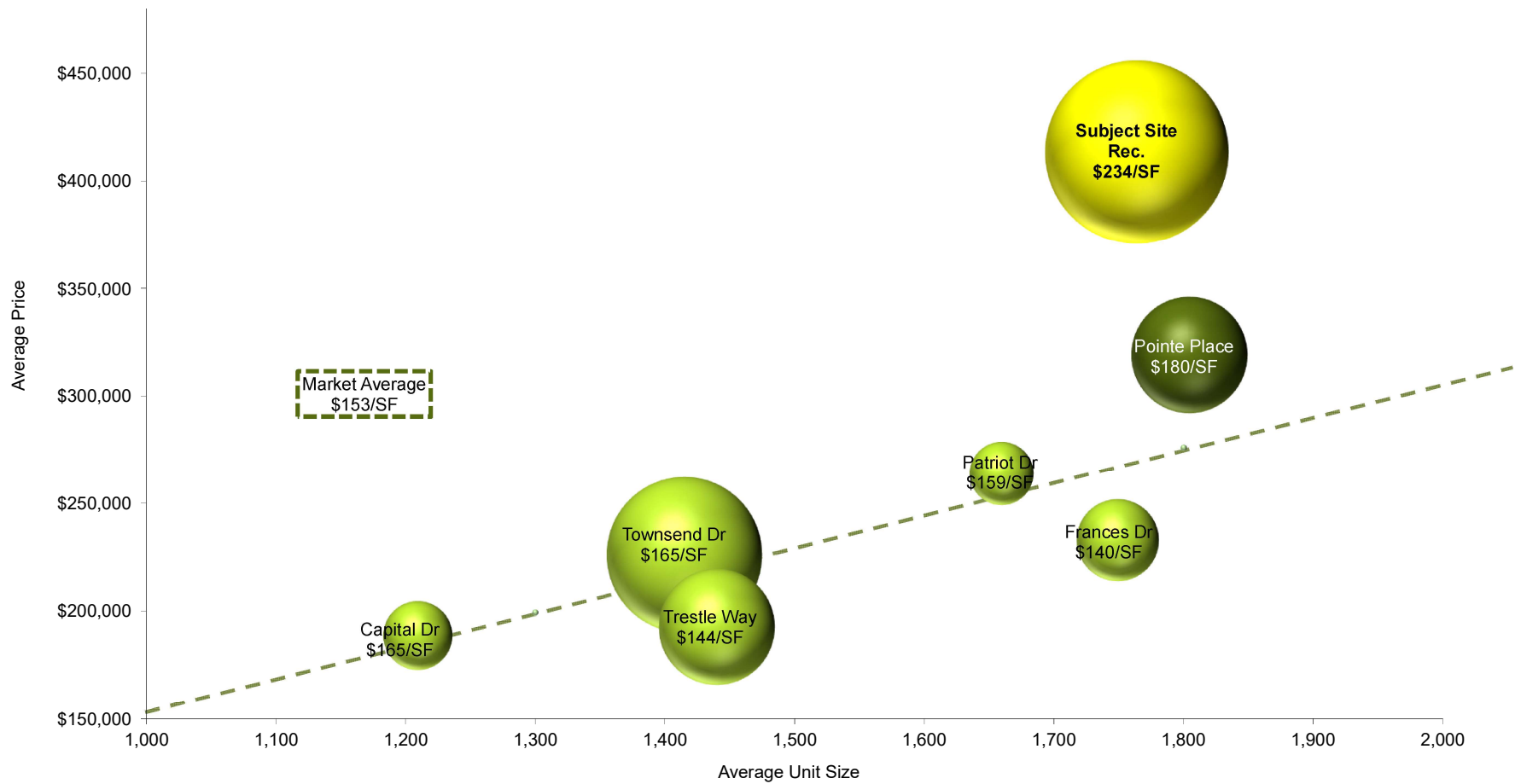
	Year Opened	Product Type	Units Built	Unit Type	Avg. Unit Size	Resale Unit Mix	Unit Price Range	Avg. Price	Avg. \$/SF	Comments	
Townsend Dr 	2008	3-story w/ attached 1-car garage	36	2B/1.5b	1,377	31%	\$215,000 \$242,000	\$230,975	\$176	Balcony, flex room off garage	
				2B/2.25b	1,508	8%	\$223,000 \$223,000	\$223,000	\$148		
				3B/1.5b	1,433	46%	\$215,000 \$232,000	\$223,656	\$162		
					3B/2.5b	1,392	15%	\$225,000 \$225,000	\$225,000	\$162	
				<b>HOA Fee: \$200/mo</b>		<b>1,415</b>	<b>100%</b>	<b>\$215,000 \$242,000</b>	<b>\$226,064</b>	<b>\$165</b>	
Frances Dr 	2006	2/3 story w/ 0/1-car garage	10	3B/1.75b	1,214	25%	\$155,000 \$155,000	\$155,000	\$128	On Cochecho River	
				3B/2b	1,515	25%	\$155,000 \$250,000	\$202,500	\$165		
				3B/2.25b	2,134	50%	\$287,000 \$287,000	\$287,000	\$134		
				<b>HOA Fee: \$171/mo</b>		<b>1,749</b>	<b>100%</b>	<b>\$155,000 \$287,000</b>	<b>\$232,875</b>	<b>\$140</b>	
Capital Dr 	2005	2 story w/ surface parking	7	2B/1.5b	1,209	100%	\$183,000 \$200,000	\$188,667	\$165	Across river from DT Dover	
				<b>HOA Fee: \$120/mo</b>		<b>1,209</b>	<b>100%</b>	<b>\$183,000 \$200,000</b>	<b>\$188,667</b>	<b>\$165</b>	
Trestle Way 	2005	3 story w/ 2-car garage	20	2B/1.5b	1,440	100%	\$175,000 \$207,000	\$192,667	\$144	Private balconies, adjacent to park/hiking trails	
				<b>HOA Fee: \$610/mo</b>		<b>1,440</b>	<b>100%</b>	<b>\$175,000 \$207,000</b>	<b>\$192,667</b>	<b>\$144</b>	
Pointe Place (*New/Active Selling) 	2018	3 story w/ 1-car garage	20	2B/1.5b	1,804	100%	\$312,900 \$324,900	\$319,100	\$180	55+, amenitized (onsite gym, walking trails, restaurants, shops)	
				<b>HOA Fee: \$250/mo</b>		<b>1,804</b>	<b>100%</b>	<b>\$312,900 \$324,900</b>	<b>\$319,100</b>	<b>\$180</b>	
Patriot Dr 	2009	3 story w/ 2-car garage	6	3B/2b	1,705	33%	\$155,000 \$276,000	\$276,000	\$162	Private balconies	
				3B/2.5b	1,637	67%	\$257,900 \$257,933	\$257,917	\$158		
				<b>HOA Fee: \$130/mo</b>		<b>1,660</b>	<b>100%</b>	<b>\$155,000 \$276,000</b>	<b>\$263,944</b>		<b>\$159</b>
<b>Resale Averages</b>					<b>1,495</b>		<b>\$176,600 \$242,400</b>	<b>\$220,843</b>	<b>\$155</b>		
<b>New Listing Averages</b>					<b>1,804</b>		<b>\$312,900 \$324,900</b>	<b>\$319,100</b>	<b>\$180</b>		

SOURCE: NCG, RedFin



**CATHARTES  
COCHECO WATERFRONT  
RESIDENTIAL MARKET ANALYSIS**

Exhibit 32  
Key Competitors in the Market - Weighted Averages



Due to advantages in location, size, and age we expect the subject site to be positioned well above the existing townhouse comp set in both absolute and \$/SF rates. Advantages include a higher level of walkability, park/river orientations, and superior execution to other existing comparables in the market.

SOURCE: Noell Consulting Group based on surveys of properties.





# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Exhibit 33

### Recommended Development Program for Subject Property Townhouses

#### Pointe Place compared to Subject 1,620 SF

18' product line  
3 Stories with attached 1 car garage  
2 bed/2.5 bath



Average Base Price: \$319,100  
Unit Size: 1,804  
Avg. \$/SF: \$177

#### Justification

- Based on 50% of the \$/SF times size difference.
- Location adjustment based on median incomes and home prices
- Slight decrease in finish quality
- Additional full bath
- No 18' recommended near park

	Adj. Price
Adj. To Subject Site Unit Size: -\$16,305	\$302,795
Location Adjustment: 20.0%	\$363,354
Finish Adjustment: 2.5%	\$372,438
Bath Adjustment: \$5,000	\$377,438
Park Premium: 0.0%	\$0

**Subject Site 3-Story 18' TH Pricing: \$372,438**

#### Pointe Place compared to Subject 1,980 SF

22' product line  
3 Stories with attached 2 car garage  
3 bed/2.5 bath



Average Base Price: \$319,100  
Unit Size: 1,804  
Avg. \$/SF: \$177

#### Justification

- Based on 50% of the \$/SF times size difference.
- Location adjustment based on median incomes and home prices
- 22' recommended near park
- Slight decrease in finish quality
- Additional full bath
- 22' recommended near park

	Adj. Price
Adj. To Subject Site Unit Size: \$15,527	\$334,627
Location Adjustment: 20.0%	\$401,552
Park Premium: 10.0%	\$368,090
Finish Adjustment: 2.5%	\$377,292
Bath Adjustment: \$5,000	\$382,292
Garage Adjustment: \$75,000	\$457,292

**Subject Site 3-Story 22' TH Pricing: \$457,292**

### NCG Recommended Program

Unit Dim.	Unit Type	Base Unit Config.	Unit Count	Unit Mix	Sales Pace/ Mo.	Mo. To Sell Out	Base Price Range	Avg. Base Price	Unit Size Range	Avg. Unit Size	Avg. Base \$/SF
18' x 35'	2B/2.5b	3 story w/ 1 car garage	30	60%	2.0	25.0 mos.	\$372,000 - \$387,000	\$379,500	1,620 - 1,620	1,620	\$234
22' x 35'	3B/2.5b	3 story w/ 2 car garage	20	40%			\$457,000 - \$472,000	\$464,500	1,980 - 1,980	1,980	\$235
			<b>50</b>	<b>100%</b>			<b>\$372,000 - \$472,000</b>	<b>\$413,500</b>	<b>1,620 - 1,980</b>	<b>1,764</b>	<b>\$234</b>

We recommend development of two townhouse product lines, including a smaller 18' townhouse and a larger 22' unit. The smaller units will likely appeal more to singles, including more mature singles, while the 20' units will be split between mature singles and couples. We except locational advantages and associated walkability, job access, as well as the appeal of incorporation into Cochecho Waterfront mixed-use setting will promote achievement of considerable premium over existing townhouse product in the wider market. Base price ranges above include a \$15,000 premium for TH end

SOURCE: Noell Consulting Group

# Appendix

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 1

### Competitive Rental Community - Tara Meadows (731 Tri City Rd)

OVERVIEW	Developer Name -		App. + Admin. Fee: \$40										
	Owner Name John J. Flatley Company		Pet Fees: No Pets Allowed										
SUMMARY	Property Manager Name John J. Flatley Company		Other Fees: \$25 / mo 6'x9' storage										
	Year Built 1976		Parking Fees: -										
PRODUCT PROGRAM	Number Of Stories 3		Parking Type: Surface										
	Lease Up Pace: -		Total Spaces 398										
	Walk Score@: (45) Car-Dependent		Spaces/Bed: 0.82										
	Market Audience: Leasing agent was not very forthcoming, but the audience seemed to be primary older lifestyle renters w/ a mix of young professionals seeking affordability. Young people primarily work in area or Portsmouth.												
Building Summary: Aged building with upgraded amenity offering, clubroom, and on-site management.													
PRODUCT PROGRAM		Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range	Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range	Avg. \$/SF
		Studio	8	3%	0	100.0%	\$880 \$926	\$903	392 392	392	1 month free on vacant units	\$2.24 \$2.36	\$2.30
		1B/1b	46	17%	0	100.0%	\$990 \$1,172	\$1,085	600 817	709		\$1.43 \$1.65	\$1.53
		2B/1b	216	80%	4	98.1%	\$1,114 \$1,169	\$1,142	733 915	824		\$1.28 \$1.52	\$1.39
		<b>SUMMARY:</b>	<b>270</b>	<b>100%</b>	<b>4</b>	<b>98.5%</b>	<b>\$880 \$1,172</b>	<b>\$1,125</b>	<b>392 915</b>	<b>792</b>		<b>\$1.28 \$2.36</b>	<b>\$1.42</b>
FINISHES AND AMENITIES	Ceiling Height and Finish:		8' ceilings, finished										
	Lighting and Fixtures:		Surface										
	Flooring:		Vinyl tile in kitchen & bath, carpet in bed										
	Cabinets and Hardware:		Dated inset cabinets w/ knob pulls										
	Countertops:		Laminate counters, overmount sinks, cultured marble in bath										
	Appliance Package:		Dated white appliances; gas range										
	Laundry and Bath Detail:		Communal laundry facilities										
	Windows and Balconies:		Punch windows; all units w/ balconies / patios										
Additional Features:													
Community Features and Amenities:		Basketball court, tennis court, business center, fitness center, playground, pool.											



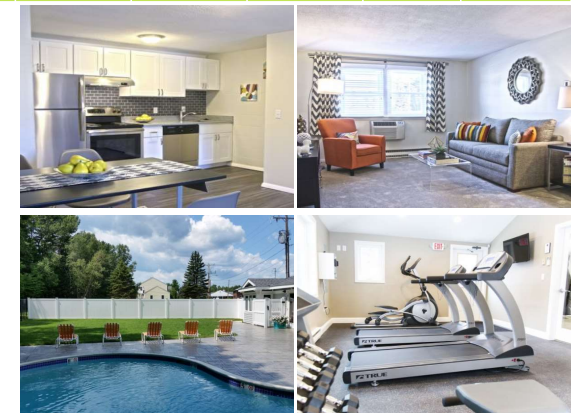
Source: Noell Consulting Group, CoStar

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 2

### Competitive Rental Community - Princeton Dover Apartments (8 Northway Cir)

OVERVIEW	Developer Name -		App. + Admin. Fee: \$50 application fee											
	Owner Name Princeton Properties		Pet Fees: \$30/mo cat, \$50/mo dog											
	Property Manager Name Princeton Properties		Other Fees: -											
	Year Built 1970 (2014 Renovation)		Parking Fees: -											
	Number Of Stories 3		Parking Type: Surface											
	Lease Up Pace: -		Total Spaces 202											
	Walk Score®: (21) Car-Dependent		Spaces/Bed: 0.89											
SUMMARY	Market Audience:		Primarily young professionals working locally (Liberty Mutual is a big employer). 1Bs: 70% singles, 30% couples; 2Bs: 50% roommates, 30% couples, 20% families. 80% 35 years old or less.											
	Building Summary:		Aged garden complex that underwent renovation in 2014 to modernize the kitchens. Currently upgrading amenities over time - have done the clubhouse, pool, & gym so far.											
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range		Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range		Avg. \$/SF
	1B/1b	23	18%	0	100.0%	\$1,329	\$1,369	\$1,336	539 650	558	None	\$2.11	\$2.47	\$2.40
	2B/1b	102	82%	7	93.1%	\$1,489	\$2,000	\$1,510	745 1,120	760		\$1.79	\$2.00	\$1.99
<b>SUMMARY:</b>		<b>125</b>	<b>100%</b>	<b>7</b>	<b>94.4%</b>	<b>\$1,329</b>	<b>\$2,000</b>	<b>\$1,478</b>	<b>539 1,120</b>	<b>723</b>		<b>\$1.79</b>	<b>\$2.47</b>	<b>\$2.04</b>
FINISHES AND AMENITIES	Ceiling Height and Finish:		8' ceilings, finished											
	Lighting and Fixtures:		Surface attached lighting											
	Flooring:		LVT in kitchen, carpet in living & beds											
	Cabinets and Hardware:		Shaker cabinets w/ brushed nickel pulls											
	Countertops:		Granite counters in the kitchen w/ undermount sinks											
	Appliance Package:		Stainless steel appliances w/ electric coil range											
	Laundry and Bath Detail:		Community washer & dryer in each building											
	Windows and Balconies:		Standard punch windows, no balconies											
Additional Features:		Glass subway tile backsplashes												
Community Features and Amenities:		Pool, gym, dog run, playground, and some open space for activities.												



Source: Noell Consulting Group, CoStar



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 3

### Competitive Rental Community - Riparia (100 1st St)

OVERVIEW	Developer Name		Bamford & McEaney		App. + Admin. Fee:		-						
	Owner Name		Bamford Dedoploulous & Regan		Pet Fees:		No pets						
	Property Manager Name		Riparia		Other Fees:		-						
	Year Built		2015		Parking Fees:		-						
	Number Of Stories		5		Parking Type:		Surface						
	Lease Up Pace:		-		Total Spaces:		-						
	Walk Score®:		(86) Very Walkable		Spaces/Bed:		0.47						
SUMMARY	Market Audience:		Primarily all empty-nester / retirees.										
	Building Summary:		Only new product in Downtown Dover w/ all units being 2B/2b and geared towards a more mature audience. Ground floor retail was unoccupied at time of study.										
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range	Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range	Avg. \$/SF	
	2B/2b	32	100%	0	100%	\$1,708 \$1,978	\$1,872	890 1,054	978	None	\$1.88 \$1.92	\$1.91	
FINISHES AND AMENITIES	SUMMARY:		32	100%	0	100%	\$1,708 \$1,978	\$1,872	890 1,054	978		\$1.88 \$1.92	\$1.91
	Ceiling Height and Finish:		10' ceilings, finished										
	Lighting and Fixtures:		High-end (Restoration Hardware) & modern lighting package										
	Flooring:		Wide hardwood floors in kitchen & living, carpet in bed, tile in bath										
	Cabinets and Hardware:		White shaker, soft-close cabinetry, w/ brushed nickel pulls										
	Countertops:		Marble counters in kitchen & bath w/ undermount sinks										
	Appliance Package:		Stainless steel appliances, side-by-side fridge, electric smooth top range										
	Laundry and Bath Detail:		Washer & dryer in unit, master-shower in main										
	Windows and Balconies:		Standard punch windows, all units w/ balconies										
	Additional Features:		7' doors, crown-molding, gas-fireplaces										
Community Features and Amenities:		Brick heated sidewalk & parking to prevent snow accumulation / ice. Elevator w/ intercom ca system, on-site retail (empty as of study date)											



Source: Noell Consulting Group, CoStar

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 4

### Competitive Rental Community - Cochecho Mills (383 Central Ave)

OVERVIEW	Developer Name		App. + Admin. Fee: \$30 app											
	Owner Name		Chinburg Properties Inc.											
SUMMARY	Property Manager Name		Chinburg - Cochecho Mills											
	Year Built		2013											
	Number Of Stories		4											
	Lease Up Pace:		-											
	Walk Score®:		(87) Very Walkable											
SUMMARY	Market Audience:		Strong young professional audience w/ some students and mature professionals looking for Downtown Dover living & unique loft living											
	Building Summary:		Conversion of old loft building with minimal investment in interiors and communal spaces. Building is mixed used, w/ lower floors being office and some ground floor spaces being retail.											
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range		Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range		Avg. \$/SF
	Studio	38	32%	0	100%	\$1,100	\$1,350	\$1,225	506 708	607		\$1.91	\$2.17	\$2.02
	Loft	13	11%	0	100%	\$1,250	\$1,400	\$1,325	705 773	739		\$1.77	\$1.81	\$1.79
	1B/1b	24	20%	0	100%	\$1,450	\$1,600	\$1,525	590 864	727	None	\$1.85	\$2.46	\$2.10
	1B/1.5b/TH	1	1%	0	100%	\$2,100	\$2,300	\$2,200	1,237 1,237	1,237		\$1.70	\$1.86	\$1.78
	2B/1b	42	36%	0	100%	\$1,700	\$2,200	\$1,950	803 1,273	1,038		\$1.73	\$2.12	\$1.88
	<b>SUMMARY:</b>	<b>118</b>	<b>100%</b>	<b>0</b>	<b>100%</b>	<b>\$1,100</b>	<b>\$2,300</b>	<b>\$1,563</b>	<b>506 1,273</b>	<b>805</b>			<b>\$1.70</b>	<b>\$2.46</b>
FINISHES AND AMENITIES	Ceiling Height and Finish:		Exposed ceilings & ductwork											
	Lighting and Fixtures:		Hanging farmhouse pendants											
	Flooring:		Concrete floors											
	Cabinets and Hardware:		Wood grained shaker cabinets											
	Countertops:		Depending on phase, Richlite or granite counters											
	Appliance Package:		Mix of stainless steel & black appliances, electric range											
	Laundry and Bath Detail:		Washer & dryer hookups, communal laundry rooms											
	Windows and Balconies:		Oversized industrial windows											
Additional Features:		Exposed brick, true loft living												
Community Features and Amenities:		Fitness room, clubroom, bike storage, on-site retail												



Source: Noell Consulting Group, CoStar

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 5

### Competitive Rental Community - Picker House Mill Apartments (42 Main St)

OVERVIEW	Developer Name -		App. + Admin. Fee: \$30 app									
	Owner Name Chinburg Properties Inc.		Pet Fees: \$40/mo									
	Property Manager Name Chinburg - The Picker House		Other Fees: -									
	Year Built 2013		Parking Fees: Free, first come first serve									
	Number Of Stories 2		Parking Type: Surface									
	Lease Up Pace: -		Total Spaces 17									
	Walk Score®: (87) Very Walkable		Spaces/Bed: 0.36									
SUMMARY	Market Audience: Primary young professionals seeking Downtown Dover location and authentic loft living.											
	Building Summary: Mill conversion w/ boutique feel due to small unit count. Bare bones conversion w/ little put into communal spaces.											
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range	Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range	Avg. \$/SF
	1B/1b	7	26%	0	100.0%	\$1,250 \$1,500	\$1,375	600 948	774	None	\$1.58 \$2.08	\$1.78
	2B/1b	20	74%	0	100.0%	\$1,450 \$1,650	\$1,550	816 1,166	991		\$1.42 \$1.78	\$1.56
SUMMARY:		27	100%	0	100.0%	\$1,250 \$1,650	\$1,505	600 1,166	935		\$1.42 \$2.08	\$1.61
FINISHES AND AMENITIES	Ceiling Height and Finish: Exposed ceiling, ducts											
	Lighting and Fixtures: Farmhouse pendants											
	Flooring: Mix of tile, carpet, and hardwoods											
	Cabinets and Hardware: Wood grained shaker cabinets											
	Countertops: Laminate counters											
	Appliance Package: White appliances, electric coil range											
	Laundry and Bath Detail: On-site laundry room											
Windows and Balconies: Oversized industrial windows												
Additional Features: Exposed brick walls, authentic loft living												
Community Features and Amenities: Bicycle storage, WiFi included												




Source: Noell Consulting Group, CoStar

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 6

### Competitive Rental Community - The Residences at 27 Chestnut Street (27 Chestnut St)

OVERVIEW	Developer Name		Chinburg Builders Inc		App. + Admin. Fee:		\$35 app							
	Owner Name		Chinburg Properties Inc.		Pet Fees:		\$150 upfront, \$30-\$40 / mo							
	Property Manager Name		Chinburg Properties Inc.		Other Fees:		-							
	Year Built		2016		Parking Fees:		Free, \$75 / mo underground							
	Number Of Stories		4		Parking Type:		Surface & underground							
	Lease Up Pace:		-		Total Spaces		34 garages, approx. 66 total							
	Walk Score®:		(83) Very Walkable		Spaces/Bed:		Approx. 1							
SUMMARY	Market Audience:		Few families; a lot of singles (of all ages) retirees/empty nesters, young professionals, and split commuters.											
	Building Summary:		Popular for location near downtown and river. "Good niche" not super fancy but nice finishes (granite and slate). Would not do much differently.											
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range		Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range		Avg. \$/SF
	1B/1b	30	63%	0	100.0%	\$1,065	\$1,575	\$1,320	580 827	704	None	\$1.84	\$1.90	\$1.88
	2B/1b	2	4%	0	100.0%	\$1,975	\$2,100	\$2,038	1,019 1,036	1,028		\$1.94	\$2.03	\$1.98
	2B/2b	16	33%	0	100.0%	\$1,925	\$2,110	\$2,018	975 1,114	1,045		\$1.89	\$1.97	\$1.93
<b>SUMMARY:</b>		<b>48</b>	<b>100%</b>	<b>0</b>	<b>100.0%</b>	<b>\$1,065</b>	<b>\$2,110</b>	<b>\$1,582</b>	<b>580 1,114</b>	<b>831</b>		<b>\$1.84</b>	<b>\$2.03</b>	<b>\$1.90</b>
FINISHES AND AMENITIES	Ceiling Height and Finish:		9' ceilings, finished											
	Lighting and Fixtures:		Modern lighting package w/ recessed cans, pendants, and surface attached											
	Flooring:		LVT flooring in living & kitchen, carpet in bed											
	Cabinets and Hardware:		Shaker cabinets w/ soft-close drawers & brushed nickel pulls											
	Countertops:		Granite counters in kitchen & bath w/ undermount sinks											
	Appliance Package:		Slate appliances											
	Laundry and Bath Detail:		Communal laundry											
Windows and Balconies:		Punch windows, all units w/ balconies												
Additional Features:														
Community Features and Amenities:		Fitness room, pet spa, club room, dance/movement studio, patio w/ firepit, cyber lounge												

Source: Noell Consulting Group, CoStar





# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 7

### Competitive Rental Community - The Veridian Residences (70 Constitution Ave)

OVERVIEW	Developer Name		Waterstone / Mount Vernon		App. + Admin. Fee:		\$25 app fee							
	Owner Name		Waterstone / Mount Vernon		Pet Fees:		\$25 / mo per pet							
	Property Manager Name		Torrington		Other Fees:		-							
	Year Built		2017		Parking Fees:		-							
	Number Of Stories		4		Parking Type:		Surface							
	Lease Up Pace:		7.25 units / month		Total Spaces		150							
	Walk Score®:		(51) Somewhat Walkable		Spaces/Bed:		0.93							
SUMMARY	Market Audience:		6 leases have been signed by retirees, the others have been young professionals working in the area - primarily at Pease International, naval employees, & those working at small firms around town.							 				
	Building Summary:		The second true Class-A product to come to Portsmouth. The building is part of the redevelopment of an older shopping center to create a walkable, mixed-use center.											
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range		Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range		Avg. \$/SF
	Studio	4	4%	0	100%	\$1,600	\$1,600	\$1,600	615 615	615	None	\$2.60	\$2.60	\$2.60
	1B/1b	25	26%	2	92%	\$1,850	\$1,850	\$1,850	684 748	703		\$2.47	\$2.70	\$2.63
	2B/2b	63	66%	3	95%	\$2,460	\$2,460	\$2,460	890 1,071	983		\$2.30	\$2.76	\$2.50
	3B/2b	3	3%	0	100%	\$2,850	\$2,850	\$2,850	1,164 1,164	1,164		\$2.45	\$2.45	\$2.45
<b>SUMMARY:</b>		<b>95</b>	<b>100%</b>	<b>5</b>	<b>95%</b>	<b>\$1,600</b>	<b>\$2,850</b>	<b>\$2,276</b>	<b>615 1,164</b>	<b>900</b>		<b>\$2.30</b>	<b>\$2.76</b>	<b>\$2.53</b>
FINISHES AND AMENITIES	Ceiling Height and Finish:		9' ceilings standard, finished											
	Lighting and Fixtures:		Recessed lights; modern lighting package in kitchen & bath											
	Flooring:		LVT flooring in kitchen & living, carpet in bed, tile in bath											
	Cabinets and Hardware:		White shaker cabinets, some exposed shelving											
	Countertops:		Quartz counters in kitchen & bath											
	Appliance Package:		Stainless steel appliances											
	Laundry and Bath Detail:		Washer & dryer included in all apartments											
	Windows and Balconies:		Oversized punch windows; Roughly 25% of units w/ balconies											
Additional Features:														
Community Features and Amenities:		Fitness center, coffee bar, social lounge w/ game room, pet spa, WiFi throughout community												
		 												

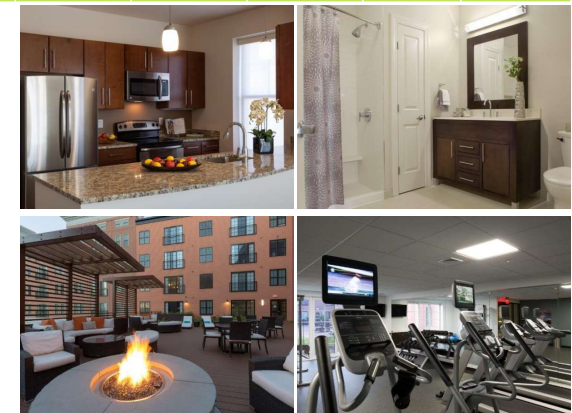
Source: Noell Consulting Group, CoStar

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 8

### Competitive Rental Community - The Residences at Portwalk Place (7 Portwalk Pl)

OVERVIEW	Developer Name		Cathartes Investments		App. + Admin. Fee:		-								
	Owner Name		Cathartes Investments		Pet Fees:		\$35-\$60 / per pet monthly rent								
	Property Manager Name		Winn		Other Fees:		\$25-\$175 / storage								
	Year Built		2012		Parking Fees:		1 Free, \$200 / mo garage								
	Number Of Stories		5		Parking Type:		Structured & surface								
	Lease Up Pace:		-		Total Spaces		1 Per unit + guest								
	Walk Score®:		(96) Walker's Paradise		Spaces/Bed:		0.77								
SUMMARY	Market Audience:		Broad mix - 60% are 55+, 30-35% are under 35. Studios primarily entry level professionals, 1Bs 50/50 between young and mature professionals, 2B - mature couples, 3B - retirees												
	Building Summary:		Rare Class A product in area w/ great Downtown Portsmouth location. Able to push pricing on lower end units (studios, 1B), tougher to push 2Bs due to market depth / unit layout.												
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range		Avg. Rent	Unit Size Range		Weighted Avg. Size	Current Conc.	Effective \$/SF Range		Avg. \$/SF
	Studio	11	7%	0	100.0%	\$2,000	\$2,000	\$2,000	561	684	652		\$2.92	\$3.57	\$3.07
	1B/1b	59	40%	1	98.3%	\$2,400	\$2,840	\$2,556	677	1,002	805		\$2.83	\$3.55	\$3.17
	1B/2b	4	3%	0	100.0%	\$3,300	\$3,400	\$3,350	1,194	1,194	1,194	None	\$2.76	\$2.85	\$2.81
	2B/2b	67	45%	3	95.5%	\$3,400	\$4,000	\$3,630	1,015	1,389	1,125		\$2.88	\$3.35	\$3.23
	3B/2b	8	5%	0	100%	\$4,500	\$5,000	\$4,750	1,476	1,528	1,515		\$3.05	\$3.27	\$3.14
<b>SUMMARY:</b>		<b>149</b>	<b>100%</b>	<b>4</b>	<b>97.3%</b>	<b>\$2,000</b>	<b>\$5,000</b>	<b>\$3,137</b>	<b>561</b>	<b>1,528</b>	<b>986</b>		<b>\$2.76</b>	<b>\$3.57</b>	<b>\$3.18</b>
FINISHES AND AMENITIES	Ceiling Height and Finish:		9' ceilings, finished												
	Lighting and Fixtures:		Modern surface mounts & pendants,												
	Flooring:		Tile in bath, carpet in living, hardwood in kitchen												
	Cabinets and Hardware:		Flat-slab wood cabinets, full overlay, brushed nickel pulls												
	Countertops:		Granite counters in kitchen & bath, undermount sink												
	Appliance Package:		Stainless steel appliances, French door fridge, electric smooth top range												
	Laundry and Bath Detail:		W/D included, tile shower surround												
Windows and Balconies:		Mix of standard & oversized punch windows, Juliet's, some patios													
Additional Features:															
Community Features and Amenities:		TV lounge, fitness center, business center, sundeck w/ firepit													



Source: Noell Consulting Group, CoStar

# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 9

### Competitive Rental Community - Windshire Gardens (73 Webb Pl)

OVERVIEW	Developer Name -		App. + Admin. Fee: -													
	Owner Name Yvon Cormier Construction Corp		Pet Fees: Cats only - \$500 deposit													
	Property Manager Name Windshire Gardens		Other Fees: -													
	Year Built 2005		Parking Fees: -													
	Number Of Stories 3		Parking Type: Surface													
	Lease Up Pace: -		Total Spaces 201													
	Walk Score®: (10) Car-Dependent		Spaces/Bed: 0.99													
SUMMARY	Market Audience: WND															
	Building Summary:		One of the newer garden apartments in the Dover area w/ good highway access and proximity to retail and jobs. Commodity product with check the box amenities and on-site leasing.													
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range		Avg. Rent	Unit Size Range		Weighted Avg. Size	Current Conc.	Effective \$/SF Range		Avg. \$/SF	
	2B/2b	102	100%	0	100.0%	\$1,350	\$1,425	\$1,383	891	1,089	1,009	None	\$1.31	\$1.52	\$1.37	
FINISHES AND AMENITIES	SUMMARY:		102	100%	0	100.0%	\$1,350	\$1,425	\$1,383	891	1,089	1,009		\$1.31	\$1.52	\$1.37
	Ceiling Height and Finish:		8', finished													
	Lighting and Fixtures:		Dated surface attached lighting													
	Flooring:		Vinyl flooring in kitchen & bath, carpet in living & bedrooms													
	Cabinets and Hardware:		Old wood shaker cabinets w/ knob pulls													
	Countertops:		Laminate counters in kitchen, cultured marble in bath													
	Appliance Package:		Mix of old white & black appliances, electric coil range													
	Laundry and Bath Detail:		Washer & dryer included													
	Windows and Balconies:		Punch windows, all units w/ balconies													
	Additional Features:															
Community Features and Amenities:		Clubhouse, playground, outdoor grills, pool, gym, basketball court														



Source: Noell Consulting Group, CoStar



# CATHARTES COCHECO WATERFRONT RESIDENTIAL MARKET ANALYSIS

## Appendix 10

### Competitive Rental Community - Pointe Place (60 Pointe Place)

OVERVIEW	Developer Name	Pointe Place Development		App. + Admin. Fee:	\$25 / None							
	Owner Name	Pointe Place Development		Pet Fees:	\$25/mo							
	Property Manager Name	Summit Land Development		Storage Fee:	None							
	Year Built	2017		Parking Fees:	Free							
	Number Of Stories	3		Parking Type:	Surface							
	Lease Up Pace:	7/mo (inconsistent delivery)		Total Spaces	-							
	Walk Score®:	(22) Car-dependent		Spaces/Bed:	N/A							
SUMMARY	Market Audience:	Workforce tenants in Dover and Portsmouth										
	Building Summary:	Entry level value alternative to Portsmouth or one of a few options in Dover, barebones amenities and very limited offerings by way of convenient retail, grocery, entertainment, etc....										
PRODUCT PROGRAM	Unit Type	Unit Count	Unit Mix	Available Units	Percent Leased	Quoted Effective Rent Range	Avg. Rent	Unit Size Range	Weighted Avg. Size	Current Conc.	Effective \$/SF Range	Avg. \$/SF
	1B/1b	17	29%	0	100.0%	\$1,500 \$1,700	\$1,600	740 981	778	1mo on 25mo lease	\$1.73 \$2.03	\$2.06
	2B/2b	41	71%	0	100.0%	\$2,200 \$2,600	\$2,400	1,074 1,117	1,074		\$2.05 \$2.33	\$2.23
*phased project with odd delivery schedule - types and sizes are based on leasing manager interview												
FINISHES AND AMENITIES	SUMMARY:	58	100%	0	100.0%	\$1,500 \$2,600	\$2,166	740 1,117	987		\$1.73 \$2.33	\$2.19
	Ceiling Height and Finish:	9' ceilings, finished										
	Lighting and Fixtures:	Recessed cans and modern surface mounts, light/fan combos in bed										
	Flooring:	Vinyl HW in living/kitchen, tile in bath, carpet in beds										
	Cabinets and Hardware:	46" modern shaker with light or dark stain on wood cabinets, brushed nickel pulls										
	Countertops:	Granite counters in kitchen & bath, undermount sink										
	Appliance Package:	Entry level SS appliances, electric smooth top range										
	Laundry and Bath Detail:	W/D included, combo of shower/tub combo and cheap walk in showers										
	Windows and Balconies:	Punch windows, no patios/balconies										
	Additional Features:	partial granite backsplash										
Community Features and Amenities:	Very limited, fitness center, basic lounge, walking trails around attached pond											



Source: Noell Consulting Group, CoStar







May 16, 2018

Cocheco Waterfront Development Advisory Committee  
288 Central Avenue  
Dover, NH 03820

Re: Request for Proposals  
Cocheco Waterfront Development  
Developer Qualifications and Financial Capacity

By way of introduction, I am a Senior Vice President of Commercial Real Estate Financing for People's United Bank, a strong Regional Bank with a significant presence in and commitment to the Seacoast New Hampshire Region, including offices in downtown Dover and Portsmouth.

Throughout the past eight years I have done business with Cathartes and its principals James Goldenberg and Jeff Johnston and I am pleased to have the opportunity to provide information to you regarding the longstanding banking relationships that I, personally, and People's United Bank, have enjoyed with this company and its principals.

During the course of our relationship with Cathartes, the Bank has provided more than \$170,000,000 in construction and permanent financing for six properties, which have included a variety of property types, such as mixed-use multifamily, hotel and condominiums, and the principals have always performed as agreed. Throughout these years, the principals have consistently exhibited a savvy knowledge of their markets, an impressive ability to attract and maintain high quality tenants, strong property repositioning and construction expertise, and always a high level of integrity. In an effort to further our relationship with Cathartes, People's has issued a commitment for construction and permanent financing for the firm's Orpheum Apartments project in downtown Dover on Washington Street, with a closing anticipated in May 2018.

Cathartes is highly regarded in the commercial real estate industry, and as I'm sure you are aware, the firm has been recognized as the developer responsible for transforming Portsmouth's former underutilized Parade Office Mall in the city's Northern Tier, creating a destination that includes 149 apartment units, 379 hotel rooms and nearly 50,000 SF of ground floor retail and restaurant activity, which has served to reconnect the area to downtown Portsmouth and further spur additional investment in the neighborhood following its success. People's is proud to have financed multiple phases of this project, including one of the hotels as well as the mixed-use multifamily component.

We have had preliminary discussions regarding the proposed site with Cathartes, and People's United Bank would be very interested in reviewing the opportunity to finance the proposed project for the Cocheco Waterfront Development by the Cathartes team and acknowledge that the project would be transformational for Dover's historic waterfront and provide further economic development for the City and its residents, making Cathartes a well-suited and ideal partner with the City for this opportunity.

People's United Bank would certainly welcome the chance to further expand our relationship with Cathartes and to pursue their financing needs in connection with this unique and exciting project in the heart of Dover's historic waterfront. (People's United Bank is the largest regional bank headquartered in New England, with \$40+ billion in assets, providing substantial lending capacity.)

I'm happy to provide any additional information that would be helpful to you as you move through the Qualification Process.

Sincerely,

Philip C. Cohen  
Senior Vice President | NH Commercial Real Estate Finance  
People's United Bank  
325 State Street  
Portsmouth, NH 03801  
(603) 334-6705  
[Philip.Cohen@peoples.com](mailto:Philip.Cohen@peoples.com)



# STREET-WORKS STUDIO

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Street-Works Studio respects the history of places and operates on the premise that you work on the future based on an understanding of the past. Looking back to a time in America when urban places were the heart of the community, they bring cities forward in a new and compelling context, uncovering each site's unique narrative and authenticity. Street-Works is responsible for the design and planning of many national award-winning urban neighborhoods across the country, including Santana Row in San Jose, CA; Rockville Town Square in Rockville, MD; and, Blue Back Square in West Hartford, CT.

Their strengths in master planning and design contribute to the success of these places where their collaboration on the architectural design, urban planning, design management, physical site analysis, placemaking and district branding strategies create communities where people live prosperously. Stemming from a belief that local DNA makes each place its own distinctive mark in the fabric of our world's great cities, Street-Works Studio pulls from the historic fibers and character of each neighborhood knitting together disparate parts that as a whole make it cohesive, connected, and vital.

Street-Works Studio believes that engaging streetscapes & careful placemaking are imperative to a successful & sustainable neighborhood. Such prosperity can only be achieved by integrating the base of the buildings with landscape and open space, therefore creating a vibrant, enduring and cohesive streetscape. The streetscape should blend the retail storefronts, residential/office entrances and the open space into an active street setting that creates a pedestrian friendly environment. Great streetscapes consist of numerous key elements, including tree grates, planters, informal seating, café seating, artwork, and high-quality storefronts. Street-Works Studio believes that high-quality storefronts must go beyond the quality of the building architecture. Storefronts should have texture and character that add to the pedestrian environment through the use of architectural materials, details and color. Street-Works Studio encourages operable storefronts whenever appropriate to engage the sidewalk and strengthen the streetscape experience.

***“Street-Works Studio brings a unique talent to the design and development process. They combine detailed technical knowledge with a deep understanding of human behavior to deliver comprehensive design solutions for the public realm.”***

DON BRIGGS - EXECUTIVE VICE PRESIDENT of DEVELOPMENT  
FEDERAL REALTY INVESTMENT TRUST







Transit Oriented Mixed-Use



## DEVELOPMENT PROGRAM:

- RETAIL: 500,000 sf
- RESIDENTIAL: 2,100 DU
- OFFICE: 1,750,000 sf
- HOTEL: 200 Keys

**FIRST YEAR OPEN:** 2014

**PROJECT SIZE:** 5,000,000 sf

**STATUS:** **PHASE 1: COMPLETE**

**PHASE 2: UNDER CONSTRUCTION**

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MASTER PLANNING

DESIGN DIRECTION

ENTITLEMENT SUPPORT

STOREFRONT DESIGN

Assembly Row is a new 45-acre neighborhood that was master planned in concert with the local community. It is catalyzed by the successful collaboration with the MBTA to construct a new T station, which opened in September 2014, and enabled through a dynamic private-public partnership with the City of Somerville.

When completed, it will comprise over 5,000,000 square feet of retail, office space, residences, restaurants, a hotel and a waterfront park. The first phase opened in May 2014 and includes over 35 premier stores, a 12-screen movie theater, 448 AvalonBay rental apartments, 100,000 square feet of office space, a 44,000 square foot LegoLand Discovery Center and 11 restaurants. In December 2013, the largest hospital and physician organization in Massachusetts, Partners HealthCare System, announced it will consolidate administrative operations and move into 700,000 square feet of a new office space. The new office building is set to open in summer 2016, bringing nearly 5,000 employees to the neighborhood. As 2017 unfolds, an additional 200,000 square feet of retail, entertainment and restaurants will be added. An independent hotel with 155 rooms, 447 apartments, and 143 condominiums will bring additional neighbors to the current 800 residents that are already there.

With Street-Works Studio as the design director & master planner, Federal Realty Investment Trust will be able to achieve the goal of making Assembly Row walkable, bikeable, and organized around a series of dynamic open park spaces that can offer a full calendar of programs and events for the neighborhood and the surrounding community.

Assembly Row has been the recipient of many awards, including the Curbed Boston's Neighborhood of the year award in 2015.

For more information visit [www.assemblyrow.com](http://www.assemblyrow.com)



# REFERENCES

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## **ASSEMBLY ROW:**

### **Don Briggs**

*Executive Vice President of Development*

Federal Realty Investment Trust

450 Artisan Way, Suite 320

Somerville, MA 02145

(617) 684-1500

dbriggs@federalrealty.com

## **PIKE & ROSE:**

### **Evan Goldman**

*Vice President of Land Acquisition and Development*

The Neighborhoods of EYA

4800 Hampden Lane, Suite 300

Bethesda, MD 20814

(301) 634-8600

egoldman@eya.com

## **BLUE BACK SQUARE:**

### **Rick Langhorne**

*President*

JWA Ventures, LLC

2660 Eastchase Lane, Suite 100

Montgomery, AL 36117

(334) 260-2502

r.langhorne@jwaventures.com

## **SANTANA ROW:**

### **Jeff Berkes**

*Executive Vice President - President of West Coast*

Federal Realty Investment Trust

356 Santana Row, Suite 1005

San Jose, CA 95128

(408) 551-4600

jberkes@federalrealty.com



# PROFESSIONAL RESUME

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**TIM MOUNT**



Principal

**EDUCATION & QUALIFICATIONS:**

Miami University, Oxford, OH  
Bachelor of Environmental Design

**AFFILIATIONS & MEMBERSHIPS:**

International Council of Shopping Centers  
Urban Land Institute

**EXPERIENCE:**

Tim Mount is a co-owner of Street-Works Studio, and is in charge of all urban planning and design projects, bringing more than 20 years of experience in urban design and architecture. Tim's expertise in mixed-use is instrumental in the creation and continued vitality of his projects. He ensures that the implementation of any vision is realized; from master planning to architectural and open space character, to the day-to-day practicalities of a large-scale place. Among his top skills, is his ability to translate complicated development strategies into cohesive physical solutions, making sure that the project's vision is never lost even in the smallest detail.

Mr. Mount is the design director for Federal Realty Investment Trust's projects Pike & Rose in Rockville, MD and Assembly Row in Somerville, MA.

Prior to Street-Works Studio, he was a lead designer in Cooper Carry's Main Street Studio in Alexandria, VA where the conceptual design work on Bethesda Row and Santana Row began.

**RELEVANT PROJECTS:**

- Assembly Row, Somerville, MA
- Bethesda Row, Bethesda, MD
- Blue Back Square, West Hartford, CT
- Crystal City, Arlington, VA
- The District Detroit, Detroit, MI
- Rockville Town Square, Rockville, MD
- Santana Row, San Jose, CA
- The Summit, Birmingham, AL
- Sunset Place, South Miami, FL
- Centre Pointe Village, Mauldin, SC



# PROFESSIONAL RESUME

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**GREGG SANZARI**



Principal

## EDUCATION & QUALIFICATIONS:

New York Institute of Technology, Old Westbury, NY  
Bachelor of Architecture

Registered Architect in New York & Alaska

## AFFILIATIONS & MEMBERSHIPS:

NCARB

International Council of Shopping Centers

Urban Land Institute

Town of New Castle Planning Board

## EXPERIENCE:

Gregg Sanzari is a co-owner of Street-Works Studio, with over 25 years of experience in mixed-use and redevelopment projects. His focus is managing all the firm's projects and overseeing the operations and management of the company. Along with expertise in technical documentation of new and repositioned projects, Mr. Sanzari's responsibilities include retail consulting and tenant coordination in a variety of challenging projects.

One of his many contributions is directing the firm's staff in completing project planning and design documentation to the highest level. His expertise is evident in projects as diverse as the repositioning of an existing center to the development of a ground up mixed-use project. His skills range from management of consultants in refining concept plans to the detailed coordination required with retailers and other tenants as projects near completion.

## RELEVANT PROJECTS:

- Bethesda Row, Bethesda, MD
- Blue Back Square, West Hartford, CT
- The Boro, Tysons Corner, VA
- Brookwood Village, Birmingham, AL
- The District Detroit, Detroit, MI
- Park Place, Leawood, KS
- Rockville Town Square, Rockville MD
- Santana Row, San Jose CA
- The Summit, Birmingham, AL
- United Hospital Redevelopment, Port Chester, NY



# PROFESSIONAL RESUME

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**MAYDA HORIZNY**



**Director of  
Planning & Design**

## **EDUCATION & QUALIFICATIONS:**

Columbia University, New York, NY  
Masters of Science in Architecture & Urban Design

Universidad Simon Bolivar, Caracas, Venezuela  
Bachelor of Architecture

Registered Architect in New York

## **AFFILIATIONS & MEMBERSHIPS:**

International Council of Shopping Centers  
Urban Land Institute

## **EXPERIENCE:**

Mayda Horizny is a senior member of the staff and Director of Planning and Design at Street-Works Studio. She has over 30 years of experience in planning mixed-use urban projects and shopping centers. With deep experience in urban planning, the design of Main Street districts is a particular specialty. Mrs. Horizny understands the nuances that make a district succeed once implemented and is skilled in directing a team to achieve that goal.

## **RELEVANT PROJECTS:**

- Assembly Row, Somerville, MA
- Blue Back Square, West Harford, CT
- The Boro, Tysons Corner, VA
- Cathedral Commons, Washington, DC
- Crystal City, Arlington, VA
- The District Detroit, Detroit, MI
- Harrison Station, Harrison, NY
- Noroton Heights, Darien, CT
- New City, Washington, DC
- Pike & Rose, Rockville, MD
- The Summit, Birmingham, AL
- Target Urban Prototype, Stamford, CT
- United Hospital Redevelopment, Port Chester, NY
- Bridgeway Station, Mauldin, SC