

**Development Partnership with the City of Portsmouth
For Reuse and Redevelopment of the
Thomas J. McIntyre Federal Property**

80 Daniel Street



**Pursuant to the Historic Surplus Property Program
Response to Request for Qualifications (RFQ #62-17)**

Leggat McCall Properties



June 12, 2017

June 12, 2017

Finance/Purchasing Department
City of Portsmouth
City Hall
1 Junkins Avenue
Portsmouth, NH 03801

To whom it may concern:

Leggat McCall Properties (“LMP”) is pleased to provide you with our qualifications to partner with the City of Portsmouth (“City”) for the reuse and redevelopment of the Thomas J. McIntyre Federal Property (“McIntyre Redevelopment” or the “Project”). We are excited about this unique opportunity to revitalize a core site in Portsmouth, and we believe that this submission reflects the strength of our team, the thought we have put into the Project, and our collective commitment to assisting the City.

We applaud the City’s Master Plan to ensure that Portsmouth continues to be a vibrant, authentic, diverse, connected, and resilient city. Portsmouth is already a dynamic city with a unique maritime past. Given its central location, the McIntyre Redevelopment represents an opportunity to enliven the area even further and provide much-needed apartments and retail, while still treasuring the City’s history. The McIntyre Redevelopment is a transformational project for the Portsmouth community, and we are enthusiastic about the prospect of working with the City to achieve a project that the entire community deems a success.

To assist the City, we have built a team that is both grounded in Portsmouth, and also highly experienced with working on projects of similar size, scope, and complexity. There are several reasons that LMP is uniquely qualified to partner with the City for the McIntyre Redevelopment:

- 1) **Proven ability to execute** – With over fifty projects completed with budgets over \$50MM and ten projects with budgets over \$200MM, LMP has a robust track record of completing large and complicated projects in the New England area. Our firm is known for partnering with cities, institutions, and corporations on their most complex and challenging projects; many of these projects are in tight urban settings with complex permitting requirements. This experience makes us well-suited to manage the McIntyre Redevelopment. We look forward to using our expertise and experience for the benefit of the City.
- 2) **Focus on placemaking** – We define placemaking as creating a dynamic space with vibrant activity and long-term viability. At LMP, we believe that buildings and open spaces can transform the lives of people who live and work nearby. Many of the cases outlined in subsequent sections highlight our experience leading projects with innovative and cutting-edge design teams. At One First Street, for example, our team renovated multiple historic structures into condominiums while maintaining the spirit of the original buildings, and won a prize for best historic development in Cambridge.
- 3) **Local experience** – We have built a team with local knowledge to ensure that we have the right expertise to complete the project. Bill Wagner, our permitting consultant, has over 40 years of private and public service experience in the city of Portsmouth and State of New Hampshire. Peter Loughlin, our project attorney, has 40+ years of local, civic and professional experience in Portsmouth. Eric Weinrieb of Altus Engineering has over 20+ years of proven project experience, including extensive utility experience in the historic water front district of

Portsmouth. Jennifer Ramsey has over 20 years of design and development experience in Portsmouth and the Seacoast. All of the local team, as they have demonstrated in the past, will continue to positively contribute to the community of Portsmouth during and after the completion of this Project.

- 4) **Strong leadership** – LMP has 31 Project Managers (“PMs”) with an average of 21 years of experience, and we have selected Bill Gause, senior executive and partner, to lead the McIntyre Redevelopment. Bill is a long-term partner of LMP with executive management experience leading large, complex projects. He will be hands on in managing our team. Two seasoned PMs from LMP, Bob Walsh and Harry Nash, will report to Bill. This core group of experienced leaders will ensure that the team remains coordinated, focused, and effective.

We understand the importance of this project to the city of Portsmouth and the region, and we are excited about the opportunity to contribute to the City. LMP has a long history of partnering effectively with clients like the City on projects of this size, scope, and complexity, and we are confident that our expertise and local knowledge will allow us to exceed your expectations for the project.

We are very enthusiastic about this opportunity, and we look forward to engaging with you as the process continues. Thank you for your consideration and please feel free to call us if you have any further needs or questions.

Sincerely,



Eric Sheffels
Partner, Co-president

Response to Request for Qualifications for the Reuse and Redevelopment of the Thomas J. McIntyre Federal Property

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1. Statement of Interest

Overview

Leggat McCall Properties (LMP) is thrilled to present this proposal to partner with the City on the McIntyre Redevelopment. We have been following the redevelopment of Portsmouth over the years, as the city is a unique place that is channeling its growth and change in a positive way. We have also long been aware of this site, given its size, prime location, and underutilized nature. Now that this site is finally available, we are excited about the opportunity.

We will work hard to ensure a successful partnership with the City. We already share the City's vision for the site, as we want to redevelop the site into a vibrant mixed-use site that improves the lives of everyone in the city, while simultaneously maintaining the historical character of the site. To achieve this vision successfully, we believe communication will be key. The Project will require an iterative process with feedback from a variety of constituents, including the General Services Administration, National Park Service, New Hampshire's State Historic Preservation Office, and the City. Constant communication throughout the project is important to ensure that all feedback is incorporated. Effective community outreach will also be necessary to get buy-in from the community and build positive sentiment for the Project.

Opportunity to improve Portsmouth

We view the McIntyre development as a unique opportunity to improve Portsmouth's central business district in four key ways:

- 1) **Place-making** – we will create a dynamic, healthy Redevelopment with open space and vibrant 24/7 activity that strengthens the community, attracts young talent, and promotes diversity.
- 2) **Honoring Portsmouth's history** – the McIntyre site is a unique, underutilized site in the heart of Portsmouth's historic district, and we will ensure that the architecture and planning of the Redevelopment both honors the existing historical building and celebrates the City's maritime heritage.
- 3) **Building community support** – we will use the experience of our local team to organize an inclusive and communicative permitting process, pay close attention to all stakeholders, and optimize the programming and community impact of the building.
- 4) **Navigating permitting and the Monuments Clause to create value for the City** – LMP has built a team with the necessary experience to adhere to relevant regulations and maintain the historic character of the site. We will use this experience to maximize the proceeds to the City, as we understand the City wants funds to support the parks and recreational areas of Portsmouth.

Below we provide more detail on each of these four items.

I. Place-making

At LMP, we believe that buildings and open spaces can transform the lives of people who live and work nearby. We are invested in ensuring that our projects create vibrant, healthy places that attract young talent, strengthen local communities, promote diversity, and provide an attractive environment for new companies.

Our vision for the McIntyre Redevelopment is to create a retail and residential development that integrates seamlessly into the fabric of Portsmouth. For too long the post office has created an impediment that has prevented pedestrian through traffic. We will restitch together the fabric of the neighborhood, maximize the green open space on the site, and create a permeable flow of pedestrian traffic. We will create a vibrant street level of retail, with small local stores and possibly a grocer. We will then integrate multifamily above to provide 24/7 activity on the site.

II. Honoring Portsmouth's history

We understand that the historic nature of Portsmouth must be carefully maintained. Although people often think of architects driving the creative vision of a project, at LMP we value the design and place-making elements of each project,



and believe that the development entity plays a crucial role in ensuring the creative vision is realized. Development is often a balancing act of preserving both the artistic vision and the budget, and our team is skilled at successfully meeting the needs of both imperatives.

LMP has led many projects with innovative and cutting-edge design teams. At One First Street, for example, our team renovated multiple historic structures into condominiums while maintaining the spirit of the original buildings, and won a prize for best historic development in Cambridge. At Novartis, our PMs coordinated a \$500+ million project that involved coordinating the design teams of Maya Lin and Toshiko Mori, as well as their local design teams. For this Project, we have partnered with CBT Architects, who has extensive experience completing historic, mixed-use redevelopments. We understand that a key element in the McIntyre Redevelopment will be integrating the project into the neighborhood and creating a vibrant sense of place, and we are excited about the opportunity to lead the project.

III. Building community support

In addition to building successful projects, we also understand that each project is entrenched in the community. Some builders or developers may only focus on completing the building as quickly and cost-effectively as possible; we understand that these goals are important, but we also realize that building community support and goodwill is important as well.

To achieve positive support, communication is key. New construction, particularly on large projects, will often be met with concern, fear and resentment. We will work hard to gain the trust and support of the neighborhood by communicating about the process and the positive impacts of the project, following through with commitments, and being consistent in our messaging. We also pay close attention to all stakeholders and focus on optimizing the programming and community impact of the building.

IV. Navigating permitting and the Monuments Clause to create value for the City

LMP will work to evaluate the City's options for a redevelopment in the context of transferring the asset under the Monuments Clause. On the continuum that ranges from fully maintaining the existing building to fully scraping the site and rebuilding, we will evaluate each available option under the Monuments Clause, work with the City to understand the trade-offs, and validate the reasons for making changes to the existing property. We will support the City's interactions with the State of New Hampshire, and collaborate with all stakeholders to make the best decision for the city of Portsmouth.

LMP will also run an effective permitting process to ensure that the development of the site is optimized. We will lead an iterative process with the New Hampshire's State Historic Preservation Office and the City of Portsmouth to permit the site. In our opinion, the best redevelopment will be the plan that optimizes the historic, vibrant redevelopment, while simultaneously maximizing the proceeds from the deal that the City can use for projects like Prescott Park and the Vaughn Mall/Bridge Street Area proposed projects.



2. Comparable Development Experience

Overview of Development Team

The LMP development team consists of the following members:

Company	Lead	Role
Leggat McCall Properties Development Entity	Bill Gause	LMP will lead the team throughout the redevelopment process, from permitting to leasing.
CBT Architects Architect	Charles Tsekaares	CBT will design the building, and assist with permitting and construction.
Erland Construction Construction Manager	Steve McDonald	Erland will lead a team of subcontractors and consultants to build the Project.
Altus Engineering Engineering	Eric Weinrieb	Altus will assist with designing and building the Project, and evaluate the work of the architects and builders.
Wagner Business Development and Consulting, LLC Permitting Consultant	Bill Wagner	Bill will work to develop strategies to guide the City through the permitting process.
Loughlin Law Permitting Counsel	Peter Loughlin	Peter will be the local permitting counsel, and assist with the community outreach process.
Somma Studios Process/Community Relations	Jennifer Ramsey	Jennifer will support Charles Tsekaares and his team with local knowledge and experience.
Bozzuto Management Co. Property manager	Keri Walker	Bozzuto will lease the apartments, and manage them once the building is occupied.
VHB Historic preservation and permitting consultant	Maureen Cavanaugh	Maureen will help navigate the permitting process, and contribute to the design process.

Additional information on LMP, CBT, Erland Construction, and Bozzuto are provided below. For a list of team members, roles, relevant projects, and resumes, please see Section 3.

Leggat McCall Properties

Established in 1965, LMP has been associated with New England real estate for half a century. Our firm is not a broker, architect, property manager, or general contractor. We are developers, investors, and project advisors, and we strive to be experts in the entire value creation and project delivery process. LMP is the largest firm of its type in New England and we are proud of the ten billion dollars' worth of projects that our forty-person staff has overseen as investors and project managers in the last fifteen years.

Both as a principal and service provider, LMP has a strong track record of successful projects in New England.

A few defining characteristics of the firm:

- Fifty projects completed with budgets over \$50MM and ten projects with budgets over \$200MM over the past 15 years.
- Mixed-use and residential projects, including the Atmark, a ground-up, 429 unit project in Cambridge, and Harrison Albany Block, a 650 unit project with ground floor retail which LMP recently permitted in the South End, and will commence construction in July 2017.
- Multi-jurisdictional permitting and entitlement processes.
- Multi-party ownership structures including private joint ventures, multi-institutional ventures and joint ventures with non-profit organizations.
- Advisory, counsel and support in structuring project governance and organization.
- Incorporating innovative and practical sustainability goals in our projects.
- Executing complex projects on tight urban sites or active campus environments.
- Track record with most major architects and contractors throughout New England.

The brief thumbnails below highlight some of the projects we are currently executing or have completed across New England.



40 Thorndike Street

Mixed-Use Urban
Redevelopment

470,000 sf office/retail; 24 units



Harrison Albany Block

Urban Residential/
Mixed-Use Development

700,000 sf/650 units



**Christian Science
Church**

Plaza Revitalization/ Mixed-
Use Development

15 acre site/1.7M sf



Worcester CitySquare

Public/Private Partnership
Mixed-Use Urban
Redevelopment

11 acres



One First Street

Urban Residential
Redevelopment
210 condominiums



**Suffolk University
20 Somerset Street
Academic and Science
Building**

110,000 sf



Novartis

Biotechnology Research
Building/Office/Parking/Reta
795,000 sf



**MIT North of Main
Development**

Multi-Family Residential

410,000 sf/300 units



Trinity Church

Internal and External
Restoration
35,000 sf



AtMark

Ground-Up Residential
Development
429 units



Fairmont Battery Wharf

Urban Ground-Up
Mixed-Use Development
104 units/150 room hotel



Novartis

Adaptive Re-Use
Biomedical Research
500,000 sf



We have completed significant projects nationally and have provided consulting services internationally. The firm is owned as a joint venture by the 15 LMP partners and Berkshire Realty Investments. Our main offices are at 10 Post Office Square where the firm has been located for almost 25 years.

Typically for this type of development, LMP would partner with real estate investors to provide additional capital. Once there is more definition of the economics of the project, we will bring a capital partner onto the team. We have had preliminary discussions with capital partners, and they have expressed a strong interest in the Project.

CBT Architects

CBT is a Boston-based design firm working nationally and internationally on projects that range from urban district master planning to large-scale mixed-use developments, hospitality environments, multi-family residential, corporate workplace, civic and academic projects. We have 220 architects, urban planners, interior designers and support personnel working together to deliver unique solutions that respond directly to our clients' needs. Clients come to us for our real estate savvy, our ability to provide strategic design services in a broad number of project types and styles, and our skill in blending high quality planning and architecture with practical goals of building performance, budget and schedule.

CBT's work benefits from a holistic approach that considers the scope of a project in its broadest definition from issues of urban design to ergonomic detail to sensory experience. In 50 years of practice, CBT has played an important role in a broad range of projects in diverse settings. It is our belief that for each of our projects to come to life and continue to thrive, they must support the lifestyles and activities of the people who live, work and play there. Our efforts focus on the creation and rejuvenation of downtowns, waterfronts, campuses and neighborhoods. We have a particular expertise in the integration of modern architecture with historic structures and context.

Our design philosophy drives a process that values thoughtful collaboration. Understanding the many different constituencies impacted by a new project, we help gain support and achieving consensus early on by working closely with our clients, consultants, government agencies, and the communities themselves. Our design sensibility, strategic consensus building approach, and excellent communication and presentations methods consistently help our clients achieve their goals and exceed their expectations. Ultimately, what makes CBT special is its people and a culture that promotes individual expression within a strong set of shared values. The diversity of architectural expression in CBT's work is a testament to its ability to express the forms driven by each individual commission in an ever-evolving built environment.

Erland Construction

For 40 years, Erland Construction ("Erland") has provided top quality Program Management, Construction Management, Design/Build, and General Contracting services to some of the region's leading academic, residential, corporate, institutional, industrial, and commercial development clients. Since our establishment in 1977, we have constructed more than 600 projects in the education, office, healthcare, multifamily housing, performing arts, and life sciences market sectors, with project costs ranging from several hundred thousand dollars to more than \$78 million.

Erland's Annual Volume is approximately \$200 million. Erland has a \$125 million per project and \$250 million aggregate bonding capacity.

In addition, Erland has qualified for enrollment in SDI (Subcontractor Default Insurance) from XL/Catlin. During the very selective pre-qualifications process, we demonstrated significant project systems and controls and we update our performance record regularly to remain in this program. The availability of SDI affords our clients maximum control on high dollar value projects to keep the schedule on track if subcontractor replacement is required for any reason.



Experienced Team

Erland's unique corporate culture – with its emphasis on quality, employee education, and growth – has fostered employee dedication and loyalty to our company and to the many clients we serve. We have a team led by veterans that have worked together for many years, some since the company's inception. Erland's team members are thoroughly familiar with the company's systems and practices, virtually eliminating any learning curve on new projects. The average duration of employment at Erland is in excess of 12 years – a statistic that is most unusual in our industry.

Broad Experience and Expertise

Erland's business is generated almost exclusively in the private sector and encompasses new construction, renovation, restoration, and tenant fit-up.

We excel on projects of outstanding architectural design and those that present programming, logistical, or material application challenges. We are knowledgeable in state-of-the-art sustainable building design technology, systems, and materials selection. Many Erland staff members have earned LEED accreditation; we have multiple Gold and Silver Certified Projects to our credit.

Open Shop Advantage

Erland Construction, Inc. is committed to total client satisfaction. Our corporate philosophy supports our mission to do whatever it takes to foster a positive working relationship with every client and a positive outcome on every project. We believe that the optimal way to deliver the best work product with the best value is to award all subcontracts based on the merit of each proposal. Because we are an open shop contractor, we can do just that.

Ability to Self-perform

Erland usually subcontracts all trade work on a project. We do have our own staff of tradesman, typically used to perform General Conditions/General Requirements work items. If a project includes work items that generate low interest levels with subcontractors, or can only be subcontracted at unreasonably high costs, Erland will self-perform the work – but only if it is in the best interest of the project and the Owner. These trades include carpentry, cement finishing, and general laboring.



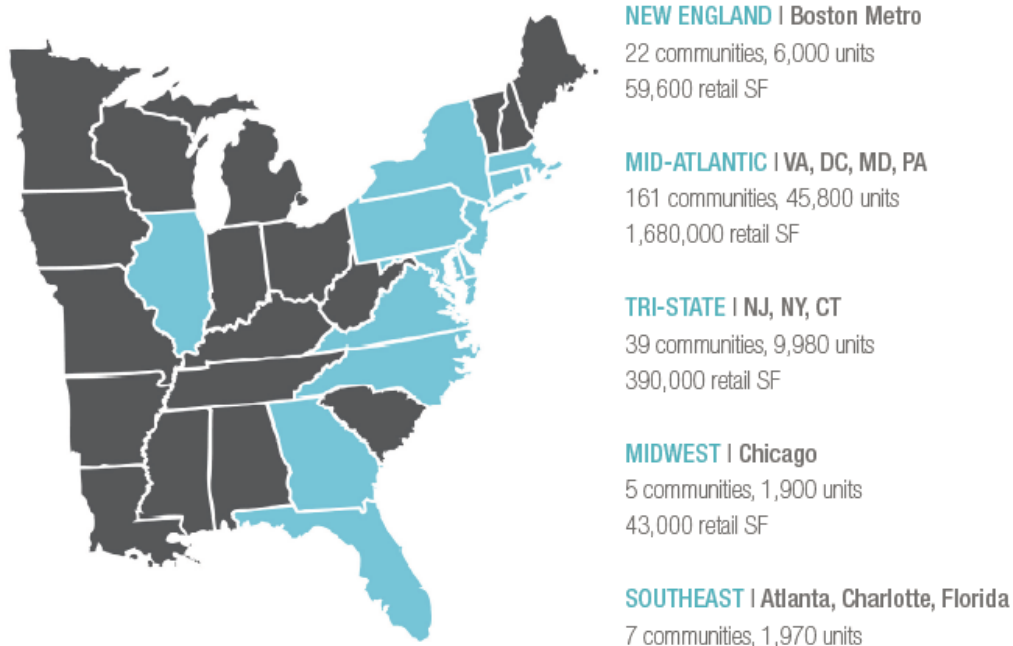
Bozzuto Management Company

In 1988, founding partners Tom Bozzuto, John Slidell, and Rick Mostyn formed The Bozzuto Group. The company has been headquartered in Greenbelt, Maryland since inception. Using their extensive experience in real estate development, construction, and management, the company founders committed to building and managing creative living spaces while being sensitive to the environment.

Bozzuto Management Company oversees a portfolio of nearly 66,000 units throughout 235 apartment communities and 2.2 million square feet of retail space. Over the past 28 years Bozzuto has assembled a diverse client list comprised of over 50 different institutions, insurance companies, REIT's, and private owners. Approximately 80% of Bozzuto's portfolio is owned by third-party clients including: TH Real Estate, Invesco, JP Morgan, PGIM Real Estate, Heitman, BlackRock, Northwestern, LaSalle, UBS, AEW, Bentall Kennedy and others. The remaining 20% of Bozzuto's portfolio is comprised of joint ventures with clients such as: JP Morgan, PGIM Real Estate, PRG Realty and Northwestern.

Recognized as the nation's best residential management company by the National Association of Home Builders (NAHB) in 2000 and 2009 and by Multi-Housing News in 2011, Bozzuto Management Company is one of the nation's preeminent multifamily property managers. Bozzuto has completed the lease-up of over 150 properties, winning several industry awards for lease-up pace in the process.

We are currently managing successful lease-up campaigns for 35 properties across our portfolio and have spent a tremendous amount of time planning and implementing strategies catered to each unique asset. Bozzuto Management Company has earned a reputation for exceptional management that enhances both our residents' quality of life and our properties' financial returns.

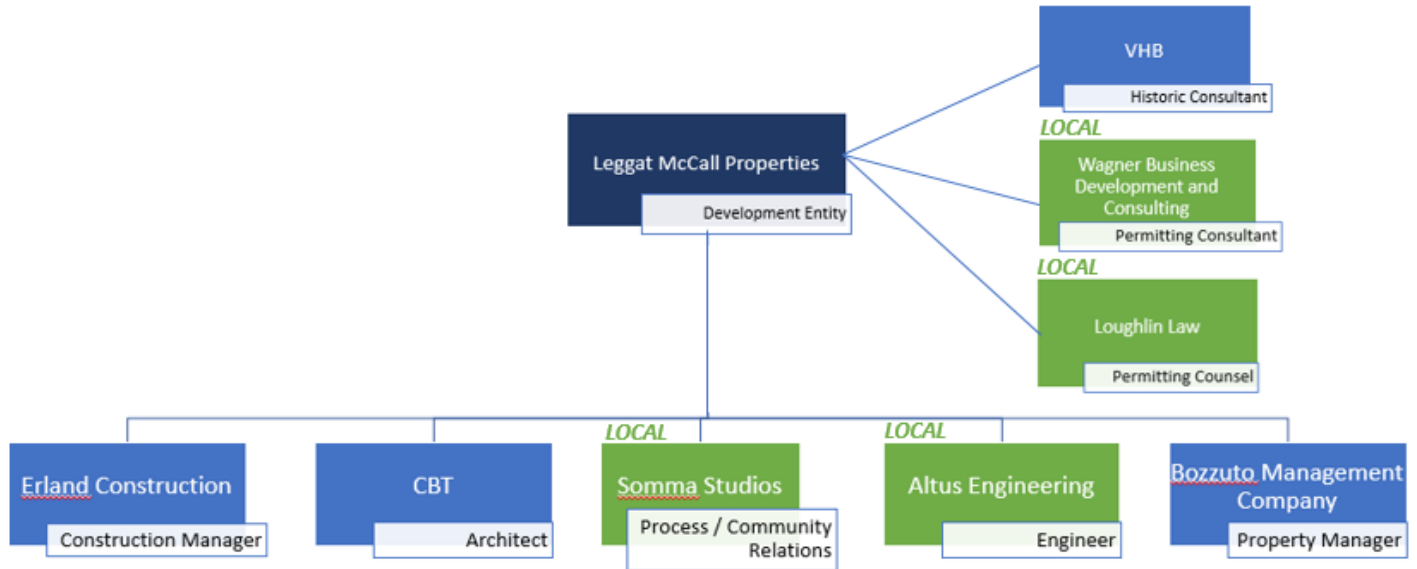




3. Comparable Management Experience

Staffing Plan

We have built a strong team to lead this Project, and we are confident that they have the right amount of local experience, institutional knowledge, and dedication to make the project a success. The structure of our team will be as follows:



And the roles of the team are as follows:

Development Entity - Leggat McCall Properties

Bill Gause will be the leader who drives the Project to a successful completion. Bill is a long-term partner of LMP with executive management experience leading complex projects. He is skilled at building cohesive teams, navigating complicated permitting processes, and continuously coordinating the efforts of multi-layered teams. On a day-to-day basis, his role will be to lead permitting initiatives, interface with the City, ensure that the team is operating cohesively, weigh in on key decisions, and act as principal-in-charge.

Bob Walsh will be the project manager in charge of the predevelopment and development process. In the predevelopment phase, Bob will evaluate the feasibility of various construction schemes on the site and create budgets related to various options. Subsequently Bob will manage the design and construction teams, ensuring that the project is delivered on time and on budget.

Harry Nash will contribute in an advisory capacity to ensure the marketability of the Project’s residential units. He has extensive experience in the residential market; his most recent projects include Harrison Albany Block, a 650 unit residential/retail project in the South End of Boston, and The Kensington, a 381 luxury apartment project with retail and 20,000 square feet of amenity space. Throughout the Project, Harry will weigh in on important decisions such as unit mix, layout, materials, finishes, pricing, and market strategy.

Margaret Yellott will provide analytical support throughout the project. She will provide financial analysis, solicit third-party market studies, and offer strategic advice necessary to assist the City in validating development plan assumptions.



Architect – CBT

Charles Tsecker, founding principal of CBT Architects, will be the lead architect. In the permitting and design phase, Charles will lead his team to create a vibrant redevelopment that meets the City's goals. Charles will gather ideas from the team, solicit stakeholder thoughts throughout the iterative permitting process, combine them with creative ideas of his own, and ultimately create a plan that all stakeholders view as a success. During construction, Charles will ensure that the Project is built as envisioned.

Construction Manager – Erland Construction

Steve McDonald from Erland Construction will be responsible for hiring and leading a team of subcontractors and consultants to build the Project on time, on budget, and to a high quality. Erland will also contribute during the preconstruction phase to maximize value for the City. Erland will offer expertise in assessing feasibility and constructability before major expenses are incurred, with the ultimate goal of optimizing efficiency and effectiveness. Through Erland's collaborative approach to construction management, Erland will provide leadership and clear communication for the entire project team –managing the work of all subcontractors, vendors, and suppliers and offering the City a reliable single source of responsibility in the field for the duration of the project and the warranty period. Erland takes pride in its ability to maintain the highest level of performance through enthusiasm, perseverance, and emphasis on teamwork.

Permitting Consultant – Wagner Business Development and Consulting, LLC (WBDC)

Bill Wagner from WBDC will be the local permitting consultant. Throughout the permitting process, Bill will assess risk, analyze opportunities and obstacles, and work to develop strategies to guide the City through the process. Bill will also identify and provide access to key decision makers, based on decades of political and business experience in the Seacoast area. Lastly, he will assist the team in creating narratives and materials to help educate decision makers on project benefits and earn their support.

Permitting Counsel – Loughlin Law

Peter Loughlin from Loughlin Law will be the local permitting counsel. Peter will provide legal advice on the local permitting process. Peter's community experience will also be utilized to enhance the outreach process.

Engineering - Altus Engineering

Eric Weinrieb's team will be responsible for evaluating the work of the architects and builders, and delivering a high quality building on budget.

Process/Community Relations - Somma Studios

Jennifer Ramsey will support Charles Tsekaares and his team with local knowledge and experience. With over 20 years of design and development experience in the Seacoast, SOMMA Studios has a portfolio of projects ranging from historic remodels to innovative new builds. Jennifer will work closely with the local municipality to navigate the approval process.

Property Manager - Bozzuto Management Co.

Bozzuto will lease the apartments, and manage them once the building is occupied. Bozzuto is renowned for spending a tremendous amount of time planning and implementing strategies that are catered to each unique asset. Bozzuto has also earned a reputation for exceptional management that enhances both residents' quality of life and properties' financial returns.

Historic preservation and permitting consultant: VHB

Maureen Cavanaugh has extensive experience with designing and building projects in historic districts; she will help navigate the permitting process and contribute to the design process.

We anticipate creating the rest of the team upon designation.



Past Relevant Projects

Relevant Projects for Leggat McCall Properties

Below is a matrix of selected relevant projects; additional information on these projects are included in this section as well. If the City would like, we are happy to provide references for any or all of these projects.

	Project	Type	Size	Timing
	CitySquare, Worcester, MA	2 million sf / mixed use Public/Private Partnership	\$450 million	2009 to present
	Harrison Albany Block Boston MA	650 unit residential project	\$300 million	2014 to present
	One First Street, Cambridge, MA	210 Condominiums	\$110 million	2002 to 2006
	40 Thorndike Boston MA	470,000 SF of office space, 24 residential units, and 15,000 SF of retail	\$275 million	2013 to Present
	Battery Wharf, Boston MA	150 hotel rooms, 104 luxury residences, 35,000 sf of retail & 376 underground parking spaces	\$350 million	2003 to 2008
	Christian Science Center, Boston MA	Permitted and monetized 950,000 SF of additional FAR on the site, while maintaining the unique historic nature	Confidential	2006 to 2014
	Suffolk University, Boston, MA	110,000 SF classroom space in historic district	\$62 million	completed 2015
	Boston's Children's Museum, Boston, MA	175,00 SF addition and renovation to the historic mill building	\$47 million	2004 to 2007
	NewBridge on the Charles Hebrew Senior Life, Dedham, MA	940,000 SF facility on 162-acre campus	\$425 million	2004 to 2008
	Massachusetts Green High Performance Computing Center, Holyoke, MA	125,000 SF public / private partnership	\$100 million	2001 to 2004



Additional Information on LMP Relevant Projects

CitySquare, Worcester, MA



Size / Type:

2 million sf / mixed use Public/Private Partnership

Cost:

\$450 million

Timing:

September 2009 to Present

Client/owner:

City of Worcester, MA
Opus Investment Management
(a wholly owned subsidiary of Hanover Insurance)

LMP Role:

Development Management
Master Developer/OPM

Project Overview

CitySquare is public/private partnership to develop a 2 million sf mixed-use project set on 20 acres in downtown Worcester. This project has been greatly anticipated as a major boost to the City of Worcester and central MA. The former Worcester Galleria Mall bisected the city in a way that created confusion, disruption, and a pedestrian-unfriendly downtown area. LMP was engaged to master plan the development, subdivide the site, and permit the project elements. LMP is also the Owner's Project Manager hired to demolish Mall and undertake public infrastructure projects, and private development projects, to transform the entire site into a vibrant mixed-use hub for the city.

So far the project has included the demolition 800,000 sf of mall structure and 2,300 cars of structured parking; construction of new public roadway infrastructure, utilities and bridge elements; construction of a 214,000 sf LEED Silver commercial office building, and rehabilitation of an 860 car parking structure that LMP successfully leased to UNUM. LMP is currently managing the development of a 1.2 acre public park above the parking at grade and a 50,000 sf public pedestrian plaza, and is facilitating land and air rights sales for a 162 key full service hotel, a 370 unit multifamily development, and a second office building.

Harrison Albany Block



Size:

650 apartments, 82,000 SF commercial, 20,000 SF retail

Cost:

\$300 million

Timing:

Phase 1: deliver fall 2019

Phase 2: deliver spring 2021

Client/owner:

LMP, Multi Employer Pension Trust (BK)

Architect: CBT Architects

Project Overview

The Harrison Albany Block project sits on 3.1 acres of land, and is comprised of the block between Harrison Avenue and Albany Street, and between East Dedham Street and East Canton Street. The project will include 600 multi-family residential units in two 11 story buildings with state of the art amenity spaces and a rooftop pool, as well as 50 multi-family units in a historic building with a one level addition. Existing commercial building will be increased from 34,000 to 82,000 SF, and there will be 20,000 SF of ground



floor retail, a two level 650 car below grade parking garage, and a landscaped plaza between the residential buildings to connect adjacent streets.

The Harrison Avenue corridor is emerging as one of the city's most sought after residential neighborhoods, and this project is designed to respond to the scale and history of the South End, while identifying itself as a transformative, contemporary development. On March 2nd 2017, the project was approved by the Boston Planning and Development Agency (BPDA), and construction is set to begin this summer.

One First Street, Cambridge, MA



Key Stats

- Size: **210 Condominiums**
- Cost: **\$110 million**
- Timing: **2002 to 2006**
- Owner: **Leggat McCall Properties**

Project Overview

One First Street, Cambridge, MA is one of the area's most successful condominium developments. The goal of the project was to create the intimacy of a small, historic project while still leveraging the economies of scale of a large project. To do this, LMP took an amalgamation of buildings and renovated them into a new development; the final project included renovation of 4 existing historic buildings and the construction of 3 new buildings, integrated harmoniously with the existing structures. The project also included creation of 200 underground parking spaces.

Ultimately, this project was given award for the best historic renovation in Cambridge. This award was granted because the project managed to maintain the character and value of the historic buildings on the site, while simultaneously modernizing the non-significant buildings.



40 Thorndike, Boston MA



Size:

470,000 SF of office space, 24 residential units, and 15,000 SF of retail.

Cost:

\$275 million

Timing:

Ongoing

Client/owner:

LMP, Multi Employer Pension Trust (BK)

Architect: Elkus Manfredi

Project Overview

40 Thorndike is a project to redevelop the obsolete, 22-story Sullivan Courthouse into an updated mixed-use building with an active streetscape and open spaces for the neighborhood. The final project will include 24 units of apartments, Class A office, and vibrant retail space, including a health club and a small grocery store.

Battery Wharf, Boston MA



Size:

150 hotel rooms, 104 luxury residences, 35,000 sf of retail & 376 underground parking spaces

Cost:

\$350 million

Timing:

2003 to 2008

Client/owner:

RBW LLC

LMP Role:

OPM

Project Overview

LMP provided OPM Services for the permitting, design, and construction of this mixed-use property on Boston's waterfront in the North End. The project included 104 high-end residential condominium units, a 150 key 4-star hotel with restaurant and spa, 35,000sf of retail, a maritime museum, marina and 376 spaces of below-grade parking.



Christian Science Center, Boston MA



Size:

14- acre site; 1.7 million SF

Value:

Successfully permitted and monetized 950,000 SF of additional FAR on the site, while maintaining the unique historic nature of the site.

Timing:

2006 to 2014; additional advisory work ongoing

Client/owner:

The First Church of Christ, Scientist

Project Overview

In 2006, The First Church of Christ, Scientist (“Church”) realized they faced a unique real estate challenge. They led a thriving organization and owned an iconic, historic, and century-old campus in Boston’s Back Bay, but they had significant excess space, high operating costs, and budget constraints. The Church engaged LMP to reevaluate the use of the campus while simultaneously preserving the open space and unique spirit of the plaza. Ultimately, LMP led the Church and a team of consultants to successfully permit an additional 950,000 SF of new, mixed-use development on three parcels on the site, and received unanimous approval for the plan.

LMP and the Church achieved this approval by creating a solution that balanced the needs of all stakeholders. LMP realized that not all FAR is created equal: open space is more valuable for the community, and higher floors in skyscrapers are more valuable in the markets. LMP therefore consolidated all of the new FAR into two distinct parcels on the edge of the site, and received unanimous approval for sky-scrapers that actually exceeded the underlying zoning of the site.

Suffolk University, Boston, MA



Key Stats

- Size: **110,000 SF**
- Cost: **\$62 million**
- Timing: **completed 2015**
- Owner: **Suffolk University**

Highlights

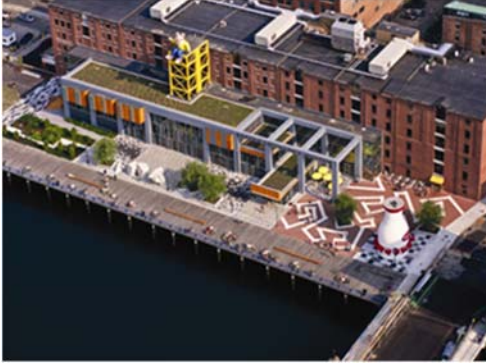
- Extremely tight, urban infill site in highly sensitive neighborhood
- Complicated permitting process included agreements with key abutters and various government and historic agencies, etc.

This project includes a new 1,100 seat, 10-level academic and science classroom building on the site of the former Metropolitan District Commission Headquarters located in Boston's Beacon Hill/Government Center district. The site is adjacent to the McCormack State Office Building and located across the street from the John Adams Courthouse Building. The project also incorporates a 200 seat dining facility and the redevelopment of the currently underutilized Roemer Plaza open space immediately adjoining the project site.

This project faced significant budget constraints due to previously in-place bond financing. It required creative pre-construction analysis of multiple alternatives in order to achieve target budget. The project also required an accelerated front-end process to assemble construction team and finalize design documents in order to mitigate rising cost environment and to achieve project completion in time for Fall 2015 Semester.



Boston's Children's Museum, Boston, MA



Key Stats

- Size: **175,00 SF**
- Cost: **\$47 million**
- Timing: **2004 to 2007**
- Owner: **Boston's Children's Museum**

Highlights

- Despite a challenging project, nearby facilities needed to remain open, and the museum itself was only closed for three months during the entire length of the project.
- Complex permitting process due to waterfront location

Leggat McCall Properties acted as development manager for this project, which included an addition and renovation to the historic mill building. This challenging project featured deep foundations, a tight urban site, a facility that needed to remain open to the public during construction, waterfront construction including work around the adjacent seawall with tide-influenced groundwater, Article 80 review, and LEED Gold certification. The project also required a high degree of coordination with a variety of stakeholders, including event designers, museum designers, and an active board. Ultimately the project was delivered on time and on budget.

NewBridge on the Charles | Hebrew Senior Life, Dedham, MA



Key Stats

- Size: **940,000 SF facility on 162-acre campus**
- Cost: **\$425 million**
- Timing: **2004 to 2008**
- Owner: **Hebrew Senior Life**

Highlights

- Creating a sustainable and environmentally friendly home was a crucial element of the project
- Required extensive coordination of multiple client stakeholders

Leggat McCall Properties acted as project manager for the permitting, design and construction of this new property in Dedham, MA for Hebrew Senior Life. Designed collaboratively by Perkins Eastman and Chan Krieger, Hebrew Senior Life's new senior care community creates an intergenerational campus with a variety of housing options for the elderly. The new campus is home to approximately 750 adults. The site also provides a setting for 450 students in the Rashi School and ancillary play and athletic fields. The living accommodations include 50 cottages, 24 villa apartments, 182 apartments, 51 traditional assisted living apartments, 40 memory support rooms, and a 268-resident healthcare center. Features sustainable design features equivalent to LEED certification; newly created open space was used to cover the community's parking under a green roof and provide a below-grade pedestrian connection. Through xeriscaping (landscaping which reduces the need for irrigation) and a rainwater collection/cistern system no ground water is used for irrigation.



Massachusetts Green High Performance Computing Center, Holyoke, MA



Key Stats

- Size: **125,000 SF**
- Cost: **\$100 million**
- Timing: **September 2001 to 2004**
- Owner: **A consortium of universities including: Harvard, MIT, Boston University, Northeastern University, and UMASS**

Highlights

- Public/private partnership
- LMP did all permitting for the project
- Required extensive soil remediation, as the site used to be a mill

This project represents an innovative approach and partnership model to support the needs of some of the Greater Boston area's finest academic institutions. It further represents an economic development opportunity for western Massachusetts, and an approach to sustainable and high-performing data center design and construction.



Relevant Projects for CBT Architects

Rollins Square | Boston, Massachusetts



Project Size and Awards:

376,000sf

184 units

Awards

Preservation Award for New Construction in Harmony with Boston's Built Environment, Boston Preservation Alliance, 2005

The John Clancy Award for Socially Responsible Housing, Goody Clancy and the Boston Society of Architects / AIA, 2004

Grand Award, Mixed Housing, Builder's Choice Design and Planning, 2004

Project Overview

With a strong commitment to provide residential opportunities for families of all incomes, the Archdiocese of Boston developed Rollins Square as a model for a mixed-income community that combines market-rate, moderately-priced, and low-income housing in a high-quality condominium complex.

A decade after the elevated Orange Line subway right-of-way was demolished, this area experienced unparalleled expansion, particularly south of Washington Street, known locally as SoWa. The complex was arranged as a series of connected clusters that respond aesthetically and urbanistically to the surrounding streetscape. In addition to 184 residential units, the 376,000-square-foot project includes ground-level retail and a 200-space below-grade parking facility in an area where parking is scarce.

Designed as a grouping of six-story buildings and four-story townhouses, Rollins Square fosters a sense of community while allowing for a range of diverse domestic environments that vary in size from one-bedroom apartments to three-bedroom duplexes. The buildings' scale, massing, and materials were directly informed by three existing row houses that were located on the site and integrated with the new construction. Because the project is broken down into a series of smaller parts, Rollins Square harmonizes with the existing cityscape without overwhelming it.

The neighborhood architecture surrounding Rollins Square is reflected in the design with the predominant use of brick and contemporary interpretations of Boston's bay windows combined with metal detailing and large glazed areas, reflecting the warehouse district architecture. A projecting cornice and metal and pre-cast details create a cohesive identity within the architectural context.



Jefferson at Malden Center (in construction) | Malden, Massachusetts



Project Overview

This project is the catalyst for the re-emergence of the Downtown Business District of Malden. Located directly across from a major transit hub, these apartments will offer a generous amenity deck and new public park. The project will reconnect Pleasant Street — which has been blocked since the government center was constructed in the 1970s — and open the way between the city’s downtown area and the Malden Center stop on the Orange Line, allowing the reconstruction of Pleasant Street to its former alignment. With a new City Hall to be built and realigned Pleasant Street, the development will also create a gateway skybridge to connecting residents to parking and amenities on the south portion of the project and frame the entrance to the revitalized civic center.

Key components of the project include 320 units of rental housing, a new 44,000-square-foot office building, 22,000 square feet of retail, a sky bridge spanning Pleasant Street, and a new above ground parking garage.



Key Info:

566,203sf

320 units



Exeter Street Theater Building | Boston, Massachusetts



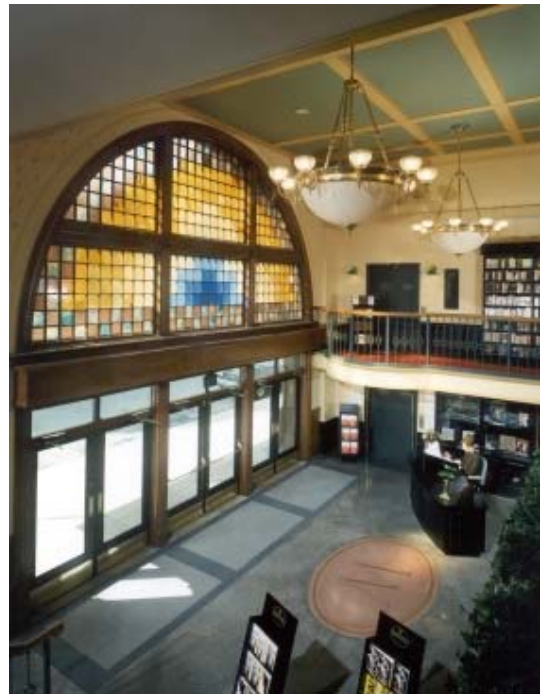
Project Overview

This 1885 Romanesque-style structure was originally designed as The First Spiritualist Temple by architect William Hartwell of Hartwell & Richardson, Boston. The massively proportioned 90' x 110' building is composed of richly carved and detailed granite and brownstone and has a slate roof with copper metalwork. It was constructed by the same builders who built Trinity Church.

The program and design included the modernization of the theater facilities on the first and second levels, addition of a restaurant, and renovation of the third level into 7,000-square-feet of office space. In addition, CBT provided design for the first American retail outlet for the British book giant Waterstone's Booksellers. The program for the new store included 20,000-square-feet of retail space, 6,000-square-feet of office and stock space, as well as exterior display and signage. The design evolved through close coordination with the client throughout the entire project.



Project Size:
33,000sf



John Adams Courthouse and Social Law Library| Boston, Massachusetts



Size and Awards:

430,000sf

Awards

Preservation Project of the Year, Preservation Massachusetts

Preservation Achievement Award, The Boston Preservation Alliance

Architecture for Justice Facilities Award, American Institute of Architects Justice Facilities Review, 2008

Award for Design Excellence/Division of Capital Asset Management (DCAM), 2008

Special Citation for Design Excellence, American Institute of Architects New England Design Awards, 2007

Barrier-Free America Award/Paralyzed Veterans of America, 2009

Project Overview

Designed in 1894 by George A. Clough, Boston's first city architect, the courthouse was originally built for the Supreme Judicial Court (SJC) and the Social Law Library, the country's oldest subscription law library. Prior to the restoration, no major changes had been implemented since the early 1900s, and minor renovations had concealed many of the building's more outstanding features. Because of neglect and inconsistent maintenance, the exterior of the building required extensive remediation and restoration.

CBT completely reorganized the interior to accommodate the needs of a 21st-century appellate court while restoring the building's architectural features to their original grandeur and stately elegance. CBT's renovation provided clarity to the plan and improved vertical movement. Major court functions were moved to the second and third floors and the ground floor was remodeled to accommodate the most active public functions. Additional floors were inserted into outdated light wells in order to increase the court's capacity and efficiency. New program elements were distributed vertically and horizontally throughout the building, and public and private areas were separated for security and safety.

Many of the building's original details were restored, and new design elements—in particular improved lighting—were introduced to enhance the quality of the interior spaces. The original entry was reconfigured to allow direct views into the central atrium, or Great Hall, a soaring four-story space that serves as an important pedestrian link between State Street, Government Center, and Beacon Hill. Its most notable features were cleaned and refurbished, including coffered vaults, sculptured corbels, frescoes, and allegorical statues symbolizing justice. Marble and bronze elements were meticulously reconditioned and reconstructed. Five of the building's wood-paneled courtrooms were returned to their original opulence, including an 1890s courtroom that was formerly used by the SJC and noted jurist Oliver Wendell Holmes.

The Social Law Library was moved back into the building and a completely renovated and expanded space now houses the Commonwealth's historic law collection, including reading rooms with skylights and large stack space. Other program elements include judges' chambers and lobbies, conference rooms, and administrative offices. A third occupant is the Appeals Court of Massachusetts.



Middlebury College, Starr-Axinn Center for Literary & Cultural Studies| Middlebury, Vermont



Size:

81,000sf

Awards

Educational Facilities Design Award, Boston Society of Architects, 2011

Award for Sustainable Design, Boston Society of Architects, 2009

Excellence in Architecture Award, Society for College and University Planners, 2009

Citation for Excellence in Design, American School and University, Architectural, 2009

Project Overview

CBT's design for Middlebury's Starr-Axinn Center at the former Starr Library reinvents a beloved campus landmark, creates classrooms and faculty offices, brings disparate departments together for increased interdisciplinary collaboration, and redefines the center of an expanding campus.

The project is the renovation and adaptive reuse of a historic library built in 1900, deconstruction of two additions from the 60s and 70s, and the construction of two new wings off a new central spine known as the winter garden. Together, this new facility now offers a centralized home for the Middlebury's Center for Literary and Cultural Studies which is comprised of academic departments previously scattered around the campus. The program for the entire 81,000-square-foot facility includes eight technologically "smart" classrooms, 52 state-of-the-art academic offices, a 65-seat screening room, film production and editing studios, a winter garden, and a landscaped, south-facing courtyard.

Responding to the campus context and building on the campus vernacular of crafted granite buildings, copper or slate roofs and punched windows, the architecture expands the vocabulary with contemporary details and patterns. The restored library, expanded on one side, creates a new winter garden and circulation spine with a contemporary, glassy façade distinguishing new and old portions of the building and connecting the existing structures to the new wings. The refinement of the architecture of the original buildings and the change in profile and presence created by the winter garden and additional wings re-establish the original building's traditional importance in the college landscape.

Originally the library formed the edge of campus; today the expanded facility anchors the southern edge of the historic quad creating a pivotal link between the original campus and the newly expanded south campus. The College also took advantage of the new Starr Axinn center to close a vehicular access road and create a circulation spine, which ties these two campus districts together, moving pedestrians around—or directly through—the building in inclement weather. The new, south-facing landscaped courtyard, creates a private space for outdoor gatherings and a great view from the winter garden.

CBT focused on comprehensive, energy-conscious solutions for this project, including a natural convection and heat recovery system, the use of local materials and renewable products, recycling of demolished material, and a construction waste management program for all materials not reused on the site.



Suffolk University – Modern Theater and 10 West | Boston, Massachusetts



Modern Theater Size and Awards:

60,000sf | 185 seats

Preservation Massachusetts, Paul E. Tsongas Award, 2011
Construction Management (Renovation) Build America Award, 2012
Citation for Design Excellence. AIA New England, 2011
Preservation Achievement Award, Boston Preservation Alliance, 2011
Reconstruction Award, Building Design+Construction, 2011
Project Innovations Award, BUILDGS Magazine, 2011

10 West Size and Awards:

100,000sf

Honorable Mention for Design Excellence, Multi-Housing Awards, 2010

Project Overview

Suffolk University is located in a dense historic district in downtown Boston. To meet their goal of housing 50% of students on campus, the University purchased two adjacent locations in Boston's Downtown Crossing. 10 West Street is comprised of two structures, a corner building at 10 West Street and an adjacent structure at 515 Washington Street. The second building was the historic Modern Theater, Boston's first movie theater. This partnership allowed the University to create a housing complex for 467 students just a few blocks from their main academic building. The city now has a substantial residential population to support the retail corridor and hopes to attract new stores and resources to redevelop the area.

Internally, both projects form a new residential community through a cohesive plan that features internal connections on multiple levels, strategically located study and lounge spaces, and an interior design concept that extends through all the building components. As part of the partnership with the city, the University agreed to preserve the exterior character of the original buildings and retain commercial use of the ground floor spaces as an amenity for the neighborhood, preserving and improving the urban character of the district. The University also replaced the outdated but historic Modern Theatre with a new theater while preserving its historic marble arcade completing the city's final phase of a comprehensive multi-theater restoration project. Following are descriptions of the for each project:

10 West Street

The building is comprised of two adjacent properties and was designed as condominiums with retail on the ground floor. When the project was approximately 85% completed for condominiums, CBT became involved and began renovating the. Some of the building's former retail spaces were converted into common student spaces and study rooms.

Modern Theatre & Residential Tower

CBT provided design for a new 12-story residence hall tower and a new ground floor theater venue that preserves the Modern Theatre's historic facade. The theater replaces an outdated movie house with a new 187-seat end stage theater including an auditorium, two-story lobby space which doubles as a gallery, and associated production spaces. Ten stories of residential space are built above the theater and this portion of the building is set back from the facade creating the appearance of a new structure while preserving the view corridor along Washington Street.



No. 6 Newbury Street| Boston, Massachusetts



Project Overview

The design of No. 6 Newbury Street involved the demolition of an existing garage on this small urban site. Located in Boston's premier retail area, the project replaces the garage with a 54,000-square-foot, six-story building comprised of an approximately 10,000-square-foot Chanel retail store on the first two floors, six luxury condominiums above the retail space, and one floor of parking below grade.

The design is minimalist with clean details and high-quality materials including glass, metal, and white limestone to reflect the high-end retail location and the prominent address. The first new construction on the block in 75 years, the building is scaled to fit the neighborhood context and steps back at the roofline to correspond with the adjacent buildings.

The condos—two two-bedroom duplexes and four three-bedroom units—range from 3,000 to 4,000 square feet, and have floor-to-ceiling windows. The top floors have skylights and all the units have projecting bays allowing light into the units, while providing views of Boston's Public Garden and Newbury Street.



Project Size

54,000sf



Woburn Public Library Expansion and Renovation (in construction) | Woburn, Massachusetts



Project Overview

Located on a prominent site in the center of Woburn, the Woburn Public Library was originally designed by architect Henry Hobson Richardson in 1876. Since the library originally opened, Woburn's population has more than quadrupled and the existing 19,700-square-foot library is no longer able to accommodate the city's expanding needs.

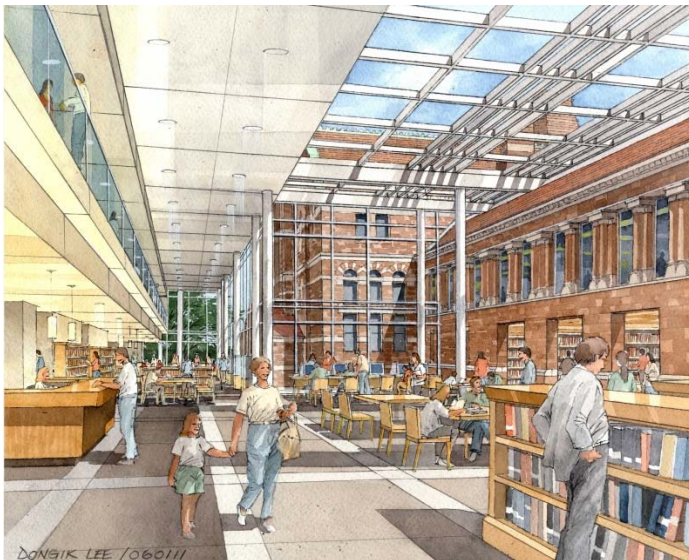
The simplicity and elegance of the 30,500-square-foot addition is a quiet backdrop to the existing library. It is sensitively designed to integrate with the existing structure, preserving the original architectural intent and views and featuring a light-filled glass connector. Clean lines are pulled through the addition to complement the existing building and create a cohesive composition.

Through strategic programming, a continuous library experience is created between the old and new spaces. The original Richardson entry and lobby is preserved, opening into the northeast glass connection. The main level of the library houses the periodical reading room, fiction reading room, reference collection, non-fiction reading room, young adults section, small meeting room, innovation lab, quiet study rooms as well as circulation and reference desks. By strategically placing key staff control points throughout the floor plan, the design team was able to more than double the size of the building without requiring the library to double its staff.

An accessible second main entry is added on the north side of the addition. Located on the lower level, the entry opens into the children's gallery and library. Located on the lower level is a 100-person meeting room, which in the evening can operate independently as an event space.

A new elevator was added in the existing building which connects to the third floor – a floor that was not previously accessible. A trustee room was added to this space.

Extensive changes are proposed to the landscaping to promote a more natural way of approaching the site. A new pathway curves down the front lawn to create a dramatic approach to the historic main entry. Additionally, the drive along the north side of the building is revised, clarifying the traffic pattern, establishing a clear drop-off zone with handicap parking at the entrance, and creating a new access street to additional parking.



Project Size:

50,200sf



Relevant Projects for Erland Construction

640 Memorial Drive – Massachusetts Institute of Technology

Cambridge, Massachusetts



Architect:
Tsoi/Kobus Associates
Area:
236,250sf
Project Type:
Historic Restoration
Duration:
3 Months
Building Use:
Biotechnology
Campus Size:
168 Acres

Awards:

- National Association of Office & Industrial Properties: Historic Building of the Year
- Urban Land Institute: Award of Excellence Magazine: National Restoration Award
- Associated Builders and Contractors of America: Excellence in Restoration Award
- Associated General Contractors of Massachusetts: Build Massachusetts Merit Award

This project involved extensive and complex restoration of the exterior brick and terracotta facades originally constructed in 1913 for the Ford Motor Company. The brick curtain wall allowed only 1/2-inch of air space; several weak exterior wall sections were discovered. Erland shored, braced, and repinned the entire facade, while still completing this comprehensive renovation on schedule.

This historic landmark building possessed several unique elements that were integrated into the adaptive reuse. A portion of the original 5-story, 450-foot long train shed was restored and incorporated into the glazed atrium. Remaining trusses provide supports for a new promenade. Owner MIT now leases this facility as an incubator for biotech and other R&D startup companies.



Bulfinch Square

Cambridge, Massachusetts



Owner:

Bulfinch Properties

Architect:

Graham Gund Architects

Area:

78,000sf

Project Type:

Historic Restoration / Adaptive Reuse

Building Use:

Office, Arts Center

Awards:

- Associated General Contractors of Massachusetts: Build Massachusetts Honor Award
- American Institute of Architects: National Restoration Award

Nine structures dating from 1814 were restored using some original material recovered from other structures on site that were selectively demolished. Erland removed the interior frame of the main building and shored up the exterior façade—including the clock tower—before repairing, restoring, and repointing the stonework. Upon completion, we rebuilt the interior, adding another floor to the layout.

The project scope called for replacing the original E. Howard & Co. clock with a new electric model. Erland successfully suggested restoration, repairing the clock's function and adding a clutch on the north face to keep the mechanism on that side from freezing. Erland worked with Graham Gund from early planning, which included extensive field measurement.

Our craftsmen were specially skilled in reproducing and repairing complex masonry, plaster, millwork and painting details. The buildings, on the National Register of Historic Places, have won numerous regional and national design and construction awards.



The MERC at Moody and Main

Waltham, Massachusetts



Owner:
Northland Investment Corp.
Architect:
Stantec (formerly ADD Inc.)
Project Type:
New Construction
Area:
436,000sf
Residential Units:
269 (27 affordable)

Parking:
2-story underground garage with 300 spaces; 92 surface spaces
Duration:
25 Months
Building Use:
Residential, Retail, Structured Parking

This new smart growth, transit-oriented development is located at the busy intersection of Moody Street and Main Street in downtown Waltham. The MERC at Moody and Main occupies a 4.5 acre site with three 5-story buildings -- four stories of wood framed residential over a steel podium. This new “neighborhood” is bringing vitality to the area that can only come from a 24-hour use where people live, work, and play.

This project was challenged by a very tight site, with limited laydown area, bordered by two busy commuter roads. Construction was phased to permit two banks onsite to continue operating. The MERC was designed to respect the historic character of Waltham’s downtown with masonry facades and large windows. It incorporates the latest sustainable principles.



Environmental Protection Agency, New England Regional Laboratory

Chelmsford, Massachusetts



Owner:

General Services Administration

Architect:

Bernard Johnson Young &
Carol R. Johnson Associates

Area:

67,000sf

Duration:

20 Months

Type:

New Construction
Laboratory

Awards:

Gold LEED Rating
ABC of Massachusetts: Excellence in
Construction Award, Grand Honor,
2001

AGC Massachusetts: Excellence in
Teamwork, Merit Award, 2003

White House Closing the Circle
Award, 2002

Sustainable Buildings Industry
Council: Exemplary Buildings Award,
2004

Real Property Innovation Award,
2002

EPA Regional Bronze Medal, 2002

Industrial Designers Society of
America: Gold Medal for industrial
design excellence of solar shades

General Service Administration
Environmental Award, 2002

Demolition Derby: Model Facility and
Non-hazardous Waste Award

Meritorious Team Award

This design/build regional facility for the U.S. EPA accommodates 30 different types of research and testing labs— metallurgical, air emissions and toxins, microbiology, soil sedimentation, and marine biology labs— and several cleanrooms. The facility has onsite water processing, and hazardous storage rooms.

Honored with a LEED™ Gold rating (the first government laboratory to receive such certification), both the interior and exterior design and the construction process were developed to minimize energy consumption and maximize recycling. This facility was the first in the country to use the passive solar energy photovoltaic system and the design was honored with an award. It also serves as an educational facility for individuals and groups interested in energy efficient operations.



Team Resumes

William D. Gause, P.E. Executive Vice President

Responsibilities

Mr. Gause is Executive Vice President responsible for the acquisition, development, repositioning and asset management of projects for the Company. He is also a member of the Company's Executive Committee.

Mr. Gause has been involved with the development/ acquisition/ asset management of over \$2.5 billion since 1993 in markets along the eastern Seaboard. Projects include office, multi-family residential, industrial, hospital, life sciences, single-family residential, and land.



Experience

Mr. Gause joined Leggat McCall Properties in 1993 as an Acquisitions/ Asset Manager. Since then he has held roles as Development Manager, Director of Asset Management and Director of Acquisitions. He has been a partner of the firm and a member of the Executive Committee since 2001.

Prior Experience

Prior to joining Leggat McCall Properties, Mr. Gause was a Structural Engineer for Leslie E. Robertson Associates, where he was responsible for structural analysis and design for a diverse array of international and domestic high-rise buildings and special structures.

Education

B.S. Engineering - Cornell University – 1987

M.S. Engineering - Cornell University - 1988

M.S. Real Estate Development - Massachusetts Institute of Technology - 1993

Professional Affiliations & Associations

NAIOP Massachusetts, Board of Directors

Cornell Real Estate Council

Trustees of Reservations, Corporate Trustee

Licensed Professional Engineer



Robert T. Walsh
Senior Vice President/Partner



Responsibilities

Mr. Walsh provides real estate advisory and development management services to clients including feasibility analysis, due diligence, permitting, financial analysis, financing, budgeting, legal negotiations, design, scheduling, construction and sales and marketing.

Experience

Mr. Walsh's assignments include:

- **Partners Relocation, Somerville, MA:** Construction ongoing on 900,000 SF building plus 2,000 car parking garage.
- **MIT Tower, Cambridge, MA:** Pre-Construction for 250ft residential tower with retail.
- **Ink Block, Boston, MA:** Construction ongoing on 4 buildings (3 residential rental, 1 condominium) with retail.
- **Atmark, Cambridge, MA:** Post CO, 426 residential rental units.
- **Vertex Pharmaceuticals at Fan Pier, Boston, MA:** Project Executive representing Vertex for 1,100,000 square foot tenant fit-out of biological/chemical labs and office space occupying two 18-story urban towers. Specialty project spaces include vivarium, full-service cafeteria, and auditorium. Led \$45 M value engineering effort on an initial GMP of approximately \$245 M. Project was completed and Certificate of Occupancy obtained on 12-17-13.
- **Vertex Pharmaceuticals Annex Research Facility, Boston, MA:** Retrofit of existing warehouse building into Kilo Lab and pharmaceutical development/manufacturing facility. Project includes infrastructure for first ever continuous, powder-to-pill, drug manufacturing equipment.
- **Newton Wellesley Hospital, Wellesley, MA:** Project Executive for a variety of projects over the last 12 years including construction of a New Emergency Department, a 590 car expansion to existing garage, a relocation and renovation of a 900 ton building (highlighted on the History Channel show, "Mega Moves"), a new OR expansion, and a new emergency power system, a new Radioactive Oncology unit, a Medical Oncology Cancer Center and an outpatient surgery center.
- **Center for Life Science, Boston MA (2007-2008):** Project Executive for a \$210M, 760,000 SF, Core & Shell state of the art, multi-tenanted lab building with 22 stories above grade and 6 levels below (750 parking spaces) in the Longwood Medical area.
- **Hebrew Senior Life, Dedham, MA:** Project Executive for a 940,000 SF intergenerational campus incorporating 268 beds of long-term care, 51 units of assisted living, 266 units of independent living on 162 acres.
- **South Shore Hospital, Weymouth, MA:** Project Executive for a 90,000 SF Cancer Center for multiple users including Linear Accelerators, PET CT, and infrastructure.

Prior Experience

Prior to joining Leggat McCall in 2004, Mr. Walsh was President and COO at Corjen Construction from 1999 to 2003 where he was responsible for all aspects of construction operations, including pre-construction and site selection analysis for the Corcoron Jennison companies. Responsibilities included strategic design and implementation, business development, contract negotiations, project staff assignments, pre-construction services and financial reporting. Projects he completed while at Corjen include a 312 unit residential structure at CambridgePark Place, dormitories at both the Massachusetts College of Art and Bentley College and a 600 unit residential project at Aliquippa Heights in Pittsburgh. Before 1999, Mr. Walsh worked at Turner Construction for 15 years



Education

B.S. Civil Engineering - University of Massachusetts

Professional Affiliations & Associations

Director, League School

Past Director, Forsyth Institute – 10 years

Boston High Rise Builders License – lapsed

Harold E. Nash III Senior Vice President

Responsibilities

Harry joined Leggat McCall Properties as a Senior Vice President in 2015, bringing significant experience in all aspects of real estate. In his 30 plus year career, Harry has managed the design, development, construction and financing of over 12 million square feet of various property types including urban mixed use, multi-family housing, senior housing, specialty facilities, office and research & development.



Experience

Mr. Nash's assignments include:

- **The Kensington, Boston, MA:** Principal for the 27 story LEED Gold project that includes 381 luxury apartments, 20,000 square feet of amenity space, 110 car parking garage and 2,800 square feet of retail and office
- **Crosstown Center, Boston, MA:** Project Executive for this multi-phased mixed-use project. Phase I included a 175 room Hampton Inn & Suites hotel, a 650 car parking garage and 20,000 square feet of retail space. Phase II included a 204,000 square feet office building with ground floor retail and a 600 car addition to the phase I garage.
- **Peninsula Apartments, Boston, MA:** Project Executive for a two phase 335 unit apartment complex with garage parking.
- **Carematrix Corporation, Needham, MA:** As Executive Vice President of Development managed a professional staff of over 50 in the areas of planning, development, construction, market research, financial feasibility and interior design & procurement. Over a period of 4 years this group was responsible for the development and construction of over 5,800 units of senior housing, assisted living, independent living and nursing in 16 states.
- **Massachusetts Information Technology Center, Chelsea, MA:** Project Executive for the construction of this 500,000 square foot data center.
- **Crown Colony Office Park Quincy, MA:** Project Executive for the design and construction of \$7 million of infrastructure improvements and three office buildings and a day care center totaling 500,000 square feet.

Prior Experience

Prior to joining Leggat McCall Properties, Mr. Nash was President of The Kensington Investment Company Real Estate Group where he was responsible for the firm's real estate activities. He has held senior management and principal positions at Suffolk Ventures, Corcoran Jennison Company, Carematrix Corporation, Suffolk Construction Company and Nash/Phillips Associates.

Education

Associates in Architectural Engineering – Wentworth Institute of Technology

Bachelor of Architecture – Boston Architectural Center



Professional Affiliations & Associations and Community Service

AIA Honors and Awards Jury (student member)
NAAB Accrediting Team to Cooper Union School of Architecture (student member)
Mayor's Green Building Commission – 2003
Center for Urban Redevelopment Excellence at the University of Pennsylvania
Candidate selection team member and guest lecturer – 2004 and 2006
Boston College High School Building Committee – 2005 and 2006
Registered Architect in Massachusetts

Charles N. Tseckares, FAIA

Education

Bachelor of Architecture, Dartmouth College
Master of Architecture, University of Pennsylvania
Fulbright Scholar & Diploma in Urban Design and Town Planning,
University of Rome, Italy

Affiliations

American Institute of Architects, Fellow
Boston Society of Architects
Former President, 1992-1994
Board Member, 1984-1987 & 1997-2000
Dartmouth College, Hanover Inn Board of Overseers
Member and Past Chair, 1984-1992
Ford Hall Forum, Board Member and Vice President, 1995-Present
Fulbright Association of America, Massachusetts Chapter
Member, Board of Directors
Massachusetts Architectural Registration Board
Member, 1986-1994
Chair, 1990-92
National Council of Architectural Registration Boards
Board Member, 1986-1994
National Trust for Historic Preservation
Real Estate Forum of Boston, 1992-1996
Society of College and University Planning
Member, 1982-present
Northeast Region Executive Committee, 1988-present
Town of Winchester Planning Board
Member and Chair
Urban Land Institute
Member, 1982-present
Boston District Council member and past chair, 1987-present
Wentworth Institute of Technology Architecture Program
Visiting Advisory Committee, 1986-1996
Winchester Savings Bank
Overseer, 1985-present
Visiting Critic: Yale University, Harvard University, Catholic University of America, and MIT



Professional Summary

A founding principal of CBT, Mr. Tseckares has over 47 years of professional experience in architectural design and management. He has served as Principal-in-Charge on a wide range of projects, including historic rehabilitation, residential and hospitality developments, commercial/office mixed-use developments, academic planning and design, and architectural master planning. Selected projects from Mr. Tseckares' experience include the following:

Relevant Experience

Babson College, Bryant Hall | Wellesley, MA

Complete redesign and interior renovation of a 1922 Georgian Revival campus building to meet new program for apartment-style living.

Colby College, Dana Hall, Dorm and Dining Renovation | Waterville, ME

Renovation of the residence hall and expansion and upgrade of the dining facilities in Dana Hall, including creating four new suites on each floor.

Dartmouth College and Town of Hanover, 7 Lebanon Street | Hanover, NH

Design services for a 48,000-square-foot retail and office complex located in downtown Hanover, including an outdoor courtyard and underground parking.

Harvard University, Matthews Hall | Cambridge, MA

Exterior and interior renovations and historic preservation for this Peabody and Stearns building, located in Harvard Yard.

Harvard University, Memorial Hall Tower Spire Restoration | Cambridge, MA

Historic analysis and complete restoration of the five-story-high spire on this Ware and Van Brunt landmark.

Middlebury College, Starr-Axinn Center | Middlebury, VT

Transformation of an 1890s library into state-of-the-art teaching facilities, including restoration of the original building and addition of two office wings, and a winter garden.

Phillips Academy, Graves Music Hall | Andover, MA

Adaptation of an existing Victorian structure for use as a music building to house classrooms, a library, offices, teaching studios, a band room, an amplified music room, and an orchestra room.

Wellesley College, Pomeroy and Cazenove Halls | Wellesley, MA

Renovation of two Collegiate Gothic residence halls including all student rooms, function rooms, corridors, bathrooms, and elevators.

Wheaton College, Mary Lyon Hall | Norton, MA

Complete restoration of an academic building constructed in 1849 now used as a center for music, administration offices, an alumnae office, and a faculty club with dining room.

Rollins Square | Boston, MA

Design of a new 184-unit condominium complex for the Archdiocese of Boston, comprised of four building components surrounding a central park, retail space on the ground floor, and a below-grade parking garage.

Waterfront at Pitts Bay | Hamilton, Bermuda

Competition-winning design of a new 250,000-square-foot mixed-use development for a prominent waterfront site located in Bermuda.



One Winthrop Square | Boston, MA

Ground-breaking example of adaptive re-use, transforming the former American Record building into 120,000 square feet of prime commercial and retail space.

73 Tremont Street | Boston, MA

Renovation and addition to an 11-story office building, involving the complete rehabilitation of 300,000 square feet of space, the design of a two-story addition, and the creation of a three-story underground garage.

Harvard Public Library | Harvard, MA

Renovation and addition to an historic building known as Old Bromfield. Designed by Peabody and Stearns as a school, the design transforms this civic icon into a new town library.

Mount Washington Hotel & Bretton Arms | Bretton Woods, NH

Renovation of Bretton Arms including dining and guest rooms. Prototypes were completed for the full renovation of the grand Mount Washington Hotel.

Christopher A. Hill, AIA

Education

Bachelor of Architecture, Advanced Studies in Studio Art and Art History,
University of Minnesota in Minneapolis

Affiliations

American Institute of Architects
Boston Society of Architects
Boston Society of Architects Design Committee
Boston Architectural Center Thesis Critic
Society of College and University Planners
Association of College and University Housing Officers



Professional Summary

Mr. Hill has 31 years of experience in the design of a variety of projects ranging from academic and institutional facilities to mixed-use office and residential complexes. He was a guest lecturer on residential hall design at both the Harvard Graduate School of Design summer program and the ERRAPA, SCUP, AIA, and ACUHO-i national conferences. He has published articles in Planning Magazine and contributed research in Campus Architecture, a book by Richard P. Dober. His related experience includes the following:

Relevant Experience

Babson College, Bryant Hall | Wellesley, MA

Complete redesign and interior renovation of a 1922 Georgian Revival campus building to meet new program for apartment-style living.

Rollins Square | Boston, MA

Design of a new 184-unit condominium complex for the Archdiocese of Boston, comprised of four building components surrounding a central park, retail space on the ground floor, and a below-grade parking garage.

Waterfront at Pitts Bay | Hamilton, Bermuda

Competition-winning design of a new 250,000-square-foot mixed-use development for a prominent waterfront site located in Bermuda.



Central Artery North Area, City Square | Charlestown, MA

Design of north and southbound ventilation buildings to house exhaust and mechanical equipment designed to respond to the existing structures through massing, materials, and form.

Hyde Park Streetscape Improvement | Hyde Park, MA

Design of an urban streetscape plan to help develop a neighborhood identity for businesses near a difficult traffic intersection.

Plymouth Downtown, Harbor District Urban Design Study | Plymouth, MA

Development of urban design and renovation guidelines for the commercial, historic district of downtown Plymouth.

Blue Hill Observatory, Science Center | Milton, MA

Design of a new-state-of-the-art facility for atmospheric education and environmental science atop Great Blue Hill.

Steven F. McDonald / President Erland Construction

Steve has overall responsibility for directing all disciplines and assets of the company, ensuring that the interests of clients are properly served. He takes an active role in the successful delivery of all projects and is available at all times to meet with Owners and Architects to review any special situations or circumstances and assist in their resolution.

Steve often gets involved in value engineering, budget preparation, and scheduling requirements. He frequently meets with Owners to assist in preparation of the final contract.



Background

Steve has a broad background in the construction industry, making him thoroughly knowledgeable about all aspects of running a project and a company.

- From 1978 to 1981, Steve worked for Vappi & Company as a field engineer on several hospital and institutional projects.
- From 1982 to 1986, he was employed by the George B.H. Macomber Company as a field engineer and assistant superintendent on projects ranging in size up to \$35 million.
- Since joining Erland in 1986, Steve's responsibilities have included estimating, purchasing, project management, marketing, contract negotiation, financial management, and administration. He advanced to the position of Treasurer in 1991, and was promoted to President in 1997.

Professional Affiliations

Associated General Contractors of America

- National Director—2006 to 2010
- Quality in Construction Committee—1992-1996

Associated General Contractors of Massachusetts



- Board of Directors—1992 to present
- Chairman 2006
- Vice Chairman 2005
- Treasurer 2004
- Finance Committee—2004 Chairman
- Dues Review Committee—2004 Chairman Secretary—2003
- Chairman and Founder, Young Contractors Committee 1992-1995
- Economic Development Task Force
- Marketing Committee
- Insurance and Bonding Committee Quality Committee
- Strategic Planning Committee
- Open Shop Committee

Boston Architectural College

- Board of Advisors—2009 to 2012
- Trustee—2012 to present

Bryant University (College of Business)

- Board of Advisors—2012 to 2015

Fenn School

- Board of Trustees—2000 to 2006
- Building and Grounds Committee
- Faculty and Staff Committee

Education

Ithaca College, B.S. in Business Administration

Harvard Business School, Owner’s and President’s Management Program

Northeastern University and Wentworth Institute, construction related courses

Joseph M. Petrillo
Director of Preconstruction

Joe is responsible for managing Erland’s preconstruction services. He will work with the Owner, design team, and our project team to fulfill all planning, constructability, scheduling, logistics, estimating, permitting, bidding, and procurement requirements.

Joe will facilitate an advanced plan that will allow for ample review and decision-making while supporting the overall project schedule. He will coordinate the development of a comprehensive deliverable report at each design development milestone and will ensure that all preconstruction activities are performed to meet or exceed expectations.



Joe has been working as a construction estimator for more than 25 years, growing through increasingly responsible management roles. His thorough knowledge of the building process keep estimates and plans well grounded.



Projects Prior to Joining Erland

Barr & Barr Builders

- Berkshire Museum / Pittsfield, Massachusetts: \$5 million, Phase II of an extensive renovation which included the replacement of the copper roof, new 3,000-square-foot Feigenbaum Hall of Innovation, the restoration of the fireplace and Stirling Calder fountain in the art deco Crane Room, and the installation of a heating, ventilation, and cooling (HVAC) system
- Colonial Theater / Pittsfield, Massachusetts: \$13.2 million, 47,000sf; renovation of historic facility and addition
- Hanover Theater / Worcester, Massachusetts: Performing Arts Center / \$20 million, 58,400sf; Historic renovation

Education

B.S. in Civil Engineering, Worcester Polytechnic Institute; Worcester, MA

Chi Epsilon Honor Society / 1985

Accreditations

U.S. Department of Defense / Security Clearance Secret Level: 1992-1993

Massachusetts Engineer-in-Training

Certificate: 1986

Jeffrey H. Elowitz, LEED Green Associate / Vice President/Group Manager

As Group Manager, Jeff provides oversight for all project activities, with particular emphasis on the critical preconstruction phase. He will draw on his expertise to serve as a technical and administrative resource for the team throughout the life of the project, advising on matters important to the successful performance of the contract.

Jeff is responsible for identifying and assigning necessary resources and creating a well-functioning project team that will meet all project goals.



Jeff has been with Erland since 1983, advancing to his present position as Manager of Erland's Residential Group in 2003. Complementing his knowledge of the construction process is his interest in architecture, which is exhibited in his analytical approach to projects.

Selected Experience:

- Bulfinch Square / Cambridge, Massachusetts: \$10.9 million, 78,000sf; restoration and adaptive reuse of historic courthouse complex dating from 1814 as office buildings and cultural entertainment venue
- City Square / Worcester, Massachusetts: \$52.0 million; new mixed-use development, 237 rental housing units in two buildings -- 5-story wood frame and 6-story wood frame over podium which will include commercial/retail tenants; 400 car precast parking structure
- The MERC at Moody & Main / Waltham, Massachusetts: \$64.5 million, 436,000sf; new mixed use development; three 5-story buildings—4 wood frame floors above a steel frame podium at ground level—that will include 269 rental housing units. A 2-level underground parking garage spans almost 1/3 of the site footprint; phased construction so two banks can continue to operate



- Overlook Ridge / Malden, Massachusetts:
 - Pool / \$500,000; gunite pool and cabana bath house with site improvements
 - The Chase / \$51.2 million; 403,980sf; 371 apartment units in four, 4-story wood-framed buildings with a mix of studio, one, and two bedroom units; amenities include a fitness center; club room; screen room; kids room; and yoga room; 742 surface parking spaces
 - The Chase II / \$53.0 million, 317,697sf; 292 apartment units in two, 4-story wood-framed buildings with a mix of studio, one, and two bedroom units; surface parking spaces; outdoor swimming pool
- Quarrystone / Malden, Massachusetts: \$55.3 million, 360,000sf; 248 1- and 2-bedroom apartment units in a single 6-story building; 256 below deck parking spaces with additional parking at deck level

Education

Cornell University, B.S. in Structural Engineering

Licenses

Commonwealth of Massachusetts Construction Supervisor’s License
 City of Salem Builder’s License Affiliations
 RHA Affiliates Committee
 BSA Housing Committee
 Quechee Lakes Landowners Association, Strategic Planning Committee

William V. Wagner

PROFESSIONAL PROFILE

- Experienced businessman with more than 40 years of private sector expertise, non-profit leadership and public service in the city of Portsmouth and State of New Hampshire, including the Pease Redevelopment Commission and the Pease Development Authority.
- Licensed real estate agent in New Hampshire and Maine with a proven track record in providing financial consulting services and risk assessments for successful real estate and business development projects.
- Founder of several successful businesses and independent consultant seeking to leverage his experience and relationships at local, state and federal levels to help clients successfully navigate business projects.

PROFESSIONAL EXPERIENCE

Wagner Business Development and Consulting, LLC (WBDC)

1999 – Present

Founder and Managing Partner

- Managing partner of consortium of proven, experienced professionals specializing in real estate advisory services, including civil engineering and architecture, risk analysis, finance and permitting.
- Led project teams supporting the permitting and building of two office buildings at Pease International Tradeport totaling 125,000 square feet.
- Managed various other projects in energy and Port restoration, procured permits for a 108 unit apartment complex in Portsmouth and consulted with the Portsmouth Housing Authority’s affordable housing initiative.

Pease Redevelopment Commission

1989 – 1991

Pease Development Authority

1997 – 1999

- As original member of the Pease Redevelopment Commission, worked with local state and federal officials to establish the Pease Development Authority, an independent hybrid state agency tasked with transforming U.S. Air Force base into Pease International Tradeport and its 4.5 million square feet of buildings, 10,000+ employees and an annual payroll of \$700 million.



- Later served on the Pease Development Authority and chaired Authority's committee that was concerned with protecting and restoring the public water supply. Developed with federal and state agencies a plan to pay for the remediation and continual monitoring of contaminated sites.

Insurrcom Construction, Inc.

1993 – 1997

Founding Partner

- Founded company that specializes in restoration and reconstruction of residential and commercial property damaged by natural disasters, helping build business.
- Insurrcom is now a second generation owned company operating in New Hampshire, Maine and Massachusetts

Servpro of the Seacoast, Inc.

1978 – 1999

- In 1978, started Servpro of the Seacoast franchise specializing in restoration and reconstruction of buildings and homes damaged by natural disasters. In six years, grew business into the largest volume Servpro franchise in the country. Business now second generation owned and operated.
- In 1980, purchased Servpro of Dover/Rochester and added the master franchise for the state of New Hampshire, assuming responsibility for selling additional franchises and advising and training franchises to help them grow and increase profitability.
- Increased the number of Servpro franchises in New Hampshire from five to 13 before selling master franchise in 2005. Formed Servpro Team NH which achieved over 60% market share of NH cleaning/restoration market.

POLITICAL & COMMUNITY EXPERIENCE

Portsmouth City Council

1986-1997; 2000-2001

Assistant Mayor

1987-1991

- Seven-term Portsmouth City Councilor; also elected as Assistant Mayor.
- In the mid-1980s, led effort to help the City acquire the Portsmouth Hospital complex and turn it into the current municipal facility, which also houses non-profit agencies at a reduced rent. The purchase and redevelopment of the complex produced a positive cash flow from the beginning.
- In the late 90's, chaired a committee charged with building a new Portsmouth High School. Negotiated construction contracts, State education funding and bonding of the project, which was completed on time and on budget.

Citizen of the Year, Portsmouth Chamber of Commerce

1987

- Honored as Citizen of the Year by the Chamber of Commerce in recognition for his active leadership and contributions to several non-profit organizations in Portsmouth, including fundraising and program building.

President, Seacoast Mental Health Center

1974-1982

- As President and Board Member led mental health center, during a period when the Center grew from 30 to 85 employees, expanded from five to 15 programs, and was able to purchase its building.

Greater Portsmouth Chamber of Commerce, Board of Directors

1975-1985

Greater Portsmouth Chamber of Commerce, President

1983-1985

- Board member and president during period when Chamber grew from 175 to 1,200 members and built its current building on Nobles Island.

RSVP Advisory Board

1985-1995

- Member of organization of senior citizen volunteers who offer services throughout the community.

PERSONAL

- Graduated from Yale University in 1966 with a BA in History



Peter J. Loughlin, Esquire
Loughlin Law Office

After serving as Portsmouth City Attorney for 7 years, Peter Loughlin's practice has continued to be exclusively in the area of municipal law. He has served as town counsel, or special town counsel, to over 60 cities and towns throughout the State of New Hampshire, and in communities that he does not represent, he frequently represents landowners seeking municipal approvals.

Attorney Loughlin has participated in numerous Continuing Legal Education Seminars sponsored by the New Hampshire Bar Association and the New Hampshire Municipal Lawyer's Association, and has presented lectures and workshops for municipal officials throughout the State sponsored by the New Hampshire Municipal Association.

Mr. Loughlin drafted the first Portsmouth Historic District Ordinance (the first in the State of New Hampshire) as well as the City's first Site Review Requirements. He frequently appears before the Portsmouth Planning Board, Zoning Board of Adjustment and Portsmouth City Council on behalf of landowners seeking approval for projects in the City. He was lead counsel on the Spinnaker Point Redevelopment Project, Tidewatch Condominiums, the Daniel Street Power Station Redevelopment (Harbor Place), the Sheraton Hotel, the Connie Bean Center, Portwalk Place and St. Patrick Academy. He also played a key role in the preservation of the Hett Farm, the Creek Farm and the Stetson property.

HONORS AND AFFILIATIONS

- The Best Lawyers in America 2014, 2015 & 2016, Municipal Law
- Martindale-Hubbell, AV Preeminent Rated
- New Hampshire Bar Association, Municipal Law Section
- Rockingham County Bar Association

EDUCATION

- Merrimack College-BA History
- University of Notre Dame Law School

AWARDS

- Daniel Webster Boy Scouts of America - Good Scout Award (1997)
- Portsmouth Rotary Club - Paul Harris Fellow (1997)
- New Hampshire Bar Association - Vicki Bunnell Award for Community Service (2001)
- Rockingham County Bar Association - Professionalism Award (2003)
- Granite State Award for Good Citizenship (2008)
- Catholic Lawyer's Guild Saint Thomas More Award (2008)
- Eileen Foley Good Citizen Award (2010)
- Rockingham County Bar Award for Commitment to the Law (2013)

PUBLICATIONS - Attorney Loughlin is the author of 5 volumes on Municipal Law published by LexisNexis Matthew Bender which he updates with supplements on a yearly basis. Those treatises are part of the New Hampshire Practice Series and include:

- 13, 14 & 14A New Hampshire Practice, P. Loughlin, Local Government Law (3rd Edition): These volumes deal with all aspects of local government including charters; town meetings; public officials and employees; municipal boards; public meetings and records; municipal powers; contracts and property; eminent domain; ordinances;



municipal liability and elections. [3 Volumes, 1440 pgs; \$246] For information call LexisNexis Sales Department at (800)223-1940.

- 15 New Hampshire Practice, P. Loughlin, Land Use Planning and Zoning (4th Edition): This volume deals with the purposes, adoption, amendment and enforcement of zoning ordinances; nonconforming uses; vesting; preemption; variances; special exceptions; subdivision and site plan approval; historic districts; excavations and wetlands. [819 pgs; \$107] For information call LexisNexis Sales Department at (800)223-1940.
- 16 New Hampshire Practice, P. Loughlin, Municipal Taxation and Road Law: This volume deals with municipal finance; budget law; debt limits; taxation; appraisals; abatements; exemptions and the tax collection process. In addition, it contains a detailed treatment of all issues related to roadways in the State of New Hampshire, including the obligation to maintain highways; funding and liability; as well as requirements for laying out new highways and discontinuing old roadways. [955 pgs; \$98] For more information call LexisNexis Sales Department at (800)223-1940.

COMMUNITY INVOLVEMENT - Attorney Loughlin has been a member of the Pease Development Authority since 1990 and has been its Vice Chairman since 1994. He is a member and past Chair of the Municipal Law Section of the New Hampshire Bar Association; a Trustee of Strawberry Banke Historic Museum (1998-2004); Chairman of the City of Portsmouth Trees & Greenery Committee (2003-Present); and former member of the Immaculate Conception Parish Council (1982-1988, President 1985-1988); (1996-2006).

Eric D. Weinrieb, PE, CPESC **Altus Engineering**

Employment Record

March 1995 to Present Altus Engineering, Inc., Portsmouth, NH
January 1990 to March 1995 Appledore Engineering, Inc., Portsmouth, NH
1987 to 1990 Piscataqua Builders/Terrascan, Inc., Dover, NH
1985 to 1987 Kimball Chase Co., Inc., Portsmouth, NH

Registrations

Registered Professional Engineer: New Hampshire (#7634), Maine (#6658)
Sewage Disposal System Designer: New Hampshire (#809)
Certified Professional in Erosion and Sediment Control (#2188)

Project Related Experience

Mr. Weinrieb is a principal at Altus Engineering, Inc., with over 30 years of civil, survey, and construction engineering experience. A significant portion of Mr. Weinrieb's experience is with municipal and institutional projects. He understands the challenges facing municipal departments and their constituents, especially in the area of public relations. He is an accomplished public speaker, communicating complex engineering concepts at public hearings, often to non-technical stakeholders. Eric's design and construction administration expertise with municipal facilities has made him highly respected by municipal staff, state regulators, selectmen, councilors, and the public.

Eric recently completed the site and roadway design for an industrial development in Dover, NH. He designed the industrial roadway, 80,000 GPD municipal lift station, a 130,000 SF manufacturing building for Rand Whitney, and a 270,000 SF manufacturing/warehouse building for Stonewall Kitchen. The entire project is located within the City's aquifer recharge zone. Eric worked closely with the stakeholders and the state and local regulators to develop innovative stormwater design solutions for the project, including infiltrating 100-percent of all of the roof water and diverting the runoff from the paved surfaces into less sensitive watershed.



Mr. Weinrieb was the project manager for the Foyes Corner Sewer Extension and the Atlantic Grill Restaurant. Eric oversaw the design, permitting, and administered construction for the 1,500 linear foot sewer from Odiorne Point Road in Portsmouth to Foyes Corner in Rye. This low pressure sewer main was constructed to serve approximately 15 homes and businesses, including the 225 seat Atlantic Grill Restaurant at Foyes Corner.

Eric recently completed the design for the pump station, force main and suspending the gravity sewer off the Route 101/Towle Farm Road Bridge. He managed the construction to extend the municipal sewer to service the recently completed Smuttynose Brewery. Eric also worked closely with the Rockingham Economic Development Corporation secure EDA funding for the project.

Currently, Mr. Weinrieb is designing the Chestnut Street Streetscape Improvements project in Portsmouth. The project involves constructing a decorative arch, streetscape improvements and the utility infrastructure improvements to the antiquated utilities in the project corridor.

Since 1999, Mr. Weinrieb has been the civil engineer of record at the York Hospital main campus in York, Maine. He has been responsible for all aspects of civil engineering and permitting for numerous expansion and rehabilitation projects. The design and construction in all cases has been complex due to the necessity to maintain full access and use of the existing facility while maintaining a high level of care for the patients and visitors. He has been part of the hospital's visioning studies for future expansion projects.

Jennifer Ramsey

SOMMA Studios ·

36 Maplewood Avenue · Portsmouth, New Hampshire · sommastudios.com (603) 766-3760
jramsey@sommastudios.com

With over 20 years of design and development experience in the Seacoast, SOMMA Studios, has a portfolio of projects ranging from historic remodels to innovative new builds. We have developed a successful reputation and carved out a niche market defined by working closely with the local municipality and navigating the approval process. Our strengths lie in time spent building relationships and involving the various boards as part of the team.

Professional Experience:

Owner and Principal Designer, January 2006-Present

SOMMA Studios, Portsmouth, New Hampshire

Relevant Projects:

30 Maplewood Avenue, Portsmouth, New Hampshire, 2016

35,000 square foot adaptive-re use of a 1977, 2-story office building to mixed-use occupancy with first floor and penthouse additions. Required approvals were secured at all municipal levels.

Parkside, 77 State Street, Portsmouth, New Hampshire, 2017

38,000 square foot new construction located at the base of a noted city landmark, the Memorial Bridge. Parallel to our approval and construction, the State and Municipality initiated a commemorative park project adjacent to our parcel requiring additional collaboration.

46 Maplewood Avenue, Portsmouth, New Hampshire, approval anticipated June 2017

52,000 square feet new construction located at a major city gateways: Rte I-Bypass and Interstate 95. As an area of the City that is experiencing major development through new construction, this project's design process has benefit from



the unique opportunity of being part of a larger, progressive effort by the multiple design teams to conceptualize and gentrify Portsmouth's 'new' North End.

Project Designer, January 1997-December 2005

DeStefano|Architects, Portsmouth, New Hampshire

Architectural Intern, Summer 1996

SMRT Architects, Portland, Maine

Margaret Yellott

Project Manager

Experience

Responsibilities

As a member of the acquisitions and project management team, Margaret has taken on a variety of responsibilities in advisory services, acquisitions, third party project management, and principal project management.



Experience

Margaret's assignments include:

- **Advisory Services:** Margaret supports institutional and private advisory assignments for clients such as MITIMCO, Draper Laboratory, Showa Institute of Boston, Harvard University, and Bay State College.
- **Acquisitions:** Margaret supports the underwriting efforts of the LMP acquisition team, including analysis for 40 Thorndike.
- **The Science and Engineering Complex at Tufts:** Since joining the firm in 2014, Margaret has provided preconstruction and project management services for The Science and Engineering Complex at Tufts, an 80,000 square foot integrated teaching and research center scheduled to open in 2017.

Prior Experience

Prior to joining Leggat McCall Properties in 2014, Margaret was a corporate finance and investment banking analyst for Wells Fargo Securities (2007-2010), and then a business development and marketing specialist for EnerNOC, an energy efficiency and demand response company (2010-2012).

Education

M.B.A, Tuck School of Business, Dartmouth College

B.A., Government, Harvard College

Professional Affiliations & Associations

Emerging Leaders Committee, Real Estate Finance Association

Member, CREW Boston

Member, Urban Land Institute

Member, NAIOP





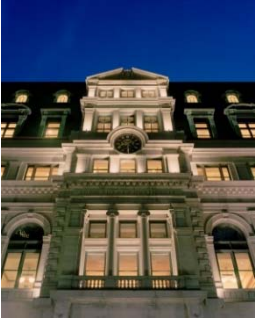

4. Relevant Public-Private Partnership Experience

Overview of Relevant Experience

LMP and the rest of the development team have developed a significant number of complex, historic, urban projects like the McIntyre Redevelopment. Each of the cases listed in this section are outlined in more detail in Section 3 and at the end of this section.

A. Historic preservation and rehabilitation





The LMP team has deep expertise planning, permitting, designing, and building historic preservation projects. Key examples of this experience are:

<p>One First Street, Cambridge, MA Leggat McCall Properties</p> 	<p>The original site was an amalgamation of 70 to 160 year old buildings that had been used as a candy factory. LMP selectively demolished 4 non-historic buildings, carefully renovated 4 existing historic buildings, and built 3 new buildings in a design that respected the existing historic buildings.</p> <p>This project was given award for the best historic renovation in Cambridge; the award was granted because the project managed to maintain the character and value of the historic buildings on the site, while simultaneously modernizing the non-significant buildings.</p>
<p>Trinity Church Leggat McCall Properties</p> 	<p>Trinity Church in Boston, recognized as one of the 50 most important buildings in the US, underwent a major restoration and expansion project intended to protect the art and architecture for generations to come.</p> <p>LMP implemented the project, which included restoring the murals, frescoes, and stained glass windows, and repairing the Central Tower, wooden piles and pile caps supporting the structure, and the 2 Aeolian-Skinner organs. The project also included the complete renovation of the adjacent Parish House, used as office and meeting space, and the creation of an undercroft space for additional uses.</p>
<p>John Adams Courthouse and Social Law Library Boston, MA CBT Architects</p> 	<p>Designed in 1894 by George A. Clough, Boston's first city architect, the courthouse was originally built for the Supreme Judicial Court (SJC) and the Social Law Library. CBT completely reorganized the interior to accommodate the needs of a 21st-century appellate court while restoring the building's architectural features to their original grandeur and stately elegance. Many of the building's original details were restored, and new design elements—in particular improved lighting—were introduced to enhance the quality of the interior spaces.</p> <p>This project received six awards, the most relevant of which are the Preservation Project of the Year, Preservation Massachusetts, and the Preservation Achievement Award, The Boston Preservation Alliance.</p>
<p>640 Memorial Drive Cambridge, MA Erland Construction</p> 	<p>This project involved extensive and complex restoration of the exterior brick and terracotta facades originally constructed in 1913 for the Ford Motor Company. The brick curtain wall allowed only 1/2-inch of air space; several weak exterior wall sections were discovered. Erland shored, braced, and repinned the entire facade, while still completing this comprehensive renovation on schedule.</p> <p>This project received the National Association of Office & Industrial Properties: Historic Building of the Year, the Urban Land Institute: Award of Excellence Magazine: National Restoration Award, and the Associated Builders and Contractors of America: Excellence in Restoration Award.</p>



B. Mixed-use development

Below are four examples of successful mixed-use developments recently completed by the LMP team. For more details, please see Relevant Projects in Section 3.

<p>Harrison Albany Block, Boston MA Leggat McCall Properties</p> 	<p>The project will include 600 multi-family residential units in two 11 story buildings with state of the art amenity spaces and a rooftop pool, as well as 50 multi-family units in a historic building with a one level addition.</p> <p>Existing commercial building will be increased from 34,000 to 82,000 SF, and there will be 20,000 SF of ground floor retail, a two level 650 car below grade parking garage, and a landscaped plaza between the residential buildings to connect adjacent streets.</p>
<p>Battery Wharf, Boston MA Leggat McCall Properties</p> 	<p>LMP provided OPM Services for the permitting, design, and construction of this mixed-use property on Boston’s waterfront in the North End. The project included 104 high-end residential condominium units, a 150 key 4-star hotel with restaurant and spa, 35,000sf of retail, a maritime museum, marina and 376 spaces of below-grade parking.</p>
<p>Jefferson at Malden Center (in construction), Malden, MA CBT Architects</p> 	<p>This project is the catalyst for the re-emergence of the Downtown Business District of Malden. Located directly across from a major transit hub, these apartments will offer a generous amenity deck and new public park. The project will also reconnect Pleasant Street - which has been blocked since the government center was constructed in the 1970s — and open the way between the city’s downtown area and the Malden Center stop on the Orange Line.</p> <p>Key components of the project include 320 units of rental housing, a new 44,000-square-foot office building, 22,000 square feet of retail, a sky bridge spanning Pleasant Street, and a new above ground parking garage.</p>
<p>Rollins Square Boston, MA CBT Architects</p> 	<p>The complex was arranged as a series of connected clusters that respond aesthetically and urbanistically to the surrounding streetscape. In addition to 184 residential units, the 376,000-square-foot project includes ground-level retail and a 200-space below-grade parking facility in an area where parking is scarce.</p> <p>The buildings’ scale, massing, and materials were directly informed by three existing row houses that were located on the site and integrated with the new construction. Because the project is broken down into a series of smaller parts, Rollins Square harmonizes with the existing cityscape without overwhelming it.</p>



C. Urban planning and design within Historic Districts

The First Church of Christ, Scientist Leggat McCall Properties



Overview

In 2006, The First Church of Christ, Scientist (Church) realized they faced a unique real estate challenge. They led a thriving organization and owned an iconic, historic, and century-old campus in Boston's Back Bay, but they had significant excess space, high operating costs, and budget constraints. The Church engaged LMP to reevaluate the use of the campus while simultaneously preserving the open space and unique spirit of the plaza. Ultimately, LMP led the Church and a team of consultants to successfully permit an additional 950,000 SF of new, mixed-use development on three parcels on the site, and received unanimous approval for the plan.

This project is relevant to the McIntyre Redevelopment, because it highlights LMP's strength in:

- a) **Managing multiple stakeholders:** Christian Science Center is an iconic site at the apex of four neighborhoods – Back Bay, South End, Fenway, and the Prudential Center – and given its mission, the Church specifically noted that the project needed to be a win-win for every single stakeholder in the process, or the Church would not view the project as a success. To achieve this, LMP and the Church conducted an extremely inclusive, thoughtful, and careful permitting process. The team held 21 task force meetings to collect ideas from all stakeholders, explore exhaustive studies on the potential environmental and social impacts of the plan on the surrounding community, and bring together thought leaders from a variety of subspecialties to brainstorm creative solutions. The fact that the Christian Science Center PDA received a unanimous vote of approval is a testament to the fact that the best solution can be found if every voice is heard in a well-run process.
- b) **Navigating Complicated Permitting:** Although there was excess FAR available on the site, the permitting environment was ambiguous and challenging. The site is a landmark, both from a historic and an architectural perspective. In addition to the high-profile nature and central location of the site, it represents the largest privately-owned, publically-accessible open space in the city of Boston. The permitting for the site was under the jurisdiction of the Boston Redevelopment Authority, the Boston Landmarks Commission, and the Commonwealth of Massachusetts (MEPA). LMP has experienced with complicated permitting, and would use this experience to lead an effective permitting process for the City.

Suffolk University, Boston, MA Leggat McCall Properties



This project includes a new 1,100 seat, 10-level academic and science classroom building on the site of the former Metropolitan District Commission Headquarters located in Boston's Beacon Hill/Government Center district.

The site is adjacent to the McCormack State Office Building and located across the street from the John Adams Courthouse Building. The project also incorporates a 200 seat dining facility and the redevelopment of the currently underutilized Roemer Plaza open space immediately adjoining the project site.

Suffolk University – Modern Theater and 10 West | Boston, MA

CBT Architects



Suffolk University is located in a dense historic district in downtown Boston. To meet their goal of housing 50% of students on campus, the University purchased two adjacent locations in Boston's Downtown Crossing.

Internally, both projects form a new residential community through a cohesive plan that features internal connections on multiple levels, strategically located study and lounge spaces, and an interior design concept that extends through all the building components. The project maintained the exterior character of the original buildings and retained commercial use of the ground floor spaces as an amenity for the neighborhood, preserving and improving the urban character of the district.



D. Collaboration with federal, state, and local agencies

40 Thorndike, Boston MA Leggat McCall Properties



The existing site is a state-owned asset. LMP collaborated with the State of Massachusetts to buy the site through a public disposition process.

The plan for the site is to redevelop the obsolete, 22-story Sullivan Courthouse into an updated mixed-use building with an active streetscape and open spaces for the neighborhood. The final project will include 24 units of apartments, Class A office, and vibrant retail space, including a health club and a small grocery store.

Environmental Protection Agency, New England Regional Laboratory Chelmsford, Massachusetts



This 67,000 SF design/build regional facility for the U.S. EPA accommodates 30 different types of research and testing labs—metallurgical, air emissions and toxins, microbiology, soil sedimentation, and marine biology labs—and several cleanrooms. The facility has onsite water processing, and hazardous storage rooms.

Honored with a LEED™ Gold rating (the first government laboratory to receive such certification), both the interior and exterior design and the construction process were developed to minimize energy consumption and maximize recycling. This facility was the first in the country to use the passive solar energy photovoltaic system and the design was honored with an award. It also serves as an educational facility for individuals and groups interested in energy efficient operations.

This project won the following awards:

ABC of Massachusetts: Excellence in Construction Award, Grand Honor, 2001

AGC Massachusetts: Excellence in Teamwork, Merit Award, 2003

White House Closing the Circle Award, 2002

Sustainable Buildings Industry Council: Exemplary Buildings Award, 2004

Real Property Innovation Award, 2002

EPA Regional Bronze Medal, 2002

Industrial Designers Society of America: Gold Medal for industrial design excellence of solar shades

General Service Administration Environmental Award, 2002

Demolition Derby: Model Facility and Non-hazardous Waste Award

Meritorious Team Award



E. Public/private development projects

<p>CitySquare, Worcester, MA Leggat McCall Properties</p> 	<p>CitySquare is public/private partnership to develop a 2 million sf mixed-use project set on 20 acres in downtown Worcester. This project has been greatly anticipated as a major boost to the City of Worcester and central MA. The former Worcester Galleria Mall bisected the city in a way that created confusion, disruption, and a pedestrian-unfriendly downtown area. LMP was engaged to master plan the development, subdivide the site, and permit the project elements. LMP is also the Owner’s Project Manager hired to demolish Mall and undertake public infrastructure projects, and private development projects, to transform the entire site into a vibrant mixed-use hub for the city.</p>
<p>Massachusetts Green High Performance Computing Center, Holyoke, MA Leggat McCall Properties</p> 	<p>This 125,000 SF project represents an innovative approach and partnership model to support the needs of some of the Greater Boston area’s finest academic institutions. It further represents an economic development opportunity for western Massachusetts, and an approach to sustainable and high-performing data center design and construction.</p> <p>LMP completed all of the permitting for the project. Construction required extensive soil remediation, as the site used to be a mill</p>
<p>Woburn Public Library Expansion and Renovation (in construction) Woburn, MA CBT Architects</p> 	<p>Located on a prominent site in the center of Woburn, the Woburn Public Library was originally designed by architect Henry Hobson Richardson in 1876. Since the library originally opened, Woburn’s population has more than quadrupled and the existing 19,700-square-foot library is no longer able to accommodate the city’s expanding needs.</p> <p>The simplicity and elegance of the 30,500-square-foot addition is a quiet backdrop to the existing library. It is sensitively designed to integrate with the existing structure, preserving the original architectural intent and views and featuring a light-filled glass connector. Clean lines are pulled through the addition to complement the existing building and create a cohesive composition.</p>
<p>Storrs Center, Mansfield CT Erland Construction</p> 	<p>The public entity in this public/private partnership is the Town of Mansfield. Erland Construction, Inc. has teamed with BL Companies, Inc. for three phases at Storrs Center – a new residential/retail mixed-use development in Mansfield, Connecticut for the joint partnership of EdR and Leyland Alliance LLC.</p> <p>Four podium-style buildings house a total of 414 rental apartment units. Each has four wood-framed residential stories above a total of 101,553sf of ground floor retail/restaurant/commercial offerings. The apartments feature a combination of studios and one-, two-, and three-bedroom units with granite countertops and stainless steel appliances.</p>



Reference Projects

Case 1 for LMP: CitySquare, Worcester, MA



Size / Type:

2 million sf / mixed use Public/Private Partnership

Cost:

\$450 million

Timing:

September 2009 to Present

Client/owner:

City of Worcester, MA
Opus Investment Management
(a wholly owned subsidiary of Hanover Insurance)

Project Overview

CitySquare is public/private partnership to develop a 2 million sf mixed-use project set on 20 acres in downtown Worcester. This project has been greatly anticipated as a major boost to the City of Worcester and central MA. The former Worcester Galleria Mall bisected the city in a way that created confusion, disruption, and a pedestrian-unfriendly downtown area. LMP was engaged to master plan the development, subdivide the site, and permit the project elements. LMP is also the Owner's Project Manager hired to demolish Mall and undertake public infrastructure projects, and private development projects, to transform the entire site into a vibrant mixed-use hub for the city.

So far the project has included the demolition 800,000 sf of mall structure and 2,300 cars of structured parking; construction of new public roadway infrastructure, utilities and bridge elements; construction of a 214,000 sf LEED Silver commercial office building, and rehabilitation of an 860 car parking structure that LMP successfully leased to UNUM. LMP is currently managing the development of a 1.2 acre public park above the parking at grade and a 50,000 sf public pedestrian plaza, and is facilitating land and air rights sales for a 162 key full service hotel, a 370 unit multifamily development, and a second office building.

Relevance to the McIntyre Redevelopment

Place-making, including improved access and pedestrian flow: At 2 million sf over 20 acres in the heart of downtown Worcester, the CitySquare project is a massive undertaking in an urban environment. As part of the master planning process, LMP paid special attention to ensuring that the development would improve the lives of the citizens of Worcester. It provides open space, increases pedestrian flow, and creates a connector to the nearby train station. It also provides much-needed offices, apartments, and hotels to revitalize the area. If chosen, LMP would ensure the McIntyre Redevelopment provides a similar revitalizing force for Portsmouth.

Complexity: The CitySquare project has involved negotiations with five separate private owners and related stakeholders, plus the City of Worcester. The project has required permitting, detailed schedule coordination to respond to market-driven finance obstacles and time sensitive public funding sources, and has necessitated creative construction solutions to meet site constraints and to preserve and protect occupied portions of the project. Since the McIntyre site is in the heart of Portsmouth, LMP will run an inclusive and effective permitting process, and work hard to mitigate the impacts on the neighborhood during construction.

Environmental Challenges: The mall demolition involved \$12 million of asbestos abatement, the garage required abatement of PCB's, and other areas of the project contained contaminated soils. LMP was successful in saving the project \$2.5 million in trucking and disposal costs by obtaining a Beneficial Use Determination for MADEP to reuse 80,000 tons of abated and processed concrete materials from the garage structure, and other mall foundation elements, as engineered fill beneath the new public streets. LMP has the necessary expertise to remediate the McIntyre site.



Case 2 for LMP: Harrison Albany Block, Boston MA



Size:

650 apartments, 82,000 SF
commercial, 20,000 SF retail

Cost:

\$300 million

Timing:

Phase 1: deliver fall 2019

Phase 2: deliver spring 2021

Client/owner:

LMP, Multi Employer Pension
Trust (BK)

Architect: CBT Architects

Project Overview

The Harrison Albany Block project sits on 3.1 acres of land, and is comprised of the block between Harrison Avenue and Albany Street, and between East Dedham Street and East Canton Street. The project will include 600 multi-family residential units in two 11 story buildings with state of the art amenity spaces and a rooftop pool, as well as 50 multi-family units in a historic building with a one level addition. Existing commercial building will be increased from 34,000 to 82,000 SF, and there will be 20,000 SF of ground floor retail, a two level 650 car below grade parking garage, and a landscaped plaza between the residential buildings to connect adjacent streets.

The Harrison Avenue corridor is emerging as one of the city's most sought after residential neighborhoods, and this project is designed to respond to the scale and history of the South End, while identifying itself as a transformative, contemporary development. On March 2nd 2017, the project was approved by the Boston Planning and Development Agency (BPDA), and construction is set to begin this summer.

Relevance to McIntyre Redevelopment

Placemaking: the existing site today is underutilized, consisting of small undesirable buildings and surface parking lots. Through careful design of street edges, pedestrian-friendly open spaces, retail storefronts, and tree-lined streets, this site will create nodes of activity and a sense of place for this area of the South End. LMP and CBT paid special attention to breaking up the massing of the site to increase pedestrian flow and make the scale seem manageable: the site has a 14,000 SF park in the middle to set the framework for future neighboring sites to mirror.

LMP also focused on creating an effective street level. On the side of the building that faces the existing South End neighborhood, LMP maintained the quiet, tree-lined, residential feel. On the side that faces the more industrial area in the neighborhood, LMP activated the street with lobbies and retail. For the retail, the team envisions something that is in the "maker" spirit of the area, such as a distillery, community maker space, brew pub, or café with local musicians.

Permitting: permitting for this site was complicated and lengthy, given that it was a large project in the South End Landmarks District, and that the site is at the intersection of four neighborhoods with active community associations. Over the course of 2.5 years, LMP led an effective permitting process which included approvals from the Boston Planning and Development Agency's Article 80 Large Project Review, the South End Landmarks District Commission, and Mass Environmental Protection Area (MEPA).

To achieve community support for these approvals, LMP led over two dozen meetings with the Worcester Square Area Neighborhood, Franklin Blackstone Square Neighborhood, Old Dover, and Newmarket Business Associations. If selected to assist the City with the McIntyre Development, LMP would run a similarly inclusive, focused, and successful permitting process.



Case 3 for LMP: One First Street, Cambridge, MA



Size:

210 Condominiums

Cost:

\$110 million

Timing:

2002 to 2006

Owner:

Leggat McCall

Project Overview

One First Street, Cambridge, MA is one of the area's most successful condominium developments. The goal of the project was to create the intimacy of a small, historic project while still leveraging the economies of scale of a large project. The original site was an amalgamation of 70 to 160 year old buildings that had been used as a candy factory. LMP permitting the site, fully remediated the environmental issues in the building including asbestos, sugar-infused rotted wood, and PCBs, and renovated them into a new development. The final project included renovation of 4 existing historic buildings and the construction of 3 new buildings, integrated harmoniously with the existing structures. The project also included creation of 200 underground parking spaces.

Relevance to McIntyre Redevelopment

Successful historic preservation: this project was given award for the best historic renovation in Cambridge. This award was granted because the project managed to maintain the character and value of the historic buildings on the site, while simultaneously modernizing the non-significant buildings. LMP did this by selectively demolishing 4 non-historic buildings, carefully renovating 4 existing historic buildings, and building 3 new buildings in a design that respected the existing historic buildings.

Focus on placemaking: Although the project spans an entire city block, LMP created an intimate sense of space by creating interlocking buildings ranging in size from five to 64 units. The buildings share a common courtyard, underground parking, and a fitness center, and the ground floor is activated by retail. The project has been a financially and socially successful community; the condo association is strong and resale values outperform the market.



Case 4 for CBT Architects: Atlantic Wharf, Boston, MA



Schedule:

Design: 14 months
Construction: 24 months
Complete 2011

Program:

Office, Retail, Residential + Parking

Client:

Boston Properties

Project Overview

Atlantic Wharf is the first sustainable high rise in Boston. The building contains residential units, ground-level retail and public spaces, below-grade parking, and a new office structure above, bringing a mix of uses directly to the edge of Fort Point Channel. The design preserves the texture and streetscape of the site, and integrates it with a modern glass building that has become a landmark on the Boston skyline. The historic limestone Peabody & Stearns Atlantic Building on the northwest corner of the site has been completely renovated for residential use and ground-floor retail. The new low-rise structure behind the preserved historic wharf building façades is a mix of office, retail and public uses. The entire ground floor is comprised of high-quality restaurant/retail space which provides amenity space for residents, employees and visitors, and engages the street edge.

A dramatic, glass-enclosed atrium at the center of Atlantic Wharf serves as the main entry. It spans the original 19th-century street pattern and creates a grand public entry to the high-rise office tower and links with the main tenant lobby. Another enclosed two-story civic space referred to as “Town Square” is ringed by the Boston Society of Architects' headquarters, a public multimedia center, public galleries, and event space to encourage a variety of activities and public engagement. The third entry houses a separate residential entrance and lobby. Along the waterfront, a landscaped and hardscape plaza serves as a continuous outdoor patio for the retail and restaurants, and accommodates many types of public performances and activities.

Relevance to the McIntyre Redevelopment

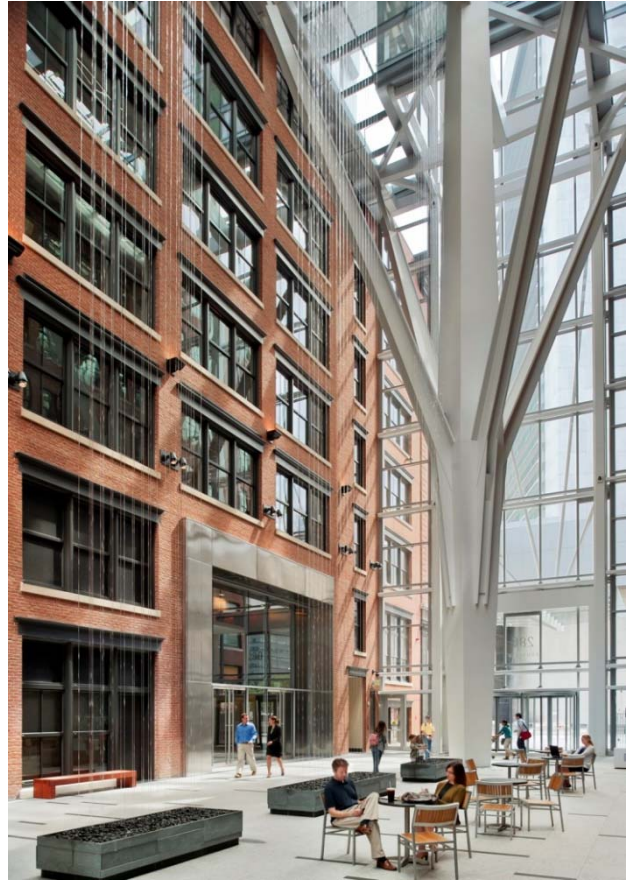
The project consists of the urban design, master planning, architecture, and public space design for the full development of Atlantic Wharf. The existing structure was dramatically converted to a multi-use project in the heart of the city. CBT will bring its experience in preservation, adaptive reuse, and new construction to the McIntyre Redevelopment.

Award

Citation for Design Excellence, AIA New England, 2013
Sustainable Design Award, Boston Society of Architects Design Awards, 2013
Global Award for Excellence, Urban Land Institute, 2012
Sustainable Development Award, NAIOP, 2012
Award for Best Practices, Facilities Management Achievement
International Facilities Management Association, 2012
Best in Class Award - Commercial Building, Brick in Architecture Awards, National Brick Association, 2012
Preservation Achievement Award, Boston Preservation Alliance, 2011
Reconstruction Award, Building Design + Construction, 2011



Additional Atlantic Wharf Photos



Case 5 for Erland Construction: Storrs Center, Mansfield CT



Type:
Mixed use, public/private partnership
Architect:
BL Companies
Owner:
EdR/Leyland Alliance
Buildings / Units:
5 Buildings; 414 Units
Total Area:
449,985sf
Duration:
Phased
Project Type:
Retail/Residential

Project Overview

Erland Construction, Inc. has teamed with BL Companies, Inc. for three phases at Storrs Center – a new residential/retail mixed-use development in Mansfield, Connecticut for the joint partnership of EdR and Leyland Alliance LLC. The public entity in this public/private partnership is the Town of Mansfield.

Four podium-style buildings house a total of 414 rental apartment units. Each has four wood-framed residential stories above a total of 101,553sf of ground floor retail/restaurant/commercial offerings. The apartments feature a combination of studios and one-, two-, and three-bedroom units with granite countertops and stainless steel appliances.

Retail and commercial uses include a physical therapy facility; convenience stores and a major drug store; several restaurants and cafes; a branch of the UConn Book Store and Health Center; and the Ballard Museum of Puppetry. Erland also constructed a stand-alone Automotive Repair shop to replace one that had been onsite before this project began.

Awards

- New Construction Excellence in Construction Award First Place 2012
- Spirit Award- Associated Builders and Contractors of Connecticut
- Project of the Year - Renovation/Modernization > \$30 million category 2012 Construction Manager's Association of America (CMAA) New England
- Project of the Year 2012 / People's Choice CREW-CT
- Merit Award Connecticut Building Congress Project Team Awards
- 2013 Award of Excellence - Economic and Business Development from CT Main Street Center
- Revitalization Award Windham Region Chamber of Commerce



References

Case 1 for LMP: CitySquare, Worcester

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Case 2 for LMP: Harrison Albany Block

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Case 3 for LMP: One First Street

References available upon request.

Case 4 for CBT Architects: Atlantic Wharf

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Case 5 for Erland Construction: Storrs Center

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5. Financial Capacity

LMP is a mature, stable, and well-capitalized development entity. LMP is owned as a joint venture by the 15 LMP partners and Berkshire Realty Investments, and has been associated with New England real estate for over 50 years. LMP has completed fifty projects completed with budgets over \$50MM, and ten projects with budgets over \$200MM, and we have the financial capacity to continue successfully completely projects of the same size and scope.

Typically for this type of development, LMP would partner with real estate investors to provide additional capital. Once there is more definition of the economics of the project, we will bring a capital partner onto the team. We have had preliminary discussions with some of our capital partners, and they have expressed a strong interest in the Project.

Below is a list of some of LMP's capital partners for previous projects:

- AEW
- Baynorth Capital
- Bentall Kennedy
- Berkshire Group
- Citigroup Property Investors
- Clarion Partners
- CrossHarbor Capital
- Dead River Properties
- DLJ Real Estate Capital Partners
- Granite Properties
- Long Wharf Capital Partners
- JP Morgan
- ING Real Estate
- TIAA

We would be happy to share our audited financial statements and capital structure once the appropriate confidentiality agreements have been executed.





6. Project Understanding

Throughout the Project, LMP will be focused on creating a prudent and feasible redevelopment plan that is a win-win for all stakeholders in the project. Our initial thoughts on the steps in the process are as follows:

- i. **Understand the City's goals** – LMP's first priority will be to work with the City to understand all of the stakeholder's quantitative and qualitative goals, and figure out how to meet them. For example, we understand the desire to preserve the historical components of the current McIntyre building. We want to understand these preferences more fully, discuss which elements need to be saved and which are dispensable, and review potential trade-offs. Our goal for this step is to completely understand the financial and visual advantages of different options, and make sure that as a team we know how to meet the City's goals.
- ii. **Design** – LMP will work with the City and all stakeholders to create a successful redevelopment plan. The design team for this project is especially strong. CBT Architects will lead the design process. Additionally, Jennifer Ramsey from Somma Studios and Maureen Cavanaugh from VHB will ensure that the design meets the needs of the Monuments Clause, and that the site celebrates the maritime history of Portsmouth.
- iii. **Permitting** – LMP will evaluate each available option under the Monuments Clause, work with the City to understand the trade-offs, and collaborate with all stakeholders to select the optimal redevelopment solution for the city of Portsmouth. LMP will also run an effective permitting process to ensure that the development of the site is optimized. In our opinion, the best redevelopment will be the plan that optimizes the historic, vibrant redevelopment, while simultaneously maximizing the proceeds from the deal that the City can use for projects like Prescott Park and the Vaughn Mall/Bridge Street Area proposed projects.
- iv. **Market analysis** – LMP and Bozzuto will collaborate to understand the demand in the market to inform the design process, including the design/size of the retail space, and the apartment design requirements such as unit mix, size, layout, windows, and finishes. Thorough market analysis will ensure the successful lease-up of the Project.
- v. **Financing** – once the details of the Project are understood, LMP will partner with a real estate investor for additional equity, and if appropriate, work with lenders to establish appropriate debt financing.
- vi. **Construction** – LMP will provide construction management and administrative leadership to ensure the Project is delivered on time, on budget, and to the highest quality standards. Erland Construction will hire and manage a team of subcontractors and consultants to build the project; through Erland's collaborative approach to construction management, Erland will provide leadership and clear communication for the entire project team –managing the work of all subcontractors, vendors, and suppliers and offering the City a reliable single source of responsibility in the field for the duration of the project and the warranty period.

It is worth noting that Erland has qualified for enrollment in SDI (Subcontractor Default Insurance) from XL/Catlin. During the very selective pre-qualifications process, Erland demonstrated significant project systems and controls, and Erland is required to update the company's performance record regularly to remain in this program. The availability of SDI will afford the City maximum control on high dollar value projects to keep the schedule on track if subcontractor replacement is required for any reason.

- vii. **Leasing** – with the assistance of Bozzuto, LMP will lease the apartments to transform the area into a vibrant, 24/7 area. LMP will also partner with local brokers to lease the retail space. We will create a vibrant street level of retail, with small local stores and possibly a grocer. Together, the retail and multifamily will be integrated to provide 24/7 activity on the site.



viii. **Property management** – once leased, Bozzuto will manage the site in an efficient and professional manner.

We anticipate that the schedule for the McIntyre Redevelopment will be as follows:

- i. Design/permitting: 12 – 18 months
- ii. Construction: 18 months
- iii. Lease-up: 12 months

