

MUNICIPAL FACILITIES COMMITTEE AGENDA

June 27, 2013 - North Conference Room

21630 11th Avenue South – Des Moines 98198

5:30P – 7:00P

1. Call to order
2. Approve minutes 5/23/2013 meeting
3. Marina Development RFQ Evaluation of Responses
(Review and discussion of all RFQ's received)
4. Update Beach Park Capital Projects based on State Funding Outcomes
(Staff to provide update on the State Capital Budget if adopted – informational only)
5. Review Progress on Small Marina Projects
(Staff to update on the progress of the small capital project in the Marina)

Des Moines City Council Municipal Facilities Committee Minutes – 05/23/2013

Meeting called to order: 5:58 PM on MAY 23, 2013, in North Conference Room @ 21630 11th Avenue S, Des Moines WA 98198.

Council Members

Melissa Musser - Chair
Carmen Scott
Jeremy Nutting

Other City Staff

Tony Piasecki – City Manager
Patrice Thorell – Parks, Rec & Sr Serv Director
Joe Dusenbury – Harbormaster
Dan Brewer – Planning, Building & PW Director
Grant Fredricks – Special Projects Consultant
Tim George, Assistant City Attorney
Peggy Volin – Admin Asst II

AGENDA:

1. Approve minutes of 5/23/2013 meeting
2. Beach Park Capital Projects based on Funding Outcomes
3. Marina District Sculpture Project Installation & Dedication
4. City Hall/Courthouse Planning
5. Marina Development RFQ
6. Naming Rights Policy Discussion

MEETING:

1. Amended Minutes from April, 2013, were unanimously approved.
2. Beach Park Capital Projects based on funding outcomes: Patrice Thorell stated there was no news on this item to report on at this time.
3. Marina District Sculpture Project Installation & Dedication: Patrice Thorell provided pictures and statistics for all artwork installed at various locations throughout the Marina and invited Committee members and staff to attend the opening of the outdoor sculpture gallery to be held on June 1, 2013 at 1:00 pm on the promenade at the Marina.
4. City Hall/Courthouse Planning Update: Consultant Grant Fredricks, updated the Committee on different space planning options for the City to consider if another city decided to contract with Des Moines for municipal court services and some different ideas for a new City Hall/Courthouse Facility. This was informational only and no action was required of Committee members.
5. Marina Development RFQ: Joe Dusenbury reported that 10 developers came to the informational meeting held on May 8 and did a walkthrough of the Marina. The RFQ closes on May 31, 2013 and all applications received will be turned over to the review committee for review.
6. Naming Rights Policy Discussion: Tim George provided examples from the City of Spokane, Spokane County and King County regarding policies on naming public facilities and parks. He

stated a good policy will contain a purpose statement, a clear and concise policy statement detailing criteria, and a procedure for sponsors, approvals and administration. .

Committee directed staff to create a draft policy and bring it back to the Committee at a later date.

Adjourned 6:40 PM

Minutes submitted by:

Peggy Volin

Administrative Assistant II

/

MUNICIPAL FACILITIES COMMITTEE MEETING
Thursday, June 27, 2013

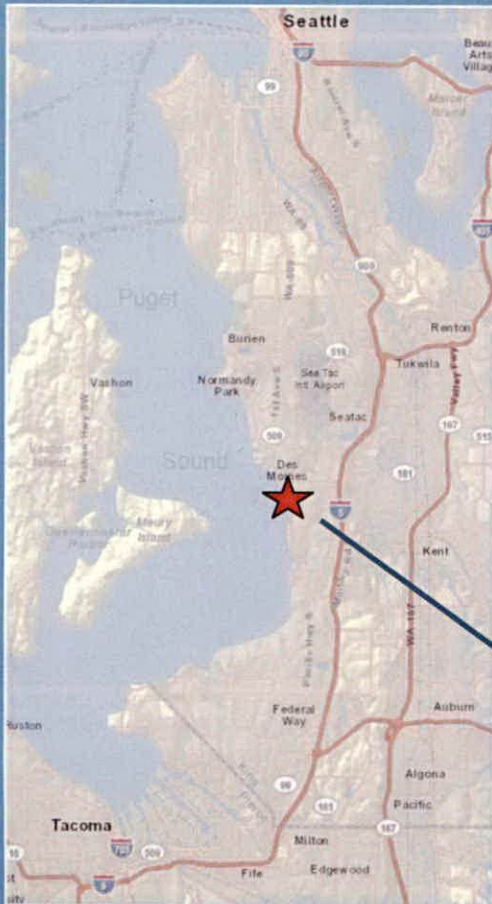
Update on Small Capital Projects in the Marina

- Security Cameras at Redondo. The installation of the CCTV security cameras at Redondo was completed in May and the cameras are on-line.
- Activity Float Canopy. The contract for the Activity Float Canopy is nearly ready for the vendor to sign. The vendor and the engineer who did the calculations for the canopy design are doing some value engineering that may make the final design cheaper to build.
- 6th Ave. Stairway Gates. The vendor with the lowest bid has been selected and this project will start in June.

Request for Developer Qualifications - Part 1

City of Des Moines Marina & Beach Park Development

Issue Date: April 19, 2013



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City of Des Moines

Des Moines Marina and Beach Park Redevelopment

Request For Qualifications

Issued: April 19, 2013

SUBMISSION DUE: May 31, 2013

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PUBLIC NOTICE
COMMERCIAL DEVELOPMENT OPPORTUNITY
REQUEST FOR QUALIFICATIONS

The City of Des Moines is seeking qualifications from firms demonstrating the capability to develop the upland portion of certain waterfront property owned by the City of Des Moines in King County, Washington. The property will be available for a long-term ground lease.

The property is situated in the City of Des Moines Marina, along Puget Sound at the western edge of the Marina District Neighborhood (downtown) approximately 2.5 miles from I-5. The RFQ packet containing information about the development sites and the submittal process is available on the City's web site at <http://www.desmoineswa.gov/index.aspx?nid=119>. There are several documents containing supporting and background information that are available on the project web site: www.desmoineswa.gov/beachpark

The City of Des Moines will conduct an information session and site visit on May 8, 2013 at 10:00 a.m. at the Des Moines Founders Lodge, located at 22030 Cliff Avenue S, Des Moines, Washington 98198-6398. While attendance at this meeting is not a condition for offering qualifications, all interested developers/end users are encouraged to attend. It is the City's intent that this meeting and the site visit will provide the primary means of disseminating information and responding to questions.

The City will post answers to all questions submitted by prospective proposers on the project web page. (www.desmoineswa.gov/beachpark).

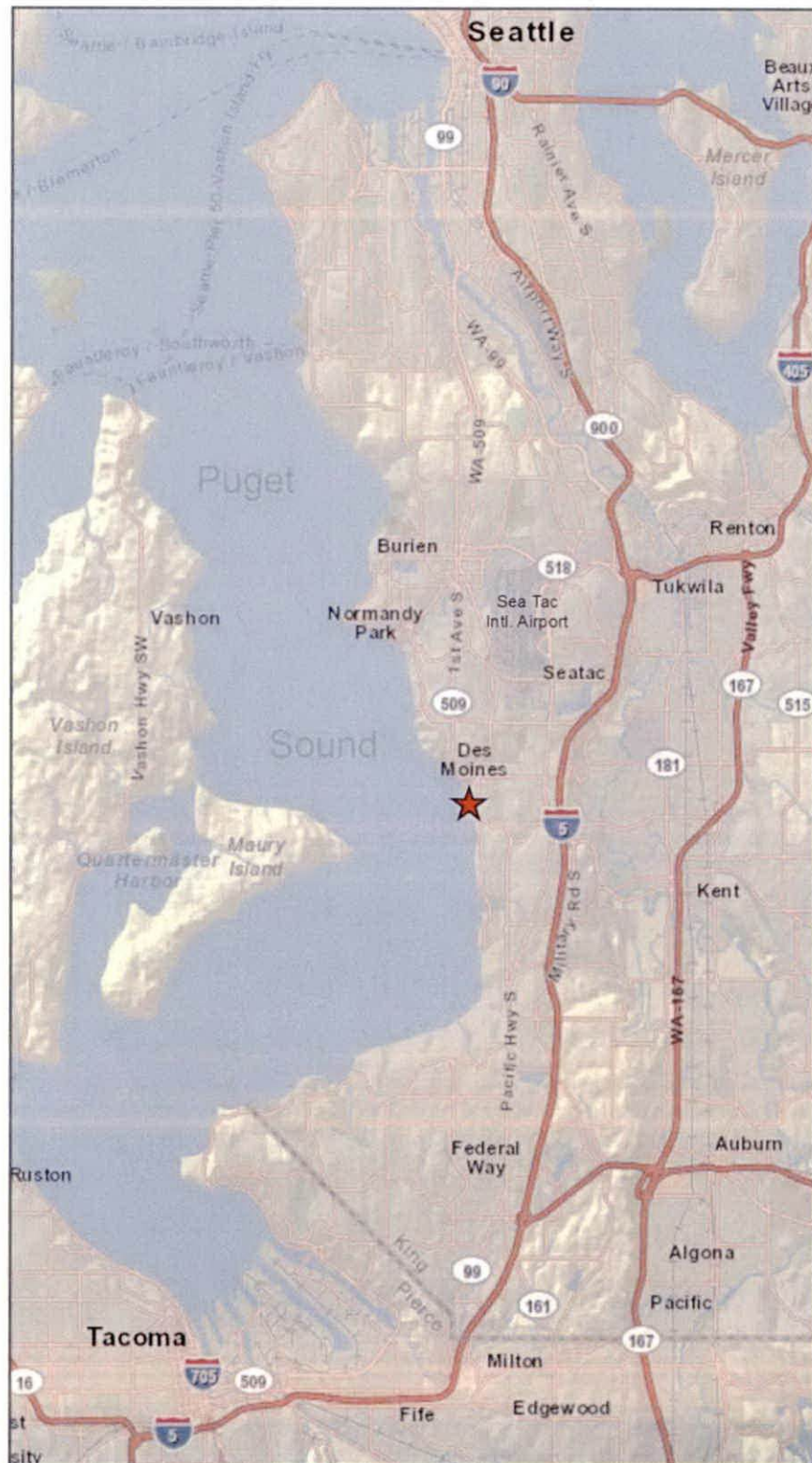
Responses to this RFQ must be delivered to Marion Yoshino, Economic Development Manager, City of Des Moines, 21630 11th Avenue S. Suite D, Des Moines Washington 98198 no later than 4:00 p.m. May 31, 2013.

The City is using this process as a means of identifying interested and qualified developers. The City is not obligated to limit its discussions exclusively to those developers responding to this request. The City may re-advertise the RFQ or simply accept statements from other developers for consideration by the City Council. The City reserves the right to negotiate with any developer of its choosing, in any manner that best meets the interests of the City or to reject any or all submittals and re-advertise.

We sincerely look forward to your submission.

Tony Piasecki
City Manager

Figure 1 – Project Vicinity



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EXECUTIVE SUMMARY

The Development Site	Approximately 3-acre site owned by the City of Des Moines.
Project Objectives	To develop the City's waterfront properties in a manner that: • Revitalizes City's Waterfront and central business district referred to as the Marina District • Attracts Both Local Citizens and Tourists • Generates Economic Activity in an Underused Area • Enriches Surrounding Area With an Attractive and Vibrant District • Enhances City Revenues
Development Concept	Initial site development options include a mix of uses such as office, restaurant, retail, hotel, marine services, marine industrial, parking garage and public open space uses that are compatible with ongoing operations of the Des Moines Marina, Beach Park, and Farmers Market. The City will consider other viable and compelling concepts and phasing strategies that meet the City's vision and objectives for development of the waterfront.
Long Term Lease	The site is available for long-term lease. The terms are to be negotiated.
Selection Process	A two-step selection process is used (see Sections IV – VI).
Submittals Due	May 31, 2013 at 4:00 PM. Submittals may be mailed to the address below or delivered on May 31, 2013 to the attention of: Marion Yoshino, Economic Development Manager, 21630 11 th Avenue S, Suite D, Des Moines, Washington 98198.
Information Session	An information session will be held on May 8, 2013 at 10:00 AM at the Des Moines Founders Lodge located at 22030 Cliff Avenue S, Des Moines, Washington 98198. All interested developers are encouraged to attend the information session.
City Representative (For further information contact via letter, fax or e-mail only)	Marion Yoshino, Economic Development Manager City of Des Moines 21630 11th Avenue S, Suite D Des Moines, Washington 98198 Fax: (206) 206-870-6544 E-mail: myoshino@desmoineswa.gov The deadline for receipt of written questions is 4:00 PM on May 20, 2013.

I. INTRODUCTION

A. Synopsis

The City of Des Moines (City) is pleased to issue this Request for Qualifications (RFQ) for a development team capable of designing, financing, constructing, and managing a financially successful mixed use development under a long-term lease on approximately 3 acres of the City-owned Des Moines Marina which is located on Puget Sound between Seattle and Tacoma and near Seattle-Tacoma International Airport (Sea-Tac Airport).

The process for selection of a development team consists of the following two stages:

Stage One - RFQ:

The Council-appointed review committee will evaluate all submittals, contact references, and industry sources, and select from those firms deemed most responsive to this RFQ. The committee will then make recommendations to the City Council for final selection. Materials submitted by all interested proposers must conform to the requirements of Section VI. **SUBMISSION REQUIREMENTS**. Additional materials may be requested by the Team or the City Council. The criteria for evaluation of the RFQ is detailed in Section V. **SELECTION PROCESS AND CRITERIA**. One or more proposers may be selected to advance to a second stage selection process and Request for Proposal (RFP).

Only the proposers selected by the City Council will be permitted to submit an RFP in Stage Two. This RFQ represents Stage One of a two-stage process.

Stage Two - RFP:

Upon completion of Stage One-RFQ, and the evaluation of Qualifications, the City may issue a Request for Proposal (RFP) to one or more qualified firms. Based on the evaluation of qualifications and proposed development concept(s), the City reserves the right to issue the RFP or reject all submittals. All submitted Proposals will be evaluated using the criteria and the process as generally outlined in Section V. The review committee will select a development proposal they determine to be most reflective of the City's objectives and project evaluation criteria. The review committee will make a recommendation of a preferred candidate and an alternate to the City Council. If the Council confirms the review committee's recommendation, City staff will enter into exclusive negotiations for a long-term ground lease to be submitted for City Council ratification.

The City seeks a development team that demonstrates expertise in working closely with public entities. The City will work closely with the selected firm throughout the development process.

B. Vision

The City of Des Moines is making selected areas of the Des Moines Marina available for development. As such, the City formed a citizen's advisory committee to help identify potential land uses and development options for the Marina floor that support the Marina, Beach Park and Marina District Neighborhood. The City also partnered with GeoMetrics LLC, LMN Architects, and BERK to provide the supporting market analysis, fiscal analysis of site development concepts, and a project implementation plan.

Des Moines' Marina and Beach Park waterfront is envisioned as a lively destination with multiple uses such as shops, restaurants, a hotel, offices, recreational opportunities, and

events that attract visitors and residents throughout the year. New development will compliment the character and history of the area; support the Marina, Beach Park and Farmers Market operations; facilitate linkages to the downtown business district; and create economic benefits in the form of increased local spending and additional tax revenues for the City.

The City will consider other viable and compelling concepts and phasing strategies that meet the City's vision and objectives for development of the waterfront.

C. Success Indicators

The City has identified the following indicators of a successful process and project. As the site planning, entitlement, and development process proceeds the objectives are:

1. A clear, efficient and predictable process that facilitates prompt implementation.
2. Integration of the site within the surrounding neighborhood.
3. Protection of critical areas and the shoreline environment.
4. Engagement of key stakeholders.

The City would like the Marina and Beach Park Development Plan to result in an attractive and vibrant community asset that:

- Revitalizes City's Waterfront and Downtown Business District
- Attracts both local citizens and tourists
- Generates economic activity in an underused area
- Enriches surrounding area
- Enhances City revenues

D. Available Reference Documents

1. Information about the City of Des Moines is available at:

<http://www.desmoineswa.gov/index.aspx?nid=119>

2. The following documents are available for review and download at:

- a. Site Analysis Report
- b. Marina & Beach Park Development Plan - Financial Analysis (BERK)
- c. Conceptual Development Options - Illustrates potential land use options (LMN Architects)
- d. Marina and Beach Park Advisory Committee

3. The following documents are available at <http://www.desmoineswa.gov/index.aspx?nid=119>:

- a. Marina Master Plan
- b. Des Moines Comprehensive Plan
- c. Des Moines Municipal Code
- d. Marina District Design Guidelines
- e. City Council's recommended development option (Option 2 – Option 3 Blend)

II. DEVELOPMENT CONTEXT

A. City of Des Moines

1. Overview

Des Moines is a waterfront community that offers an excellent blend of natural beauty and business opportunity located midway between Seattle and Tacoma with easy access to and from Interstate 5 (2.5 miles), Pacific Highway South/International Boulevard (SR 99), and Sea-Tac Airport. The city is well-served by RapidRide and METRO transit, making commuting to and from work simple and convenient for employees. The nearby airport and two deepwater seaports provide additional direct transportation connections for goods and services.

The City Council and staff are eager and ready to help new businesses thrive in "The Waterland City." The City delivers public services with a blend of small-town friendliness, a dedication to excellence, and a culture where business investment is appreciated and valued.

As a business in Des Moines' Marina District, you are just steps from our 900-slip Marina. Our downtown is home to a variety of businesses, from boat repair to hand-crafted jewelry to software development. High-end apartments and condominiums in the immediate area provide tremendous market opportunities for local goods and services. The proximity of Sea-Tac Airport brings 32 million air passengers per year to this local gateway.

The City's six miles of shoreline include public beaches, natural areas, waterfront parks, a 900-slip marina, fine dining, and a popular boardwalk. Des Moines neighborhoods offer housing of every type and price range-from waterfront mansions to affordable apartments. The City is home to Highline Community College, a satellite campus for Central Washington University, as well as degree programs through Heritage University.

2. Demographics

Des Moines is a community with a population of 29,700 making it the 38th largest city in the state as of April 1, 2012. According to the 2012 Census, the median age was 39.4 years old. The median household income for Des Moines was \$60,762.

B. Marina Development Area

There is approximately 133,500 square feet (sf) of land that is suitable for development in the central area of the Marina. The site can be roughly divided into three site development areas (Figure 2).

Currently, there are no dedicated road rights-of-way on the Marina floor which makes re-aligning vehicle traffic routes and relocating parking areas relatively easy. Area 2 and Area 3 are separated by a utility corridor that contains power, water and a 36 inch storm water line. A 12 inch water main and a sewer line are in the roadway between Area 1 and Area 2. Area 2 is also constrained on the north side by the underground fuel tank facility in the central parking lot. There are water and power lines in the roadway on the east and south side of Area 3 and there is a 4-inch water line and power and communications duct banks along the entire west side of the site. Depending on the site layout, some utility relocation/s may be necessary.

Figure 2 – Site Development Areas



Table 1 provides a summary of the site characteristics as well as site constraints and considerations. More detailed information can be found in the Site Analysis Report.

Table 1: Site Characteristics

Area	• Area 1: 28,000sf • Area 2: 27,700sf • Area 3: 77,800sf
Zoning D-C Downtown Commercial (Ch 18.27 DMMC)	• maximum building height: 35 ft, as measured from the Marina Floor • maximum gross floor area = lot area x 2.5 (FAR) • setback of 10' when lot lines lie adjacent to public/private ROW or residentially zoned property • development subject to review under Marina District Design Guidelines
Utilities: Electric Natural Gas Sewer Water	• Cliff Ave (Area 1) and Marina Grid (Areas 2 and 3) • Cliff Ave/S 227th St • 8" main in Dock Ave • 12" main in Dock Ave
Surface Water	Improvements required
Sub-surface Conditions	Sandy-gravel fill over glacial deposits
Groundwater	• Area 1: +8.0 to +9.5 ft • Area 2: +5.2 to +10.5 ft • Area 3: +9.0 to +10 ft
Current Use	• Area 1: Open boat storage • Area 2: Harbor Masters office, shops and guest moorage restroom facilities • Area 3: Covered boat storage, CSR Marine business and boat yard
Constraints/Considerations	• Shoreline Substantial Development or Shoreline Conditional Use permit • Boat yard should remain a viable use within close proximity to travel lift • Maintain access and parking for Marina tenants at K, L, M and N Docks • Marina Office – need to determine whether to maintain, relocate or redevelop

III. DEVELOPMENT STANDARDS & ENTITLEMENT PROCESS

A. Permitted Uses and Development Standards

Des Moines will have primary jurisdiction for land use regulation, site plan review and development permits. The Marina site has a "PF" Public Facility designation under Des Moines Comprehensive Plan and is zoned "D-C" Downtown Commercial. The development standards applicable to the site such as setbacks, design standards, building heights, parking, and lot coverage are driven by the proposed uses and are contained in the Des Moines Municipal Code Chapter 18.27 DMMC.

The Developer will be required to comply with the requirements and procedures established by the City of Des Moines Development Regulations which include but are not limited to the following Municipal Code sections:

- DMMC 12.56 - Traffic Impact Fees
- DMMC 18.27 – Downtown Commercial Zone
- DMMC 18.41 - Landscaping and Screening
- DMMC 18.42 - Signs
- DMMC 18.44 - Loading Areas and Off-Street Parking
- DMMC 18.58 - Design Review
- DMMC 18.86 - Environmental Critical Areas
- DMMC 18.90 – Shoreline Master Program

Creation of parcels for potential users will be the responsibility of the Developer. Any land sub-division must result in recordable parcels. If the Developer decides to short plat (1-9 lots), the Developer will be required to comply with the procedures of DMMC 17.12 Short Plats. Short plats and subdivisions are required to comply with the layout and design standards in DMMC 17.36.

B. Developer's Responsibilities

This section provides a general overview of the anticipated responsibilities of the Developer. These responsibilities will be further defined in the ground lease once it is negotiated. All "due diligence" and development activities will be undertaken solely at the cost of the Developer. The Developer will assume the following principal responsibilities related to development:

- Entitlements and Approvals. The Developer will obtain all necessary permits and regulatory approvals for development of the site. This includes any required environmental documentation, building permits, and land use approvals. Following selection, once the Lease Agreement between the City and the Developer is finalized the Developer will proceed with the entitlement process and will have sole financial responsibility for the process as outlined in the Lease. The City will cooperate with the Developer during these processes.
- Infrastructure Financing and Construction. The Developer will assume responsibility for financing the infrastructure for the project development under the terms of the ground lease. The Developer's financing plan must be approved by the City prior to construction. The land use options developed during the planning phase provide a conceptual depiction of the anticipated roads and circulation network.

- Marketing and Subleasing. The Developer will be responsible for packaging and marketing individual parcels within the site development area. The City will require the Developer to provide a marketing plan. The Developer will also be responsible for negotiating subleases within the development. The City must approve the form of the sub-lease agreements prior to execution.
- Management. The Developer will manage the day to day operation of the development including maintenance of common areas, parking areas and roadways.

C. City's Responsibilities

The City will assume the following principal responsibilities:

- Cooperate, and assist where needed, in obtaining key entitlements and regulatory approvals.
- Prompt review and processing of proposed site and development plans.
- Certify compliance with SEPA.
- Prompt review and processing of all development permits.

IV. TERMS AND CONDITIONS

A. General Terms

This RFQ is not a contract or a commitment of any kind by the City, and does not commit the City to begin exclusive negotiations or to pay any cost incurred in the submission of a response. The submission of a response to this RFQ is an expression of the proposer's interest in participating in a public selection process by the City. The City, at its sole discretion, reserves the right to accept or reject, in whole or in any part, responses to this RFQ, to request new responses, reissue the RFQ, or not to proceed with this project or any part thereof.

All submitted responses will become the property of the City and will become public documents. Upon receipt by the City, the responses submitted including any and all attachments to the response and any interim reports and investigations prepared by the development team shall become the property of the City. The City shall have the right to copy, reproduce, or otherwise dispose of each response received. The City shall be free to use as its own, without payment of any kind or liability, therefore, any idea, scheme, technique, suggestion, layout, or plan received during the RFQ process.

Failure to provide any of the requested data within the specified submission period may cause the City, at its sole discretion, to reject the submitted response or require the data to be promptly submitted.

The qualifications of each member of the development team are important criteria in the selection process. The selected Developer will not be allowed to substitute any members of the development team without prior approval by the City. The City, at its sole discretion, reserves the right to accept or reject proposed changes to the development team.

All facts and opinions stated within this RFQ and in all supporting documents and data, including but not limited to statistical and economic data and projections, are based on available information from a variety of sources. No representation or warranty is made with respect to this information. The developer will be responsible for conducting all feasibility analyses required to undertake the development.

In the interest of a fair and equitable selection process, the City retains sole responsibility to determine the timing, arrangement and method of proposal presentations throughout the selection process. Developers and members of their team are cautioned not to undertake any activities or actions to promote or advertise their qualifications or proposal except in the course of City-sponsored presentations.

B. City Representative

Marion Yoshino, the City's Economic Development Manager, or designee, is the designated City representative for this RFQ ("City Representative"). All contacts and communications regarding this RFQ should be submitted in writing only by mail, fax or e-mail. The deadline for receipt of questions is 4:00 PM on May 20, 2013. Questions received after this date and time will not be considered. Answers to all questions will be posted on the City website. Only questions answered by the City in writing will be binding. Oral and other interpretations, clarifications or submittal instructions will be without legal effect. Interpretations, clarifications or supplemental instructions will be issued by addenda and posted on the City's website at:

<http://www.desmoineswa.gov/index.aspx?nid=119>

Submit questions to: Marion Yoshino, Economic Development Manager
City of Des Moines

Mailing address: 21630 11th Avenue S, Suite D
Des Moines, WA 98198

Fax number: (206) 870-6544

E-mail: myoshino@desmoineswa.gov

C. Lease Terms

The site can be ground leased from the City of Des Moines who holds title to the property. During the negotiation period, the City and the developer will jointly determine the length of the ground lease and the other lease provisions. Typically the ground lease accompanies the RFP.

D. Competitive Integrity

The City seeks to maintain a neutral competitive environment for all potential respondents to protect the integrity of the RFQ process. The City Representative is the only authorized representative of the City with whom a potential respondent, or anyone on its behalf, shall have contact with concerning this solicitation from the release date of this RFQ until the City completes its review process and publishes its recommendation for award. Any communication concerning the content of this solicitation by a potential or actual respondent, or anyone on its behalf, with any City official or employee other than the City Representative will result in the rejection of that respondent's response unless, in the reasonable judgment of the City's Legal Counsel, the communication could not reasonably be believed to have given the respondent a competitive advantage or have impaired the neutral competitive environment of this solicitation. The information session is the only contact contemplated by this solicitation between the City and potential respondents.

E. Rejection of Responses

The City reserves the right to accept or reject any or all responses in their entirety or in part, and to waive informalities and minor irregularities. During the evaluation process, if the City determines that a particular requirement may be modified or waived, then the requirement(s) will be modified or waived for all respondents and all responses will be re-evaluated in light of the change. In the event that, in the City's sole determination, there is not an acceptable response, the City reserves the right to enter into direct negotiations with any party it chooses on such terms and conditions as shall then be acceptable to the City, notwithstanding any provisions of this RFQ.

F. Disputes

By submitting a response to this RFQ, the proposer agrees that in the event any dispute should arise concerning the responses to this RFQ or the selection of a candidate(s) for further discussion, the sole venue of any resulting action or litigation shall be in the Superior Court of King County, Washington and shall be governed by the laws of the State of Washington.

G. City of Des Moines Tax and License

The Official Code of the City of Des Moines provides that ALL transactions within the City, wherever consummated, are subject to collection of City Business and Occupational Taxes and sales taxes. It is the responsibility of the selected candidate(s) to obtain a business license with the City.

H. Compliance with Regulations

By submitting a response to this RFQ, the proposer agrees to abide by all laws, regulations and rules promulgated by the United States of America, the State of Washington, City of Des Moines or any agencies or subdivisions thereof, specifically including WISHA and OSHA regulations. The selected candidate(s) will be responsible for obtaining all necessary project permits and approvals.

I. Applicable Taxes

The selected candidate(s) will be solely responsible for determining its tax status, identifying applicable exemptions, and complying with all applicable laws and regulations.

J. Public Disclosure

As a public agency, the City is subject to the Washington State Public Disclosure Act, Chapter 42.17, Revised Code of Washington (RCW). As such, the City may be required to disclose information provided in respondent's submittal. The City will promptly notify respondent of any requests for public disclosure of respondent's documents. Respondent shall be responsible for and bear the costs of taking legal action in an attempt to prevent disclosure of such documents. In no event shall the City be liable to respondent for disclosure of respondent's documents the City deems disclosable under Chapter 42.17 RCW.

V. SELECTION PROCESS AND CRITERIA

A. Selection Process

A City Council review committee consisting of designated representative/s will review all responses for their relative strengths and weaknesses based on the submission requirements and will follow a two-step process.

1. Stage 1 - RFQ

Initial responses to this RFQ will be evaluated and a short list of the best qualified development teams will be recommended to City Council and Council shall make final selection

2. Stage 2 - RFP (Provided for informational purposes only.)

The RFP that may be issued may differ materially from the form of RFP set forth below. The City may, at its sole discretion, change these requirements in the RFP or to request additional materials as part of the RFP process. The development teams selected by the City Council must include the following elements, using the heading provided below for organizing content. Responses should address all of the elements identified below and should provide a sufficient level of detail to allow the City to evaluate proposals.

- Proposed development – include the site plan and size of the development
- Development and phasing schedule;
- Identified level of investment;
- Financial pro-forma – including operation of the proposed improvements;
- Provide proof of financial capacity to undertake the project;
- Construction financing commitment – a letter or other document stating the ability of the development team to undertake and successfully complete the project and the ability to be considering for financing.
- Project timeline (and phases of development if applicable) – permitting and construction schedule;
- Proposed Lease Terms (not to exceed 30 years) plus options (if any);
- Identification of noise abatement procedures;
- Use of site – massing, density and scale, public amenities;
- Graphic representation of development concept;
- Completion of the Project Proposal Summary (APPENDIX B)
- Marketing plan.

The City Council review committee will then evaluate the responses and may ask for presentations to them and/or City Council (not to exceed 30 minutes). The review committee will then select a preferred candidate and a preferred alternate and make a recommendation to the City Council. The City Council may then act on the recommendation and select a preferred candidate and a preferred alternate. The preferred candidate will then have ninety (90) days to negotiate a lease with the City. In the event, the preferred candidate cannot reach a lease agreement with the City, negotiations with the alternate shall commence and the alternative shall have ninety (90) days to reach a lease agreement with the City.

B. Projected Selection Schedule

ITEM	DATE
RFQ-Part I Available	April 19, 2013
Information Session	May 8, 2013
Cut Off Date for Written Questions	May 20, 2013
RFQ-Part I Response Due	May 31, 2013

C. Selection Criteria

The City intends to select a development team to be considered in the Stage 2 – RFP based on the information contained in the responses to this RFQ, an investigation of the team's past projects and performance, potential interviews with the development teams, and other pertinent factors. The following criteria and weighting will be used to evaluate the submissions:

1. Relevant Developer Team Experience and Qualifications (40%)

- A demonstrated track record in securing appropriate entitlements and completing development of high-quality, mixed-use business /retail/hotel projects of comparable size, land use and level of investment.
- Experience in successfully collaborating with public sector partners to achieve multiple project objectives.
- Economic success of past projects that generate job creation and government revenues.
- Architectural and urban design quality of past projects.
- Timeliness of performance.
- Qualifications of members of the development team.

2. Initial Development Concept (40%) (See Section VI-D)

- Responsiveness of the preliminary development concept to the City's development objectives described in Section 1 that best balances the City's mission and role in enhancing economic

development to increase its revenue to support the growing demand for City services and create a vibrant waterfront uses for residents and tourists to enjoy.

- Overall approach and strategy for executing the project that reflects a thoughtful and realistic understanding of the existing site context and preliminarily demonstrates market and financial feasibility.
- Understanding of the City's redevelopment objectives will be evaluated based upon respondent's demonstrated familiarity with local conditions, understand of the long term goals of the Marina and Beach Park, and willingness to conform its development program to the standards and processes of the City.

3. Financial Capacity (20%)

- Past record of financially successful projects.
- List of past financial institutional investors and extent of participation.

VI. SUBMITTAL REQUIREMENTS

A. Cover Letter/Executive Summary

Each response must contain information highlighting how the respondent meets the requirements of this RFQ. This summary should be written to allow the evaluation panel to quickly ascertain the highlights of the response.

B. Developer Identification

1. Identify the lead development entity's name, street address, mailing address, phone number, fax number, and e-mail address. Specify the legal form of the organization (e.g., corporation, partnership, joint venture, other). Specify the date the organization was established.
2. Identify the principal point of contact with the City, who will be authorized to represent the developer in negotiations and make legally binding commitments for the entity. Describe the limitations of the negotiator's authority.
3. List all officers, partners, or owners of the development entity by name, title, and distribution (percentage) of ownership.
4. Identify (including resumes) professional qualifications of team members including relevant education, licensing, specialized training, professional memberships and other indicators of relevant knowledge and expertise. Identify the specific role and responsibilities of each member of the team. Provide relevant experience for each, a description and photographs of relevant previous projects, and their role in the cited projects. This section cannot exceed ten (10) pages for all members of the team combined.
5. Provide an organization chart including the key personnel of development team.

C. Relevant Development Team Experience

List and describe the development entity's experience in securing entitlements and developing high-quality mixed-use business/retail/hotel projects. In total, this section is limited to a maximum of ten (10) pages, including photographs. For each project, describe the following:

- Project description, including date of initiation and completion, location, size of development, concept, land uses and cost.
- The precise role that the entity and principals of the entity who are assigned to the City's project played in the project's development.
- Financial structure of the project, including amount and source of equity and debt financing.
- Key performance dates, including the property acquisition date, the date construction started, and the date completed.
- Evidence of market and economic success, including generation of jobs and direct and indirect local government revenues.
- The development entity's philosophy regarding long-term holding of its assets. If a management firm is to be employed to manage the project, submit sufficient data on its experience to enable determination of its ability to manage this development.

- The extent to which there was close collaboration with public sector partners to attain several project outcomes.
- Experience in dealing with surface water and stormwater management during both construction and operation of the project. Experience working with a public entity and in waterfront sites.
- Experience in creating community consensus and successful public outreach.

D. Initial Development Concept

Respondents must provide a three-page narrative description of their initial development concept and vision for the site. The respondent's initial concept should reflect their own experience, market analysis, creativity, and overall independent assessment of the site's highest and best use. The uses may be phased over a period of years, with additional uses being developed contingent upon the success of initial uses, however the initial concept should allow the City to understand the respondent's overall vision for, analysis of, and approach to executing the project. The initial development concept should mention the following:

- Preliminary indications of the nature and type of development planned, including land use, building type and configuration, and relationship to surrounding uses;
- An indication of the design quality of the development through reference to other similar developments;
- A general indication of the types of tenants envisioned for the project and the approach to phasing infrastructure, construction and overall build-out of the project; and
- Understanding of the City's redevelopment objectives.

E. Financial Capacity

The City recognizes the sensitive nature of the financial information requested in this RFQ. This information will be used solely by the City for purposes of evaluation and will be kept confidential to the fullest extent allowed by law.

1. Provide a letter or other evidence from the developer's lender, financial partners, or other established financial source(s) attesting to the developer's capacity to undertake a project. Identify the expected range of financing needed for this project. Indicate other recent projects where a similar level of investment was made and provide appropriate references.
2. Identify past financial participants in projects and extent of developer participation.
3. Is the development entity or any named individual in the proposed project involved in any litigation or other disputes that could result in a financial settlement having a materially adverse effect on the ability to execute this project? If yes, please explain.
4. Has the development entity or any named individual in the proposed project ever filed for bankruptcy or had projects that have been foreclosed? If yes, please list the dates and circumstances.

F. Respondent's Certification

A completed certification in the form attached as **Appendix A**.

VII. SUBMITTAL INSTRUCTIONS

A. Instructions

1. Deadline

Each development entity responding to this RFQ is required to submit one electronic copy and five (5) printed copies of its response by **May 31, 2013** at 4:00 PM to the City Hall, 21630 11th Avenue S, Suite D, Des Moines, Washington 98198.

Late submittals will not be considered. Facsimile or e-mail submittals are acceptable.

2. Delivery

Responses should be mailed or delivered to the City Clerk:

Attn: Marion Yoshino, Economic Development Manager
City of Des Moines
21630 11th Avenue S, Suite D
Des Moines, Washington 98198

3. Page Limit

All responses are limited to a maximum of twenty (20) pages, including the limits identified in Section VI(B)(4) and Section VI(C) above. A page is defined as a single piece of paper with double-sided print.

4. Waste Reduction

The City is strongly committed to waste reduction, recycling, and the use of recycled materials. All responses must be printed on both sides of 8 ½ x 11 inch sized paper having post-consumer recycled content. Responses should not contain any plastic or metal, except for easily removable staples, binder clamps or similar fasteners.

EXHIBIT A: RESPONDENT'S CERTIFICATION

By submitting a response, respondent understands, agrees and warrants that:

Respondent has carefully read and fully understands the information provided in this RFQ, including, but not limited to, Section IV (D) (Competitive Integrity).

Respondent has the capability to successfully undertake and complete the responsibilities and obligations of the response being submitted.

All information in the response is true and correct.

The City has the right to negotiate fees and other items it deems appropriate for the benefit of the City and public.

The City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Respondent, and Respondent hereby grants the City permission to make said inquiries and to provide any and all requested documentation in a timely manner.

Dated this ____ day of _____, 2013.

(Respondent)

By: _____
Title: _____

TO BE ACCEPTED, ALL RESPONDENTS MUST SIGN THIS CERTIFICATION

EXHIBIT B: PROJECT PROPOSAL SUMMARY

TYPE & SIZE OF DEVELOPMENT	DEVELOPMENT TEAM:
Primary Use	Sq. ft. _____ Class _____
Specialty	Sq. ft. _____ Uses: _____
Parking	Sq. ft. _____ No. of stalls _____
Other	Sq. ft. _____
INVESTMENT	
Estimated cost of project	
Type of financing	
Proposed terms	
PROJECT TIMELINES	
Design completion	
Est. construction start date	
Est. completion date	
Proposed Contingencies (if any) and/or requirements for construction	
Market Analysis	
Brief statement of project feasibility	

EXHIBIT C:

Non-Collusion Affidavit

STATE OF WASHINGTON)

COUNTY OF KING)

ss. NON-COLLUSION AFFIDAVIT

_____ being first
(NAME)

duly sworn, under oath says that as _____
(TITLE)

of _____
(FIRM)

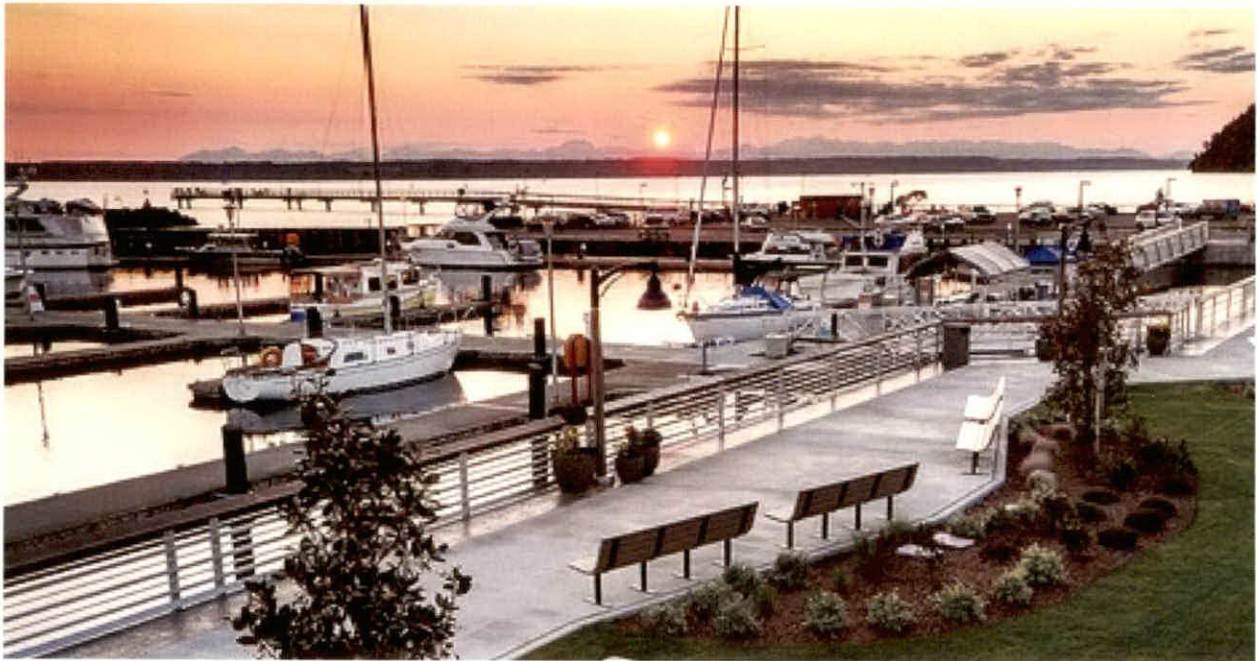
the proposal above submitted is a genuine proposal and not a sham or collusive proposal, or made in the interest or on behalf of any person not therein named; and further says that the said proposer has not directly or indirectly induced or solicited any other proposer on the above work to submit a sham proposal, or any other person or corporation to refrain from proposing; and that said proposer has not in any manner sought by collusion to secure an advantage over any other proposer or proposers.

SIGN HERE _____

Subscribed and sworn to before me this _____ day of _____, 20____.

City of Des Moines, Marina & Beach Park Development

Statement of Qualifications



31 May 2013

Courtesy www.ScenicWa.com

SUBMITTED TO:

City of Des Moines, WA
c/o Ms. Marion Yoshino,
Economic Development Manager
21630 11th Avenue, S
Des Moines, WA

FROM:

Anindita Mitra, Partner
CREA Affiliates LLC
2319 N 45th Street
Seattle, WA
98103



CREA AFFILIATES LLC



MS. MARION YOSHINO

MAY 31, 2013

Economic Development Manager
City of Des Moines
21630 11th Avenue, S, Suite A
Des Moines, Washington 98198

RE: *Statement of Qualifications: Des Moines Marina and Beach Park*

Dear Ms. Yoshino,

It is with great excitement that CREÄ Affiliates submits the attached proposal to begin the process of redevelopment of Des Moines' Marina and Beach Park. We have carefully assembled a team of specialists that are uniquely suited to the sensitive task of making the redevelopment of this critical site a reality.

You will note in our proposal that we have not included a developer on our team. This decision was deliberate, as we believe that having a developer on board at this point in the process may be premature. Instead, we have focused our proposal on making the site "permit ready" for a future developer, following an insightful process of market analysis, public involvement, and environmental review. When our project manager, Michael Davolio, AICP, served as Director of Planning and Redevelopment, for the the City of Pawtucket, Rhode Island, he initiated a similar process that has led to the ongoing redevelopment of six (three are riverfront) project sites in that city.

Our team includes individuals who are intimately familiar with real estate development and the risk-averse mind-set of developers. Mr. Davolio is a planner whose experience in both real estate development and the wine industry makes him uniquely qualified to lead the effort to create a tourism destination on this site. We are also enlisting the aid of BST to add to their original market analysis for the site, and Reid Middleton, who are familiar with the project site and will facilitate infrastructure capacity analysis.

Finally, we have ESA to prepare a project-specific EIS for the site. By doing as much up-front work as possible we will make the site as attractive as possible to the development community and thus minimize the risk to the City and your development partner.

We believe that the benefits of this approach to the city are two-fold. Doing the work now enables a future developer to move forward without delay. In addition, by having control over the market analysis and the EIS, the city will have more flexibility in selecting exactly the right developer (or developers) for the job.



We are confident that the approach outlined herein will meet your needs and exceed your expectations. We will look forward to working with you on this exciting project.

Sincerely,

Anindita Mitra, B.Arch, AICP

Principal-In-Charge

Michael Davolio, AICP

Project Manager

Encl:/

Table of Contents

1	Project Understanding	1
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3	Team Organization	4
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Appendices :
Curriculum Vitae

**I must go down to the seas again, to the lonely sea and the sky,
And all I ask is a tall ship and a star to steer her by,
And the wheel's kick and the wind's song and the white sail's shaking,
And a gray mist on the sea's face, and a gray dawn breaking.**

**I must down go to the seas again, for the call of the running tide
Is a wild call and a clear call that may not be denied;
And all I ask is a windy day with the white clouds flying,
And the flung spray and the blown spume, and the sea-gulls crying.**

**I must go down to the seas again, to the vagrant gypsy life,
To the gull's way and the whale's way, where the wind's like a whetted knife;
And all I ask is a merry yarn from a laughing fellow-rover,
And quiet sleep and a sweet dream when the long trip's over.**

by John Masefield (from Sea Fever in Salt-Water Ballads, 1902)

1

Project Understanding

“A priceless uncut jewel!”

Could any other phrase better capture the rich legacy and vast potential of Des Moines’ Marina and Beach Park sites?

With its waterfront access, existing infrastructure, and rich history, this site offers a unique opportunity to bring life, energy and iconic vision to a waterfront district, provided that the city’s vision can be implemented.

The rich heritage of the Des Moines Beach Park, with its updated facilities and historic designation, offers the perfect complement to an ambitious plan to redevelop the marina. With the right vision and the right information, the city will be well-positioned to attract the kind of quality development that will benefit not only the city, but the larger Central Puget Sound region.

Since the downturn of the economy, Des Moines’ waterfront has seen little growth. In spite of this slowdown, the Marina property enjoys a unique heritage that can be leveraged to create new economic activity in the city, draw additional tourists, increase rental revenues, and create additional sources for property, sales, and other tax revenues.

The City of Des Moines recognizes the value of its waterfront access and underdeveloped properties. In several planning documents that include the city’s 2009 Comprehensive Plan, the 2007 update of the Marina Master Plan, and the 2010 Marina District Design Guidelines, Des Moines has recognized the importance of the redevelopment of these under-utilized and vacant waterfront areas to grow the local economy, and create jobs and revenue for the City. In addition to its historic value, the Marina site holds unique opportunities because of its access to shorelines of statewide significance.

The city desires to utilize the Marina District to increase tourism to the area by introducing a mix of uses that will support that goal. To that end, it has drafted a set of nine “Development Principles,” ranging from the desire to create a “village-like” setting to fostering a diversity of employment. The city has now issued a Request for Qualifications seeking a real estate developer to help the city

accomplish that task. The CREÄ Team has visited the site and reviewed all of the relevant documents that have been prepared. Based upon our experience in work on related projects, we are of the opinion that bringing a developer on board at this point in the process would be premature. Our experience tells us that real estate developers are extremely risk-averse, as are those who lend money for their developments. Thus, an alternative course of action in lieu of retaining a developer at this point in the process would be to create a project that is "permit-ready;" that is, to perform that range of tasks that would ensure a significantly higher likelihood of project success. Thus, we recommend to the city that the following tasks be undertaken and completed prior to committing the site to a real estate developer:

1. Build upon the existing market analysis by determining the extent to which proposed uses are either overserved or underserved within the market area;
 2. Perform a capacity analysis of existing utilities to determine the extent to which they are capable of accommodating new development;
 3. Perform a traffic analysis to confirm the carrying capacity of roads within the study area;
 4. Prepare a project-based Environmental Impact Statement (EIS) that anticipates likely uses within the project area and documents the likely impacts of those uses;
 5. Initiate dialogue with impacted businesses in the study area, to minimize disruption of those businesses in the event that temporary or permanent relocation is necessary;
- and
6. Prepare a preliminary pro-forma to assist in determining the financial viability of the proposed development.

This set of proposed tasks differs substantially from those tasks identified in the city's Request for Qualifications. However, the CREÄ Team believes that these tasks are a necessary prelude to the city's selection of a development partner, and will significantly enhance the city's ability to make a more informed decision in the selection of such a partner.

2

Team Profile

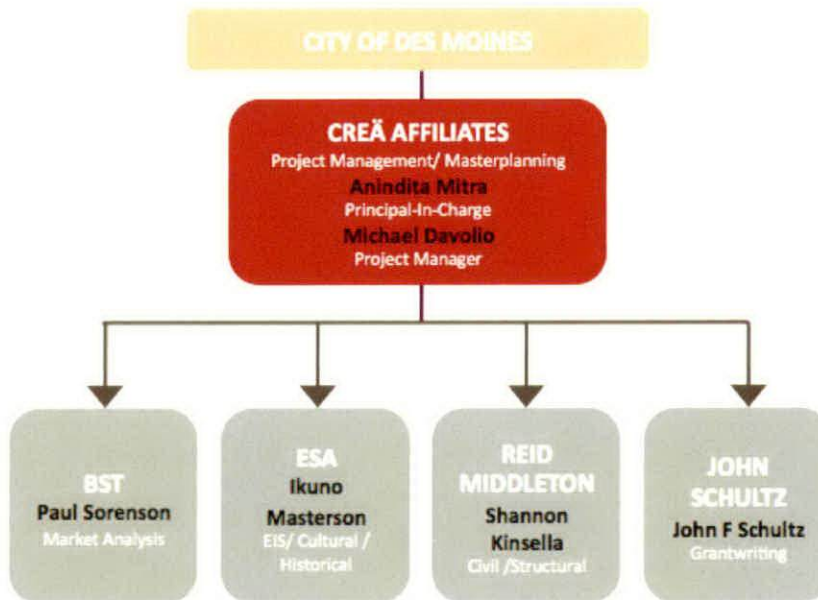
To offer the level of enthusiasm and experience that this project warrants, CREÄ (urban designers and planners with experience in waterfront development) has created a seamless consulting team that provides strong local experience as well as world-class expertise. Cementing this team is CREÄ's Project Manager, Michael Davolio, AICP, who has a broad base of experience in both public and private sector real estate development, and a solid working relationship with key members of the project team.

To ensure that the ideas and vision for site development are realistic, pragmatic, believable, and most of all, achievable, we have assembled a team of talented advisors that include the following firms and disciplines:

1. BST - Market Research and Economic Strategy
2. ESA - Environmental Consulting for EIS preparation
3. Reid Middleton - waterfront civil and structural engineers
4. John F. Schultz and Co. - Grantwriting

3

Team Organization



4

Firm Profiles

Core Team

CREA AFFILIATES LLC

Planning and Landscape Architecture,
Seattle, Washington

CREA is a physical design and planning company devoted to sustainable development. CREA's mission is to advocate for and demonstrate unique approaches to city building that align economic goals with environmental responsibility.

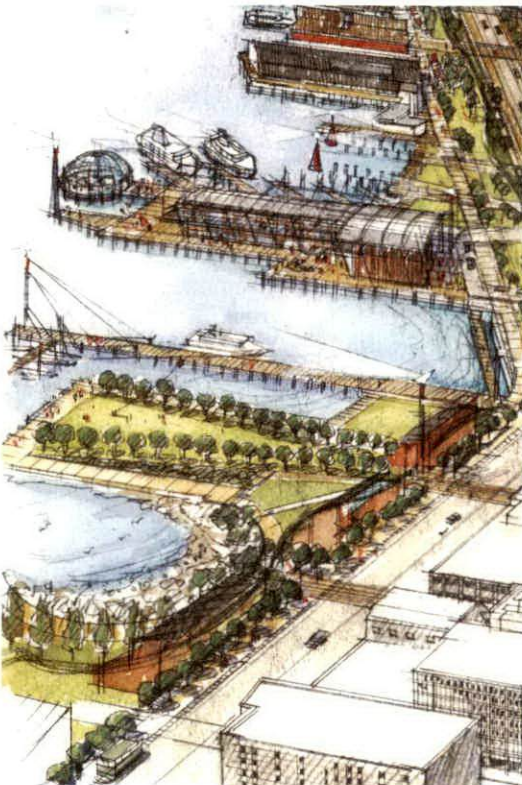
CREA operates as a collaborative of experts tailored to the needs of each project. The seasoned professionals hand-picked for their teams allow them to address issues broadly and comprehensively, across traditional professional barriers. They have developed Development Plans and Strategic Plans, and they integrate notions of sustainability and energy efficiency into each of their projects. CREA brings an uncompromising commitment to creativity and a determination to infuse each of their projects with a high dosage of excitement, originality and sensitivity.

CREA staff is adept at facilitating meetings and workshops with large or small groups, in a variety of forums. They can simplify the science and data that informs much of this work in a way that is easily understood by their audiences. As such, they readily gain the public's trust and support to explore creative new ideas and strategies for sustainable outcomes.

BST

Market Research and Economic Strategy, Seattle, WA

BST is a strategic planning group that specializes in economic and financial evaluations of marinas, harbors and waterfront development projects. Their expertise focuses on market research, strategic planning, demand forecasting, benefit/cost analysis, cost effectiveness analysis, economic impact assessment, life cycle cost analysis, financial planning (including bond feasibility studies and



CREA with Waterfront Seattle 2020

preparation of capital improvement plans), sensitivity analysis, and project risk assessment.

BST has extensive experience in preparing economic analyses of waterfront projects, including in-water and upland uses of all types.

ENVIRONMENTAL SCIENCE ASSOCIATES (ESA)

Environmental Planning, Seattle, WA

Founded in 1969 and with over 14 nationwide offices, including offices in Seattle and Portland, and over 350 professionals, Environmental Science Associates (ESA) provides integrated planning, biological, cultural, and environmental hydrology capabilities. The firm is fully capable of preparing a project-based Environmental Impact Statement (EIS) that will anticipate and assess the impacts of a likely range of land uses for the site.

The firm is focused on green and sustainable design and planning solutions with expanded services in applied ecology, environmental hydrology, and ecosystems restoration. ESA's interdisciplinary team, which includes environmental planners, water resources engineers, geomorphologists, biologists, hydrologists, landscape architects, cultural resources specialists, and GIS analysts, has worked together to conduct feasibility analyses, resulting in implementable projects.

ESA's specialists are familiar with a suite of land use, environmental, and resource management regulations and permitting that are critical to project implementation. Their cultural resources staff is integral to design and permitting projects developing feasible solutions along the way. This diverse set of technical skills, familiarity with a broad spectrum of regulations, and relationships with permitting agencies have made implementation of complex and challenging projects a success.

Public involvement and partnerships are critical components to many of these projects and ESA's team is experienced in articulating environmental issues to a broad range of stakeholders. ESA is solutions-oriented while understanding the challenges and hard choices associated with them.

REID MIDDLETON, INC.

Waterfront, Civil and Structural Engineering, Everett, WA

Reid Middleton is a planning, civil and structural engineering, and surveying firm headquartered in Everett, Washington. Their role on the project team is to provide accurate and timely analysis of existing infrastructure capacity, to ensure project feasibility.

They have provided high quality, well-coordinated waterfront consultation services for redevelopment sites in locations throughout the Pacific Northwest, including Des Moines, for 60 years. They create outstanding solutions by providing the right balance of technical expertise, leadership, management skill and teamwork to meet their clients' goals and objectives. Their staff of 89 engineers, surveyors, and technicians offers technical expertise and a full complement of services to clients with projects focusing on waterfront facilities, structural engineering, civil projects, street and highways.

The firm's waterfront projects group is composed of specialists in the planning, permitting, and design of waterfront facilities in the Pacific Northwest. Over the past five decades, they have developed a reputation among ports and other special purpose districts, cities and counties, and private sector clients for their waterfront expertise. They routinely team with architects, landscape architects, and economists to evaluate educational, commercial, and industrial land use feasibility by providing infrastructure planning and design concepts that serve as the backbone for land use options.

Reid Middleton has planned, permitted, and designed over 700,000 square feet of dock structures in the Pacific Northwest in the past seven years. Whether the subject is a waterfront, coastal, upland, industrial site, or future mixed-use development, they help their clients develop a long-term plan that ensures future development happens in an efficient manner while promoting a cohesive vision.

JOHN F. SCHULTZ AND CO.

Grant writing, Seattle ,WA

John F. Schultz and Co. works with non-profit organizations throughout the USA to research grant opportunities, prepare written proposals and budgets, and manage grants post-award. They have successfully fundraised for non-profit organizations across the non-profit spectrum, from African NGOs engaged in infrastructure projects to the Seattle Aquarium, Seattle Public Library, the Life Long AIDS Alliance, and KCTS9. At this time, Schultz is working with a county organization in Washington to fund an advanced manufacturing project involving \$4 million in state and federal grants. Their role in this project will be to determine whether outside funding sources may be available for any of the needed work.

5

Key Personnel

CREÄ

ANINDITA MITRA, AICP, PLANNER AND URBAN DESIGNER
PRINCIPAL-IN-CHARGE

Anindita trained and practiced as a registered architect before pursuing a career in Urban Design and Planning. She has practiced urban design since 1989 in a number of geographic settings around the world.

She is experienced at leading and orchestrating the work of large multidisciplinary teams and has led the design of large public spaces and parks that are treasured by the local community.

Her professional commitment is to find and celebrate the unique heritage and setting of every community she works in. She is a vocal advocate for the sustainable development of communities and seeks forums to practice her commitment to energy efficiency, pedestrian- oriented communities, and developments that respect and evolve within the limits of the natural infrastructure. Her approach to planning and urban design is form-based and leverages the economic development potential of communities. She seeks to develop and maintain a direct relationship with the community. Passionate about her commitment to public input in her projects she continues to win the full endorsement of every constituency she serves.

Anindita seizes every opportunity to integrate bike, pedestrian and transit planning into larger land use and urban design plans. These trails are located to provide alternative access to and to link higher density areas to key destinations such as commercial centers, and institutions.

Role: Anindita will act as the Principal-in-Charge of this project. She will be responsible for quality assurance and quality control of all products prepared for the client.

MICHAEL P. DAVOLIO, AIC P, PLANNER PROJECT MANAGER

Michael has more than 30 years of experience as a project manager for land use and community planning and real estate development, working in both the public and private sectors. He has prepared comprehensive plans and development regulations that meet Growth Management Act requirements, including associated SEPA documentation, for cities and counties in three states. Michael is experienced in facilitating public meetings, and in working with elected and appointed boards, commissions and advisory groups to successfully resolve contentious issues. He is also a skilled negotiator specializing in inter-governmental relations.

Michael is an internationally recognized public speaker, addressing audiences on subjects related to land use policy, customer service, ethics, and community leadership. He has been active in the leadership of the American Planning Association, at both the state and national level.

Michael was selected for this project because he has direct experience in designing and implementing each of the specific tasks proposed herein. He has performed this work in Pawtucket, RI, Freeport, TX, and in Edmonds, WA, where he worked as a consultant for a mixed-use waterfront site owned by Unocal Corporation. In addition, Michael has developed contacts in the Washington wine industry that may prove to be of value in examining the site's tourism potential.

Role: Michael will act as project manager. He will be the primary liaison between the consulting team and the city, and will coordinate the efforts of the subconsultants.

EVA LEE PARKER, PLA, LANDSCAPE ARCHITECT

Eva Lee Parker is the director of landscape architecture at CREA Affiliates. She brings with her more than 18 years of professional experience as a landscape architect in Canada and the United States.

Eva's repertoire of projects is vast and varied from national museums to small town libraries, from transit oriented development to trails and parks, and from subdivision planning to urban mixed used developments. She has envisioned, researched, interacted and help bring to life such special places. She believes landscape architecture has always been a craft that balances the built and cultural environment within natural systems.

Eva has managed several significant projects including the city of Austin's first transit oriented development, the state of the art



CREA, SEAWaterfront Site Plan

LEED Carl R. Darnall medical facility in Fort Hood, and the LEED certified gold Life Sciences Center at the University of British Columbia. From conception to execution, Eva prides herself in the level of service she provides and the attention to detail she gives each and every project. She has helped shape local communities through participation on various civic advisory urban design panels, through her public sector work engaging the community directly and through her development of design guidelines and land use regulation plans.

Role: Eva will consult on all building and site design concepts, and will assist in coordinating all meetings with the client and key stakeholders during the entire process.

ESA

IKUNO MASTERSON, AICP, LEED AP,
ENVIRONMENTAL IMPACT STATEMENT

Ikuno brings over 25 years of experience in land use and environmental policy and strategy development. In addition to both project and program management in land use and environmental planning, she served as a key strategist and negotiator in the development of the Tri County Model Salmon Conservation Program to respond to the listing of Puget Sound Chinook under the Endangered Species Act. Ikuno has also served in local government as an environmental and land use policy advisor to Mayors, County Executives and Department Directors; served as King County's SEPA Responsible Official; managed the City of Seattle's Master Use Permit Center, directed Growth Management Act (GMA) and resource planning divisions; and managed economic development, code enforcement, environmental education, and permitting programs.

Role: Ikuno will prepare the project-related EIS for the site. She will bring her knowledge of the resource management regulations and permitting that will be critical to project implementation.

BST

PAUL SORENSON, ME , ECONOMIST MARKET RESEARCH AND ECONOMIC STRATEGY

Paul Sorensen, Principal (BST), has more than 30 years of professional experience as a lead researcher or project manager for a wide variety of economic and financial assessments. Paul served as project manager and lead researcher for marina demand and business plans for projects in Chicago, Cap Sante (Anacortes), Des Moines, Port Orchard, Bremerton, Wenatchee, Port Angeles, Everett, Blaine and Bellingham, among others.

Paul specializes in economic and financial assessments of marina facilities, including boat yards and fuel systems. He understands what drives demand and how best to fund new marinas and waterfront development. He recently completed a revenue bond feasibility study for the City of Chicago Parks District to build a new, \$103 million, 1,000 slip marina. Paul also led the evaluations of improvements in Anacortes, Edmonds, Everett, Friday Harbor, Des Moines and Port Orchard among other locations.

Role: Paul will build upon the existing economic analysis by examining likely uses for the site. He will identify the extent to which proposed uses already exist within the market area, and make specific recommendations as to whether those uses adequately serve the market, or whether additional capacity can be accommodated. This information will be essential not only in determining the best list of land uses, but also in attracting the ideal developer.

REID MIDDLETON

SHANNON KINSELLA, PE , LEED AP, ENGINEER
WATERFRONT CIVIL AND STRUCTURAL ENGINEER

Shannon is a principal engineer with 26 years of experience specializing in marine projects for both public and private owners. Services she provides include planning, feasibility analysis, coastal engineering, facility layout, technical and utility design, structural design, cost estimates, permitting, and construction administration services for waterfront projects. Her projects have ranged from \$200,000 to \$50 million in construction costs.

Shannon regularly designs to specific permit and environmental requirements and has extensive experience with permitting processes for marine facilities in Washington. Shannon has worked on many projects that provide facilities for visiting vessels and public

access to the vessels. She works to balance owners' expectations with the funding provided and has secured funding through grant assistance for numerous boating facilities.

Role: Shannon will provide infrastructure analysis and engineered design concepts that contribute meaningfully to land use options.

John F Schultz and Company

JOHN SCHULTZ, RESEARCHER, GRANT WRITER GRANT WRITER

John Schultz is owner and manager of John F Schultz and Company, working with non-profits throughout the USA to research grant opportunities, prepare written proposals and budgets, and manage grants post-award.

After several years in licensing for electronic publishers and writing for web sites and other publications, Schultz began writing for non-profits. In 2001, with experience in grant writing for King County and Washington State, Schultz joined the team at The Museum of Flight to fund the Personal Courage Wing, a \$50 million capital project. He was responsible for winning over \$4 million over 2 years, most of it coming from state and federal sources.

In 2007, he started his consulting firm with clients across the non-profit spectrum, from African NGOs engaged in infrastructure projects to the Seattle Aquarium, where he participated in its capital campaign to fund a new multi-million dollar "glass wall" exhibit and facility renovation.

In 2010, he worked with the Seattle Public Library to fund a renovation of a Special Collections department and map room, a \$1 million Seattle city and federally-funded project. Since then, Schultz has worked with the Life Long AIDS Alliance to fund a food bank and meals project. In 2012, he worked with KCTS 9 Television to fund a capital project to buy new technology for its high-definition broadcast improvements. At this time, Schultz is working with a county organization in WA to fund an advanced manufacturing project involving \$4 million in state and federal grants.

Schultz holds a degree in Science and Humanities from MIT. He has done post-graduate study in philosophy at the University of Texas, Austin and Hunter College, New York City. He has extensive training in art history, with an emphasis on contemporary visual arts.

Role: John will strategize sources of funding for site development and marketing.

Schultz holds a degree in Science and Humanities from MIT. He has done post-graduate study in philosophy at the University of Texas, Austin and Hunter College, New York City. He has extensive training in art history, with an emphasis on contemporary visual arts.

Role: John will strategize sources of funding for site development and marketing.

6



Relevant Project Experience

The following projects have been selected from our team portfolio as work that has successfully addressed many of the design and contextual challenges that we believe faces the Des Moines Marina and Beach Park Development project.

CREÄ

Waterfront Seattle 2020

Seattle, WA

CREÄ Manager: Anindita Mitra in association with SEA Waterfront

Client: Allied Arts of Seattle, David Yeaworth, PO Box 4426, Seattle, WA, USA, 98194

Fee: : Approximately \$30,000 of volunteer time

Term: August-December 2005



Civic Centre, Springfield

Scope: Anindita lent her urban design expertise to this 7-person multi-disciplinary team that explored Seattle's Central Waterfront. The project's visual concepts have been highlighted in the Seattle Times, and the Daily Journal of Commerce. Our team's recommendation for an inland tunnel was the final solution adopted by the WSDOT. The City and State's "preferred EIS Option" reflects most of this proposed surface configuration of the Public Right of Way. This proposal integrates multi-modal transportation alternatives. The design is unique for its "green infrastructure" that includes a series of marine and upland habitat improvement areas and stormwater filtration swales. Significant new public spaces, promenade treatments and unique access options framed notable redevelopment opportunities for the public open space.

Al Gharbia Framework Master Plans

Abu Dhabi, UAE

CREÄ Manager: Micheal Davolio

Client: Abu Dhabi Urban Planning Council, Falah Mohamed Al Ahbabi, General Manager **T:** +971 (0) 2 409 6000

Fee: \$2 Million USD **Term:** Completed 2010



Waterfront Seattle 2020

Scope: Working for consultant Otak International, Mr. Davolio was the planning manager/local project representative for the development of simultaneous plans to significantly expand three large settlement areas in Abu Dhabi's Western Region (Al Gharbia). The plans included the creation of new residential, commercial, and industrial areas, focusing on environmentally sound, pedestrian-friendly development intended to accommodate significant planned population and employment expansions. The master plans also provided for the expansion of passenger and freight rail service to the area. One of the settlement areas was designed for the development of a major new mixed-use waterfront resort, and one area featured the added challenge of working with a UNESCO World Heritage site. Two of the three settlement areas featured extensive waterfronts with a wide range of uses that included recreational, residential, commercial, and industrial. The challenge was to enable the preservation of the local fishing heritage while accommodating proposed tourism destination sites, all within the context of respecting and preserving those unique environmental elements that resulted in the UNESCO World Heritage designation.

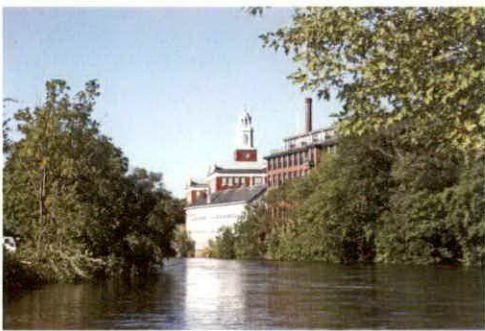
Site Development Planning and Analysis

Pawtucket, RI

CREA Manager: Michael Davolio, AICP

Client: City of Pawtucket, Rhode Island, Tony Pires, Chief of Staff
T: 401-663-5729

Fee: \$200,000.00



Historic Pawtucket riverfront property
abutting development site

Scope: As Director of Planning and Redevelopment for the City of Pawtucket, Michael initiated a process to facilitate the development of six vacant properties within the city; four of those properties being city-owned. Working with the independent Pawtucket Foundation, Michael designed a project scope that would perform a thorough market analysis and environmental review, including an analysis of the carrying capacity of existing utilities to accommodate new development. The goal of the project was to attract quality real estate developers by getting the sites to the point where they were "permit ready." The scope of work also included preliminary site designs intended to gain public support for the development, and detailed, site-specific development regulations that would eliminate any uncertainty regarding prospective site development, while maintaining design flexibility.

North Marina Master Plan

Port of Everett, WA

CREA Manager: Michael Davolio, AICP

Client: Maritime Trust Company, Chicago, Illinois, John Mohr, Executive Director, Port of Everett T: 425-259-3164

Term: Completed 2002

Scope: As a subconsultant to Maritime Trust Company, Mr. Davolio assisted in the preparation of a new master plan for the renewal of this 103-acre waterfront site. The scope of work included site survey, design of infrastructure, development and implementation of a public involvement strategy, land use analysis, market analysis, economic analysis, tenant relocation, site design, and environmental documentation. Potential uses for this complex site include office, retail, marina expansion, hospitality, residential, and public spaces. Mr. Davolio's role in this complex project included quality assurance, negotiations with state agencies, the design and implementation of public involvement efforts, and outreach to local businesses.



Everett Riverfront Development

Everett, WA

ESA Manager: Benn Burke

Client: Tom Hood, City of Everett, 3200 Cedar Street, Everett, WA, 98201, T: 425-257-8922

Fee: \$178,000 **Term:** 2007 - On-going

Scope: ESA is assisting the City of Everett with development of public parks and amenities as part of a large scale brownfield redevelopment project along the banks of the Snohomish River. ESA completed wetland delineations and functional assessments for all on-site wetlands, assisted the City with identifying risks and opportunities associated with the project, phased SEPA evaluations, shoreline management act permitting, and Clean Water Act Section 404/401 permits.



Everett Riverfront Site, Everett



Ferry Terminal Site, Mukilteo

Mukilteo Multimodal Ferry Terminal

Mukilteo, WA

ESA Manger: Ikuno Masterson

Client: Washington State Ferries, 2901 Third Avenue Suite 500, Seattle, WA 98121. Reference Contact: Kerry Philstrom, WSDOT I-90 Bridge Replacement Project **T:** 206-770-3500

Fee: \$867,800 **Term:** 2004 - 2008

Scope: Washington State Ferries is proposing to relocate the existing Mukilteo Ferry Terminal to a new site. ESA assisted the design team with NEPA and SEPA strategies and compliance, managed the preparation of the full range of discipline reports and technical memoranda and development of the NEPA Environmental Assessment under FTA's direction.

Des Moines Beach Park Cultural Resources Tasks

Des Moines, WA.

ESA has managed multiple projects in the Des Moines Beach Park area. The City of Des Moines has extended the existing trail, conducted flood mitigation, and installed utilities. The park is the site of a historic 1930s camp that is listed on the National Register of Historic Places. Federal funding from the Federal Highways Administration and Washington State Department of Transportation required compliance with Section 106 and consultation with Department of Archaeology and Historic Preservation and the Puyallup Tribe. ESA staff has also overseen survey and construction monitoring.



Westport Marina Master Plan

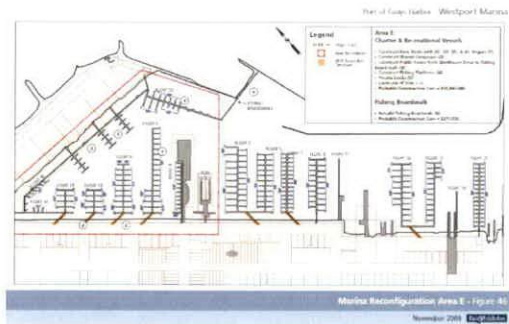
Port of Grays Harbor, WA

Reid Middleton Manager: Willy Ahn

Client: Lisa Benn, Project Manager, Port of Grays Harbor, PO Box 660,

Aberdeen, WA 98520 lbenn@portgrays.org T: 360- 533-9528

Fee: \$61,098 **Term:** 2007 - 2009



Westport Marina In-Water Layout Plan,
Port of Grays Harbour

Scope: Reid Middleton prepared an existing conditions analysis and a discussion of alternatives for in-water and upland uses at the Westport Marina in Grays Harbor. Proposed alternatives for the marina include marina reconfiguration; the construction of a boat haul-out system and associated boat yard; provision of additional parking and restroom facilities; and the construction of a new Port office. The project required public involvement, which included a series of meetings with an advisory committee as well as general community meetings. Reid Middleton assisted in the facilitation of this process including presentations to the Advisory Committee and community.

Port of Everett Marina District Master Plan

Everett, WA

Reid Middleton Manager: Shannon Kinsella

Client: Graham Anderson, Planning Manager, Port of Everett.

PO Box 538, Everett, WA 98206 graham@portofeverett.com

T: (425) 259-3164 **Fee:** \$55,000 **Term:** 2010 - 2013

Scope: Reid Middleton provided marina and civil planning services for the Port of Everett's Marina District Master Plan project for over 60 acres of upland area and a marina recapitalization plan for the largest marina on the west coast of the United States. The marina planning tasks include background analysis, public involvement, market analysis, alternatives, cost estimating, and master plan recommendations.

Thea Foss Waterway - Esplanade, Wharf, and Marina

Tacoma, WA



Thea Foss Esplanade, Tacoma

Reid Middleton Manager: Ralph Petereit

Client: Chris Storey, Project Engineer, City of Tacoma, Department of Public Works, 747 Market Street, Room 332, Tacoma, WA 98402

cstorey@ci.tacoma.wa.us

T: 253-573-2484

Fee: \$284,329 **Term:** 2001 - 2004

Scope: Redevelopment of Tacoma's former industrial area waterfront included the design of new pedestrian facilities along the Thea Foss Waterway. Reid Middleton provided prime consulting services for the design of a new esplanade, wharf, and marinas, including a sheet pile bulkhead, a pedestrian walkway, a wharf, restrooms, various urban park features, lighting, and utility system improvements throughout the project site.

BST Associates

Clover Island Master Plan

Port of Kennewick, WA

Scope: BST Associates was part of the team retained by the Port of Kennewick to determine the highest and best use for Clover Island, and in creating a development plan for the area. Clover Island is a 16-acre site located in the Columbia River, near historic downtown Kennewick. Existing uses on the site included a marina and yacht club, hotel, restaurant, and Coast Guard facility.

Key goals of the redevelopment were to transform Clover Island into a showcase river-shore development site, to support tourism and economic development, while bringing new customers to the island's existing tenants, and to become Kennewick's front door to the river. Potential uses included expanding the existing marina, and developing residential, office space, retail space and lodging on the upland portion of the island. BST also helped the Port consider ways for making the marina more profitable and evaluating the financial return on investment of various alternatives.

Westport Marina District Revitalization Study

Port of Grays, WA

Scope: As part of the Westport Marina District Revitalization Plan, BST Associates assisted the Port of Grays in determining various needs in and near the Westport Marina. These needs included those related to the commercial fishing, fish processing, ship construction/repair, charter boats and retail/tourism

businesses. A key part of this plan was to determine the equity of funding by the City of Westport and the Port of Grays Harbor for restrooms and other public facilities.

BST Associates prepared an overview of the Westport economy, including information on population, income, and employment/ payroll generated by key economic sectors in the City of Westport. BST then prepared a forecast of the economy, with a focusing on maintaining existing jobs and attracting new ones. BST Associates also prepared economic and financial assessment of proposed improvements.

Port of Toledo Strategic Business Plan

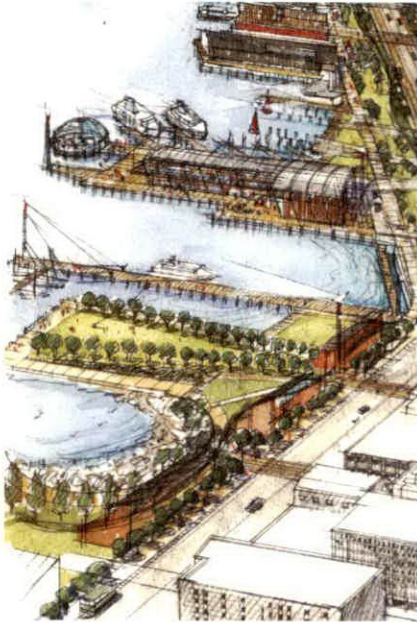
Port of Toledo, OR

Scope: BST Associates was part of the team retained by the Port of Toledo (Oregon) to produce a strategic business plan, including a boatyard buildout plan. The Port of Toledo manages a number of properties, most of which are located in Toledo at a bend in the Yaquina River, approximately seven miles from the Central Oregon Coast.

BST Associates prepared a market analysis for the Port's facilities and developed of a financial assessment of the Port of Toledo.

7

Project Approach



Waterfront Seattle 2020

PLACEMAKING IN A MARITIME LANDSCAPE

The waterfront landscapes, buildings and artifacts of the Des Moines Marina offer an exciting opportunity to transform an under-utilized site into a vibrant area designed to become a regional tourism magnet. We are excited at the opportunity to work with the city to transform and bring life to these spaces and places as a way to revitalize the city's waterfront.

The CREÅ Team proposes a different approach than the one first envisioned by the city. We propose that the city delay the selection of a site developer, in order to better prepare the site for development. Simply put, we propose to undertake a series of actions that will enhance the attractiveness of the site for development by making the site "permit ready." These actions are intended to build upon previous planning efforts that have established a solid base of data.

ECONOMIC ANALYSIS

The City of Des Moines has amassed a library of reliable analytical documents that can help guide the development of the marina site. The CREÅ Team has reviewed those plans, including:

- the 2009 Comprehensive Plan;
- the 2007 Marina Comprehensive Plan;
- the 2010 Parks, Recreation, and Senior Services Master Plan;
- the 2010 Marina District Design Guidelines;
- the 2009 Comprehensive Transportation Plan; and
- the 2006 listing of the "Covenant Beach Bible Camp" on the National Register of Historic Places.

While these documents are critical to defining the parameters of the possible as the Marina site development plans move forward, additional information will be needed in order to make informed decisions. While it may be possible to designate a developer and expect the developer to generate that data, the city may be better served by having that information researched by a separate consultant before committing the site to a developer. The needed information begins with defining and analyzing the local market area, then determining the market's carrying capacity. For example, if a hotel is contemplated as a possible use for the site, both

the city and its prospective development partner would benefit from knowing how many hotel rooms already exist within the market area, and whether that number represents an oversupply or an undersupply of rooms based on established demographic and economic parameters. Similar analysis may be performed for each prospective use of the site. BST Associates has extensive experience in providing this type of detailed information for both public and private sector clients.

ENVIRONMENTAL REVIEW

Each of the documents cited above necessitated the initiation of at least a cursory environmental review process. These “non-project actions” fulfill the city’s obligations pursuant to the State Environmental Policy Act (SEPA), but they are wholly inadequate in assessing the potential impacts associated with the development of the Marina site. The CREÄ Team suggests that the city initiate the preparation of a project-based EIS, based upon the range of likely uses set forth in the Marina and Beach Park Development Options prepared by LMN Architects and reviewed by the City Council in 2012. The CREÄ Team features ESA Consultants specifically to prepare this document.

It is important to note that this project-specific environmental analysis will be required before development, no matter at which point the City selects a developer. Thus, the preparation of the EIS before developer selection will not delay site development.

INFRASTRUCTURE CAPACITY ANALYSIS

Once the marketing analysis enables the establishment of a range of potential uses, the next critical step is to determine whether existing utilities such as water, sewer, stormwater, and electricity have the capacity to accommodate the proposed development. This information is critical in helping to establish overall development costs, either for the developer or the city. Having this information before developer selection will enable the city to be more selective in choosing the best developer partner for the project.

ACCOMMODATION OF EXISTING BUSINESSES

Even though the site is currently underutilized, there are existing businesses of long standing who may need to be temporarily or permanently relocated. Initiating a dialogue with these businesses at the earliest possible time would have the greatest likelihood of successful relocation with minimal disruption of the businesses. The CREÄ Team is experienced in this type of business outreach, and stands ready to work with the city to help retain these existing businesses.

COMMUNITY AND PUBLIC PROCESS

We appreciate that there has been an extensive public process to date to gather ideas from the community. We will continue that conversation, mine the research already completed, and expound on those ideas. Our team is highly skilled at filtering, evaluating and meaningfully integrating public input into our designs. We understand the complexities of environmentally sensitive project sites. The CREÄ-Team wants to work very closely with local stakeholders in developing the vision, preparing the plan, and identifying near-term actions that can be taken to get this development site ready and ensure that the community is fully vested in its outcomes. We hope to garner the wealth of creativity in this community and translate local visions into a vibrant and dynamic community amenity.



CREA, Civic Center, Springfield, Missouri

FINANCING AND PHASING

Dreams cannot be realized without the backing of finance and sustainable revenue sources. We will facilitate brainstorming and strategic planning exercises to identify various funding strategies. With the numerous state, federal and local agencies having interest in this property, it will be prudent to have a thorough understanding of the limitations and opportunities for how the project might be best programmed and the construction phased to match financing availability. We anticipate working closely with the city to develop a solid financial plan with clear strategies for funding the development.

We also coordinate with federal and state agencies for permitting and grant purposes. Our team grant writer John Schultz has raised over \$100 million grants for public and non-profit agencies during his 30-year career. He can assist not only in assembling the grant proposals, but also in identifying grant sources; federal, state, local, as well as non-profit foundations.

DEVELOPMENT REPORT

The outcome of all of the efforts described above will be consolidated into a final Development Report that the CREÄ Team will prepare for submittal to the city. Having all of this information in one document will greatly facilitate the city's ability to select and successfully partner with a site developer.

We will supplement this with design standards and recommendations for amendments to Des Moines's comprehensive plans, land use regulations and zoning code. CREÄ has provided these services to other waterfront communities in the region.

Appendices

Curriculum Vitae

Anindita Mitra, AICP Planner & Urban Designer

EDUCATION

Bachelor of Architecture; School of Planning and Architecture; New Delhi

Master in City and Regional Planning; University of California; Berkeley, California.

SELECT EXPERIENCE

Central Waterfront Design, Allied Arts, Seattle, WA

Downtown Master Plan, Montesano, WA

Slater Road Master Plan, Whatcom, WA

Parks, Recreation and Open Space Element, Long Beach, WA

Jordan Valley Park, Springfield, MO

Civic Park Master Plan, Springfield, MO

Phase I and Phase II of FOCUS, the Comprehensive Plan for Kansas City, Missouri
National APA Award for Excellence in Planning

9th Avenue, Green Streetscape, Seattle, WA

Central Topeka Strategic Plan, Topeka, KS

"...Mitra and her team did an outstanding job in the following:

- Efficiently organizing town meetings; staying on task
- Giving attendees a voice; actively listening to all who had an opinion
- Communicating and educating effectively
- Drawing upon national and even international examples of possible streetscape designs
- Conceptualizing a plan which incorporated attendees' ideas, while still maintaining a clear framework
- Demonstrating knowledge and experience

We do hope that the CREA-designed Master Plan will come to fruition..."

MICHELLE VAN TASSELL

Edmonds Parks Comprehensive Planning Committee

Anindita trained and practiced as a registered architect before pursuing a career in Urban Design and Planning. She has practiced urban design since 1989 in a number of geographic settings around the world. She is experienced at leading and orchestrating the work of large multidisciplinary teams.

Her professional commitment is to find and celebrate the unique heritage and setting of every community she works in. She is a vocal advocate for the sustainable development of communities and seeks forums to practice her commitment to energy efficiency, pedestrian-oriented communities, and developments that respect and evolve within the limits of the natural infrastructure. Her approach to planning and urban design is form-based and leverages the economic development potential of communities. She seeks to develop and maintain a direct relationship with the community. Passionate about her commitment to public input in her projects she continues to win the full endorsement of every constituency she serves.

Anindita has led the design of large public spaces and parks that are treasured by the local community. Trails and safe pedestrian flow have been integrated into each.

Anindita seizes every opportunity to integrate bike, pedestrian and transit planning into larger land use and urban design plans. These trails are located to provide alternative access to and to link higher density areas to key destinations such as commercial centers, and institutions. Careful attention is also paid to the design and safety considerations of trailheads.

SELECT PRESENTATIONS

American Planning Association. Workshop, How Large Is Your Carbon Footprint? Las Vegas, NV (2008)

Inland Empire APA Conference, Green Economy and Urban Planning, (2009)

Energy For Life: A Vision For Energy Efficient Communities, Washington Chapter Of The American Planning Association

Bellevue Community College Earth Day The Next Energy Frontier – Body Fat. Bellevue, WA (2008)

Washington Chapter Of The American Planning Association. Integrating Energy Efficiency And Economy Into Comprehensive Planning, Tacoma, WA (Oct. 2007)

Washington Chapter Of The American Planning Association., Bringing Energy Considerations Into Local Community Plans, Yakima, WA (Oct. 2006)

American Planning Association. Reducing Energy Demand Through Effective Planning, San Antonio, TX (2006)

Washington Chapter Of The American Planning Association. Building An Energy Element In A Comprehensive Plan, Bellevue, WA (2005)

SELECT PUBLICATIONS

National Civic Review, Planners Leading The Charge Toward Energy Efficient Communities. Anindita Mitra. Spring 2007. Volume 96 Number 1

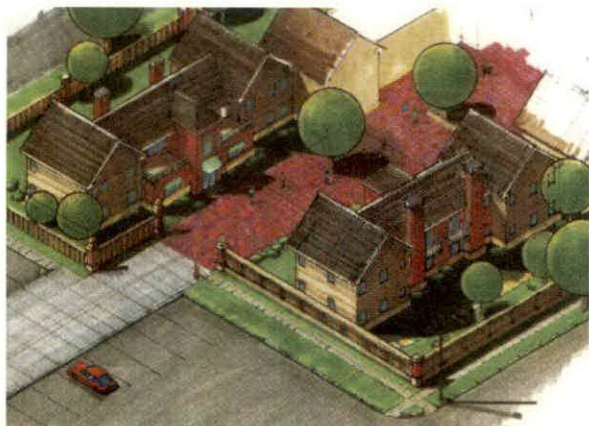
Local Environment, The Sky Is the Limit. Anindita Mitra, Vol. 11, no. 4, 459-472, August 2006

REFERENCES

Frances Chapin, Edmonds, WA, 425.771.0228

Benjamin Alexander, Springfield, MO, 417.766.5342

Cheryl Klinker, 9th Avenue Neighbors, Seattle, WA 206.252.0096



Eva Lee Parker Professional Landscape Architect

EDUCATION

Bachelor of Landscape Architecture
University of British Columbia

SELECT EXPERIENCE

Crestview Station (TOD), Austin, TX
Carl R. Darnall Medical Center, Fort Hood, TX

Cactus, Pflugerville, TX
Landa Park Pool Renovation, New Braunfels, TX
San Marcos Downtown Plan, San Marcos, TX
Whitby Subdivision, West Vancouver, BC

Burnaby City Hall Renovation, Burnaby, BC
UBC Main Mall Renovation, Vancouver, BC
McGill Library, Burnaby, BC
South Fleetwood Secondary School,
Surrey, BC
College of the Rockies Childcare Ctr, Cranbrook, BC

Italian Rain Gardens, Vancouver, BC

Canterbury Trails, West Vancouver, BC
King Edward Village, Vancouver, BC
Kerrisdale Station, Vancouver BC

REFERENCES

Wayne Cooper 512.777.4600
Brian Romer, romer.painter@telus.net
Gary Bellomy, 512.467.7767



PROJECT EXPERIENCE

LAND DEVELOPMENT/ LANDPLANNING

- Crestview Station, Austin, TX
- Cactus, Pflugerville, TX
- Whitby Estates, West Vancouver, BC
- Canterbury Estates, West Vancouver, BC
- Southcove, Richmond, BC
- Willingdon Business Park, Burnaby, BC
- Richmore Gardens, Tagaytay, Philippines

INSTITUTIONAL

- Darnall Medical Center, Fort Hood, TX
- Vancouver General Hospital Power Plant Park, Vancouver, BC
- Burnaby City Hall Renovation, Burnaby, BC
- University of British Columbia, Main Mall Renovation, Vancouver, BC
- College of the Rockies, Childcare Centre, Cranbrook, BC
- Life Sciences Centre, University of British Columbia, Vancouver, BC
- North Cariboo Community College, Quesnel, BC
- South Fleetwood Secondary School, Surrey, BC
- East Elgin Elementary School, Surrey, BC
- Rotary Manor Multi-Care Facility, Dawson Creek, BC
- Lions Gate Hospital Chemotherapy Therapeutic Garden, North Vancouver, BC
- McGill Library, Burnaby, BC
- Cranbrook Library, Cranbrook, BC
- Eileen Dailly Pool, Burnaby, BC
- Museum of Civilization, Hull, Quebec
- National Gallery of Canada, Ottawa, Ontario

PARKS & RECREATION FACILITIES

- Landa Park Spring Fed Pool Study, New Braunfels, TX
- Landa Park Bank Stabilization Project, New Braunfels, TX
- McAllen Sports Park, McAllen, TX
- Lake Fort Phantom Hill Parks, Abilene, TX
- Southern Walnut Creek Trail, Austin, TX
- Italian Rain Gardens at Hastings Park, Vancouver, BC
- Centennial Park, Fort St. John, BC
- Steveston Waterfront Trail Study, Richmond, BC

EDUCATION

B.A., Urban Studies, 1978, Worcester State University

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (#6681),
1989

Professional Affiliations

American Institute of Certified Planners (AICP)
Region V Representative to the AICP Commission,
2007 – 2010; Chair, Ethics Committee, 2007 – 2010;
Commission Secretary/Treasurer, 2008 - 2009
American Planning Association, President, Washington
Chapter, 1998 – 2000

SELECT EXPERIENCE

Al Gharbia Framework Master Plans, Abu Dhabi, UAE
Point Edwards Master Plan, Edmonds, WA
Comprehensive Plan Update, City of Oak Harbor, WA
Port of Edmonds Master Plan Update, Edmonds, WA
North Marina Master Plan; Port of Everett, WA
Downtown Redevelopment Plan; Freeport, TX

Michael P. Davolio, AICP Project Manager, Planner

Mr. Davolio has more than 30 years of experience as a project manager for land use and community planning and real estate development, working in both the public and private sectors. He has prepared comprehensive plans and development regulations that meet Growth Management Act requirements, including associated SEPA documentation, for cities and counties in three states.

Mr. Davolio is experienced in facilitating public meetings, and in working with elected and appointed boards, commissions and advisory groups to successfully resolve contentious issues. He is also a skilled negotiator specializing in inter-governmental relations.

Mr. Davolio is an internationally recognized public speaker, addressing audiences on subjects related to land use policy, customer service, ethics, and community leadership. He has been active in the leadership of the American Planning Association, at both the state and national level.





IKUNO MASTERSON, AICP, LEED® AP

Director of Environmental Services

Ikuno brings over 25 years of experience in land use and environmental policy and strategy development. In addition to both project and program management in land use and environmental planning, she served as a key strategist and negotiator in the development of the Tri County Model Salmon Conservation Program to respond to the listing of Puget Sound Chinook under the Endangered Species Act. Ikuno has also served in local government as an environmental and land use policy advisor to Mayors, County Executives and Department Directors; served as King County's SEPA Responsible Official; managed the City of Seattle's Master Use Permit Center, directed Growth Management Act (GMA) and resource planning divisions; and managed economic development, code enforcement, environmental education, and permitting programs.

Education

M.L.A. and B.L.A., Landscape Architecture, University of Oregon

B.A.U.P., Bachelor of Urban Planning, University of WA

Registrations/Affiliations

Certified LEED® Accredited Professional (AP)

American Institute of Certified Planners (AICP)

UW Urban Design & Planning Professionals Council 2007 - present

Governor's Biodiversity Council - 2008-2010

Board of Directors, Puget Sound Air Pollution Control Agency (Alternate for County Executive) - 1994-1998

Governor's Committee on Natural Resources of Statewide Significance 1991-1992

25+ Years of Experience

Relevant Experience

Corridor Alignment and Site Planning & Design – Numerous Clients, WA. Project Director/Project Manager. Ikuno has been assisting clients determine feasibility of corridor alignments and site selection options for their projects from the non-engineering perspectives, such as environmental, permitting, community, cultural/historical, and political. This service has taken both formal documentation to assist decision makers evaluate constraints, risks and opportunities as well as, in more informal settings.

Shoreline Master Program Updates (SMP) - Numerous Local Government Clients, WA. Project Director/Project Manager. Ikuno has been providing senior consulting services on the policy, code, public outreach and permit process updates of Shoreline Master Program for nearly 40 local government clients in Washington state.

SEPA/NEPA Documentation - Numerous Local Government Clients, WA, OR. Ikuno has overseen the preparation of environmental documents for numerous governmental agencies including: the US Navy; Sound Transit, Community Transit, Lane Transit, Portland Metro, WA State DOT (FHWA), WA State Ferries (FTA), Cowlitz, Island, King, Spokane Counties, and Seattle Public Schools.

Environmental & Land Use Permitting – Public & Private Sector Clients, WA. Clients have benefitted from Ikuno's strategic approach to regulatory compliance and coordination with agencies and public processes. She has assisted public sector clients such as the public works and parks & recreation departments. For her private sector clients, Ikuno provides a perspective from the "other side of the counter", having served in the public sector as manager of Seattle's Master Use Permit Center and as King County's SEPA Responsible Official. Ikuno has provided permitting expertise to a number of commercial and industrial clients such as The Boeing Company, BNSF, LaFarge, and Weyerhaeuser.

Paul Sorensen

Principal

Education

Masters Degree in Economics - University of Washington, 1979
Bachelors Degree in Political Economics - University of Washington, 1976

Professional Experience

BST Associates - Partner, 1987
Trade Information Planning Systems - Vice President Consulting, 1987-88
Natural Resources Consultants - Partner, 1988
URS Corporation - Senior Financial Planner 1986-87
TAMS Consultants - Senior Economist, 1981-86
Kramer, Chin & Mayo - Economist, 1979-81
Basset, Park & Silberberg - Research Analyst, 1976-79

Relevant Qualifications

Mr. Sorensen has served as lead researcher and/or project manager for a wide variety of projects including demand forecasting, site/project evaluation, demand/capacity analysis and financing alternatives of trade, transportation, and waterfront development projects. Descriptions of several recent projects are presented below.

Marina Demand Analysis

Port of Everett Master Plan, 2012
John Wayne Marina Master Plan, 2009 and 2004
Port of Bellingham New Marina Analysis, 2008
Langley Marina Assessment, 2006/7
LaConner Marina Master Plan Update, 2006/7
Port of Edmonds Demand Assessment and Financial Review, 2004
Des Moines Marina Master Plan Update, 2006
Review of Dry Stack Storage Options for the Port of Anacortes, 2006
Semiahmoo Marina Study, 2005/6
Everett North Marina Demand Assessment, 2004
Cap Sante Marina Study, Port of Anacortes, 2001-2002

Comprehensive & Strategic Plans

Port of Toledo Strategic Business Plan, 2012
Port of Astoria Strategic Business Plan, 2011
Port of Silverdale Comprehensive Plan, 2007
Port of Kalama Comprehensive Plan, 2009

Financial Analysis

Chicago Park District Harbors Revenue Bond Analysis, 2010
Port of Bellingham Revenue Bond Analysis, 2010
Bremerton Marina Rate Study, 2007
East Harbor Island Boatyard Site Demand Assessment (San Diego), 2006
LaConner Marina Rate Study, 2003
Everett Marina Rate Study, 2002
Shilshole Bay Marina Value Engineering Study, 2003

Land Use Planning

Westport Marina Master Plan, 2009
Port of Toledo Ship/Boatyard Feasibility Study and Business Plan, 2008
West Bay Highest & Best Use Study Thurston County Regional Planning, 2000 - 2001
Topside Repair and Drydock Study, Port of Port Angeles, 2000 - 2001
Washington State Marina Plan, IAC and State Parks, 2000 - 2001
Dakota Creek Shipyard Economic Impact Assessment, Port of Anacortes, 2001-2002
Hoquiam IDD #1 Highest and Best Use Study, Grays Harbor EDC, 2001

Shannon Kinsella, PE, LEED AP

Director, Waterfront Group

Shannon is a principal engineer with 26 years of experience specializing in marine projects for both public and private owners. Services she provides include planning, feasibility analysis, coastal engineering, facility layout, technical and utility design, structural design, cost estimates, permitting, and construction administration services for waterfront projects. Her projects have ranged from \$200,000 to \$50 million in construction costs. Shannon regularly designs to specific permit and environmental requirements and has extensive experience with permitting processes for marine facilities in Washington. Shannon has worked on many projects that provide facilities for visiting vessels and public access to the vessels. She works to balance owners' expectations with the funding provided and has secured funding through grant assistance for numerous boating facilities. Relevant experience includes:

Westport Marina Master Plan, Westport, WA

Project Principal for the preparation of an existing conditions analysis and a discussion of alternatives for in-water and upland uses at the Westport Marina in Grays Harbor. Proposed alternatives for the marina include marina reconfiguration; the construction of a boat haul-out system and associated boat yard; provision of additional parking and restroom facilities; and the construction of a new Port office. The project required public involvement, which included a series of meetings with an advisory committee as well as general community meetings. Reid Middleton assisted in the facilitation of this process including presentations to the Advisory Committee and community as well as managed the production of the final Master Plan report, which included text and graphics.

Thea Foss Waterway - Esplanade, Wharf, and Marina Design, Tacoma, WA

Project engineer for a complete renovation of a public transient moorage facility and a new permanent moorage facility in the Thea Foss Waterway for the City of Tacoma. The Thea Foss marinas are a key component of the overall waterfront revitalization of the City of Tacoma. The state-of-the art marinas provide first class service for transient and permanent moorage customers through at-the-slip utility systems, including boat sewage pumpout, full water, and electrical service. The marinas also provide moorage for passenger tour vessels to support tourism for such facilities as the new Museum of Glass and mixed-use development along the Thea Foss shoreline.

Port of Port Angeles Marina Master Plan and Redevelopment, Port Angeles, WA

Project manager for a marina master plan, permitting, design, and construction administration for renovation of the Port of Port Angeles Boat Haven facility in Port Angeles, Washington. Tasks include review of existing conditions, coordination with market demand study, alternative layouts for an expanded and renovated marina facility, working with a marina advisory committee, grant assistance, full permitting, complete design for new piling, piers, floating dock systems, utility systems, and appurtenances, and full construction administration services. The new facility provides a wide range of services for the marina including a new guest moorage float, large yacht moorage space, relocated boathouses, and permanent moorage slips for users of the facility.

North Marina Redevelopment, Port of Everett, Everett, WA

Project Principal for providing marina and civil planning services for the Port of Everett's Marina District Master Plan project. The master plan includes planning for over 60 acres of upland area and a marina recapitalization plan for the largest marina on the west coast of the United States. The marina planning tasks include background analysis, public involvement, market analysis, alternatives, cost estimating, and master plan recommendations to provide a future redevelopment plan of a 2,000-slip marina. The upland features include planning of grading, new roadway, and civil infrastructures to support potential mixed-use redevelopment of the 60-acre waterfront parcels for housing, retail, hotel, commercial, and light industrial uses including marina chandlery, boat storage, and repair facilities. Services included both inwater and upland infrastructure layout and planning including detailed cost estimating for alternatives.

Education: Masters of Science, Coast Engineering, University of Hawaii, 1991
Bachelor of Science, Civil Engineering and Oceanography, University of Washington, 1987

Professional Registration: Professional Engineer, Civil: WA, AK, CA, HI, ID, OR,

JOHN SCHULTZ

Seattle, WA 98116

206-551-3701

jfschultz.writer@comcast.net

OBJECTIVE

Experienced proposal writer, researcher, writer, editor, proofreader and transcriptionist seeking work that will allow for the beneficial utilization of my skills.

SKILLS

- Grant proposal writing and management
 - Technical Writing, Editing and Proofreading
 - Budget compilation and narrative
 - Web-based content development (including blog posts)
 - Transcription (legal, insurance, medical, accounting, business)
 - Textbook writing, editing and illustrating
-

WORK HISTORY

Consultant Writer/Researcher/Editor

John F. Schultz and Company

June 2001 – Present

Clients include:

- Achievement Rewards for College Scientists (ARCS) (*research and proposal writing*)
- AHOPE for Children (Ethiopia) (*research, proposal writing and editing, transcription*)
- Dispute Resolution Center (*writing/editing/proofreading/research, transcription*)
- EARDF (Somalia) (*proposal writing, editing and proofreading*)
- Goodwill Industries (*proposal writing and proofreading*)
- Grace Clinic (*proposal writing, budgets, editing and proofreading*)
- KCTS9 Television (*research, proposal writing, budgets*)
- Lifelong AIDS Alliance (*blog, grant research and proposal writing/research/editing*)
- Moss Adams LLP (*transcription, editing and proofreading*)
- NextStepsNW (*proposal writing, editing and proofreading*)
- PacMed (*medical transcription, writing, editing and proofreading*)
- Point Hope, Inc. (Ghana) (*proposal and blog writing, budgets, editing and proofreading*)
- Pro-microfinance International (Congo) (*research, proposal writing*)
- Seattle Aquarium (*research, proposal and technical writing/editing*) *STEM and ISE*
- Seattle Public Library (*research, proposal writing, budget and editing*)
- The Museum of Flight (*research, proposal writing, budgets, technical writing, editing, proofreading and transcription*) *STEM and ISE*

Responsible for creating web pages, blog posts, annual reports, correspondence and grant proposals - over \$5,000,000 in grant awards since 2004. Tasked with working with SMEs to supply content for websites and blog content for charitable missions. General writing responsibilities have included research, editing, proofreading, adapting and creating original news and product information materials.

Consultant – Content Creation and Management, Rights and Reproductions

Foxglove Media Concept, Inc.

Services to Electronic Licensing and Publishing (for-profit Ventures)

Content research, editorial writing, proofreading and budgeting. Negotiated acquisition and licensing contracts for copyright text, video, audio and still image content from a variety of sources for publication or re-licensing.

Clients included:

Macmillan College Textbooks
John Wiley and Sons
Medio Multimedia
Corbis

News International Multimedia
Worth Publishers
Getty Images
Cox Multimedia

EXHIBIT A: RESPONDENT'S CERTIFICATION

By submitting a response, respondent understands, agrees and warrants that:

Respondent has carefully read and fully understands the information provided in this RFQ, including, but not limited to, Section IV (D) (Competitive Integrity).

Respondent has the capability to successfully undertake and complete the responsibilities and obligations of the response being submitted.

All information in the response is true and correct.

The City has the right to negotiate fees and other items it deems appropriate for the benefit of the City and public.

The City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Respondent, and Respondent hereby grants the City permission to make said inquiries and to provide any and all requested documentation in a timely manner.

Dated this ____ day of _____, 2013.



(Respondent)

By: _____
Title: _____

TO BE ACCEPTED, ALL RESPONDENTS MUST SIGN THIS CERTIFICATION

EXHIBIT C:

Non-Collusion Affidavit

STATE OF WASHINGTON)
) ss. NON-COLLUSION AFFIDAVIT
COUNTY OF KING)

_____ being first
(NAME)

duly sworn, under oath says that as _____
(TITLE)

of _____,
(FIRM)

the proposal above submitted is a genuine proposal and not a sham or collusive proposal, or made in the interest or on behalf of any person not therein named; and further says that the said proposer has not directly or indirectly induced or solicited any other proposer on the above work to submit a sham proposal, or any other person or corporation to refrain from proposing; and that said proposer has not in any manner sought by collusion to secure an advantage over any other proposer or proposers.

SIGN HERE 

Subscribed and sworn to before me this _____ day of _____, 20____.

ADISON
ESTLEAD



MADISON WESTLEAD
CAPITAL CORP.

May30th, 2013

Marion Yoshino
Economic Development manager
City of Des Moines
21630 11th Ave. S.
Des Moines, WA 90198

Qualification for Developing of Waterfront Property at the Marina

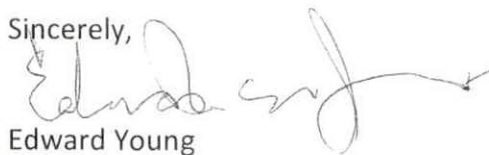
Dear Marion,

Madison Westlead Capital Corp. is pleased to present the statement of qualification for developing of city of Des Moines waterfront property at the marina.

The three principal managers of Madison Westlead Capital Corp. and the local partner have extensive experience of real estate development, financing, sales and property management. We believe that we are capable of developing the waterfront property at marina.

We appreciate the opportunity to present this statement of qualification and look forward to working as a team to make this project happen. Please do not hesitate to call me if you have any questions.

Sincerely,



Edward Young
Local Partner
Madison Westlead Capital Corp.

RECEIVED

MAY 31 2013

4/10/13
JAY

CITY OF DES MOINES
CITY CLERK

**STATEMENT OF CAPABILITIES
FOR
MADISON WESTLEAD CAPITAL CORP.**

Madison Westlead Capital Corp. (MWC) is a California corporation. The company is a joint venture enterprise made up of a development company, Madison Realty Advisors, LLC, a California limited liability company (and its several affiliated and related companies) (MRA) and a finance and equity real estate venture company, Westlead Capital, Inc., a Taiwan company (WCI). The joint venture company is based in Pasadena, California.

MWC is relying on the strong development experience of MWC as well as the successful capital formation experience of WCI.

The principal manager of WCI is Raymond Ku, owns controlling interest in WCI. The operations of WCI are based in Taipei with four branch offices in mainland China. For more than 10 years, Mr. Ku and his company have been coordinating the obtaining of capital invest in US real estate and business ventures through the EB-5 visa program.

The local partner in the Seattle area for the project is Edward Young. He has more than 30 years of extensive real estate development and construction in Puget Sound area of Seattle. A detailed resume for Mr. Young is attached.

The two principal developers and managers of MWC are Gary Langendoen and Luke McCarthy. They both have more than 30 years experience in the acquisition, development, financing, sale and management of a variety of properties. These developments include resorts in Maui as well as the Island of Hawaii; student housing properties in Texas, Iowa, Florida, North Carolina and Indiana; senior housing projects in Michigan, Ohio, Illinois and California; apartments in California, Ohio, Arizona and Texas; shopping centers in California; marina in Arizona; hotels in Texas, California, Hawaii, and New Mexico; self storage properties in Texas, Tennessee, Nevada and California.

**RESUME
OF
LUKE V. McCARTHY**

LMCCARTHY@KJMLAW.COM

For the past 35 years, Luke McCarthy has been a corporate attorney, specializing in tax, securities and real estate law. He is a member of the State Bar of California. In addition, he is a CPA in the state of California. In 1971, he earned a BS degree in finance and accounting from California Polytechnic University. In 1974 he received his JD law degree at the University of Santa Clara, School of Law.

In addition to his law practice, he has organized and managed three property management and real estate development companies, all based in Southern California. These companies have organized, sponsored and managed investment entities on behalf of third party investors. Currently along with Gary Langendoen, he co-manages Madison Realty Advisors, LLC and the various affiliated companies. He also controls and manages First Equity Properties, LLC, a property management company based in Columbus, Ohio.

Examples of his commercial developments include: development of a \$15M hotel known as Conestoga at Disneyland (Anaheim, California); \$24M condominium hotel development known as Sands of Kahana, Maui, Hawaii; \$22M condominium hotel development known as Kanaloa at Kona, on the Island of Hawaii; \$20M development of senior assisted living facility known as Arbors Senior Assisted Living; \$9M development of senior assisted living facility in Punta Gorda, Florida; \$6M development of senior assisted living facility in Claremont, California; \$25M development of 1350 bed student housing property at North Carolina State; \$7M development of mixed use property known as Riverside Commerce Park including a self storage facility in Victorville, California; \$7M self storage facility development known as Desert Caliente Self Storage.

for investment-based immigration

Asia's leading gateway

USBD

EB-5 BOOT CAMP

SAN DIEGO EB-5 BOOT CAMP



VIP SPEAKERS AND GUESTS

Mr. Raymond Ku, Chairman, Westlead Group of Companies



Mr. Ku has over 20 years of experience in immigration business. He is the founder of the Westlead group of companies ("Westlead"). Since 1988, the companies specialize in assisting applicants with immigration processing, overseas career building, overseas investing, overseas real estate consulting and education planning. To date, Westlead has more than 100 agents around the world. Our headquarter is in Taipei and we have other offices in China and Singapore, we provide full services to agents and clients. Over the years, Westlead has promoted many successful immigration investment programs in the Asian market and maintains a strong relationship with immigration government authorities.

Westlead currently represents, on average, about 200 families from Taiwan per year, and around 800 from China. Westlead is heavily involved in Canadian and Singapore fund, we are Royal Bank of Canada's Central of Influence and Mr. Ku is one of four Board of Directors who represent Fortune Technology Fund in Singapore. Since 1992, Westlead has promoted more than a dozen investment-based programs for immigration to the United States (EB-5), including the Geneva Ridge hotel-condominium project in Lake Geneva, Wisconsin and the Holiday Inn in Imperial City, California. More recently, we have promoted projects including real estate development and gold mining in the State of Idaho, two assisted living center projects, one in Peachtree City, Atlanta and another in Punta Gorda, Florida, lastly we have a Westin hotel and medical center real estate development project in Flushing, NY. All of these successful projects have earned Westlead a strong reputation in the Chinese market. Westlink Capital, Inc is affiliated with Westlead Capital, Inc forming specifically for the purpose of raising EB-5 capital. Topics: EB-5 Project Marketing in Asia and China

LOS ANGELES EB-5 INVESTMENT BOOT CAMP



VIP SPEAKERS, PANELISTS AND SPECIAL GUESTS

PAST EVENTS



Mr. Raymond Ku, Chairman of Westlead Group of Companies (Taiwan/China)

Mr. Ku has over 20 years of experience in immigration business. He is the founder of the Westlead group of companies ("Westlead"). Since 1988, the companies specialize in assisting applicants with immigration processing, overseas career building, overseas investing, overseas real estate consulting and education planning. To date, Westlead has more than 100 agents around the world. Our headquarter is in Taipei and we have other offices in China and Singapore, we provide full services to agents and clients. Over the years, Westlead has promoted many successful immigration investment programs in the Asian market and maintains a strong relationship with immigration government authorities.

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Mr. Vince Lalonde, Westlead Group of Companies

Mr. Lalonde has been living and working in Asia for over 10 years, during which time he has been active in the design, creation and marketing of numerous investment-based immigration projects in multiple jurisdictions including Canada, the US, New Zealand and Singapore. Through Westlead, Vince has provided immigration and investment services to hundreds of immigrant investors from across Asia, with a focus on the Chinese, Taiwanese and Vietnamese markets. Vince is also the designated Center of Influence (COI) for the Royal Bank of Canada's (RBC's) Immigrant Investor Program in Asia. Before joining Westlead, Vince worked with PricewaterhouseCoopers (PwC) in the Tax & Legal Services Department, where he was actively involved in a number of large multinational mergers and acquisitions. He has also worked at the Canadian Department of Justice and a well-known downtown



About Westlead Capital, Inc

Our Company

Raymond Ku is the founder of Westlead Capital Inc. Westlead, with over 25 years of history, is one of the largest immigration fund companies in Asia. For many years, Westlead has devoted itself to planning, funding and managing various countries' immigration investment programs, including projects in the U.S., U.K., Canada, the Caribbean and SG, KR, etc., with have a network of over 200 agents including immigration companies, lawyers and CPAs, asset management companies, private equity funding, as well as security companies.

Westlead is the designated Center of Influence (COI) for the biggest bank in Canada—Royal Bank of Canada (RBC), and have also collaborated with EFG, CIC, and TD banks. Our joint venture in Singapore, Fortune Capital Management (FCM) helped over 30 pre-IPO companies to be listed on the public stock markets. Westlead has also established a joint venture with California real estate company, Madison, in Los Angeles, to

form Madison Westlead and collaborated with regards to the foreclosure homes project, and we have managed 400 homes. Westlead has also established a joint venture with gold mine company in Boise, Idaho to form ISR Capital. Westlead has been involved with EB-5 Projects since 1992, and has successfully raised over USD\$700 million for EB-5 Projects such as NY Westin Hotel, Idaho Gold Mine, NY Broadway 4D Theater etc.

We have offices all over the world, including London, New York, Los Angeles, Boise, Vancouver, Regina, Seoul, Hong Kong, Singapore, Beijing, Shanghai, Guangzhou, and is based in Taipei.



CANADA

Over the past 21 years, Westlead has helped countless families migrate overseas, and most of these immigrants have been destined for Canada. In that regard, Westlead has successfully raised over \$800 million for Canadian immigration funds, including Federal and Quebec Investor Programs. We currently have agreements with several of Canada's major banks, including TD Bank, HSBC and CIBC, for the promotion and sale of their investment funds in China.

Westlead is especially proud to announce that we have signed a COI agreement with the Royal Bank of Canada, the largest bank in Canada and fifth-largest in all of North America, to work together in the promotion and operation of RBC's Federal immigrant investor program. RBC's services for new immigrants are second-to-none in Canada, and we are therefore especially delighted to partner with RBC. Features of our FIIP program include:

- No additional charge for Canadian lawyer to sign the 5476. But if you prefer to use a different representative, that's ok. We can just do the financing.
- Most clients can still switch funds, even if they have already signed the IA. If you are not sure, we can confirm for you.
- Reminder: Canada's No. 1 Bank does not deal with agents directly. If you want to use them for financing, you have to go through their COI (Westlead).
- We offer a special commission for all financings.

- Contact us when you receive the investment letters for your clients so that we can help them arrange financing through Canada's Number one Bank.

Westlead has also been a leader in the Provincial Nominee Programs. In 2001, Westlead was the first company to promote Canada's PEI provincial nominee program (PEI PNP) in Asia, and successfully petitioned the PEI government to amend the application requirements for this program. Since 2005, Westlead has invited PEI, New Brunswick, Saskatchewan and Manitoba immigration officers to visit Asia many times for joint promotion and development of their programs with Westlead. We are still the market leaders in the PNP programs, with a focus on programs such as the Manitoba Business PNP and Saskatchewan Entrepreneur PNP

We also provide crucial legal support to our agents through our in-house legal counsel Vincent Lalonde, who is permanently stationed in China and is a practicing B.C. (Canada) lawyer with many years of experience in corporate and immigration law. We also have a team of foreign-educated paralegals who are able to provide high-quality service to our agents and their clients in China.



Canada Business Immigrant Program

Westlead In-House Lawyer (Partner):

Vincent Lalonde

Canada British Columbia Lawyer.

Has involved in Canadian, U.S., New Zealand Immigration projects, and successfully assisted hundreds of families immigrated abroad;

Senior Associate of PWC and has been involved in several international mergers and acquisition.

National university of Singapore law school, graduated from McGill University Canada.

Westlead Principal Partners:

Royal Bank Of Canada

HSBC Canada

TD Canada Trust

Canadian Imperial Bank Of Commerce

Canadian International Capital Inc.

Westlead Updated News- January

Westlead Beijing and Guangzhou Processing Centres

In order to serve our agents better, Westlead is proud to announce the establishment of our Beijing and Guangzhou document processing centres! Our in-house lawyer will now be stationed in China along with a qualified team of document professionals. These two Processing Centres will specialize in Federal Investor immigrants.

Through the establishment of these offices, we hope to accomplish the following:

- Make communication with agents easier
- Speed up processing times
- Allow Westlead to provide better support to our agents
- Easier access to Westlead's lawyer for interview training and seminars, etc.

Our Taipei office will continue to serve your PNP clients and can help you with FIIP cases also if you prefer. Please feel free to contact our new Beijing and Guangzhou document processing centres.

FIIP intake

Recently there has been some concern in the market that there are too many Federal Investor (FIIP) cases being submitted to the Hong Kong visa post (CCG), and this will cause



a backlog and delays. However, based on the latest statistics, FIIP application rates are about normal.

There were 1,148 FIIP applications received at CCG in the first half of 2009, and we can therefore expect around 2,000-2,500 for the whole year. This is about in line with previous years and does not constitute a serious spike in the number of applications.

Statistics also show that, out of a total global target of 2,155 investor cases per year, CCG's portion of this target is 1,000 cases per year. Given that the current approval rate is a little under 50% (after considering withdrawals), we do not expect the current application rate to seriously impact waiting times.

In fact, current statistics show that CCG is still able to complete 70% of all cases in under 3 years. Please see the government of Canada's website at:

<http://www.cic.gc.ca/english/information/times/international/o3c-investor-fed.asp> for more detail.

PNP Applications: Keeping us Informed

Increasingly, we are receiving correspondence from the visa posts and provincial governments in regard to family status changes to our Provincial Nominee files. Most of the status changes are because of the birth of children, but we also get correspondence on marriage, divorce and deaths.

It is important to understand that if a family member is not included on the nomination

Canada Business Immigrant Program

certificate, they are not included in the federal application, either. If you do not inform us and provide supporting documents when the family status changes, it causes delays in processing at the visa office because they have to contact the province to get the new family member added to the application.

Examples include any changes to your client's family status, i.e. death, birth or marriage, for which it is very important that you advise us immediately, so that we can inform the province and the visa office. Upon issuance of the visa, please let us know when you intend to relocate to Prince Edward Island.

If we are not acting as your client's authorized representative for the Federal portion of the PNP application, you should remind your authorized representative to inform the Provincial authorities of all key developments, such as the date your clients receive their medical forms, the date the visas are issued etc. Failure to do so could result in your permanent residency being refused or revoked.

For births we need an updated APR and 5406

forms (for all applicable family members), copy of birth certificate, copy of passport, a photo, or good copy of a photo, and any country specific documents.

Westlead Supports Client Landing in Saskatchewan

Due to the ever-increasing numbers of Saskatchewan Nominees landing in the Province, Westlead is pleased to announce the provision of additional assistance in business setup in Saskatchewan. We can help your clients source and participate in exciting business opportunities in the province. These business opportunities in Saskatchewan will allow clients to receive a refund of their C\$75,000 and provide a win-win-win scenario for the province, your clients and you (the immigration consultant). If you have clients who are planning on landing in Saskatchewan soon, please feel free to contact one of our representatives in China and we can provide you with more information about our business opportunities and how they can benefit you. Thanks for your continued support!

Director of Westlead Korea Branch



Yongkuk Kim

- Bachelor's Degree at Law School, Sophia University, Tokyo, Japan
- Law Consultant at J Health Care, Inc., Seoul
- Member of American Bar Association (ABA)
- Member of American Immigration Lawyers Association (AILA)

Senior Certified Accountant of UK & Hong Kong CPA



Anthony Wong

- Senior member of the Association of Chartered Certified Accountants (ACCA) and Hong Kong Institute of Certified Public Accountants (HKCPA)
- Member of the The Hong Kong Institute of Chartered Secretaries (HKICS) and Institute of Chartered Secretaries and Administrators (ICSA)
- Mr. Wong once worked as a senior managing occupations in the UK enterprises, acquiring over 20-year experiences of accounting, auditing and financing.
- Currently, he is the independent executive board member of South East Group Limited (Hong Kong listed company, No. 726) and China Environmental Technology Holdings Limited (listed company, No. 646). He also is a supervisor of Zhu ZhanFan Accountant Company and a board member of YingZhi Accountant Affair Limited Company.

Director of Westlead Saska Tchewan Branch in Canada



Kishi Wang

- Central China Normal University
- Humber College Immigration Consultant Progra
- Immigration Consultants of Canada Regulatory Council member

UNITED STATES

Since 1988, Westlead has promoted more than a dozen investment-based programs for immigration to the United States (EB-5), including a Holiday Inn in Murfreesboro, Tennessee, the Crenshaw County Hospital in Luverne, Alabama and the Geneva Ridge hotel-condominium project in Lake Geneva, Wisconsin. More recently, we have promoted projects including a brand new riverside casino in Natchez, Mississippi, the ARC Holiday Inn in Imperial City, California, and the Idaho State Regional Center focused on real estate development and gold mining in the State of Idaho. All of these successful projects have earned Westlead a strong reputation in the Chinese market.

Westlead's professional team devotes substantial efforts to seeking investment programs that are safe and reliable. To date, with over \$650 Millions of total EB-5 investment accumulated over time, the return rate on all our investment projects has reached 98%.

Westlead has recently sought out several new and exciting investment projects throughout the United States in connecting with the local government authorities. For the Geneva Ridge hotel-condominium project in Lake Geneva, Wisconsin, Westlead has received great support



from the Metropolitan Milwaukee Association of Commerce. Westlead has also teamed up with the government of the State of Idaho to roll out the Idaho State Regional Center, which has proven to be one of the most anticipated and exciting EB-5 regional center projects in recent years.

Besides promoting EB-5 investment projects, Westlead provides crucial legal support to agents and applicants through our preferred U.S. immigration lawyer Jason Blatt, who is permanently stationed in China and is a practicing attorney licensed in the State of

Florida with extensive experience in immigration and international corporate law. Mr. Blatt is a fluent speaker of Mandarin Chinese and has published ground-breaking academic research on Chinese immigration to the United States.

As always, we are confident that our EB-5 projects are the safest and most profitable on the market. We welcome you to contact our team for more information on the latest projects.



Westlead EB5 Projects track record

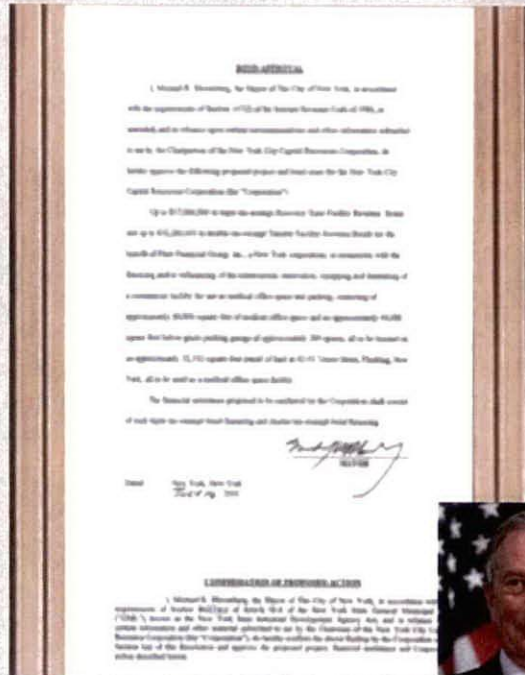
Unit	Regional center	Project	Support from
120	Idaho State Regional Center	Blackhawk Resort & Gold Mine McCall, Idaho	Idaho Department of Commerce
60	Federal NY Metropolitan Regional Center	FNYMRC Westin Project Flusing, NY	New York City Government
55	Manhattan Regional Center	Broadway 4D Theaters	New York City State Government
37	North Texas EB-5 Regional Center LLC	MAJESTIC HOTEL & Dominion Apartment Dallas, Texas	Dallas City Government
21	International Michigan Investments Regional Center	The Bay Harbor Shopping Mall In Michigan	Petoskey City Government
160	Idaho State Regional Center	Phase II Gold Mine Program	Idaho Department of Commerce

FNYMRC Westin Project Flusing, NY

Federal NY Metropolitan Regional Center

Bond Approval From Mayor Bloomberg

www.Eb5toUSA3.com



FNYMRC Local News Report

Flushing's North Queens Medical Center gets \$17 million for development

The city has allocated \$17 million in Recovery Zone Facility Bonds as part of the federal stimulus package to the North Queens Medical Center, officials said Tuesday.

CITY ROOM BLOG NYTIMES.COM (4/27/2010)

Five Development Projects to Receive Stimulus Money

Up to \$17 million in bonds would be used to build a new North Queens Medical Center, an 80,000-square-foot medical facility with a parking garage on Union Street in Flushing.

PRESS ROOM NEW YORK CITY ECONOMIC DEVELOPMENT CORP. (4/27/2010)

NYC Capital resource corporation approves Recovery Zone Bond assistance for two medical-related facilities

The Flushing, Queens, West Financial Group applied for up to \$17 million in Recovery Zone bonds to develop an approximately 80,000-square-foot state-of-the-art medical office building to be known as the North Queens Medical Center. The facility, to be located at 42-31 Union Street in Queens, will also include a 200-space, 15,000-square-foot below-grade public parking garage. The developer is seeking a LEED certification for the environmentally sustainable project and currently marketing 50,000 square feet in the project to physicians, dentists and other medical professionals. In addition, several local hospitals have expressed interest in also on 30,000 square feet of space. West Financial is a real estate and asset management company with a diversified portfolio that consists of mid-rise residential and mid-rise commercial properties in Queens.

News > Top Stories

Groundbreaking for Flushing's tallest tower

BY BOB DODD

bdodd@qnews.courier.com

Wednesday, April 27, 2010 4:51 PM EDT

Like | Be the first of your friends to like this

Print

Like

Comment

Guided by the sounds of thumping drums and a traditional Japanese dragon dance, political and financial leaders from around the borough and city descended upon the site of what will become the tallest building in Flushing — the North Queens Medical Center. The 130,000-square-foot, state-of-the-art glass tower — which will stand at 42-31 Union Street — will be LEED certified and generate 1,200 jobs, as well as serve the growing healthcare needs of the flourishing Flushing population. A groundbreaking ceremony was held on Tuesday, April 26.

It's a very exciting moment, said Congressman Gary Ackerman. "We are all very pleased with the progress that has been made here. It's going to inject a tremendous amount of jobs to our community at a very critical time. It's going to provide a medical service to an expanding community, the most diverse community in the entire United States of America."

THE QUEENS
COURIER



Gold Mine Program -Phase II

Idaho State Regional Center

www.Eb5isrc.com

Pictures with Idaho Trade Mission

ISRCapital



Raymond Ku

With over 20 years of Immigration experience, Mr. Ku has established Westlead Capital Inc., Westwin Holdings Group Inc., Westlead Consulting Group Inc., to assist applicants with immigration processing, overseas career building, overseas investing, overseas real estate consulting and education planning, amongst others. Westlead specializes in helping its agents (namely licensed immigration consulting companies in China) arrange and purchase immigration investment products for their clients in Canada, U.S., Singapore and elsewhere. Westlead has offices in Beijing, Guangzhou, Hangzhou, Taipei, Vancouver, Toronto, Singapore and San Francisco.

Mr. Ku graduated from Eternal-Life Christ College with a bachelor's degree in Business Management. Later, Mr. Ku attended American University of Vancouver and majored

in Political Science.



ISRC GOVERNMENT SUPPORT LETTERS

The Idaho State Regional Center is proud to have the support of the State of Idaho, including the Idaho Department of Commerce, as well as the support of the US Embassy abroad. Below are a sample of support letters the Idaho State Regional Center has received from State and County officials.



U.S. DEPARTMENT OF COMMERCE
November 16, 2009

Mr. Michael A. Ku
Senior Policy Director
U.S. Citizenship and Immigration Services
20 Massachusetts Avenue
Washington, DC 20525

Dear Mr. Ku:

Excellent! Thank you!

The following is a letter of support for the EB-5 investment project in support of the application that is submitted by Blackhawk Partners, LLC.

The Blackhawk Partners team has developed a well-thought-out business plan that is a key component of the investment project for the development of a new residential and commercial development project in the State of Idaho. My administrative team, including Idaho Department of Commerce Director, has reviewed the Blackhawk Partners' application and has found it to be a viable strategy for economic development.

In these troubling economic times, I find the job creation projections outlined in this application to be encouraging, particularly in the degree that they will support the growth of Idaho. I am confident that approved EB-5 funded entities will contribute to the economic growth and job creation in the state.

The investment in Idaho is a key component of the Idaho Department of Commerce. Please discuss your plans to assist with the application review process and for more specific questions, feel free to contact me.

Atty. General, Idaho Department of Commerce

L. J. Black, Esq.
Secretary of State

U.S. Department of Commerce, Idaho Department of Commerce
David A. Dwyer, Director, Idaho Department of Commerce
New South, Managing Partner, Blackhawk Partners, LLC
Robert L. Cook, Partner, Blackhawk Partners, LLC
Sally B. Russell, Partner, Blackhawk Partners, LLC



Video Link---<http://www.eb5isrc.com/blackhawk-video.html>

Home
China
US
Business
Focus
View
Lifestyle/Literature
Tech
Investment
Management
Photo

CHINA DAILY

中国日报

US Edition

**Asia-Pacific's
role achieving
MDGs**

Asia-Pacific could
set the balance in
achieving MDGs

EB-5 Program: Treat or trick for Chinese investors

By Tan Yinger (Shen Bao)
Published: 2010-02-01 09:00

WASHINGTON — Brian Dickson, an administrator in state's Department of Commerce, is built during Chinese Economic Development Center through the EB-5 regional center pilot project in the United States.

With US Immigrant Reform Act, all governments are seeking more for foreign investment. One way they are doing so is the EB-5 Investment Based Visa, "Common C" program, which some call the "golden rule for money" program.

The competition among the US EB-5 regional centers is rising. Dickson, who is in charge of setting up state's regional centers, said China Daily.

Two years ago, there were only 10 EB-5 regional centers in the US and now we have more than 80 of them," said the administrator.

The EB-5 program eventually makes it possible for foreigners to get permanent US residency as it change his/her status from temporary to permanent.

Under the program, foreign investors must invest a certain amount of projects in the US by investing either \$500,000 or 1 million and create at least 10 full-time jobs. They can set up a new commercial enterprise, invest in established business or invest directly through the EB-5 regional center pilot program.

All investors must undergo a background check to identify the source of their wealth and invest the 10 full-time jobs in their creation. The investor, as well as his partner's spouse and children, can obtain US citizenship after five years.

At least 1,000 people are used for foreign investors, or as so-called through the program.

The region's centers offer a wide range of investment opportunities in various industries, including new and old retail trade, agriculture, manufacturing, construction, technology, clean energy, professional services and the arts.

California, which has the largest number of Chinese immigrants of any US state, has 26 EB-5 regional centers so far.

Bloomberg eager to catch up, launched its own EB-5 fund, much earlier than others, while it alone to under 1 million people, is setting up what will be its third regional center in less than half a year. This is the same regional center means offering no investment opportunities in mining and export projects.

The state's state government regards China as one of its most potential markets for the program and has tried Chinese market agents to help sell the state as an investment destination.

Dickson made his first trip to China, bringing along state governor C. L. "Butch" Otter to promote the regional centers.

"I have been here for the first regional center in December last year and the second in January. It has not had any such rise and fall of the program. Both centers are still hot and hope to see it again."

"It was super-hot," said Dickson.

Immigrating to the US is still a popular theme among rich Chinese people, although it's harder than migrating to Canada or Australia, other favored destinations. A B-5 program marketing agent Brian Butler told China Daily.

The program kicked off in the late 1990s, quickly modeled on a successful initiative started more than 20 years ago in Canada to lure Hong Kong investors. Marketed investors became eligible after four or six years ago. It's said:

"What China is the global EB-5 market," said Bu.

Last year, China surpassed South Korea to become the largest source of EB-5 participants, with 1,978 Chinese people getting entry through the program, said Brian Korman got about 900.

The US is also a huge job for both Chinese parents and it shows the EB-5 is for the most part the middle class investors," said Joseph E. Brennan, an attorney in partnership in a US green card and EB-5 promotion center, such as Beijing, Shanghai and Guangzhou. Another EB-5 promotion center, where high-end clients usually prefer them.

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Joseph Christian

- This culture should not disappear

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- Hurry feeding suit since you're later

Chen Wenhua

- Amer leads over in the meeting not over investments

China Daily's US Edition PDF

Foreign trade mark new record


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 Traffic: 10
 Construction: 14

Web Top 3
 8/1/2012-8/7/2012
 1 2 3


 Scott Brown
 6/1/12


 Idaho's Choice
 6/1/12

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Chinese investments in an Idaho gold mine just one way the state hopes to revive its economy

Can entrepreneurial Taiwanese businessmen hit entrepreneurial spirit of Russian immigrants and a Nam? End couple who own a ghost town help revive the state's economy? Butcher Obama is counting on it.

By ROCKY BARKER [Email to: 6/1/2012 Idaho Statesman](#)
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[Reprinted: 7/1/2012](#)

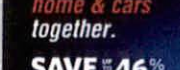
BOISE, Idaho (AP) —



Chinese businessmen and their families shut in the mines and also along the wall of a crowded Shanghai hotel conference room to hear Gov. Butch Otter invite them to invest money themselves and their money to Idaho.

These wealthy families had thrived in the economic storm that encouraged private investment and in 30 years turned China into the second-largest economy in the world.

Thanked to the efforts of a burgeoning Asian businessmen, these families were being lured by the chance to invest in an Idaho gold mine that was once unloved by Chinese miners and by the opportunity to help their children pursue life in the United States.





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Broadway 4D Theaters

WORLD'S FIRST "THEATRE OF THE 21st CENTURY" WILL CELEBRATE BROADWAY WITH 3D AND 4D TECHNOLOGY

is developing the historic Times Square Theatre, located in the heart of Times Square, on 42nd Street, and the last remaining property for development on this incredible and historic street.

ect is located across the street from the successful Madame Tussauds, Ripley's Believe It or Not Museum, the world's most successful old-fashioned Disney's New Ambassador Theatre, where Mary Poppins is playing to sold out shows.

Building is located less than 100 feet from Times Square subway station, and from the new Broadway Theatre, currently home of the musical Avenue Q. Turn Off The Dark.

Project will be located on 42nd Street and will be part of the world's most famous destination.



BUDGET:

\$59.8 Million Dollars

EB-5 LOAN AMOUNT:

\$27.5 Million Dollars

EB-5 LOAN TERM:

Five years with repayment beginning as of 1829 investment conditions are removed, to be as early as year two after opening.

SECURITY:

First mortgage on the Property will secure investors. The Property has an appraised value of \$73.9 million. The first mortgage represents 37% of the property's appraised value.

ADDITIONAL SECURITY:

The Developers have obtained a \$15.0 million Revolving Credit Facility to provide a flow of capital and to refinance EB-5 investors if necessary.

GOVERNMENT OWNED PROPERTY:

The land is owned by the Empire State Development Corporation. It is therefore exempt from property taxes.



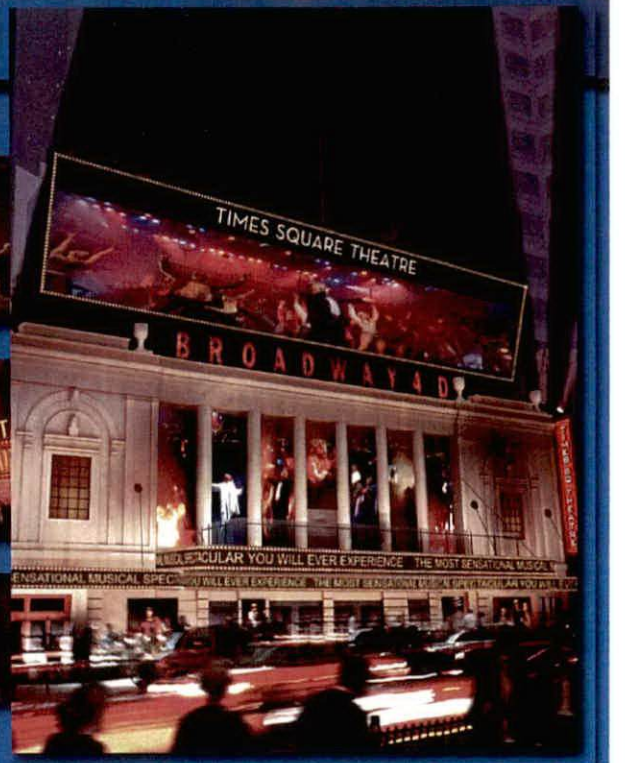
THE NEW 42ND STREET SITE PLAN



AN ATTRACTION FOR THE WORLD BROADWAY 4D IS LIKE NO OTHER SHOW IN THE WORLD

Broadway 4D is a show in the Times Square Theatre that is uniquely suited to the needs of tourists - a one-of-a-kind Broadway musical experience that couples performances by the greatest stars with the most advanced technology to provide a unique and spectacular entertainment offering that is affordable, convenient, and memorable to the millions who visit Times Square.

- Use breakthrough 3D film and 4D show technology to bring to life the most memorable moments from the greatest Broadway musicals, in a restored historic Broadway Theatre.
- Let audiences see a gallery of stars perform memorable roles as if it were opening night, for an average net ticket price of \$26.00, in a 65 minute show.
- Run the show every 90 minutes to accommodate up to 7,800 visitors a day, well over two million visitors per year.
- Design the theater so that audiences begin with a backstage pre-show experience that prepares them for the spectacular 4D show to come, using state-of-the-art digital mapping, 3D interactive displays, and other leading technologies.
- Refresh the show by filming the newest hit songs from the most popular new musicals and include these new performances in a regularly updated 3D film.
- Tony-award winning producer and proven creator of the most popular 3D and 4D attractions in the world today, Gary Goddard, along with renowned film director Bryan Singer, will lead the creative team.



MAJESTIC HOTEL & Dominion Apartment Dallas, Texas

MAJESTIC HOTEL & Dominion Apartment Dallas, Texas

Is backed by New York Stock Exchange-traded public company, TCI (NYSE:TCI)

TCI is investing its own money in all projects, subordinate to investors' positions

TCI offers to purchase investors' positions at end of 5 years at fair market value if requested by investor

Mercer Crossing development is in geographic center of Dallas-Fort Worth area and surrounded by top transportation

NTRC's job verification IMPLAN model approved by USCIS

NTRC's affiliates have been successfully active in EB-5s since the mid 1990s

NTRC's host cities' officials support its EB-5 program development



Dominion Apt.



MAJESTIC HOTEL



VERANDAS AT CITYVIEW DESOTO, TX



PARC AT MAUMELLE MAUMELLE, AR



LEGENDS OF EL PASO EL PASO, TX



STONEBRIDGE AT CITY PARK HOUSTON, TX



Piccadilly Inn Express Fresno, CA



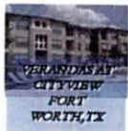
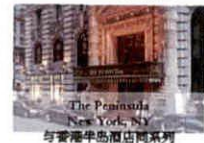
City Suites Hotel Chicago, IL



Willow Hotel Chicago, IL



Piccadilly Inn Shaw Fresno, CA



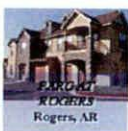
VERANDAS AT CITYVIEW FORT WORTH, TX



Regency Ridge SAN ANTONIO, TX



BLUE RIDGE APARTMENTS Midland, TX



PARK AT ROGERS ROGERS, AR



Williamsburg Hospitality House Williamsburg VA



Best Western Oceanfront Virginia, VA



Comfort Inn Central Denver, CO



Piccadilly Inn Airport Fresno, CA

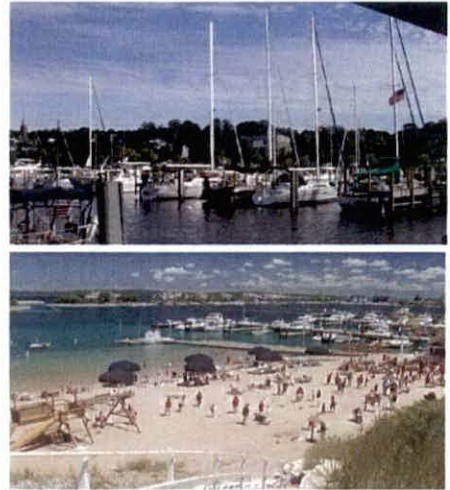
TCI and relevant corporations have successfully developed and owned over 301 condominium buildings.

TCI has successfully developed over 100 hotel projects

The Bay Harbor Shopping Mall In Michigan

The Bay Harbor Shopping Mall The opportunities of EB-5 investment

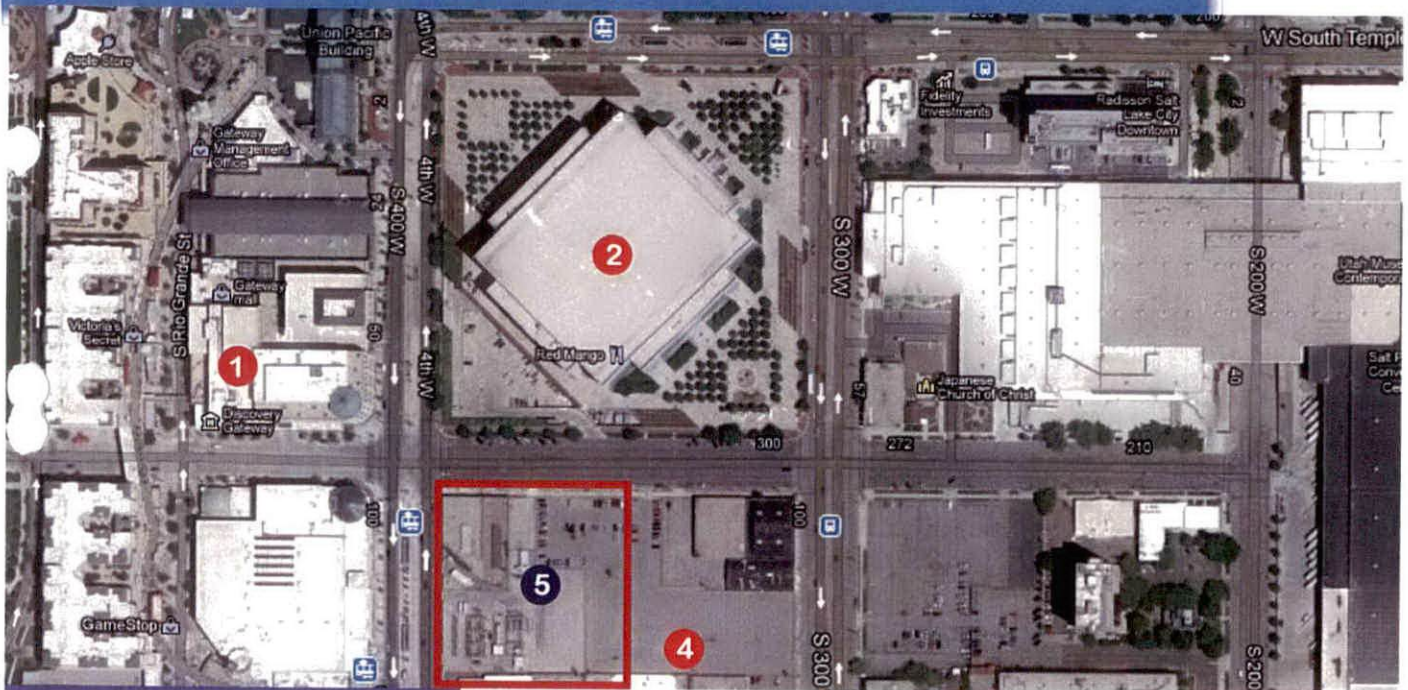
- Term of the loan: 5 years
- Estimated Investors: 21 people
- Estimated investment amount : 10.5million
- Investors will be the first creditors
- Evaluation of the project: 16 million
- Privilege rent/loan, sell, subprime- mortgage revenue.
- 447 working opportunities will be created
- EB-5 Fund will be loan to developer, and developed 3 additional buildings for stores.
- Developer will mortgage the undeveloped ground to investors which values 8million to guarantee the repayment.



A matured, developed commercial area



Utah Salt Lake Marriott Project



1. The Gateway Mall



2. Energy Solutions Arena



3. SALT PALACE CONVENTION CENTER



4. Hyatt hotel

Executive Summary

The Mountain States Center for Foreign Investment (MSC) and PEG Development are offering foreign investors a chance to invest in the Union Station Hotel project located in Salt Lake City, Utah. As an approved Regional Center in the United States of America, MSC has made it possible for twenty (20) qualified foreign investors to invest in the EB-5 program who will enjoy the security of the Marriott brand. The project will include the Marriott Courtyard, parking structure and a mix of professional office and retail shop space. The project is already underway and construction is scheduled to begin in the summer of 2012. MSC is currently accepting qualified EB-5 investors for the Union Station Marriott Courtyard.

As part of this investment, qualified foreign investors have the ability to apply for permanent U.S. residence through the EB-5 visa program. MSC has been authorized by the U. S. Government as a regional center to operate in the hospitality and resort sectors. Investors can anticipate the total investment period to be approximately 5 years. This will allow investors sufficient time to complete all of the necessary requirements established by the United States Government to obtain permanent residence.

- Marriott Hotel, the development under this program, is the joint-construction with Marriott International, Inc. and it will take up the space of 3.26 acres and be built with 170 guest rooms.
- Marriott International, Inc. has registered the license to start the program and US\$25,000 is pre-paid for the construction.
- The program is anticipated to recruit 20 investors are planned to a funds of US\$10,000,000.
- Only 35% of the total investment fund is from EB-5 investors.
- The investment period will take five years.
- Center of the program is Mountain States Center.
- The third-party guarantee is will be offered to the investments to ensure their investment funds. 529 anticipated employment opportunities will be created.
- The construction is anticipated to be done within 18-24 months and takes a 5-year investment period.
- Each investment will be granted with 0.5% return.

5. Marriott

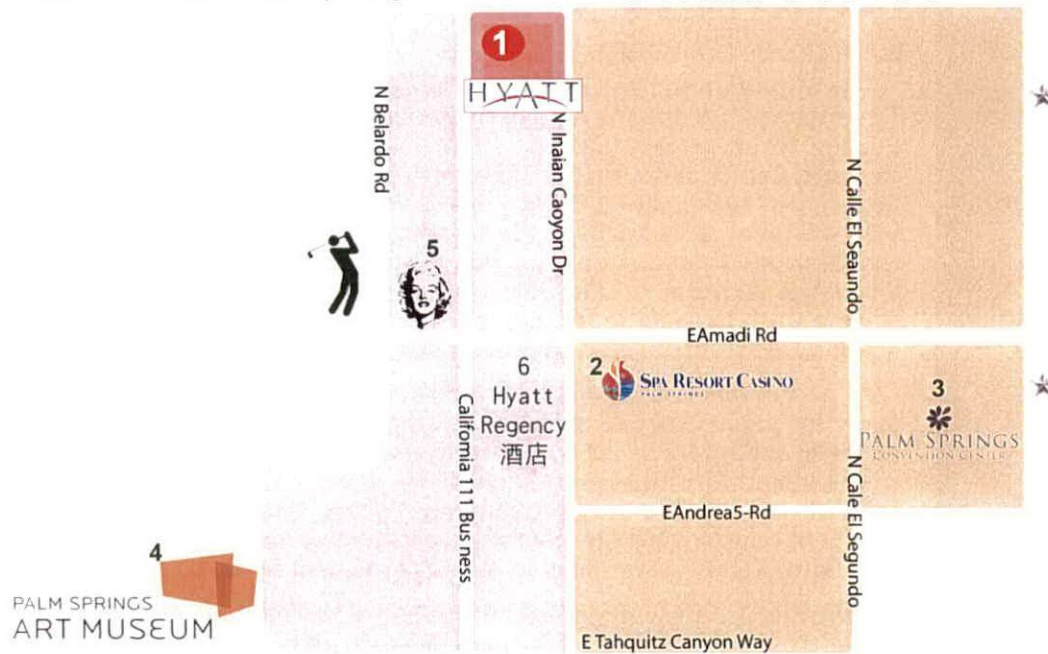


California Palm Springs HYATT Resort Project

- Location of this program is at the entrance of the popular Palm Canyon Drive, which is also known by its name of "Gateway to downtown."
- Taking up the space of 4 acres, Hyatt, the 5-star hotel under this program as well as a 4-floor construction will be built.
- The program includes 150 resorts, conference room, SPA gym, the commercial space of 29,680 square feet and 148 parking spaces.
- The program recruits 46 investors.
- The investment fund for this EB-5 program is US\$23,000,000.
- The program will loan to the investors.
- 594 employment opportunities will be created.
- Construction duration will be 16-18 months.
- Its anticipated value after five years reaches US\$86,600,000.



Introduce of Palm Springs



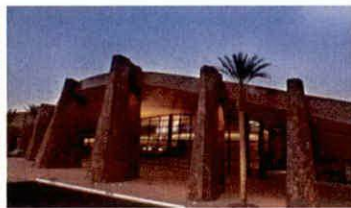
Support letter



1. HYATT 五星度假酒店



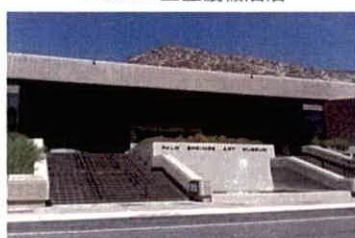
2. Spa Resort



3. Palm Springs Convention Center



Palm Springs Aerial Tramway



Palm Springs Art Museum



E. Maclure



6. Hyatt Regency



Palm Springs Walk of Stars

Crowne Plaza & Indigo Hotel Project

Stage I: Indigo Hotel

Developer dedicates to the construction, development and operation of this hotel which has ten floors and contains 88 rooms. Area of the hotel has been estimated to be 36,000 square foot (surface area: 27,563 square foot). It is going to be named as Indigo Hotel. Hotel will have a bar, restaurant, rooftop bar and any other classic facilities that an Indigo Hotel would have.

Stage II: Crowne Plaza Hotel

Developer intends to construct, develop and operate an all-directional service hotel which has eleven floors and contains 224 rooms. Area of the hotel is 106,500 square foot. It is going to be named as Crowne Plaza Hotel. Hotel will have the 120-seat restaurant and lounge, a beer garden, a 72-seat rooftop lounge and other classic facilities which can provide the all-directional living services.



Excellent Location

Hotel is located on the center area of Long Island City, in which usually refers to the north of 40th Avenue, west of 23rd Avenue, south of 47th Street and east of Skillman Avenue. The core area of Long Island City is currently in the developing stage and has the outstanding business, residence and retail.

Hotel is located on the corner of Crescent Street and 43rd Avenue and is nearby the 59th Street (a heavy-traffic as well as dual-level bridge). 20,000,000 vehicles per year travelling through this bridge will clearly see the hotel's sign. The said hotel is also located on the crossover of Long Island Expressway (LIE) and the east/west Interstate 278, which is also known as Brooklyn-Queens Expressway. In addition, there has eight subway stations which are only two blocks away from the hotel and only need ten minutes to reach.



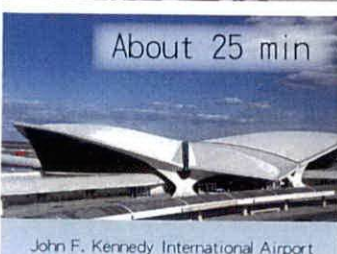
A Crowne Plaza



B Indigo Hotel



C Jet Blue



John F. Kennedy International Airport



La Guardia Airport



E United Nations Federal Credit Union



D CITI Bank

Crowne Plaza & Indigo Hotel Project

Features

Our program location is at a street block in Long Island which is in the North of the 40th Street, the West of the 23rd Street, the South of the 47th Street, and the East of Skillman Street and is adjacent to Citigroup Center. There is only five minute walk distance from the program location to the bus terminal and it takes less than 10 minutes to reach downtown Manhattan.

In the first phase, we will build a hotel with 88 guest rooms under the brand of Hotel Indigo. And in the second phase, a hotel with 224 guest rooms will be built and it will be titled and operated by Crowne Plaza Hotels & Resorts to attract high-end customers.

We plan to invest US\$4350 in sum into this EB-5 program and the program parties can borrow money from the program. We also look for 87 investors and will create 1,151 work opportunities. Its construction period may take 21 months and its evaluated value after five years can reach US\$105 million.



Hotel Brand

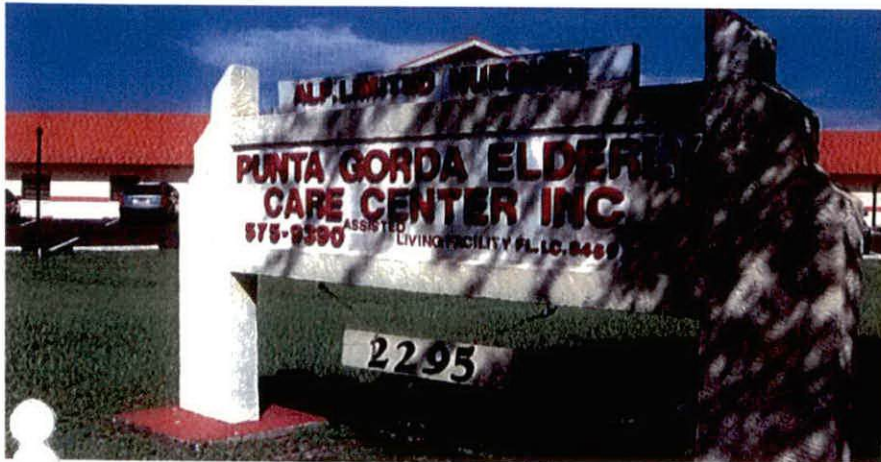
Crowne Plaza Hotel and Indigo Hotel are under InterContinental Hotels Group (IHG). IHG owns over 4400 hotels which locate on more than 100 countries and areas. They take the position in top six in the leading brands of hotels around the world. IHG owns several hotels which are the combination of global brands and carry out great performances. Expectation of IHG's economic growth was never exaggerated: it spread all over the world and is stronger than all of its competitors.



Other EB-5 Investment Projects



*Georgia Atlanta
Peachtree Senior
Living Facility*



*Florida Punta
Gorda
Assisted Living
Facility*



*Utah Salt Lake
Marriott Project*



*California Palm
Springs HYATT
Resort Project*

Madison Westlead. LLC

Properties Under Management



Gary Langendoen

- ◆ 330 years of real estate acquisition and property management
- ◆ Purchased and managed \$3 Billion of properties
- ◆ President of Institute of Real Estate Management, Los Angeles

Luke V. McCarthy

- ◆ 30 years of syndication structuring
- ◆ Purchased and managed \$3 Billion of properties
- ◆ President or Partner of companies for 30 years
- ◆ Attorney; Member of the California Bar

- On June 30, 2012, being invited to have a speech about US Investment Immigration and LA real estates investment by Midland Huaguang, a Hong Kong-listed company.

美国投资移民及房产投资说明会
 美国移民局上市美国集团 (股票代码 1200) 大力支持, 40年专业经验与卓越品质保障

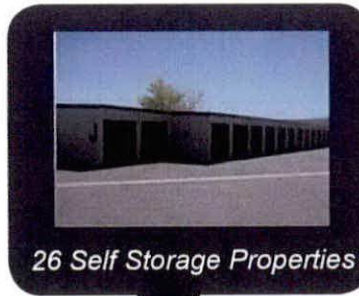
金矿II期 火爆招募 抢搭美国EB-5移民末班车

1. 深度解析美国德州金矿II期项目
 2. 大好时机: 美国房产投资计划及投资策略

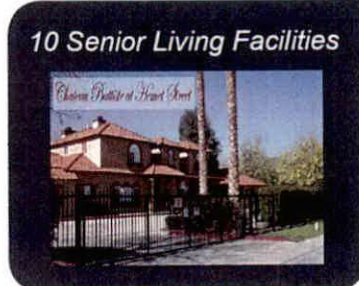
• 项目收益丰厚, 回报率高 (EB-5项目收益丰厚)
 • 项目“黄金”回报, 美国式投资 (收益丰厚)
 • 美国移民, 房产投资双重回报 (双重收益)
 • 项目收益, 房产投资双重回报 (双重收益)

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项目: 美国, 英国, 加拿大, 新加坡, 中国香港等移民, 学生签证及投资移民, 公司网站: www.gdhuaguang.com.cn
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More than
\$2 Billion in Value



Madison Westlead. LLC

Certifications



The Better Business Bureau



Certified Public Accountant



REM: Institute of Real Estate Management



Real Estate Investment Securities Association (REISA)



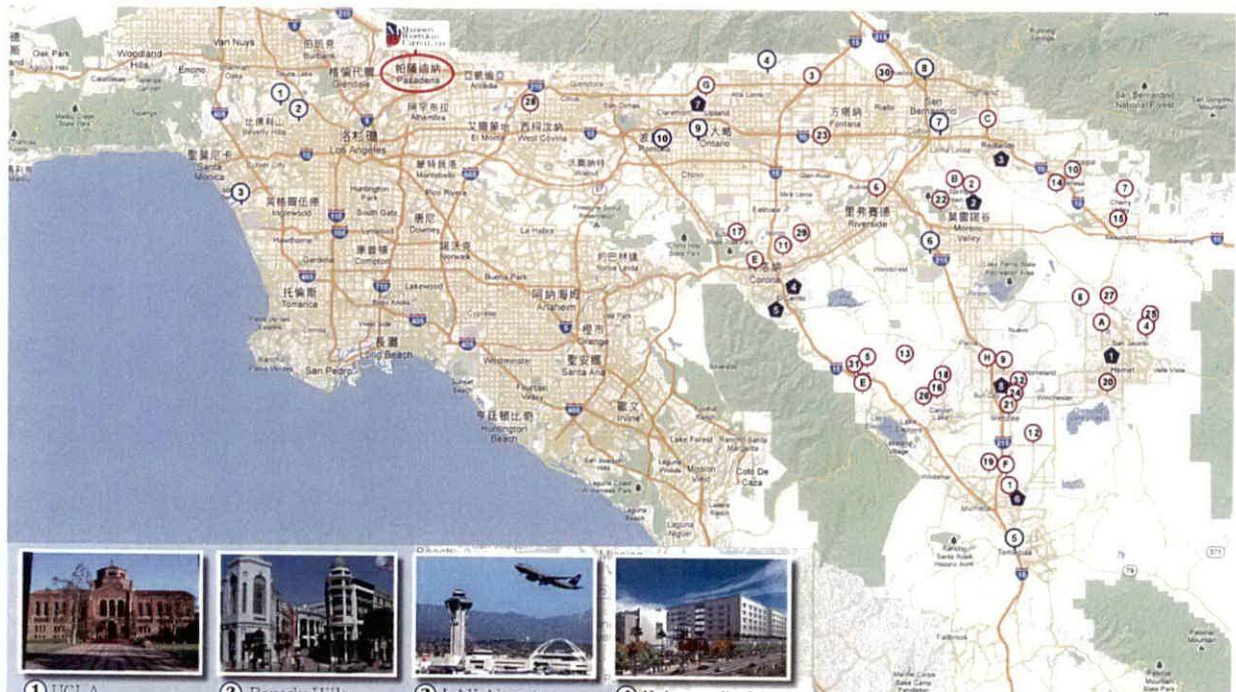
The State Bar of California



California Department of Real Estate License (DRE)



Property own by Madison



1 UCLA



2 Beverly Hills



3 LAX Airport



4 Kaiser medical center



5 Abbott



6 UC Riverside



7 University of Redlands



8 CSU San Bernardino



9 Ontario Airport



10 大华超市

Property own by Madison



**4 房间 & 3 卫浴
4 Rooms&3Baths**

40184 Tanager Circle Temecula, CA 92591
室内大小 Size(sf): 2,178
总站地面积 Lot size(sf): 6,534
月租金收益 Monthly Rental Rate:\$ 1,900
每年租金总收益 Total Annual Rental Rev:\$ 22,800
状态 Status: 已出租 Rented
建议售价 Sales Price:\$ 285,000
估计租金年回报 Est Rent Gross Annual Return8.0%



**4 房间 & 3 卫浴
4 Rooms&3Baths**

39500 Via Montalvo,Murrieta, CA 92584
室内大小 Size(sf):2,318
总站地面积 Lot size(sf):5,662
租金收益 Monthly Rental Rate:\$1,800
每年租金总收益 Estimated Annual Rental Rev.\$21,600
状态 Status: 已出租 Rented
建议售价 Sales Price:\$285,000
估计租金年回报 Est Rent Gross Annual Return7.6%



**3 房间 & 2.5 卫浴
3 Rooms&2.5Baths**

8075 San Remo Court, Fontana, CA 92336
室内大小 Size(sf):1,934
总站地面积 Lot size(sf):4,508
租金收益 Monthly Rental Rate :\$ 1,900
每年租金总收益 Estimated Annual Rental Rev.:\$22,800
状态 Status:: 待租 Listed for Rent
建议售价 Sales Price: \$290,000
估计租金年回报 Est Rent Gross Annual Return7.9%



**4 房间 & 2 卫浴
4 Rooms&2Baths**

29449 Pineleaf St. Menifee, CA 92584
室内大小 Size(sf):2,335
总站地面积 Lot size(sf):8,276
租金收益 Monthly Rental Rate:\$1,825
每年租金总收益 Estimated Annual Rental Rev:\$21,900
状态 Status: 已出租 Rented
建议售价 Sales Price:\$285,000
估计租金年回报 Est Rent Gross Annual Return 7.7%



**4 房间 & 2.5 卫浴
4 Room & 2.5 Baths**

11276 Picard Pl. Beaumont, CA 92223
室内大小 Size(sf):2,663
总站地面积 Lot size(sf):5,662
租金收益 Monthly Rental Rate:\$1,650
每年租金总收益 Estimated Annual Rental Rev:\$19,800
状态 Status: 已出租 Rented
建议售价 Sales Price:\$240,000
估计租金年回报 Est Rent Gross Annual Return 8.3%



**4 房间 & 3.5 卫浴
4 Rooms&3.5Baths**

53194 Odyssey St.Lake Elsinore, CA 92532
室内大小 Size(sf):3,613
总站地面积 Lot size(sf):7,405
租金收益 Monthly Rental Rate :\$1,800
每年租金总收益 Estimated Annual Rental Rev\$21,600
状态 Status: 已出租 Rented
建议售价 Sales Price:\$300,000
估计租金年回报 Est Rent Gross Annual Return 7.2%



**5 房间 & 3 卫浴
5 Room & 3 Baths**

35003 Nicklaus Nook Beaumont, CA 92223
室内大小 Size(sf):3,390
总站地面积 Lot size (sf):11,325
租金收益 Expected Monthly Rental Rate:2,000
每年租金总收益 Estimated Annual Rental Rev:\$24,000
状态 Status: 已出租 Rented
建议售价 Sales Price:\$305,000
估计租金年回报 Est Rent Gross Annual Return7.9%



**4 房间 & 2.75 卫浴
4 Room & 2.75 Baths**

12878 Velvetleaf Street, Moreno Valley, CA 92553
室内大小 Size(sf):2,141
总站地面积 Lot size(sf):7,405
租金收益 Monthly Rental Rate:\$ 1,550
每年租金总收益 Estimated Annual Rental Rev.\$ 18,600
状态 Status: 已出租 Rented
建议售价 Sales Price:\$ 210,000
估计租金年回报 Est Rent Gross Annual Return 8.9%



**4 房间 & 3 卫浴
4 Room & 3 Baths**

27924 Whittington Road, Menifee, CA 92557
室内大小 Size(sf):2,877
总站地面积 Lot size (sf):7,405
租金收益 Monthly Rental Rate:\$ 2,000
每年租金总收益 Annual Gross Rental Rev:\$ 21,600
状态 Status: 已出租 Rented
建议售价 Sales Price:\$ 265,000
估计租金年回报 Est Rent Gross Annual Return 8.2%

Property own by Madison



4 房间 & 2 卫浴
4 Room & 2 Baths

25871 Fore Drive, Hemet, CA 92544
室内大小 Size(sf):1,510
总站地面积 Lot size(sf):6,098
租金收益 Monthly Rental Rate:\$ 1,200
每年租金总收益
Estimated Annual Rental Rev:\$14,400
状态 Status: 已出租 Rented
建议售价 Sales Price:\$160,000
估计租金年回报 Est Rent Gross Ann Return:9.0%



3 房间 & 2.5 卫浴
3 Room & 2.5 Baths

33702 Mistflower Court, Lake Elsinore, CA 92532
室内大小 Size(sf):1,712
总站地面积 Lot size (sf):4,356
租金收益 Monthly Rental Rate:\$1,550
每年租金总收益
Estimated Annual Rental Rev:\$18,600
状态 Status: 已出租 Rented
建议售价 Sales Price:\$190,000
估计租金年回报 Est Rent Gross Ann Return: 9.8%



4 房间 & 2.5 卫浴
4 Room & 2.25 Baths

2209 El Capitan Dr., Riverside, CA 92506
室内大小 Size(sf):1,993
总站地面积 Lot size (sf):2,614
租金收益 Rental Amount: \$1,850
每年租金总收益 Estimated Annual Rental Rev:\$ 22,200
状态 Status: 待租 Listed for Rent
建议售价 Sales Price:\$325,000
估计租金年回报 Est Rent Gross Ann Return 6.8%



5 房间 & 2.75 卫浴
5 Room & 2.75 Baths

1124 Sandpiper Dr., Beaumont, CA 92223
室内大小 Size(sf):2,618
总站地面积 Lot size(sf):7,405
租金收益 Monthly Rental Rate:\$ 1,650
每年租金总收益 Estimated Annual Rental Rev:\$19,800
状态 Status: 待租 Listed for Rent
建议售价 Sales Price:\$242,000
估计租金年回报 Est Rent Gross Ann Return: 8.3%



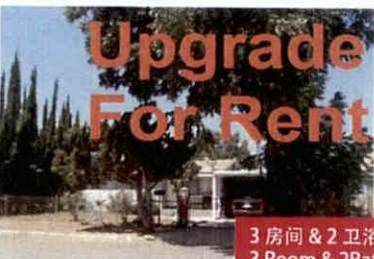
4 房间 & 3 卫浴
4 Room & 3 Baths

28586 Brookview Lane, Lake Elsinore, CA 92530
室内大小 Size(sf):2,420
总站地面积 Lot size(sf):6,534
租金收益 Monthly Rental Rate:\$1,550
每年租金总收益
Estimated Annual Rental Rev:\$18,600
状态 Status: 已出租 Rented
建议售价 Sales Price:\$265,000
估计租金年回报 Est Rent Gross Ann Return: 7.0%



4 房间 & 3 卫浴
4 Room & 3 Baths

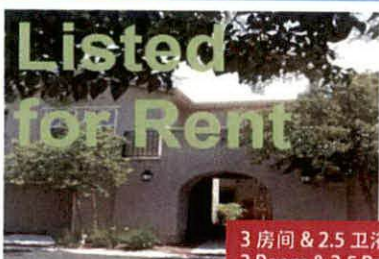
594 Reeves Pkwy San Jacinto, CA 92582
室内大小 Size(sf):3,042
总站地面积 Lot size(sf):7,405
租金收益 Monthly Rental Rate:\$1,450
每年租金总收益
Estimated Annual Rental Rev:\$17,400
状态 Status: 待租 Listed for Rent
建议售价 Sales Price:\$235,000
估计租金年回报 Est Rent Gross Ann Return 7.4%



Upgrade For Rent

3 房间 & 2 卫浴
3 Room & 2 Baths

13415 Tolton Ave, Corona, CA 92879
室内大小 Size(sf):1,038
总站地面积 Lot size(sf):5,662
租金收益 Monthly Rental Rate:\$ 1,500
每年租金总收益 Estimated Annual Rental Rev:\$18,000
状态 Status: 全新设备 Upgrade For Rent
建议售价 Sales Price:\$220,000
估计租金年回报 Est Rent Gross Ann Return: 8.2%



Listed for Rent

3 房间 & 2.5 卫浴
3 Room & 2.5 Baths

36304 Vincenzo Way Winchester, CA 92596
室内大小 Size(sf):1,550
总站地面积 Lot size(sf): Condo
租金收益 Monthly Rental Rate:\$1,400
每年租金总收益
Estimated Annual Rental Rev:\$16,800
状态 Status: 待租 Listed for Rent
建议售价 Sales Price:\$170,000
估计租金年回报 Est Rent Gross Ann Return: 9.9%



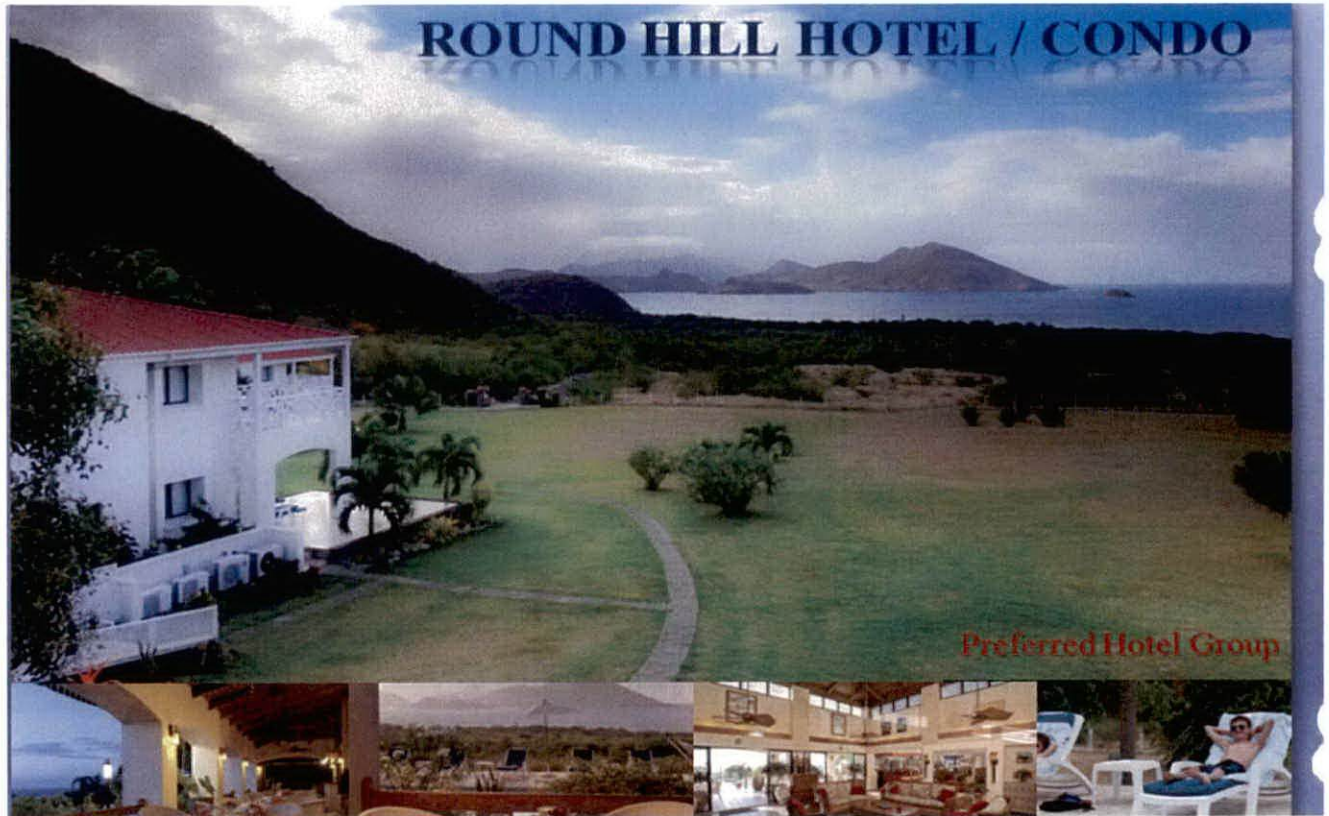
Upgrade For Rent

5 房间 & 4.5 卫浴
5 Room & 4.5 Baths

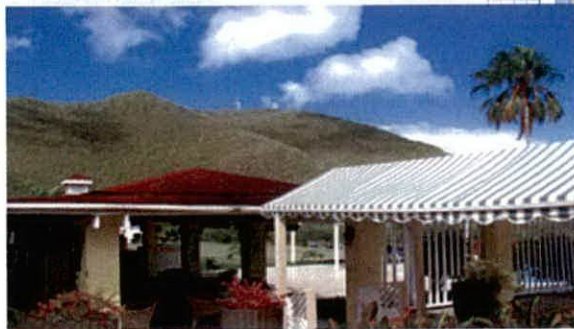
1262 Jackson Ct, Beaumont, CA 92223
室内大小 Size(sf):4,116
总站地面积 Lot size(sf):9,147
租金收益 Monthly Rental Rate:\$2,000
每年租金总收益
Estimated Annual Rental Rev:\$24,000
状态 Status: 全新设备 Upgrade For Rent
建议售价 Sales Price:\$305,000
估计租金年回报 Est Rent Gross Ann Return: 7.9%

St. Kitts and Nevis Citizenship by Investment

Round Hill Hotel / Condo

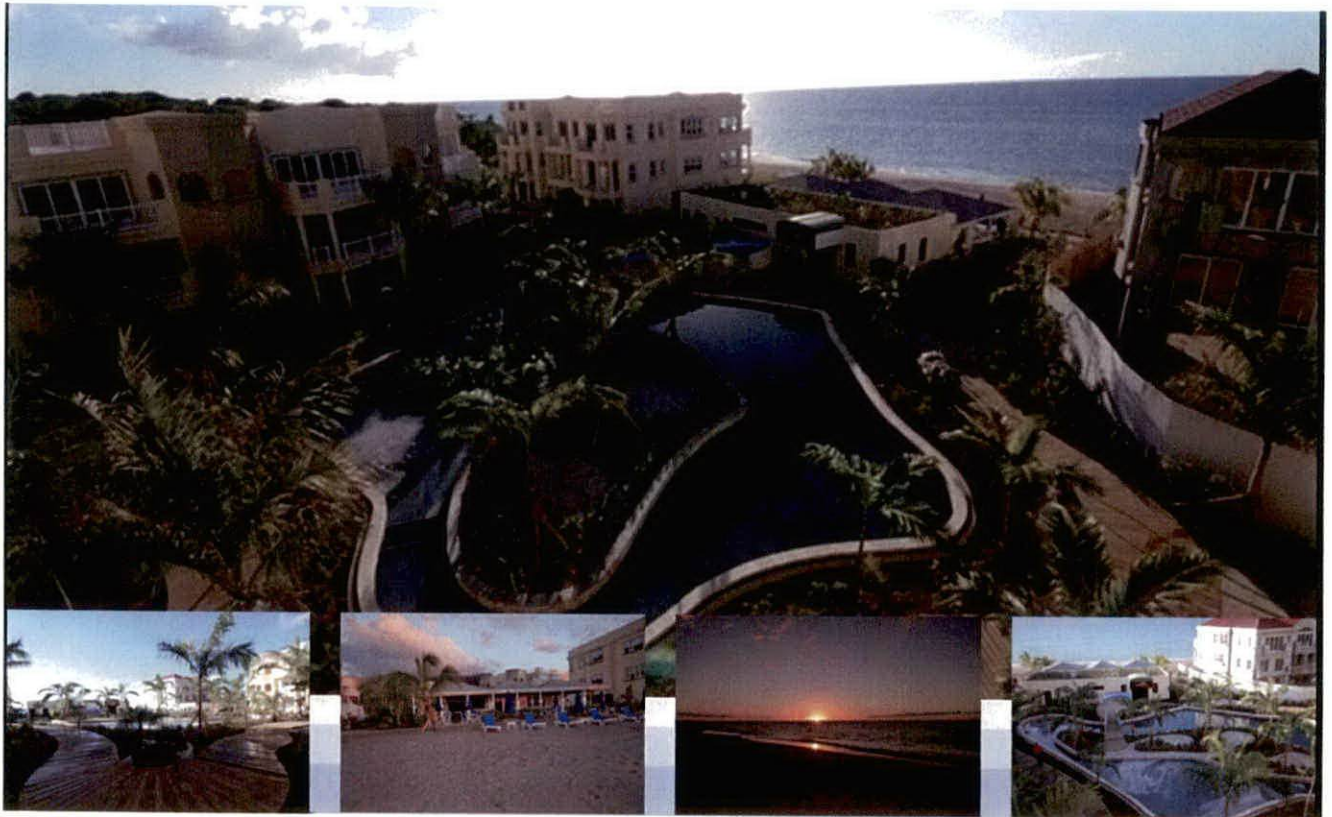


Round Hill Hotel / Condo Pictures



St. Kitts and Nevis Citizenship by Investment

Other projects



Singapore Fortune Technology Fund

Partner 1



TIF VENTURES
Pte Ltd

Established in October 1999. Fund size of US\$30 million. TIF Ventures

* invested US\$15 million. Owns 50% of the Fund.

Partner 2



CMF I

- ◆ Established in January 2000.
- ◆ CMF invested US\$25 million
- ◆ Fund size of US\$43 million.
- ◆ Owning 58% of the Fund.

|| A || 业界机构



联华电子 - 世界第
2 半 导 体 晶 片 公 司



视讯、语音、影像及微处理
器 IC 设计先驱之一



伟创电子 - 台湾混合讯号
/ 数位 IC 设计的先驱之一



联发科技 - 世界 IC 设
计产业的龙头



汉磊科技矽磊晶片制造
厂，日本以外亚洲区最
大供应商



亚洲知名电子通路



华宇光能 - 光电显像
关键模组以及先进光
学导光膜



义隆电子 - 专业晶片
研发及模组化解决方
案的积体电路

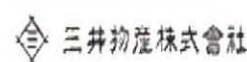


友讯网路科技



宏碁电脑

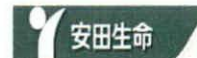
|| B || 金融机构



新光人寿



安泰人寿



新加坡华侨银行



比利時商富通銀行

|| c || 其他机构



新加坡政府科技投资基金



世界第 19 位炼钢厂



万海航运 - 全球第 20 大货柜轮商



阳明航运全球
第 14 大货柜航运商



新加坡祥峰投资集团
Temasek 淡马锡属下
新科集团的投资公司

Singapore Fortune Technology Fund

Listed Portfolio



台积电, 美纽约与英伦敦上市



中芯国际集成电路制造有限公司
Semiconductor Manufacturing International Corporation

中芯国际, 美纽约与香港上市



立隆电子, 台证交所上市



久游网
已获香港联交所批准上市



联华电子, 美纽约上市



展讯通信, 美纳斯达克上市



已获香港联交所批准上市



国硕科技, 台证交所上市



友旺科技, 台证交所上市



新证交所上市



赢代半导体, 美纳斯达克上市



新日光能源科技, 台证交所上市



龙旗控股

龙旗控股, 新证交所上市



美纳斯达克上市



美纳斯达克上市



達虹科技, 台证交所上市



瑞轩科技, 台证交所上市



建基, 台证交所上市



聚积科技, 台证交所上市



已获香港联交所批准上市



联合科技, 新证交所上市



研華科技, 台证交所上市

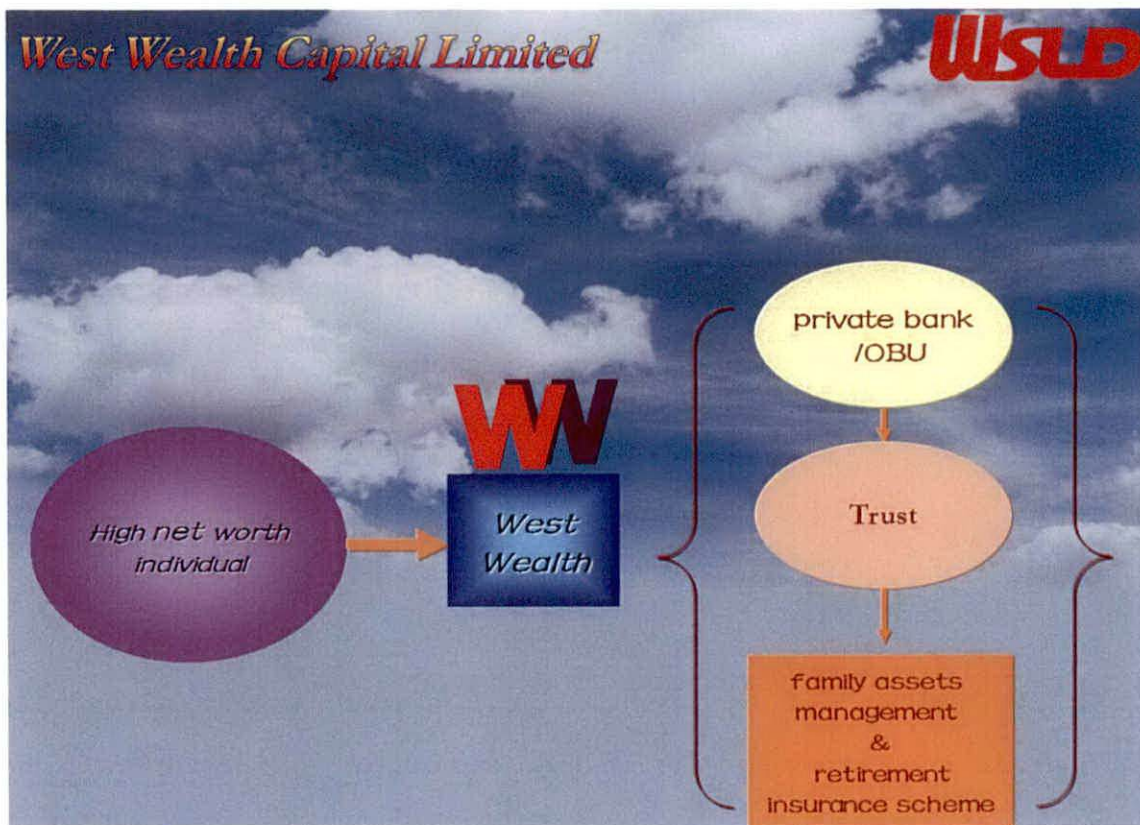


烟台欧华庄园, 吉隆坡证交所上市

Investment Projects Recently

Investment Date	Listed in	Company	Industry	Products/Services
9/28/2010	Singapore	Yamada Green resources Ltd 	Agriculture	Fresh shiitake mushrooms and processed food products
9/27/2010	Malaysia	China Ouhua Winery Holdings Limited 	F&B	Red and white wine
6/9/2010	Taiwan	EON Silicon Solution Inc 	Semiconductor	Nor-flash memory IC chips
5/16/2011	Taiwan	Kingcan Holdings 	Wholesale and manufacturing	Tinplate printing
4/20/2011	Singapore	Premiere Eastern Energy Pte. Ltd.	Petrochemical Natural Gas Industry	Petrochemical products
2/18/2011	Singapore	Biomers Pte Ltd 	Care Industry	Nano medical devices

West Wealth Capital Limited



Westlead Capital Inc Taipei Headquarter, Taiwan



Idaho State held a press conference in Beijing



Dallas Mayor Dwayne Caraway



Governor of IDAHO C.L. Butch Otter



Lt. Governor of Montana



Picture with Mayor of Des Moines, Washington



Idaho State held a press conference in Taipei, 2013



resident Johnson Toribiong of Palau



Sponsored Miss Vancouver Chinatown Pageant



Sponsored Lion Bell of Vancouver



Mayor Meridian, Idahoan, Tammy de Weerd



Sponsored the Canadian National Basketball Team from 1995, and the Canadian National Basketball Team won 19th tournament championship.



Sponsored China Gate of Vancouver



The Canadian National Basketball Team has won three straight tournament championship from 1994 to 1996.



The CEO of InMed Group, Inc Jacques Jarry



Administrator of Wisconsin China Trade Paul Swenson



Director of Metropolitan Milwaukee Association of Commerce Regional Center

Accepting the Certificate of Appreciation from Idaho State Governor in Beijing ,Jun. 11,2010



Meeting with project developer in Long Island, NY

Accepting the Certificate of Appreciation from director of Idaho State Department of Commerce



Mayor of Bellwood

Picture with Mayor of Des Moines, Washington



Picture with Madison Realty Companies

Picture with New York BROADWAY 4D management team



Introduction of Westlead Capital Inc.



info@westleadcap.com

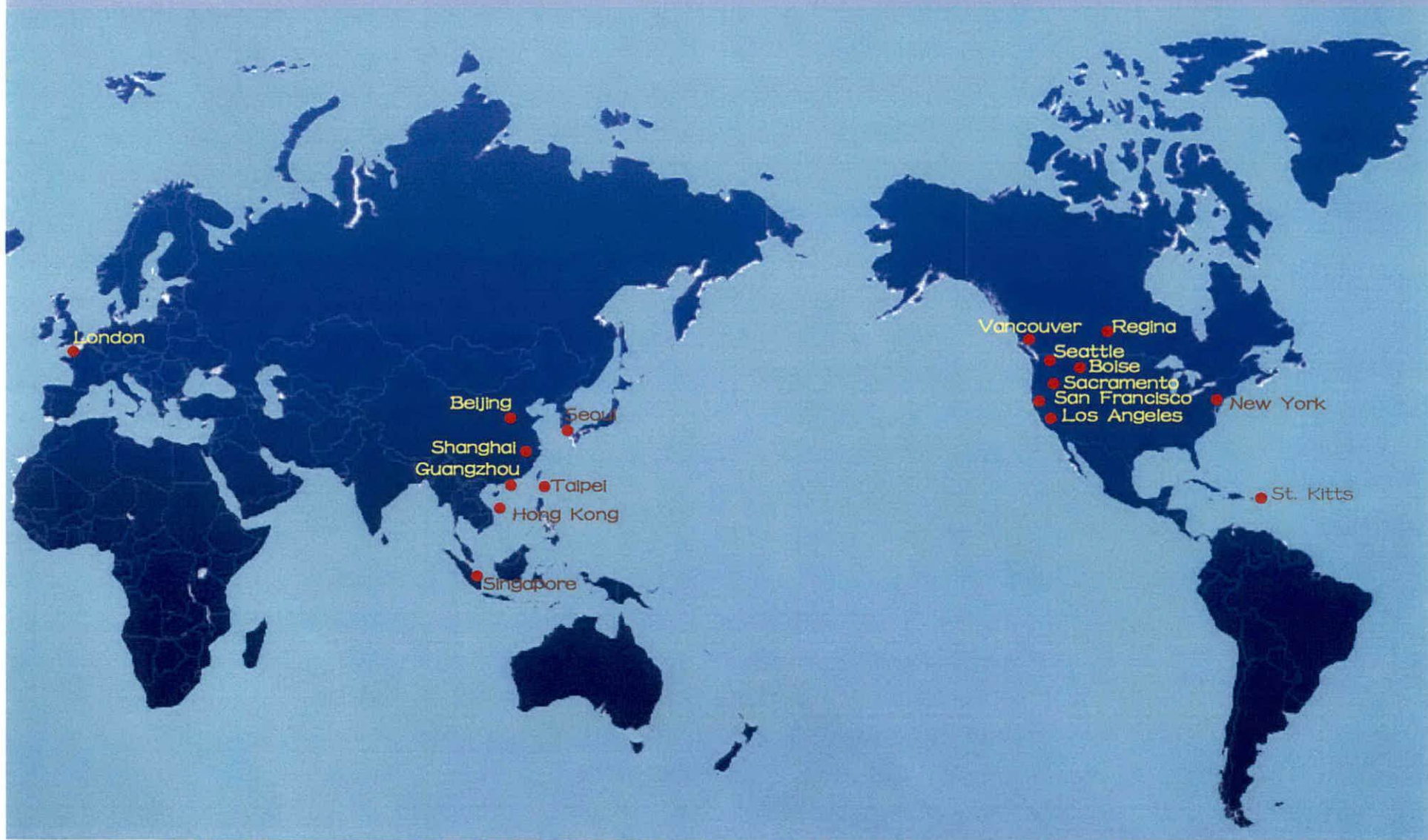
www.Westleadcap.com



Madison Westlead Introduces: *LA Foreclosure Homes Investment*



www.MDwestlead.com



Info@westleadcap.com

3-day L.A. real-estate property survey expedition:



Due diligence for 3 days' expedition is \$_____, inc. airport & hotel pick-up, car rental, interpreting, tour-guide, lunch and insurance.

Schedule

Day one: Madison company-cash flow house-local elementary school

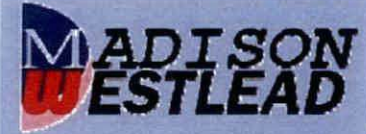
Day two: Cash flow house-local elementary school

Day three: designated tours

Customized schedule available

US\$60 per single trip if airport pick-up requested

Fees to be paid by home-owner



Expenditures	Estimated fees	Point of payment
Property tax	1.2 %–1.9% of home price	Pay twice per year: in April and November.
Home Insurance–fire hazard	App. \$ 500~\$1,000/yr	Pay when renewing
MW Property management	10% of rental income	Pay every month

- Tenants should pay the maintenance fees (eg. utilities, gardening, internet, cables, etc) for rental houses in America. One month' s leasing fee shall be charged should a request be made for MW to find new tenants on one' s behalf.

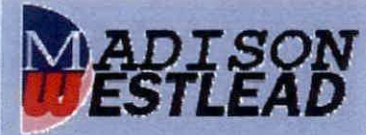
- Foreigners enjoy the same tax rate as US residents when investing in U.S real estates. They are also entitled to a concession tax rate of 15% max. in terms of long term capital gains.

The front fee for purchasing cash flowing homes (one-off fee)



Expenditures	Estimated fees	Point of payment
Sale price	Based on actual price agreement	Transaction completed
Transaction Fee	• Escrow Processing fee\$600-1200 • Home Inspection Fee\$300-400 • Fire Hazard Insurance\$600-1000 • Property Transfer Tax\$300-600 Registering Fee\$80-100 About 0.5 %- 1 %of purchase price	Escrow closed
Commission	Seller pays	Transaction completed

Sample Summary Sheet of Homes for Sale (Updated Monthly)



7



5 Room & 3 Baths

35003 Nicklaus Nook Beaumont, CA 92223

Size(sf):3,390
 Lot size (sf):11,325
 Expected Monthly Rental Rate:2,000
 Estimated Annual Rental Rev:\$24,000
 Status:Rented
 Sales Price:\$305,000
 Est Rent Gross Ann Return7.9%

8



4 Room & 2.75 Baths

12878 Velvetleaf Street, Moreno Valley, CA 92553

Size(sf):2,141
 Lot size(sf):7,405
 Monthly Rental Rate:\$ 1,550
 Estimated Annual Rental Rev:\$ 18,600
 Status:Rented
 Sales Price:\$ 210,000
 Est Rent Gross Ann Return 8.9%

9



4 Room & 3 Baths

27924 Whittington Road, Menifee, CA 92557

Size(sf):2,877
 Lot size (sf):7,405
 Monthly Rental Rate:\$ 2,000
 Annual Gross Rental Rev:\$ 21,600
 Status:Rented
 Sales Price:\$ 265,000
 Est Rent Gross Ann Return 8.2%

10



4 Room & 2 Baths

25871 Fore Drive, Hemet, CA 92544

Size(sf):1,510
 Lot size(sf):6,098
 Monthly Rental Rate:\$ 1,200
 Estimated Annual Rental Rev:\$14,400
 Status:Rented
 Rented:\$160,000
 Est Rent Gross Ann Return9.0%

11



3 Room & 2.5 Baths

33702 Mistflower Court, Lake Elsinore, CA 92532

Size(sf):1,712
 Lot size (sf):4,356
 Monthly Rental Rate:\$1,550
 Estimated Annual Rental Rev:\$18,600
 Status:Rented
 Sales Price:\$190,000
 Est Rent Gross Ann Return 9.8%

12



4 Room & 2.25 Baths

2209 El Capitan Dr., Riverside, CA 92506

Size(sf):1,993
 Lot size (sf):(sf):2,614
 Rental Amount: \$1,850
 Estimated Annual Rental Rev:\$ 22,200
 Status:Listed for Rent
 Sales Price:\$325,000
 Est Rent Gross Ann Return 6.8%

Sample Summary Sheet of Homes for Sale (Updated Monthly)



1



4 Rooms&3Baths

40184 Tanager Circle Temecula, CA 92591

Size(sf): 2,178
 Lot size(sf): 6,534
 Monthly Rental Rate:\$ 1,900
 Total Annual Rental Rev: \$ 22,800
 Status:Rented
 Sales Price:\$ 285,000
 Est Rent Gross Annual Return8.0%

2



4 Rooms&3Baths

39500 Via Montalvo,Murrieta, CA 92584

Size(sf):2,318
 Lot size(sf):5,662
 Monthly Rental Rate:\$1,800
 Estimated Annual Rental Rev:\$21,600
 Status: Rented
 Sales Price:\$285,000
 Est Rent Gross Ann Return7.6%

3



3 Rooms&2.5Baths

8075 San Remo Court, Fontana, CA 92336

Size(sf):1,934
 Lot size(sf):4,508
 Monthly Rental Rate :\$ 1,900
 Estimated Annual Rental Rev::\$22,800
 Status: Listed for Rent
 Sales Price::\$290,000
 Est Rent Gross Ann Return7.9%

4



4 Rooms&2Baths

29449 Pineleaf St. Menifee, CA 92584

Size(sf):2,335
 Lot size(sf):8,276
 Monthly Rental Rate:\$1,825
 Estimated Annual Rental Rev:\$21,900
 Status:Rented
 Sales Price:\$285,000
 Est Rent Gross Ann Return 7.7%

5



4 Room & 2.5 Baths

11276 Picard Pl. Beaumont, CA 92223

Size(sf):2,663
 Lot size(sf):5,662
 Monthly Rental Rate:\$1,650
 Estimated Annual Rental Rev:\$19,800
 Status:Rented
 Sales Price:\$240,000
 Est Rent Gross Ann Return 8.3%

6



4 Rooms&3.5Baths

53194 Odyssey St.Lake Elsinore, CA 92532

Size(sf):3,613
 Lot size(sf):7,405
 Monthly Rental Rate :\$1,800
 Estimated Annual Rental Rev:\$21,600
 Status:Rented
 Sales Price:\$300,000
 Est Rent Gross Ann Return 7.2%

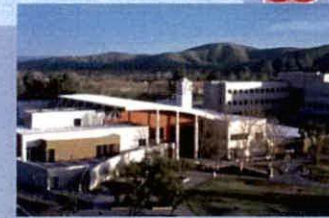
Property in Los Angeles, CA



大华超市



Ontario Airport



CSU San Bernardino



UCLA



LAX Airport



Beverly Hills



Kaiser medical center



University of Redlands



UC Riverside



Abbott



Simple steps with a 15 day time-frame to own



Purchase agreement filled and signed, then e-mailed to Madison Westlead (Seller).



Agreement signed by MW and sent to buyer as well as Escrow to open Escrow.



Escrow contacts buyer and seller with Escrow instructions.



Buyer wires full amount into an escrow account



All seller 's disclosure documents are to be sent to the buyer to sign. Buyer then signs disclosure document and Escrow document, and these signed documents are then forwarded to seller and Escrow.

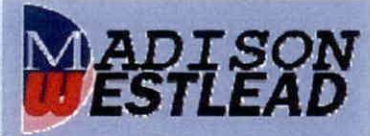


Once Escrow company receives the money and all signed documents, Escrow will register the deed under buyer's name. The deed will be officially recorded in the county record office.



Sign management contract to receive monthly rental

Cash Flowing Homes for Purchase



Investors purchase properties directly under their names.

Property renovations completed.

Has renter. The investor can collect rental income right away.

Rental return is app. 6-8%

Properties can be sold at any time without any form of consent

Madison Westlead and a professional management company will help investors with all rental matters.

Refinance after one year

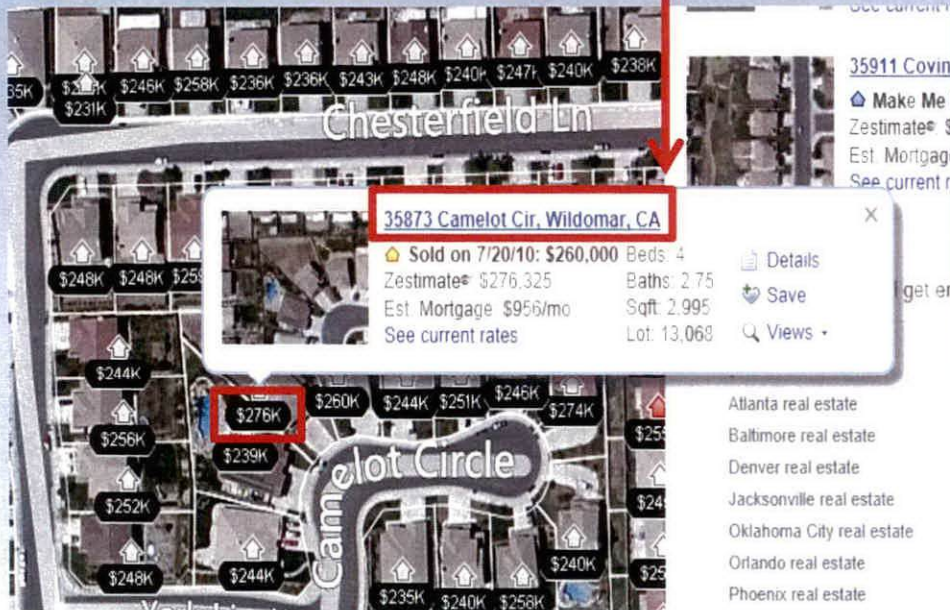
Cash Flowing Homes for Purchase



Samples for local property searching.



Website

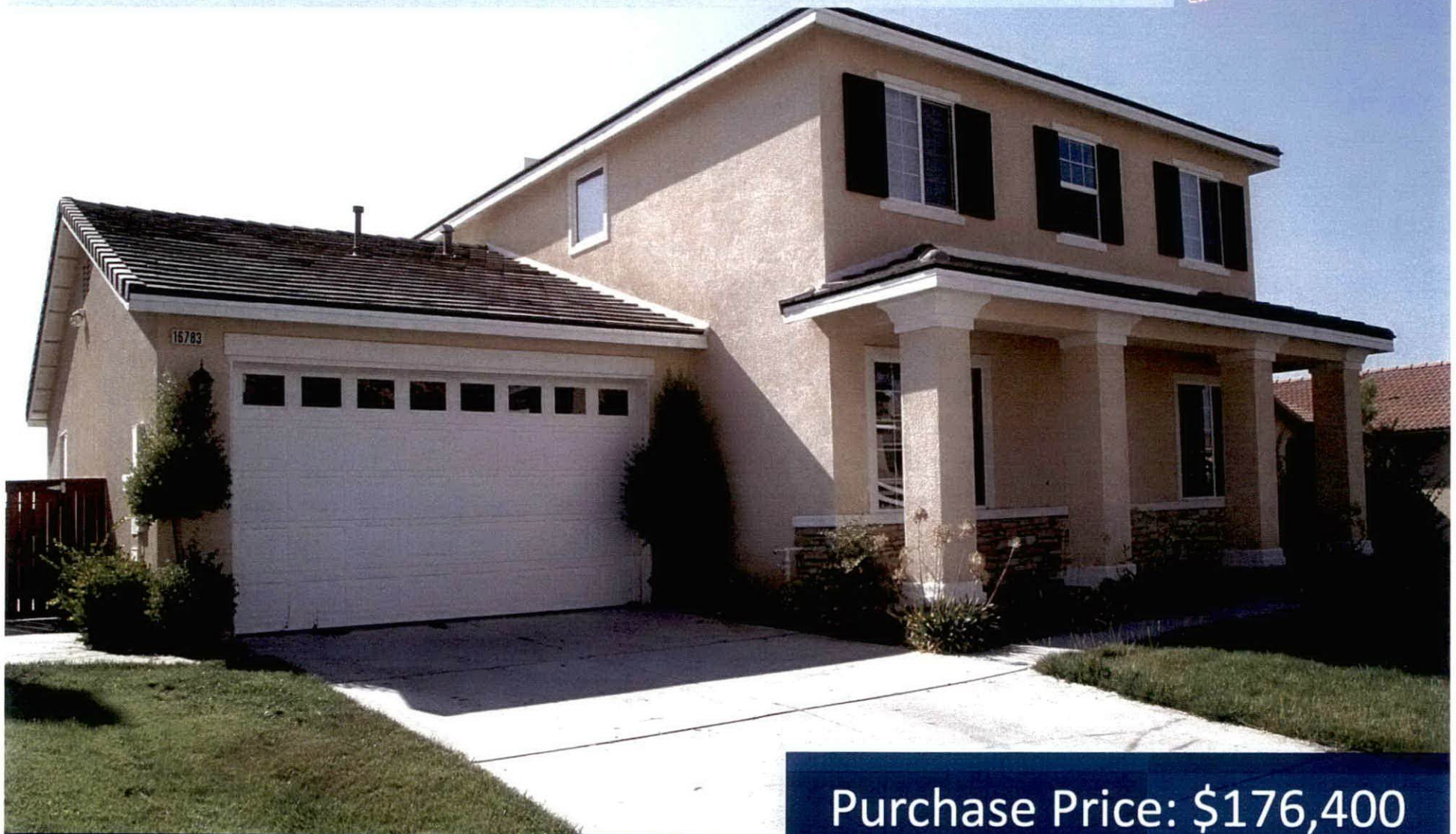


www.redfin.com

www.zillow.com

www.realtor.com

Sample Homes



16783 Colt Way, Moreno Valley, California 92555
5 Bedrooms / 3 Bathrooms / 2,803 sq. ft. / 7,840 sq. ft lot
Built in 2004

Purchase Price: \$176,400

SOLD: \$230,000

Peak Market Price: \$520,000

Sample Homes



30154 Whembly Circle, Menifee, California 92584
7 Bedrooms / 4 Bathrooms / 3,299 sq. ft. / 7,841 sq.
ft lot
Built in 2006

Purchase Price: \$238,722
Rental Income: \$2,000 /month
Est. Gross Yearly Income:
\$24,000
Market Value: \$260,000
Peak Market Price: \$620,000

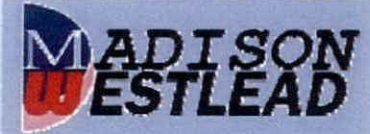
Sample Homes



3312 Banyon Circle, Lake Elsinore, California 92530
5 Bedrooms / 4 Bathrooms / 3,125 sq. ft. / 7,841 sq. ft lot
Built in 2005

Purchased for \$230,454
Rented for \$2,000 /month
Est. Gross Yearly Income: \$24,000
Market Value \$240,000
Peak Market Price: \$543,000

The advantages of forming a Limited Liability Company



An LLC can be established even with only one shareholder; foreigners can also be a shareholder of an LLC.

LLC is a legal and independent entity. Its responsibility is separated from that of individuals, and the latter shall not be affected by its debts should the company closes down.

Property held by LLCs provide additional privacy protection for foreign buyers.

No gift tax is required when LLC's foreign shareholders give LLC equity (inc. real estate)

No withholding tax when selling property. Long-term capital gains enjoy a federal tax rate of 15%.

No double taxing issues (No corporate tax, personal tax only).

Successful operating steps



BULK SALE: A 20-25% discount will be given by bank For a \$2M purchase

Step 1:

Annual Income

Invest \$2 million and form a LLC. The annual return from rents and sales is app. 20%. 7% preferred dividends shall be allocated to investors.

Step 2:

Reinvest

Reinvest excess cash flow & financing in purchasing more properties

Step 3:

Exit

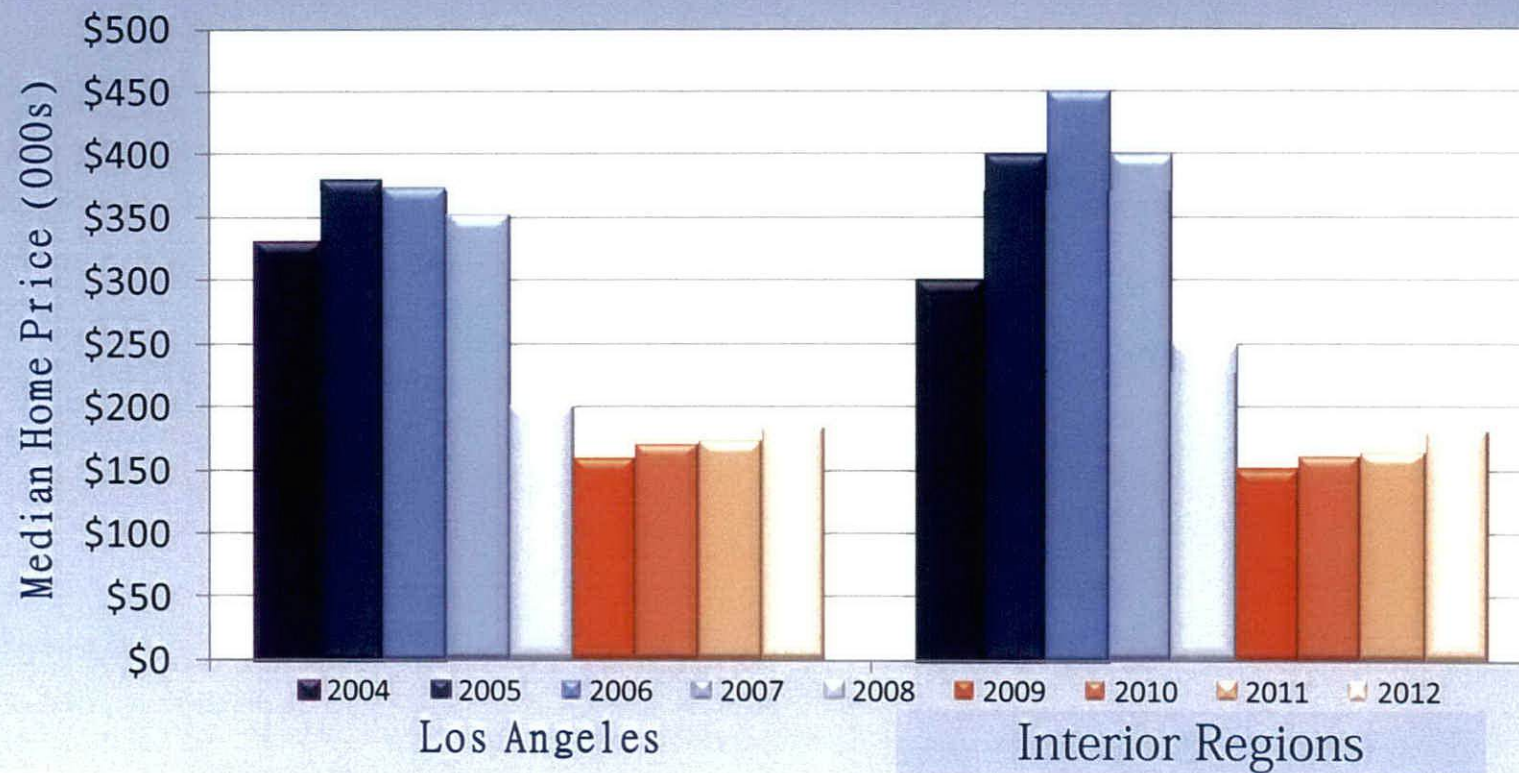
100% original investment to be taken by investor after property is sold.

Distribution of PROFITS:

75% to Investors

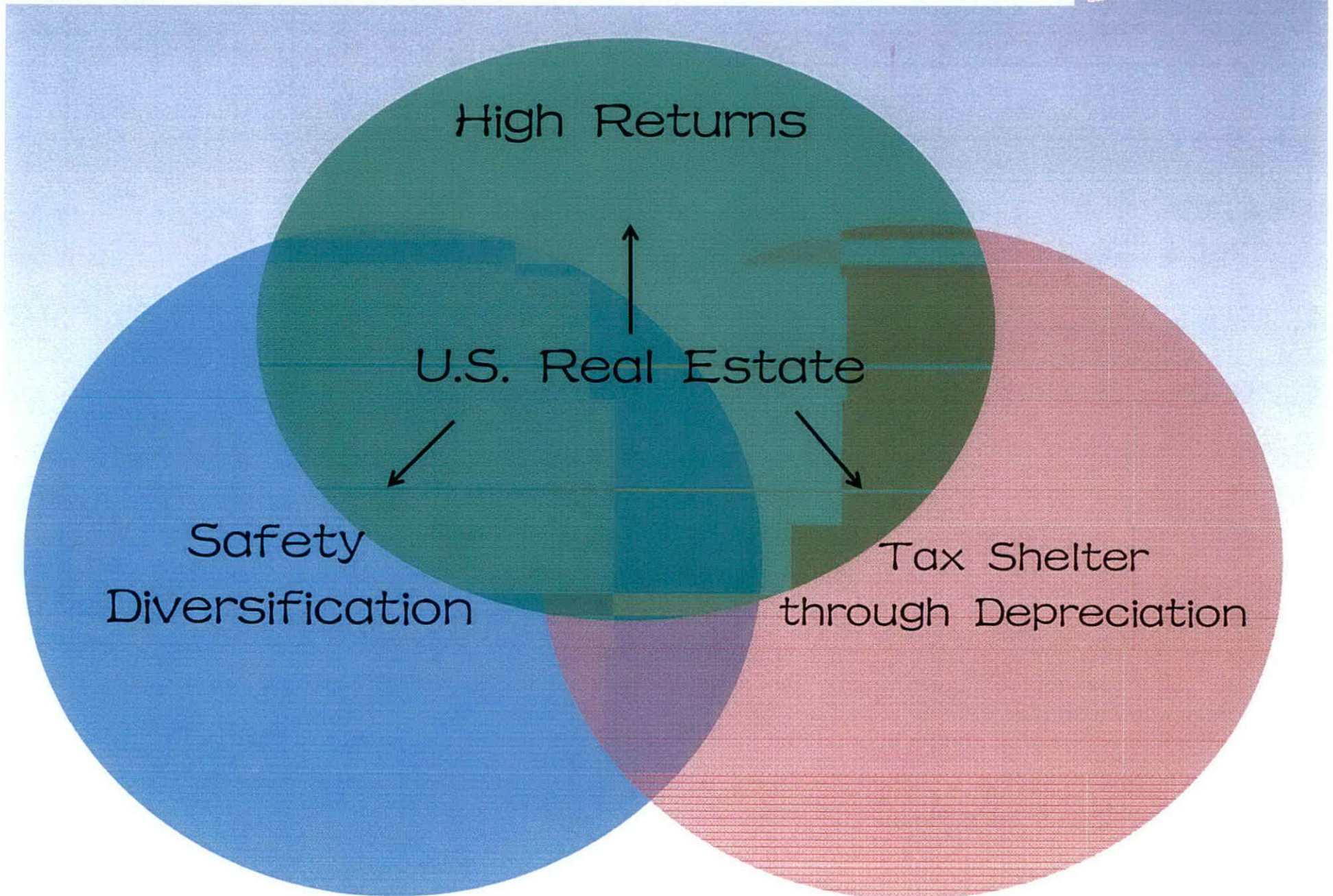
25% to Sponsors

California Single-Family Home Price Trends



Sources: Marcus & Millichap Research Services, CAR, NAR

Why Invest in U.S. Real Estate?



Properties Under Management



22 Industrial
Properties



26 Self Storage
Properties



29 Apartment
communities



10 Senior Living
Facilities



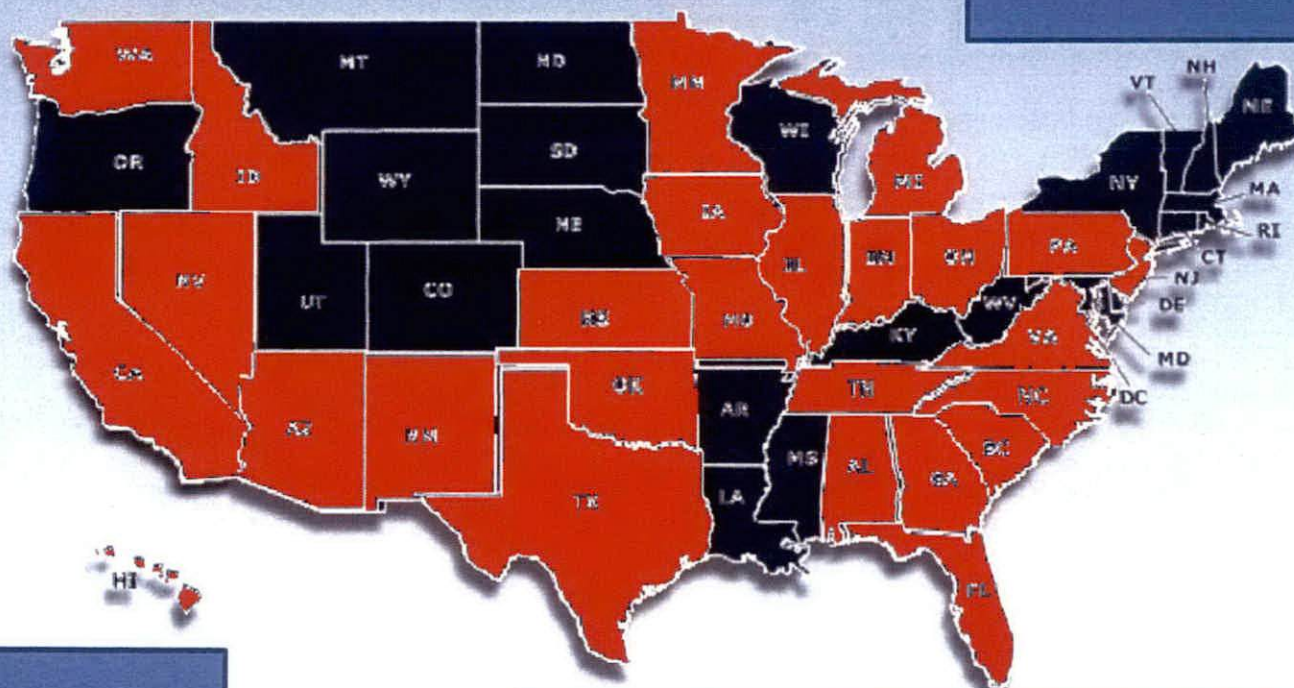
More than
\$2 Billion in
Value

400 Single Family
Homes



**MADISON
WESTLEAD**

More than 300 real estate properties purchased, managed, or sold



Purchased, managed, or sold
properties valued over \$5 Billion USD

Lenders



ICB BANKING GROUP

These loan amounts exceed \$1 Billion USD

Certifications



The Better Business Bureau
(BBB)



The State Bar of California



California Department of Real
Estate License (DRE)



Certified Public Accountant
(CPA)



Real Estate Investment
Securities Association (REISA)



REM: Institute of Real Estate
Management

BBB evaluated Madison as a A+ business



Better Business Bureau®

Los Angeles, Orange, Riverside, and San Bernardino Counties of Southern California

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Home > Business or Charity Reviews > Real Estate Investments > Madison Realty Advisors, LLC

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BBB BUSINESS REVIEW

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Overview Directions

What is a BBB Business Review?

BBB ACCREDITED BUSINESS SINCE 10/22/2010

Madison Realty Advisors, LLC.

(626) 796-8700
3452 East Foothill Blvd., Suite 200, Pasadena, CA 91107
http://www.madisonrealtyadvisors.com



ACCREDITED
BUSINESS

A+

On a scale of A+ to F
Review for Rating
BBB Company Size
A+ Business

QUICK LINKS

BBB Complaint

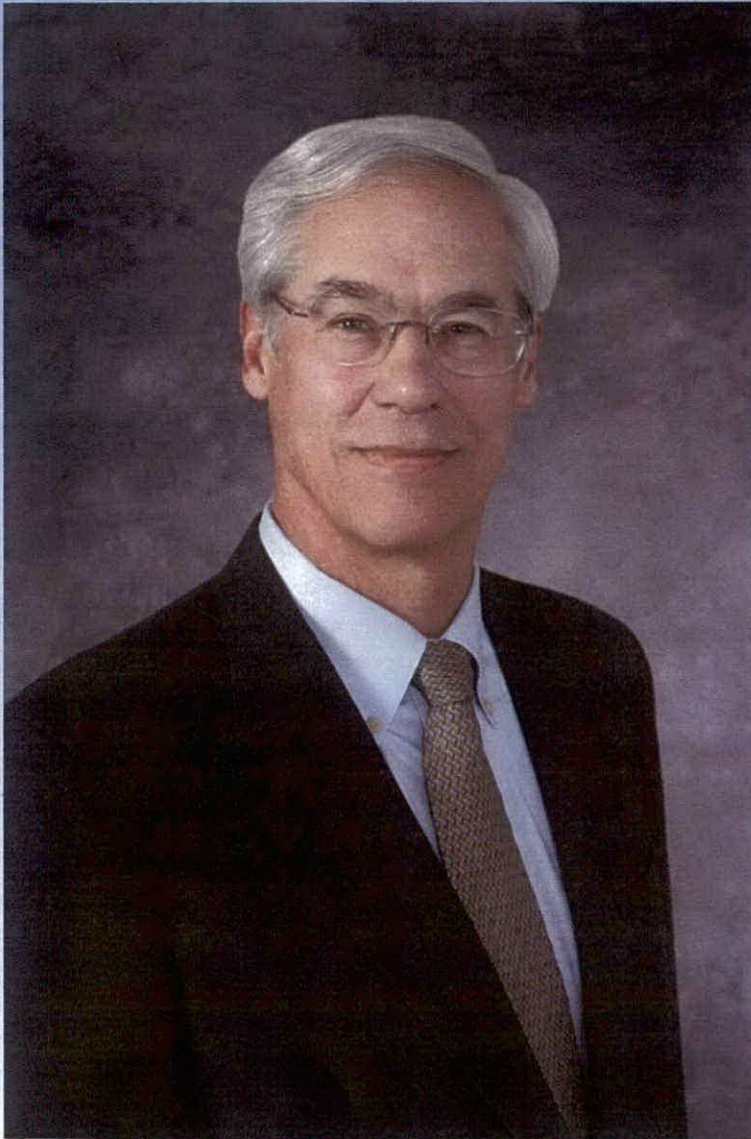
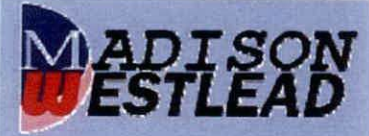
CUSTOMER REVIEWS

Click + to access local public reviews
and opinions regarding this business

FEEDBACK

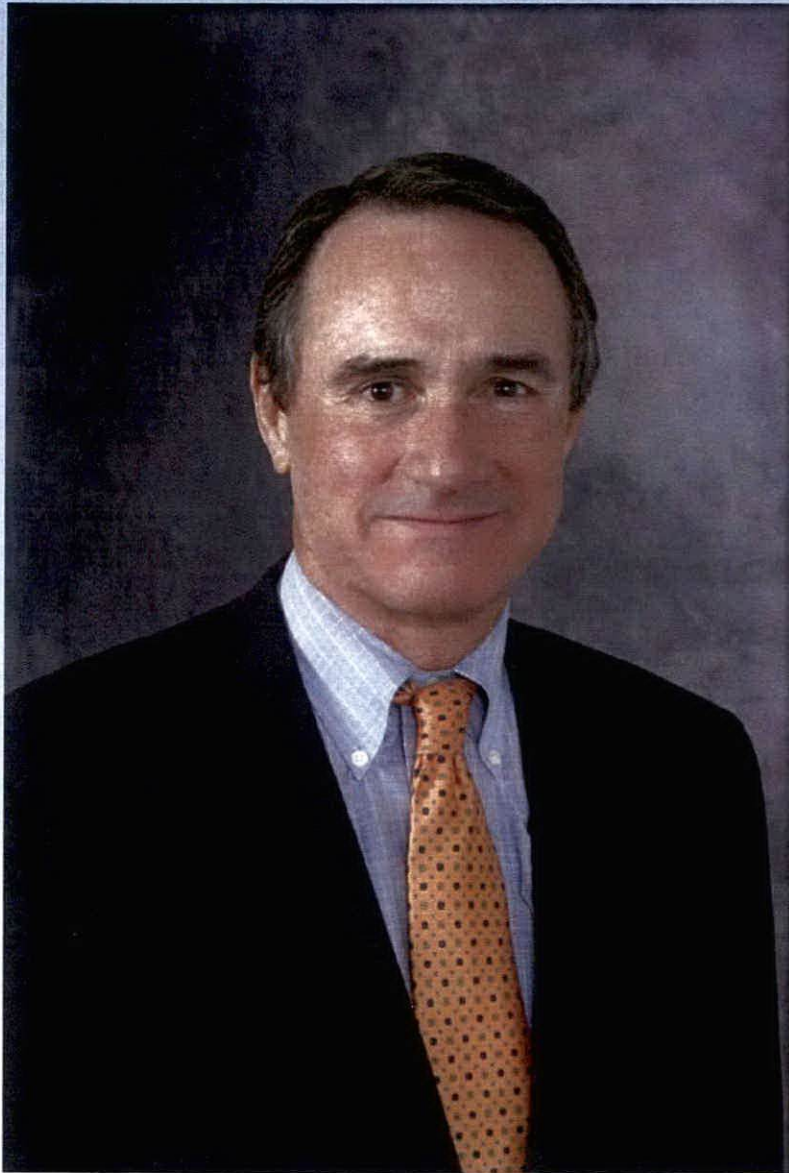
RECOMMEND

Team Member: Gary Langendoen



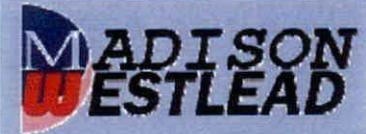
- 30 years of real estate acquisition and property management
- Purchased and managed \$3 Billion of properties
- Real estate broker licensed in California
- Certified Property Manager (CPM)
- National instructor for IREM for 10 years
- Author of book on Apartment Management
- President of Institute of Real Estate Management, Los Angeles
- BBA University of Texas
- MBA Pepperdine University Pepperdine University

Team Member: Luke McCarthy



- 30 years of syndication structuring
- Purchased and managed \$3 Billion of properties
- President or Partner of companies for 30 years
- Attorney: Member of the California Bar
- Certified Public Accountant (CPA)
- Speaker nationally on syndications and deal structuring
- BS California State Polytechnic University
- JD Santa Clara University

Team Member: Raymond Ku



- Over 20 years of experience in Immigration and Investment based Immigration program and over 25 EB-5 projects sold.
- Accumulating over \$2 Billion US dollars of Investment based Immigration Fund.
- Assisting over 30 pre-IPO companies to be listed on the public stock market in Nasdaq, London, Hong Kong and Singapore.
- Director of Fortune Westlead Pte Ltd.
- Board of Director of Fortune Technology Fund Singapore.
- Designated COI (Centre of Influence) for the Royal Bank of Canada's (RBC's) Federal Immigrant Investor Program in Asia.

About Madison Westlead Capital, LLC



Chairman:

Raymond Ku

Corporate Headquarters:

Taipei, Taiwan



Senior Managing Directors:

Gary Langendoen & Luke McCarthy

Corporate Headquarters:

Pasadena, California, USA



EDWARD YOUNG
edskyoung@gmail.com

QUALIFICATION

30 years plus of extensive experience of real Estate Development and Construction Management in Commercial project, hotel, multifamily, condominium, residential, mixed used and golf course community master plan development project.

PROFESSIONAL EXPERIENCE

PRESNET- As the General Manager / Project Manager for Eaglemont Golf course Community Master Plan Development project in Mount Vernon, WA, duties include managing the entire operation of 18 holes golf course and development of 800 units composed of single family homes, golf villa, condominium and commercial properties.

Throughout the 30 years, Edward Young has successfully developed and completed numerous properties in greater Puget Sound area in Washington State as follows:

COMMERCIAL PROJECTS:

Auburn Airport Plaza in Auburn, Washington: 40,000 square feet of Retail and Restaurant
Kent kangley Professional Building in Kent, Washington: 10,000 square feet of office building
Kent Professional Plaza in Kent, Washington: 20,000 square feet of professional office
Comfort Inn in SeaTac, Washington: 120 units hotel and meeting facility
Plaza by the Green- Best Western Hotel and Office, Retail Center in Kent, Washington : Mixed used
HomeCourt all suit Hotel in Kent, Washington: 152 units all suit hotel and meeting facility

RESIDENTIAL AND MULTIFAMILY PROJECTS

Bend of the River Apartment Project in Auburn, Washington: 72 units apartment
East Empire Garden Apartment Project in Federal Way, Washington: 103 units apartment
Meridian Garden Apartment project in Kent Washington: 80 units apartment
Quail Run Apartment Project in Federal Way, Washington: 172 units apartment

EDUCATION

Bachelor degree of Architecture
Fen Chia University, Taichung, Taiwan

LOCAL PROJECTS

THE NORTHWEST'S

MOST NATURAL PLACE

TO LIVE...

PROJECT MANAGER: Edward Young

DESIGN TEAM:

ARCHITECT: Imago de lineo Architecture

GOLF COURSE ARCHITECT: John Steidel

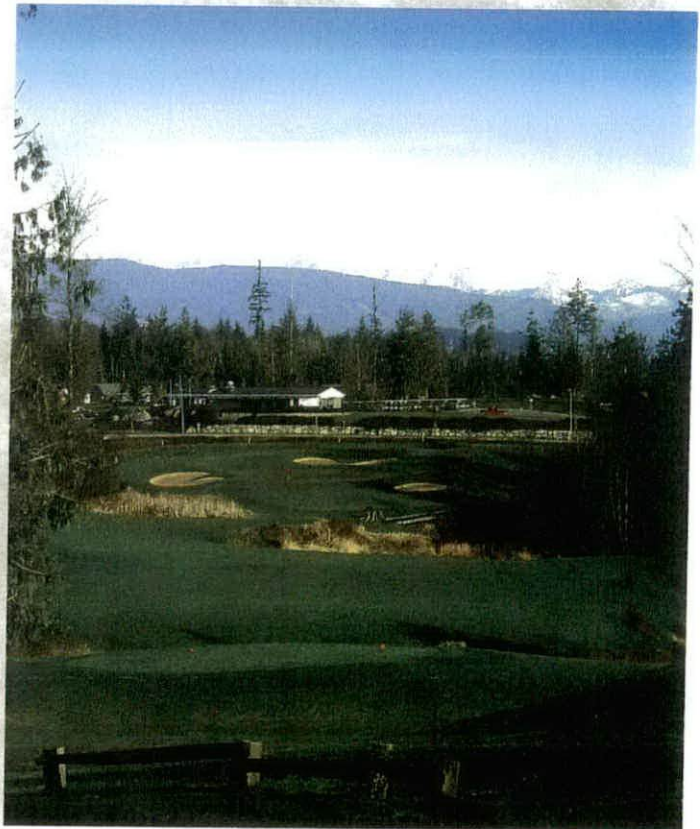
ENGINEERING: WH Pacific Engineering

DEA Engineering

SURVEYING: LBS Engineering

WETLAND CONSULTANT: Wetland Resource

STRUCTURAL ENGINEER: Voelker Engineering

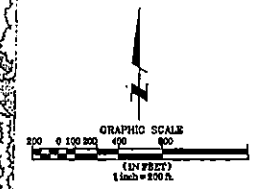


EAGLEMONT
A GOLF COURSE COMMUNITY

SEA-VAN
Golf Course and Residential Development
Mount Vernon, WA
MASTER PLAN
Land Use

- KEY- PHASE I**
- SINGLE FAMILY ATTACHED
 - SINGLE FAMILY DETACHED
 - CLUSTER HOUSING WITH PUD APPROVAL
 - CLUSTER HOUSING WITH PUD APPROVAL
 - COMMUNITY PARKS
- KEY- PHASES II-IV**
- Single Family Dwellings 3-4 DU/Acre
 - Cluster Housing 5-8 DU/Acre
 - Townhomes 10 DU/Acre
 - Neighborhood & Golf Course Support
 - Proposed Pond
 - Existing Wetland/Open Space
 - Buffers/Open Space
 - Golf Course
- * Conditioned to wetland delineation. Alternative site may be required.

PHASE	HOUSING TYPE	UNIT COUNT	ACREAGE	DENSITY (DU/ACRE)
PHASE I	SINGLE FAMILY ATTACHED UNITS	33	1.43	2.27
	SINGLE FAMILY DETACHED UNITS	154	25.05	2.8
	CLUSTER HOUSING WITH PRELIMINARY PUD APPROVAL	33	6.12	5.39
PHASE II	CLUSTER HOUSING WITH PRELIMINARY PUD APPROVAL ONLY	58	12.37	4.69
	TOWNHOMES	236	62.95	3.75
	SINGLE FAMILY UNITS	115	18.25	1.98
PHASE III	CLUSTER HOUSING	100	21.37	4.69
	TOWNHOMES	20	2.43	8.23
	SINGLE FAMILY UNITS	78	20.78	3.75
PHASE IV	CLUSTER HOUSING	60	9.14	6.56
	TOWNHOMES	128	23.03	5.56
	SINGLE FAMILY UNITS	75	1.50	50.00
PHASE V	CLUSTER HOUSING	100	12.37	4.69
	TOWNHOMES	0	0.00	0.00
	SINGLE FAMILY UNITS	139	28.28	4.91
GRAND TOTAL		782	213.89	3.71



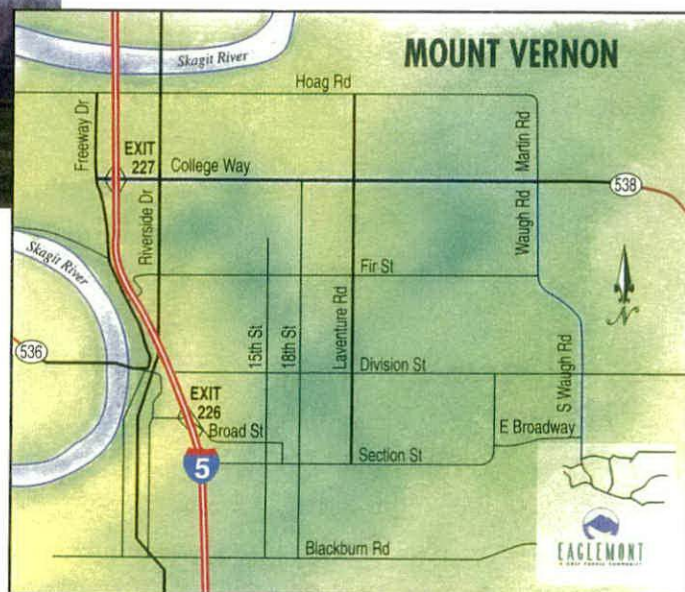
202 HIR 9-048-0108 9/24/05 LANDSCAPE



Locals will tell you that Skagit County is all of the beauty of the Pacific Northwest packed into less than 2,500 square miles. The Skagit River, for which it is named, flows from the rocky North Cascade Mountains, meandering down among fields of corn and tulips before finally emptying into Puget Sound. Along the way it is home to a variety of wildlife, from the salmon that spawn in the stream to the snow geese and trumpeter swans who make it their winter home. Skagit County offers an ideal blend of the peacefulness of rural life with the convenience of the region's largest cities nearby.

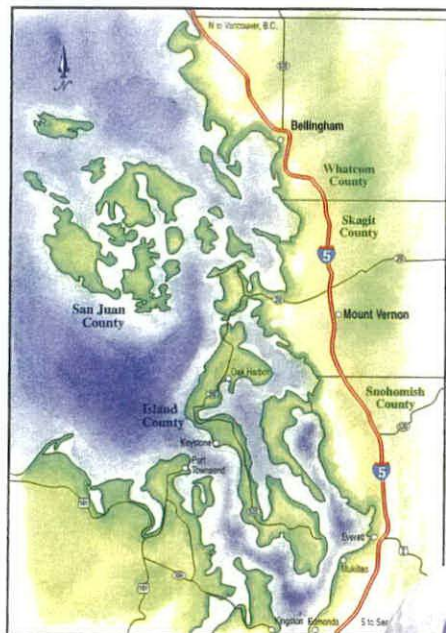


Eaglemont, perched high atop the city of **Mount Vernon**, lies almost midway between Seattle and Vancouver B.C.



Driving Directions

From I-5, take College Way exit (#227) and drive East to Waugh Road. Turn right and follow the signs.



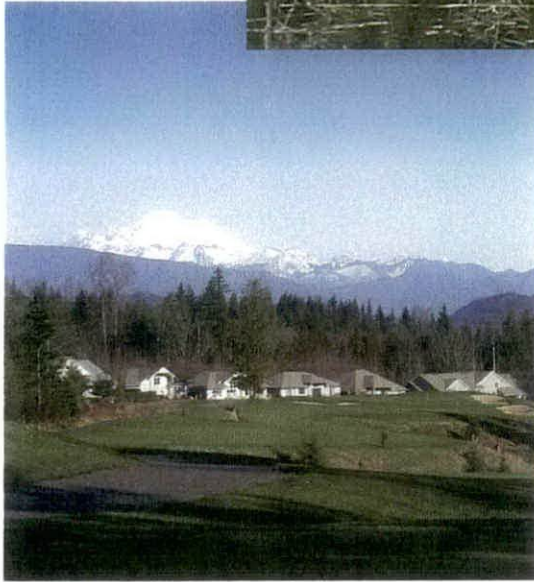
Access to prime Canadian and American commerce, dining, shopping, and entertainment is easily within commuting distance. Of course, Vancouver B.C. and Seattle/Tacoma international airports are also within easy reach. Everett and Bellingham are only 30 minutes away.



Eaglemont Golf Club

4127 Eaglemont Dr, Mount Vernon, WA 98274

Pro Shop: 360.424.0800 • Toll Free: 1.800.368.8876 • www.EaglemontGolf.com



AND THE MOST NATURAL PLACE TO GOLF.

The Eaglemont community plan encompasses 675 acres. Nearly 60% of this acreage is committed to open space. Including the golf course and wetlands, two mini-parks and a five-acre neighborhood park. A beaver pond and natural preserve account for another 30 acres. Winding through the site, an extensive pedestrian and bicycle trail system will allow residents to explore all of Eaglemont's natural beauty.

Nearby schools, health care facilities and shopping centers include:

- Jefferson Elementary School
- Little Mountain Elementary School
- La Venture Middle School
- Mount Baker Middle School
- Mount Vernon High School
- Skagit Valley College
- Historic Oldtown Mount Vernon
- Skagit Valley Hospital
- Cascade Mall
- Prime Outlets at Burlington

In addition, there are three private schools, numerous day-care facilities and preschools.



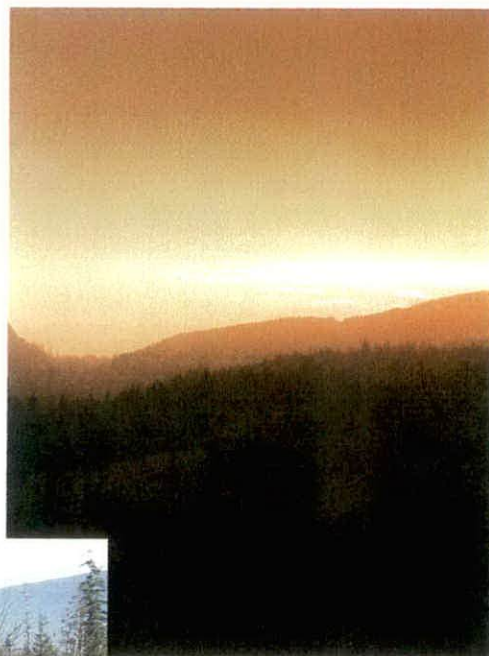
We currently have sold approximately 140 homes. Home sites range from 8,000 to 17,000 square feet with the "pocket neighborhood" concept that will ensure a unique, uncrowded feeling throughout the Eaglemont community. When completed there will be more than 700 homes.

"Once you enter Eaglemont, you feel like you've uncovered a hidden gem!"

– Tom and Susan Smith, 1428 Alpine View Drive
Manager of Shell Puget Sound Refinery

Eaglemont is one of the Northwest's premier golf courses. By making Eaglemont your course you'll enjoy all these great membership advantages:

- Preference for priority tee times.
- Membership includes greens fees.
- Club Tournaments
- 10% discount on all Pro Shop purchases.
- Establish your handicap through the Pacific Northwest Golf Association (PNGA).



18 Hole Yardage/Par 72

- Black – 7,006 yards
- Blue – 6,659 yards
- Gray – 6,354 yards
- White – 5,766 yards
- Red – 5,140 yards



"The friendly neighbors, golf course and related activities, the small community atmosphere, and the necessary services close at hand have more than met our expectations."

– Toni and Joel Barber, 1403 Alpine View Drive
Retired Seattle Travel Agency Owners

Eaglemont Golf Course Features:

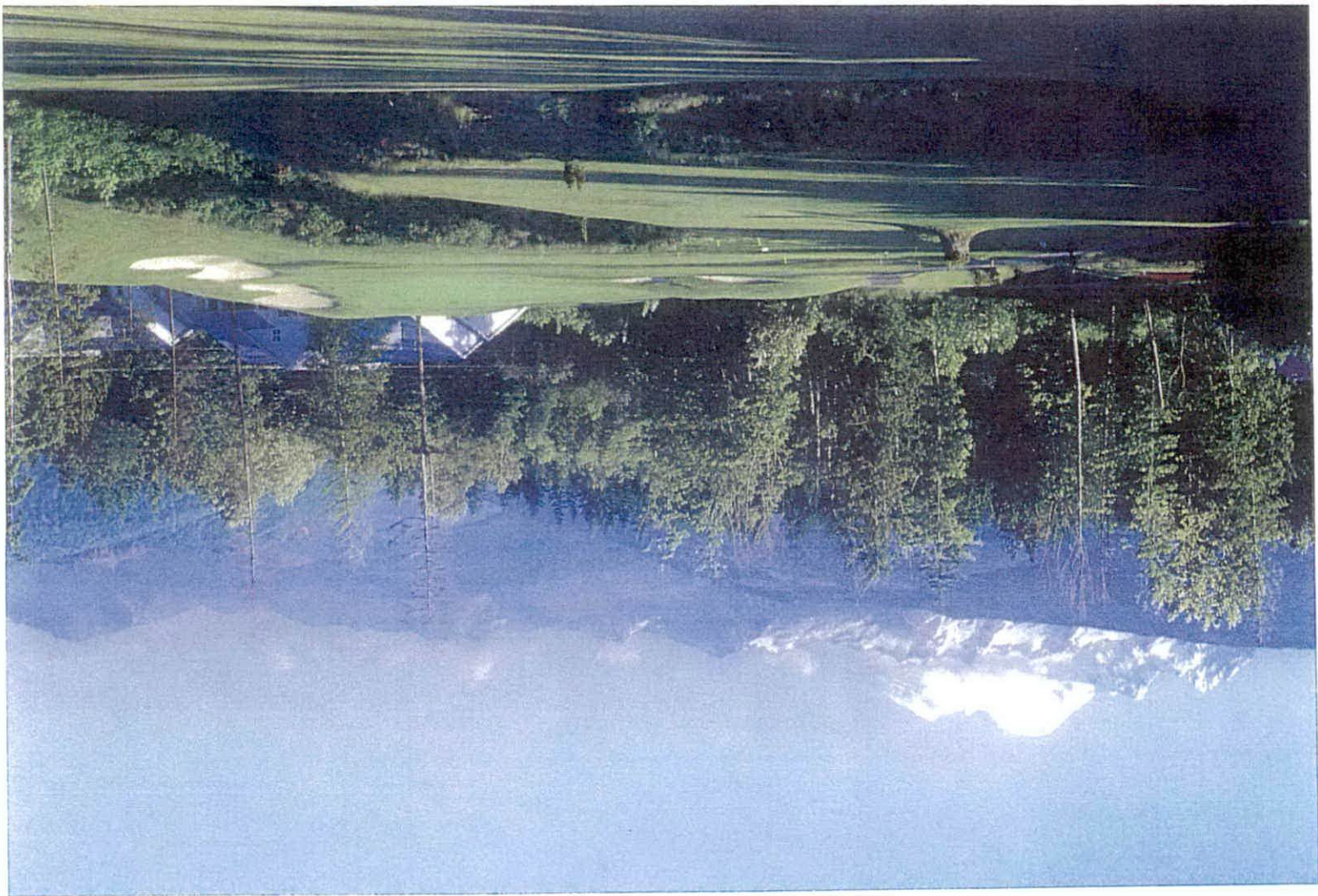
- 18-hole Championship Course
- Driving Range
- 3-5 Tee Placements Per Hole
- Lush, Rolling Greens
- Incredible Views

Future Clubhouse Features

- Tennis Courts
- Banquet Facilities
- Exercise Facility
- Pro Shop



10/14/01





2009

Golf Digest's Top 10 Courses in Washington State

1. Sahalee (Private)
2. Suncadia - Tumble Creek (Private)
3. Aldarra (Private)
4. Royal Oaks (Private)
5. Chambers Bay (Public)
6. TPC Snoqualmie Ridge (Private)
7. Canterwood (Private)
8. Gold Mountain (Public)
- 9. Eaglemont (Public)**
10. Tacoma (Private)

Plaza by the Green – Best Western Hotel and Retail Center (Kent, Washington)



Plaza by the Green- Best Western Hotel and Office, Retail Center in Kent, Washington



Comfort Inn in SeaTac, Washington





Home Court all suit Hotel in Kent, Washington: 152 units all suit hotel and meeting facility

Home Court all suit Hotel in Kent, Washington: 152 units all suit hotel and meeting facility



Kent Professional Plaza in Kent, Washington



Kent Professional Plaza (Kent, Washington)







EAST EMPIRE GARDEN APARTMENTS



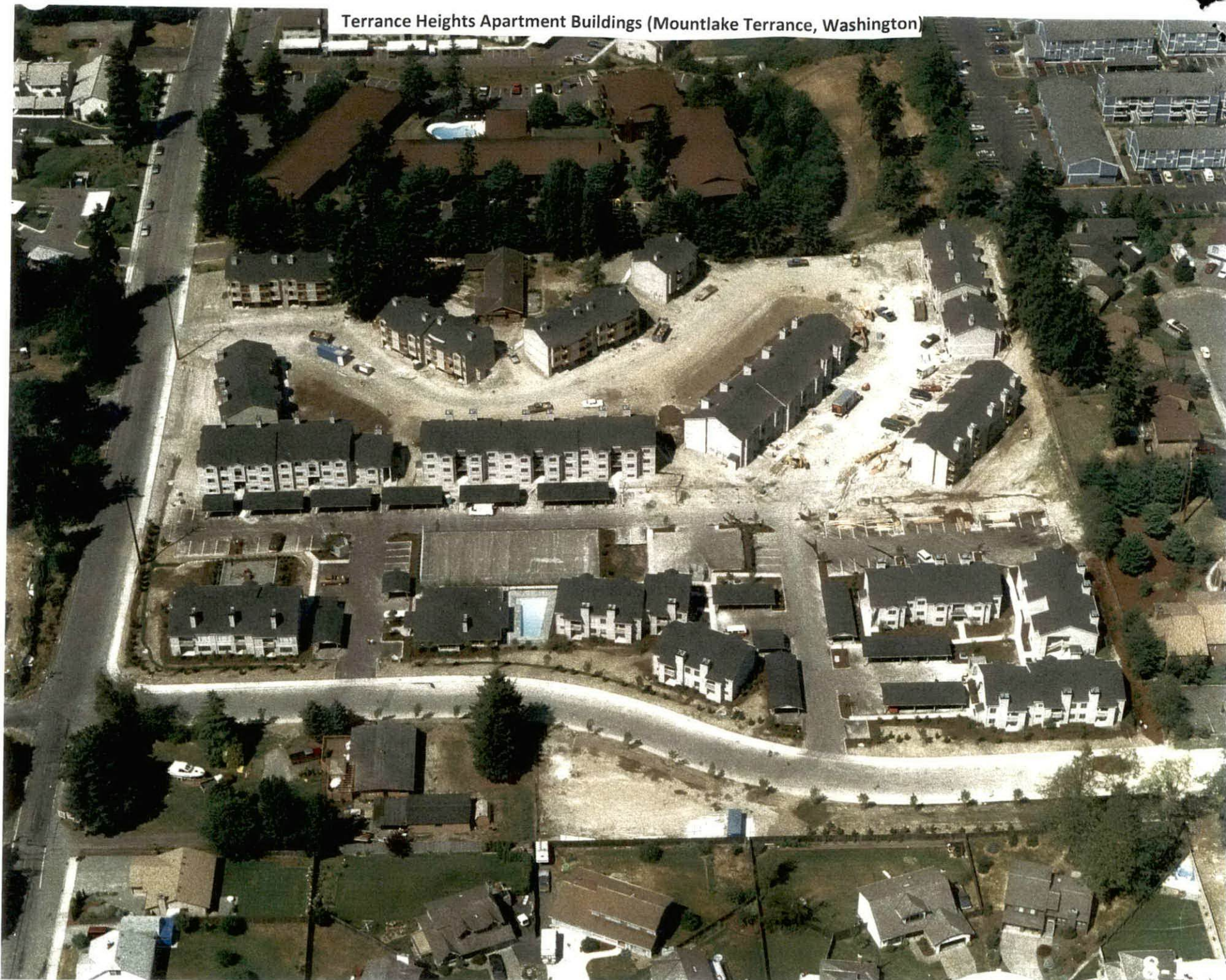
BEND OF THE RIVER APARTMENTS

CONSTRUCTED BY YOUNG DEVELOPMENT AND CONSTRUCTION CO. INC.

OWNER : YOUNG DEVELOPMENT AND CONSTRUCTION CO. INC.

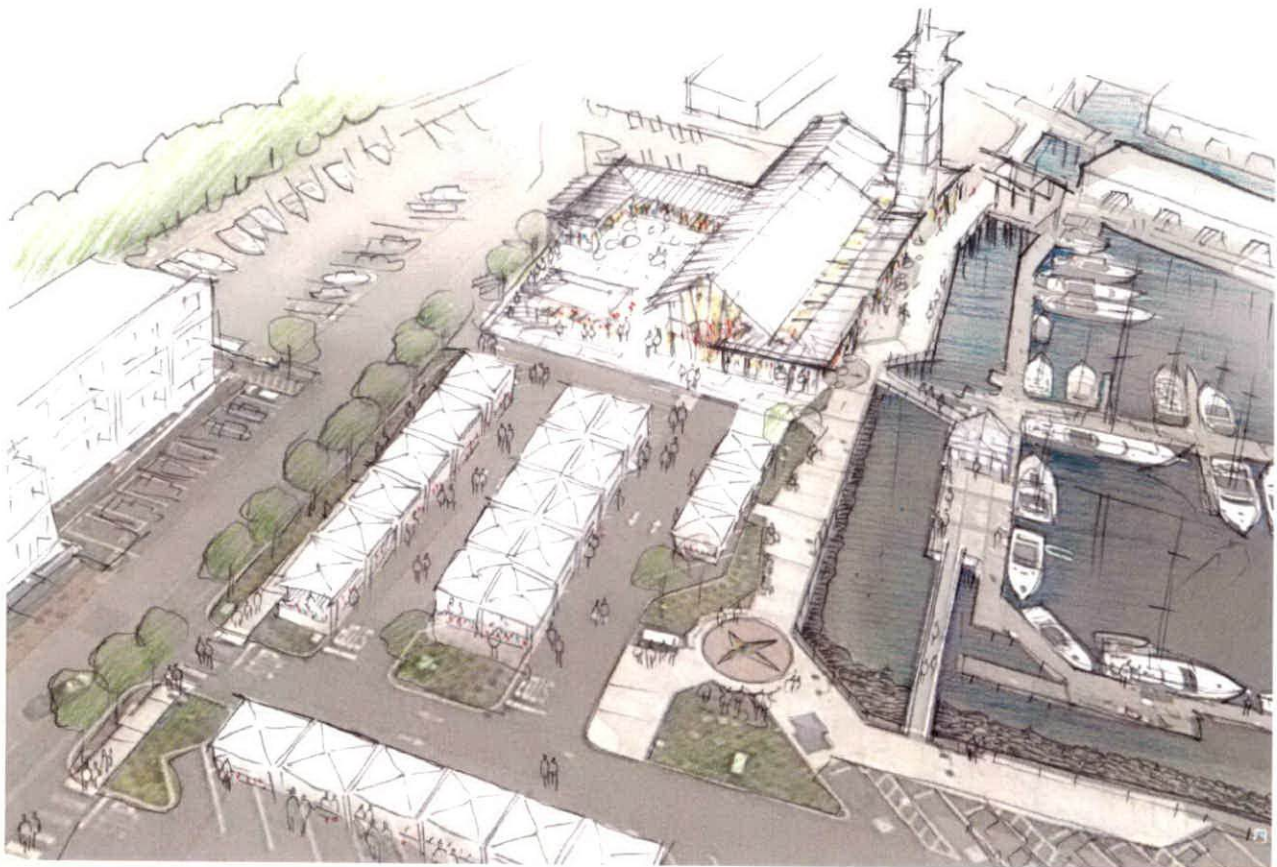
ARCHITECT : ED YOUNG

Terrance Heights Apartment Buildings (Mountlake Terrace, Washington)



EPICUREUM

Epicureum = Epicurean + Emporium



Des Moines Marina and Beach Park Redevelopment Plan

Submission to Request for Qualifications issued April 19, 2013.

Good Fit Development, LLC | May 31, 2013

Table of Contents

- A. COVER LETTER/EXECUTIVE SUMMARY
- B. DEVELOPER IDENTIFICATION
- C. RELEVANT DEVELOPMENT TEAM EXPERIENCE
- D. PRELIMINARY DEVELOPMENT CONCEPT
- E. FINANCIAL CAPACITY
- F. EXHIBIT A: RESPONDENT'S CERTIFICATION

A. Summary

Good Fit Development, LLC (GFD) is honored to submit a proposal to initiate the development of the Des Moines marina floor plan.

Epicureum is conceived as a premier venue for Phase 1 of the marina floor development establishing the infrastructure to promote a collection of food & beverage (F&B) vendors. It will be a simple, high quality, market with a butcher paper type approach along with an understated accent promoting marina and Puget Sound lifestyle. The goals of Epicureum are:

1. Build off the momentum of the farmer's market and provide it the opportunity to expand,
2. Create a national identity for Des Moines promoting tourism and increasing draw to the marina,
3. Business development for the community including an "incubator" for vendors, and
4. Continue momentum towards Phase 2 of the marina floor development plan.

Epicureum is anticipated to be 10,200 square feet, including a partial adaptive reuse of the existing Harbor Master's facility with an addition constructed to the north on the available lot. All development will orient itself to maximize the relationship between the marina, people, westward views and provide synergies with the farmer's market. The site layout will enhance the pedestrian flow along the waterfront, optimize use of the east end of the site with the market and create a node on the south perimeter in anticipation of Phase 2 of the marina development. Prominent facility features include a common area with capacity to transition to indoor expansion area for the farmer's market and private events and a wood burning oven centrally located creating a cozy environment for evenings and colder months.

The market will feature an executive chef who will provide an anchor concept and serve as a mentor for other vendors, creating a true culinary incubator environment, with the farmer's market as the main source of product.

The site and concept offer the potential benefits utilizing principles similar to a traditional Public-Private Partnership (PPP). Recognition of this opportunity and structuring the relationship through a transparent stepped rent lease mitigates risk and maximizes opportunity for each stakeholder, while enhancing the capacity for sustained revenues.

As of the submission, GFD entity partners include a lead developer and architect. GFD intends to align with a representative of the City of Des Moines Farmer's market for consultation purposes at a minimum and will consider making this role a member of the development team. GFD is pursuing additional partners including construction contractor (i.e. Powell Homes) and finance partner. GFD can more easily secure these roles as additions to the development entity if selected to continue for further consideration with the submission of the RFQ. GFD is also open to discussing a PPP approach with the City of Des Moines and has a depth of expertise in this area.

Phase 2 of the marina floor development plan will target a boutique hotel along with a conceptual expansion of Epicureum. Phase 3 will include additional development of mixed use commercial space.

B. Developer Identification

Development Entity

Good Fit Development, LLC

2522 North Proctor, Suite 230

Tacoma, WA 98406

Established: 2013

Principal Point of Contact

Stephen Monkewicz, no limitations of negotiation authority and is the sole partner of the development entity.

Team Members

Stephen Monkewicz, Development entity lead. See attached resume for qualifications.

Matt Wittman, Architect. See attached resume for qualifications.

Development Entity Anticipated Organization

Development Lead: Stephen Monkewicz

Development Partner: TBD

Architect: Matt Wittman

Construction Contractor: TBD

Financing: TBD

Marketing/Branding Consultant: Tacoma Design Collective

City of Des Moines Farmer's Market Representative

C. Relevant Development Team Experience

Stephen D. Monkewicz, LEED AP

Steve, has a unique combination of 20+ years in private and public sector development experience including approximately 10 years in large scale commercial real estate acquisition and development for the federal government and 10 years of private sector experience with a boutique hospitality company. In addition to countless real estate transactions and a specialization in large and complex projects, Steve's commercial real estate experience includes portfolio management and leading efforts in strategic development for the U.S. General Services Administration's Office of Lease Acquisition (the largest commercial real estate portfolio in the world) as well as public private partnerships strategies. Steve has represented GSA as a spokesperson on national panels for PPPs.

He also spent nearly a decade in Manhattan with an upscale restaurant and bakery company as a member of the business, conceptual and property development team working with some of the top restaurateurs, architects, marketers, chefs and minds in the industry. While there, Steve learned food and beverage operations at all levels ranging from casual to formal including training in culinary technique and beverage program development. Steve rounded out his hospitality experience with Hyatt Hotels International as part of the resort F&B management team.

Steve earned a MBA from Columbia Business School with a focus on real estate finance and development. And while not an architect, Steve has taken courses at Columbia's Graduate School of Architecture in responsible development, toured facilities throughout Europe for large scale adaptive reuse studies in food and beverage operations and is a U.S. Green Building Council LEED Accredited Professional.

He has a BA from Purdue University and was raised in Indiana, has lived in NYC, Micronesia, and San Francisco before moving to Seattle to finally settle down in the Puget Sound area.

Good Fit Development, LLC, 2013

Founder of a real estate development company that specializes in projects featuring elements of culinary, architecture and community.

GFD focused on identifying strategic opportunities in real estate development that leverage synergies with culinary elements and promotes community enhancement.

Community: Human scale development emphasizing local production with a holistic perspective yielding equitable returns for all stakeholders;

Food (& beverage): Core epicurean values celebrating purity of ingredients and simplicity;

Architecture: A creative aesthetic formed at the axis of intelligent design with materials indigenous to the surrounding environment;

...and a never ending desire for a great meal in a great setting.

GFD values market insight, due diligence relationships and an ability to adapt to unforeseen circumstances as critical to sustained success in projects. GFD's depth of experience in both public and private sector projects fosters ability to deliver results and the wisdom to recognize that persistence, while always listening with an open mind, provides the insights to create something remarkable.

U.S. GENERAL SERVICES ADMINISTRATION, PUBLIC BUILDINGS SERVICE • 2002-2013

GSA is a full services real estate organization serving the federal government owning and managing 360 million square feet of Class A office, laboratory, high security, court house, industrial and special use space.

Roles

Office of Leasing: Office of Strategy and Measures

Lead the strategic planning for the national leasing program with a focus on public private partnerships, National Broker Partnerships, and Portfolio Management Division liaison for financial structuring and client portfolio strategies.

Real Estate Acquisition: 2004-2010: Unlimited financial signature authority to obligate the U.S. Government in contracts related to real estate acquisition. Lead and mentor teams for realty projects with multiple year schedules including site acquisition, repair & alteration, adaptive reuse, new construction, lease procurement, and build to suit leases. Establish team processes to improve corporate knowledge, market research capacity, negotiation results, and transaction quality assurance. Presenter at professional seminars on leasing processes.

- Managed program of realty projects and completed \$300,000,000 of transactions.
- Manage teams and programs up to 120 projects simultaneously for portfolios totaling 10,600,000 square feet (670 leases) in areas including Alaska, California, Hawaii, Idaho, Oregon, Northern Mariana Islands, and Washington.
- Specialize in large and complex projects and led teams in over 35 build to suit projects.
- Strategic negotiator having met 100% of 2004-2010 business performance metrics
- Managed realty acquisition and property management program with a 25 person staff and 8,300,000 square feet of owned and leased assets (200 leases) generating \$238,000,000 annual revenue.
- Member of lease acquisition reform team that created and implemented five acquisition models. This evolved the organizational process from a singular model to a sophisticated culture of increased strategic options, enhanced customer focus and continuous improvement.
- Member of team developing and implementing organization wide (12,000 employees) training in negotiations.

Senior Realty Specialist, Washington D.C. JAN 2011-Present (Promotion)

Real Estate Acquisition Branch, Chief, Auburn, WA, 2008-2010

Acting Supervisory Asset Manager, Seattle, WA, 2007- 2008 (Temporary Promotion)

Real Estate Acquisition Team Lead, Seattle, WA, 2006-2007 (Relocation)

Real Estate Acquisition Area Manager, San Francisco, CA, 2004-2006 (Promotion)

Portfolio Management: Asset Manager, San Francisco, CA, 2002-2004: Develop asset strategy, investment analysis, and secure funding to optimize real estate portfolio. Advise clients on the development real estate requirements up to 30 years in the context of benchmarking needs, options, risk, and investment metrics. Administer due diligence contracts for studies including: feasibility, market analysis, site acquisition, appraisal, retention & disposal, asset repositioning and adaptive reuse. Presented to funding gatekeepers including: U.S. Senate, Congress, and Judiciary on investment justifications. Cultivate relationships with local

& national developers, municipal & state planning departments, and national fund managers to facilitate development opportunities.

- Developed investment positions, prospectus submissions, and led strategic planning to procure funding of projects valued from \$8,000,000 to \$460,000,000 for 12,000,000 square foot portfolio generating \$360,000,000 in annual revenue throughout the West Coast, Hawaii and Saipan.
- Part of national team that established protocol for asset strategy and investment position development.
- Led team to develop investment options and a creative solution of asset retention by reprogramming \$65,000,000 targeted for facility modernization. Preserved the asset instead via a public-private partnership with marginal investment needs. This strategy was highlighted in a Harvard case study on asset disposition considerations taught through GSA's corporate knowledge curriculum.
- Trainer on investment metrics including capital lease scoring principals.

HOSPITALITY DEVELOPMENT CONSULTING SERVICES • San Francisco, CA • 2000-2001

HDC was an entrepreneurial venture consulting to hospitality property investment opportunities.

SANTO FAMILY GROUP • New York, NY • 1992-1995 & 1996-1999

SFG was a privately held boutique hospitality & real estate holding company with upscale food & beverage retail concepts throughout Manhattan. In 1997, SFG began liquidating assets through a luxury residential development venture via Related Companies and eventually sold all assets to capitalize on the real estate market cycle.

Business Development Manager, Ascended via several promotions from entry-level management to Marketing Director and Director of Operations managing a 180 person staff and operations with \$10,000,000 in annual revenue. A year after departing SFG in 1995, they offered a role to return and lead the re-structure of operations and join the business development team. Responsibilities included: concept development, business planning, investment analysis, capital use strategy, site selection, and project management. Developed six units in 15 months and quoted in *New York Times*, *USA Today*, & *Sante* with appearances on MSNBC as industry expert.

HYATT HOTELS INTERNATIONAL • Tamuning, Guam • 1995-1996

Food & Beverage Division Manager: Hyatt operates resorts in the Micronesian Islands and globally.

EDUCATION

Masters of Business Administration, 2000

Columbia Business School, New York, NY

Bachelor of Arts, 1991

Purdue University, West Lafayette, IN.

PROFESSIONAL TRAINING & AWARDS

- Columbia Business School courses in Real Estate: Finance, Valuation, Law, Negotiations and Strategic Market Analysis through Statistical Regression.
- Columbia Graduate School of Architecture courses in Design and Responsible Development.

- Real Estate Acquisition Courses from MCI, Inc. and GSA: Lease Process; Price and Cost Analysis; Negotiations; Law, Tenant Improvement Processes, and Managing Projects in Organizations.
- 2011: Selected to GSA's Advanced Leadership Development Program, an 18 month training curriculum.
- LEED Accredited Professional, 2008
- MAI Appraisal Institute: Advanced Income Capitalization.
- Extensive European travel for architectural study of facility adaptive re-use for hospitality and retail outlets.
- Studied multiple languages including French, Italian, Spanish, and Japanese.
- 2002-Present: 20 + organizational awards, including two "Team of the Year" awards.

The link below provides an example of a 9 acre site, land lease, campus development completed in 2011 in Portland, OR as a project that Steve completed including acquisition, design, construction in a public, private partnership arrangement between the U.S. Government, Portland Port Authority, and a private sector developer.

<http://www.djc.com/news/co/12053534.html>

See attached photographs for further examples of project work including site and waterfront development.



MATT WITTMAN, AIA

Wittman Estes Architecture + Landscape

Mr. Wittman was the lead designer for several high profile waterfront development projects in San Francisco and Buenos Aires. He is an architect and landscape architect with over a decade of experience in urban infill, mixed-use, and waterfront design. Key strengths in combining architecture, urban design, and landscape design into an interconnected whole. Licensed architect in the State of Washington, and a LEED-accredited professional.

Education:

Master of Architecture, University of California, Berkeley, 2003

Bachelor of Science, Landscape Design and Construction, Magna Cum Laude, Colorado State University, 1997 Landscape Architecture Studies, Lincoln University, Canterbury, New Zealand 1996

Architectural Registration:

Washington, Architecture, 2003 9509

Professional Experience:

Wittman Estes Architecture + Landscape 2012-Present

Bohlin Cywinski Jackson Architects, Seattle, Washington, 2005-2012

GLS Architecture / Landscape Architecture, San Francisco, California, 2003-05

Design Workshop, Inc. Colorado/South America 1998-2000

Honors, Publications and Awards:

Honor Award for Excellence in Masonry Design, (w/ BCJ) AIA/MIW Washington, 6/12

Winner, Bellevue Towers Mixed Use Competition, (w/ BCJ) 2/11

'The Exploratorium' (w/ GLS & EHDD) New Generation of Berkeley Designers Exhibition, UC

Berkeley 4/05 'Reclaiming Prisons' (w/ artist/experimental geographer Trevor Paglen), LAB

Gallery, San Francisco 4/05 'Second Nature: Landscape as Infrastructure' (w/ GLS), Future

Metropolitan Landscape Exhibition, UC Berkeley 3/05

LBC Museum of Contemporary Art Competition Finalist (w/ GLS & Kava Massih) 10/04

'Morphology as Cultural Distinction', Paul Groth in Urban Morphology UK, contributing

illustrator 1/04 'Housing + Water', UC Berkeley Architecture Centennial Exhibition, 9/03

'The Prison Alternative', AIA San Francisco Exhibition, 7/03

Gerson Prize for Design Excellence, UC Berkeley, 5/03

Relevant Projects:

- New Residence Hall, University of Puget Sound, Tacoma, WA 6/12
- Center for Health Sciences, Tacoma, WA 8/11
- Bellevue Towers, Bellevue, WA, 6/08
- Suiter Residence, Seattle, WA, 3/07

- Exploratorium Museum, San Francisco, CA 3/05
- 990 Polk St. Housing, San Francisco, CA 2/05
- Salvation Army Housing, San Francisco, CA 1/05
- 426 Alice St. Housing, Oakland, CA 11/04
- Martin Residence, Mill Valley, CA 10/04
- Jesuit School of Theology, Berkeley, CA 2/04
- Urban Design, Dique3 Este Puerto Madero, Buenos Aires, Argentina 2/99

See attached photographs for further examples of project work including site and waterfront development.

D. Initial Development Concept

Epicureum is conceived as a premier venue establishing the infrastructure to promote a collection of food & beverage (F&B) vendors. It will be a simple, high quality, market with a butcher paper type approach along with an understated accent promoting marina and Puget Sound lifestyle. The goals of Epicureum^{PB} are:

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The site and concept offer the potential benefits utilizing principles similar to a traditional Public-Private Partnership (PPP). Recognition of this opportunity and structuring the relationship through a transparent stepped rent lease mitigates risk and maximizes opportunity for each stakeholder, while enhancing the capacity for sustained revenues.

Design

The architecture for the market will utilize sustainability principles and promote highest and best use of the site, while lending itself to promote the greatest asset, which is the west facing promenade. All development will orient itself to maximize the relationship between the building, people, views and exposure to the marina as well as provide for synergies with the farmer's market and with phase 2 of the Marina Development Plan. The site layout will enhance the pedestrian flow along the waterfront walk way and create lines for a pathway on the south perimeter in the event a hotel is placed adjacent in the future.

The south end of the site provides opportunity for a moment in which the energy from a potential observation tower, boat launch/approach and facility mezzanine seating interject with a hotel entry pathway.

The east end of the site will provide opportunity for permanent farmer's market structures of a canopy nature, complimenting the existing market layout.

Materials will feel native to the place and a marina and beach setting: weathered, friendly, simple and low-tech combining elements of cape-cod and boat shed aesthetic.

The views from the piers back toward the building are important, including the posture of the facility along the sidewalk edge. It will be a destination, both unique and iconic.

Facility

- Approximately 10,200,000 square feet (SF)
- Adaptive reuse of existing Harbor Master's facility, preserving offices as needed
- Remove adjacent rest room facility, preserving existing plumbing lines

- Construct an addition to the north of the HM's facility on the available lot
- Operational layout to promote pedestrian thoroughfare with farmer's market
- Exterior seating on the west perimeter
- South east border of the site will provide opportunity for semi permanent farmer's market structures.

Prominent features:

1. Common area: vaulted ceiling and walls that open during warmer weather creating an outdoor/indoor symmetry. This area will serve three distinct purposes:
 - Tables and places to sit for eating, sipping coffee and beverages during normal market hours. A mix of restaurant seating, common tables and coffee house type seating;
 - The area clears out offering expanded venue for farmer's market vendors (and incubating) within an enclosed area to promote the opportunity to extend the market throughout the year and area to offer space for semi permanent structures;
 - A venue for private events.
2. Fire: Large wood burning oven creating a warm hearth atmosphere for evenings and colder months along with fire pit(s) in common area

TENANT MIX

With existing restaurants such as Anthony's Home Depot, the need for this kind of setting meal and setting is met within the marina floor. Epicureum[®] will offer a selection of local vendors including an anchor tenant with ability to draw visitors and a complimentary mix of tenants aligned with contemporary culinary trends. Similar examples are Melrose Market in Seattle, Oxbow Market in Napa, CA and, on a larger scale, San Francisco's Ferry Market building and Pike's Place Market.

The market will feature an executive chef who will provide an anchor concept and serve as a mentor for other vendors, creating a true culinary incubator environment, with the farmer's market as the main source of product. F&B concepts will emphasize flavors of the farmer's market and Puget Sound including vegetables, meats, seafoods, local wines and beers and other local ingredients.

Breakfast, lunch and dinner will be served.

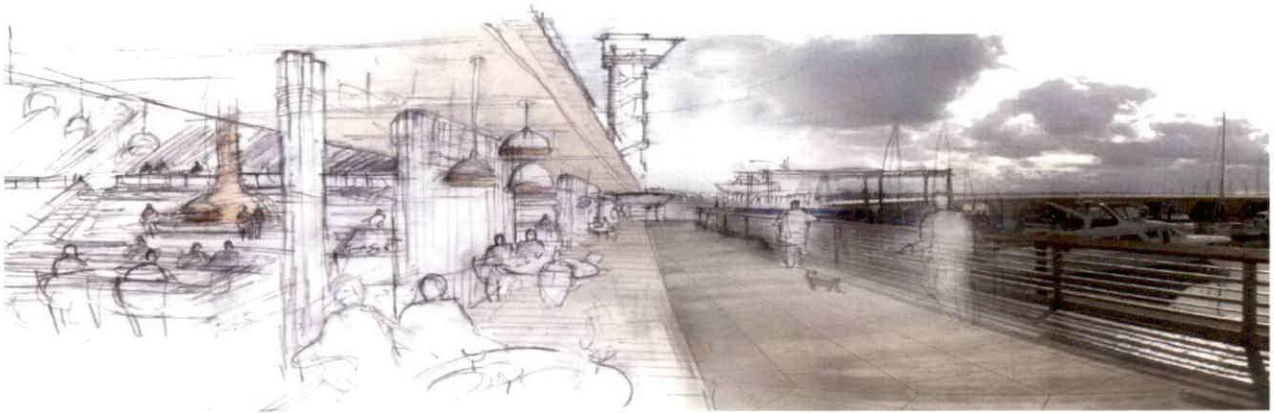
A template of sample vendors follows.

VENDOR	RSF*
Bakery	1000
Coffee shop	650
Fish & Chips	1000
Wood burning oven	1250
Raw bar/Fish monger	900
Wine shop	500
Grocer and culinary equipment	500
Ice Cream	100
Crab, fishing equipment and culinary boat tour	200
Storage	250
Common area	750
Common kitchen area/commissary	700
Harbor Master's Offices	2,500

Total*	10,200
--------	--------

** Varies based on exact site dimensions and the City's intent with existing offices and other variables. For purposes of this draft, the assumption is made that existing City offices will remain.*

Before and After perspectives for sidewalks and aerial shots follow:





E. Financial Capacity

As of the time of submission, GFD is pursuing financing and has positive indications that if selected to continue beyond the RFQ, financing is much more available.

In addition, GFD is open to collaborating with the City towards a Public Private Partnership structure and has a depth of expertise to facilitate this dialogue.

No one in GFD or any aspect of the development entity or any named individual in the proposed project is involved in any litigation or other disputes that could result in a financial settlement having a materially adverse effect on the ability to execute this project.

No one in GFD or any aspect of the development entity or any named individual in the proposed project has ever filed for bankruptcy or had projects that have been foreclosed.

F. Respondent's Certification
- see attached.

EXHIBIT A: RESPONDENT'S CERTIFICATION

By submitting a response, respondent understands, agrees and warrants that:

Respondent has carefully read and fully understands the information provided in this RFQ, including, but not limited to, Section IV (D) (Competitive Integrity).

Respondent has the capability to successfully undertake and complete the responsibilities and obligations of the response being submitted.

All information in the response is true and correct.

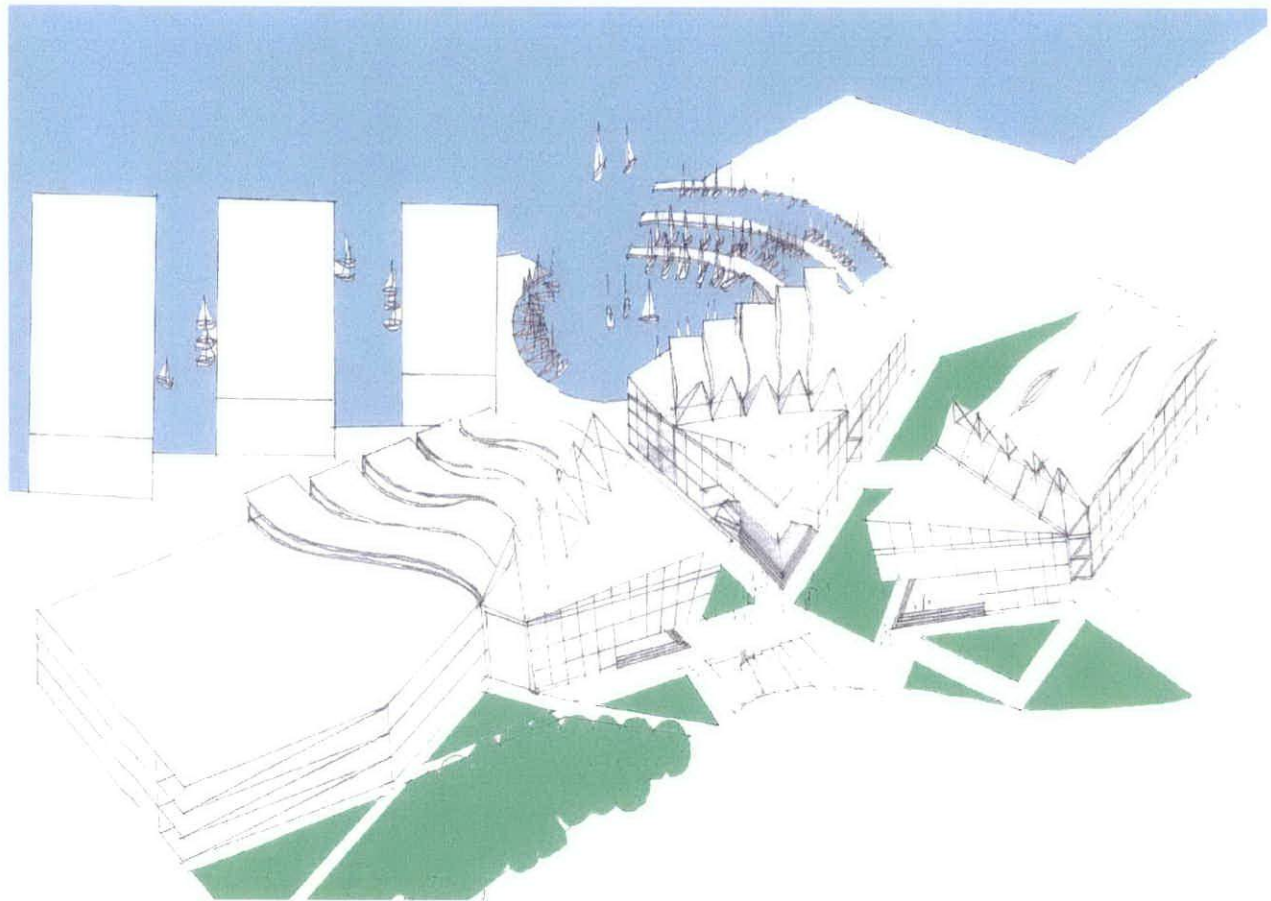
The City has the right to negotiate fees and other items it deems appropriate for the benefit of the City and public.

The City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Respondent, and Respondent hereby grants the City permission to make said inquiries and to provide any and all requested documentation in a timely manner.

Dated this 30th day of May, 2013.

(Respondent)

By: Stephen D. Monkewicz
Title: Managing Partner, Good Fit Development, LLC



Developer Qualifications, Part 1, May 31, 2013

City of Des Moines Marina and Beach Park Development

ARCADD, Inc.

Hisham Ashkouri, Architects and Developer

1185 Washington Street, Newton, MA 02465, 02465 www.arcadd.com, arcaddinc@aol.com

May 31, 2113

Attn: Marion Yoshino, Economic Development Manager
City of Des Moines
21630 11th Avenue S, Suite D
Des Moines, Washington 98198

**Re: Response to Request for Developer Qualifications, Part 1
City of Des Moines Marina and Beach Park Development, Washington**

Dear Ms. Yoshino and Members of the Selection Committee:

To understand our approach to the development of this project, we believe that the funds needed to design and build the new development of Marina/Beach Park, as well as the construction should be 100% privately financed as we have discussed the work with our investors Roger Kimball Group. There will be no borrowing under this project.

In addition we believe that the Marina and Beach Park Development will be powerful in creating a public space and place along Puget Sound and the waterfront area. The development will require a clear use and tasteful mix of retail, office, hotel and marina with parking support. This combination of occupancies will generate adequate funds to sustain the necessary income over the life span of the project to make it profitable and successful.

We have enclosed a financial analysis statement (to remain confidential) showing that the project will not only meet its borrowing and cost obligations, but will also have almost \$1.5 million in profit each year after all costs have been paid including the land lease. We expect a lease of 45 Years on this project. We would like to negotiate a 99 year agreement.

We have designed the project in three buildings surrounding a Central Plaza with retail triangular designs around the plaza with amphitheater as well as three distinct blocks one of which will be for the main hotel/ restaurants and retail, office with technology retail and offices support retail and a marina block directly to the south of the complex with direct access to the waterfront and boating facilities including boat repairs, boat sales, and a three story parking for up to 150 cars. The three building blocks all face Puget Sound.

Between each triangular retail and building block an open art gallery of three story structure with glass triangular skylights (5 squares each) will be built and will create a ring of public spaces separating the retail from the offices, hotel and marina buildings.

The Buildings will have glass roofs with waves resembling waves in the ocean and creating a sense of play and happiness for those using the buildings including

CITY OF DES MOINES MARINA AND BEACH PARK, WASHINGTON

the occupants, hotel visitors and those families with children visiting the site. We believe once we develop this project further, we would add family recreation to the Central Plaza and open the amphitheater to performing groups as well as a culinary component as part of the hotel/restaurant area.

We are proposing the following team of Investors and Engineers including Roger Kimball's Customs Construction Design Investments and Nuage Investment, Realty, LLC on the basis of experience in these projects. The A/E team also proposed for this project will consist of **ARCADD, Inc./Dr. Hisham Ashkouri Architects/Developers** to be in charge of the entire project and the Architect of Record (WA State License #10388); to be assisted by **Steffian Bradley** of Boston, MA, **Mr. Keith M. Henrickson** of Bellevue, WA, for Project Management, **Brown|Sardina** of Boston, MA for Landscape Architecture, **Salans** for Development Land and Investment Support, **Vanasse Hangen, Brustlin, Inc.** for Civil, Site engineering, Seawall design and Environmental Permitting, **LeMessurier Consultants**, for Structural Engineering, and WSP Flack+Kurtz for Mechanical, Electrical Plumbing and Fire Protection Engineering.

Our team will also consider the engagement of local Washington States architects and engineers as well as construction contractors for this project.

Respectfully Submitted,

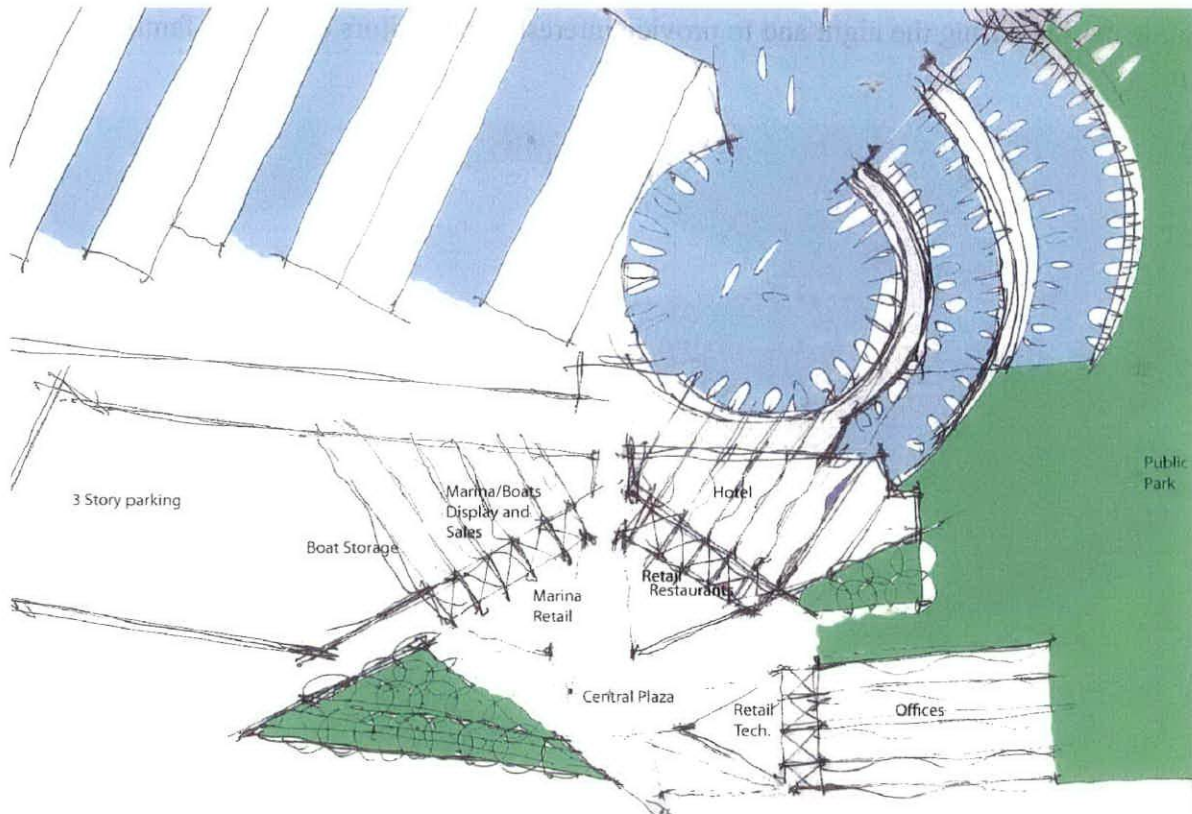


Dr. Hisham Ashkouri, AIA
ARCADD, Inc. Hisham Ashkouri Architects and Developers
1185 Washington Street
Newton, MA 02465
O 617-332-1200
F 617-969-3362
C 617-290-9327
Arcaddinc@aol.com
www.arcadd.com

Design Approach Statement:

Understanding the Concept:

Upon examining the mix suggested by the City of Des Moines where a combination of Alternative 2 and Alternative 3 is to be recommended, we believe that the Waterfront Park Project will be a combination of buildings with most successful functions around an open air Central Plaza is probably the most suitable design/built solution to this site on Puget Sound.

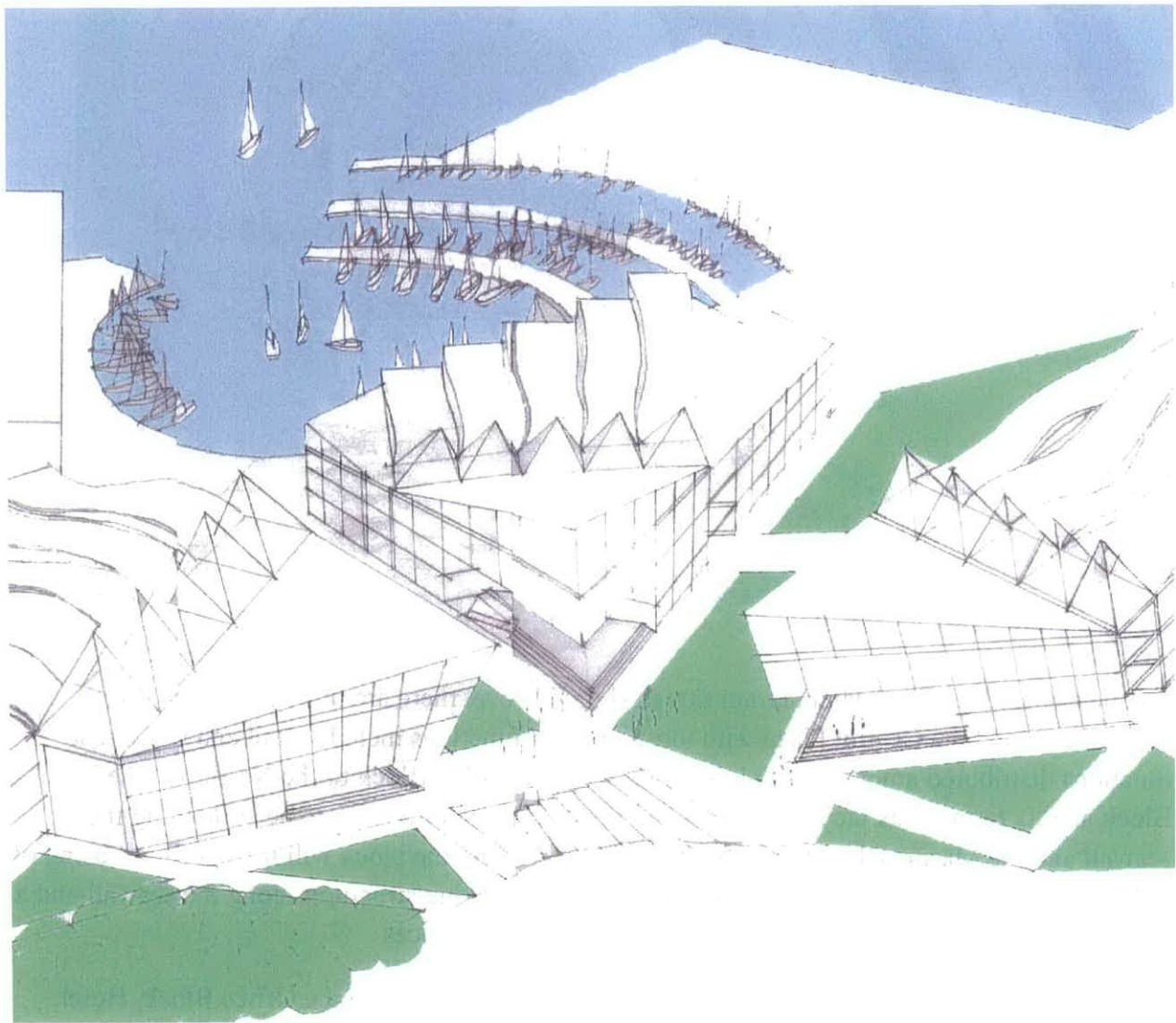


As one can see from the plan diagram sketch shown above, there are three distinct blocks clustered around the Central Plaza with most adjacent functions include retail and restaurant functions distributed among three physical masses, the Office Block to the Northeast, the Hotel Block and its restaurants facing the West and the semi-circular marina to be built along the seawall and the Marina Block to the South of the site where the block will include showcasing of sail and other boats, repairs to boats and direct access mooring structures along the seawall and a three level car parking structure with up to 150 car parking spaces.

Retail Area: to include Restaurants to be distributed and mixed with the Office Block, Hotel Block and Marina Block. The design we have suggested is made of three triangular structures projecting into the open plaza higher level floors contributing shaded structures to the Public Plaza while inviting visitors to an open 3-story Art Gallery Malls beyond the triangular retail

areas acting as in indoor art spaces for visual art and handmade displays. Each Gallery connects the retail areas to the block it is associated with.

The Hotel Block unlike the other two blocks, the Office and the Marine, is to house not just restaurants in addition to its retail activities, but to will have direct access to the semi-circular boat marina along the adjacent seawall. This will generate tremendous interest within the hotel and its users as a way to connect with sea recreation and water sports. The semi-circular marina landing strips will create a focus for the boating activities where the immediate water area within the semi-circular marina will have a series of water fountain displays and colored lighting to light up the marina during the night and to provide interest to all visitors especially families and children.



- 1- **Office Block:** to include three stories building to the north of the central plaza with wave shaped solar shading glass structure open to a court below open to all offices providing an environment for warm space design inviting and uplifting to its users and occupants.

Part of the same office block is a technology based space to be used for the sale, training and customer attraction using the latest Bluetooth © technology in displays of motion advertisements, current events at the waterfront, hotel attractions and marina boat displays and equipment.

- 2- **Hotel Block:** to include a three story concrete structure with glass walls and solar shaded glass wave shaped roof structure opening the building to the ocean and to the two vistas from the central plaza to the sea. The hotel will include up to 150 four star rooms with 90 standard size, 30 business class and 30 for executive class. The idea is to have a place for visitors to stay overnight, enjoy the sea and sea sport activities (Puget Sound) while having a successful business being conducted at the hotel or nearby cities and communities.
- 3- **Marina Block:** to include a retail section for the sale of boats of various sizes, marine and sailing equipment, associated gear for ocean going and ocean sports, and for hardware boaters need to keep their vessels going with. The three floor structure is envisioned to have three story open spaces in certain parts for tall sailboat displays as well as standard floors for marine offices, harbor master operations and an ocean discovery center for children.
- 4- **Garage for 150 Cars:** This garage will be attached and integrated with the Marine Block for practical reasons as many people come and go using their boats. The hotel and office users will have more regimented parking patterns as the hotel will have overnight stay and the offices will be occupied during the day. The location of parking structure is within a short walking distance from the central plaza, the hotel and office blocks.
- 5- **Central Plaza:** to include an open amphitheater for outdoor concerts, mime shows, children and family performances, and outdoor movies. The Plaza will also include a display of outdoor visual art and sculptures, a beautifully developed series of gardens and planters for native and other flowering plants, a place where restaurants can extend their indoor services to the outside and for a place where people will walk along the seawall and enjoy the calm breezes of the sea.
- 6- **Two Vistas:** The Central Plaza will be connected via two wide vistas over easements connecting the waterfront with the arrival area of the Central Plaza and thereby allowing the public to have instantaneous view of the waterfront while they are at their arrival point. It is also recommended that these vistas be furnished with chairs and tables that can act as an extension of the restaurants at both sides of the Hotel Block.

Again the intention of the design of this project is to have three separate functions, the office, the hotel and the marina united around the Central Plaza, the retail and restaurant activities at the site.

PROJECT COST:

The project cost is also attractive as it provides for an investment of \$77 million including site development, FF and E, A/E services, Development Services, paying the original investment over 20 years with 7.5% interest to investors and for paying legal and other soft costs. The project cost per square foot is \$412 and it is well within the guidelines of investments today.

The actual cost of the land lease is not included as it is to be negotiated as part of this project further down the line when further negotiations are necessary.

The investment team will provide 100% of the investment required for the project and there will be no borrowing necessary. Please see attached Cost and Income analysis for the Waterfront Development in the City of Des Moines, WA.

Our investors have been waiting for their funds to arrive and their budget at this point for all investments around the world and in the USA is \$55 billion. This includes other developments in the State of Florida, Washington and Utah being worked on at the present moment at our offices.

Our team has attached a letter from Mr. Roger Kimball, our financing authority who has been working diligently to cash his foreign funds and to convert them into US Dollars.

To arrive at an appropriate estimate of income, the financing team provided low-scale numbers of \$/sf for the lease of offices, retail, restaurants and marina and in a similar way estimated the income per hotel room in the hotel block.

The Comprehensive Cost and Income Analysis was developed for this project and is shown in the following page.

LETTER OF SUPPORT FROM ROGER KIMBALL:

Per our discussions with Mr. Roger Kimball of Custom Construction Design Investments we have enclosed the letter from Mr. Kimball for a financial support for this project.

PROJECT DEVELOPMENT SCHEDULE:

Following the Cost Analysis and the letter from Roger Kimball, our team has developed a preliminary schedule of potential periods the project will be accomplished within. It is the intent of the design/development team to complete the entire project during the Holiday Period of December 2016. The schedule is self-explanatory and needs to be reviewed. At this time our intent is to give an idea to the City of Des Moines, WA as to what steps we intend to undertake to complete the project. The dates and months are subject to change.

COMPREHENSIVE COST AND INCOME ANALYSIS

This is a summary of cost and income estimates, based on gross numbers and will be refined as the Project goes into more detailed design phases.

ITEM	BUILDING USE	Analysis				Remarks
		Number of Units	Area in Sq Feet		Cost Remarks	Income (\$)/Yr
WFI	Waterfront Park, Des Moines, WA					
	Summary: The Mix suggested by the City of Des Moines is probably the most logical and potentially the most successful option by providing a mix of office, retail, hotel and marina services with support parking and public open spaces. It is also important to provide a common plaza or open space for the arrival of citizens, users and for public celebration activities to be the center of all facilities at the site. The site will have sufficient parking to support all planned activities.					The Design is to be made of glass buildings where there is a retail entrance (triangular) structures open to their respective buildings such as the office space to the north, hotel to the west and marina and parking to the south.
R	Retail and Restaurant Buildings					
	Summary: The Retail buildings around the plaza are not the typical retail found in downtown areas. It is more related to art galleries, news and media stores at the offices block, restaurants and culinary arts at the hotel block and marine stores and specialty items at the marina block.					
1A	Art Galleries and Office Retail		3,000.00	1,200,000.00	\$400/SF FF&E	\$ 135,000.00
2A	Hotel Restaurants and Culinary Arts/Lobby		3,600.00	1,440,000.00	\$400/SF FF&E	\$ 162,000.00
3A	Marine Retail and Exhibits		4,000.00	1,400,000.00	\$400/SF FF&E	\$ 180,000.00
	Subtotal Retail and Restaurants		10,600.00	4,040,000.00	\$400/SF FF&E	\$ 477,000.00
O	Offices					
	Summary: The offices will be an extension of the retail front and will be housed under a wave shaped multi color glass skylights representing the ocean within. The offices will be open around an internal courtyard.					
1B	Ocean Front Offices		34,000.00	10,200,000.00	\$300/SF FF&E	\$ 1,360,000.00
2B	High Tech Center		2,000.00	600,000.00	\$300/SF FF&E	\$ 80,000.00
	Subtotal Offices and Tech Center		36,000.00	10,800,000.00	\$300/SF FF&E	\$ 1,440,000.00
H	HOTEL					
	Summary: The Hotel Facility will be 4-Star Quality with a total of 125 rooms at Standard, Business and Executive sizes and styles. The roof would be made wave shaped colored glass open to an internal courtyard.					
A	Hotel					
1A	Hotel Rooms Standard Size and Style	90	22,500.00	7,875,000.00	\$350/SF FF&E	3,202,875.00
2A	Hotel Rooms Business Size and Style	30	9,000.00	3,150,000.00	\$350/SF FF&E	1,423,500.00
3A	Hotel Rooms Executive Size and Style	30	10,500.00	3,675,000.00	\$350/SF FF&E	1,779,375.00
4A	Lobby and Support Space		12,600.00	4,410,000.00	\$350/SF FF&E	
	Subtotal Hotel Facility		54,600.00	19,110,000.00	\$350/SF FF&E	6,405,750.00
M	Marina					
	Summary: The Marina will be composed of Marine Services and Marina Retail. It will have direct link to the plaza and the ocean along the sea wall.					
1A	Indoor Marina		20,000.00	6,000,000.00	Income is based on outdoor events	800,000.00
	Subtotal Public Plaza		20,000.00	6,000,000.00		800,000.00
PP	Public Plaza					
	Summary: The Public Plaza will link the entrances of the Office/Retail with Hotel/Restaurants and with Marina/Retail in one common outdoor area.					
1A	Outdoor Public Plaza		20,000.00	3,000,000.00	Income is based on outdoor events	800,000.00
	Subtotal Public Plaza		20,000.00	3,000,000.00		800,000.00
P	Parking Garage					
	Summary: The Parking facility will be at a total of 100 cars insided a three story parking garage attached to the south of marina structure.					
	Parking Area Garage Including Hotel Drop-Off	150	67,500.00	8,437,500.00		800,718.75
	Sub-total Parking Area		67,500.00	8,437,500.00		800,718.75
	TOTAL BUILDING SPACE COST		208,700.00	51,387,500.00		10,246,468.75
	Site Lease and Site Development/Sea Wall			7,500,000.00		
	Furniture Fixtures and Equipment at 10%			5,138,750.00	Cost of Building Per Square Foot	\$ 386.40
	Total Cost of Building, Site and FF&E			64,026,250.00		
	Engineering and Design			6,082,493.75		
	Development, Soft Costs, Legal, Marketing, Logistics, Transport etc. +/-			3,201,312.50		
	Grand Total			73,310,056.25		
	Grand Total Plus Contingency 10%			80,641,061.88	Say \$81 Million	
	Annual Pay Back Entire Cost at 7.25% over 20 years			7,781,730.00		
	Operating Expenses @10%			778,173.00		
	Capital Investment @7%			155,634.60		
	Total Expenses Including Paying Off Loan			8,715,537.60		
	Gross Annual Income After Expenses			1,530,931.15		

CUSTOM CONSTRUCTION DESIGN INVESTMENTS

May 29, 2013

Dr. Hisham N. Ashkouri, AIA, LEED AP BD+C
ARCADD, Inc./Hisham Ashkouri, Architects
1185 Washington Street
Newton, MA 02465

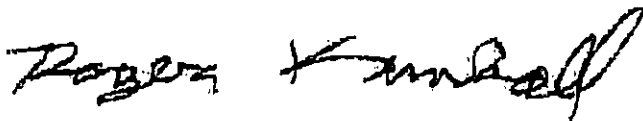
Re: Financial Backing and Investment Support to the Development of Waterfront, City of Des Moines, Washington

Gentlemen:

We are pleased to inform you that we will provide you with necessary financial backing and investment support for the 100% funding required for the development of the Waterfront, City of Des Moines, Washington. We understand that your total budget for the project at this time is estimated at \$100 million to complete the project.

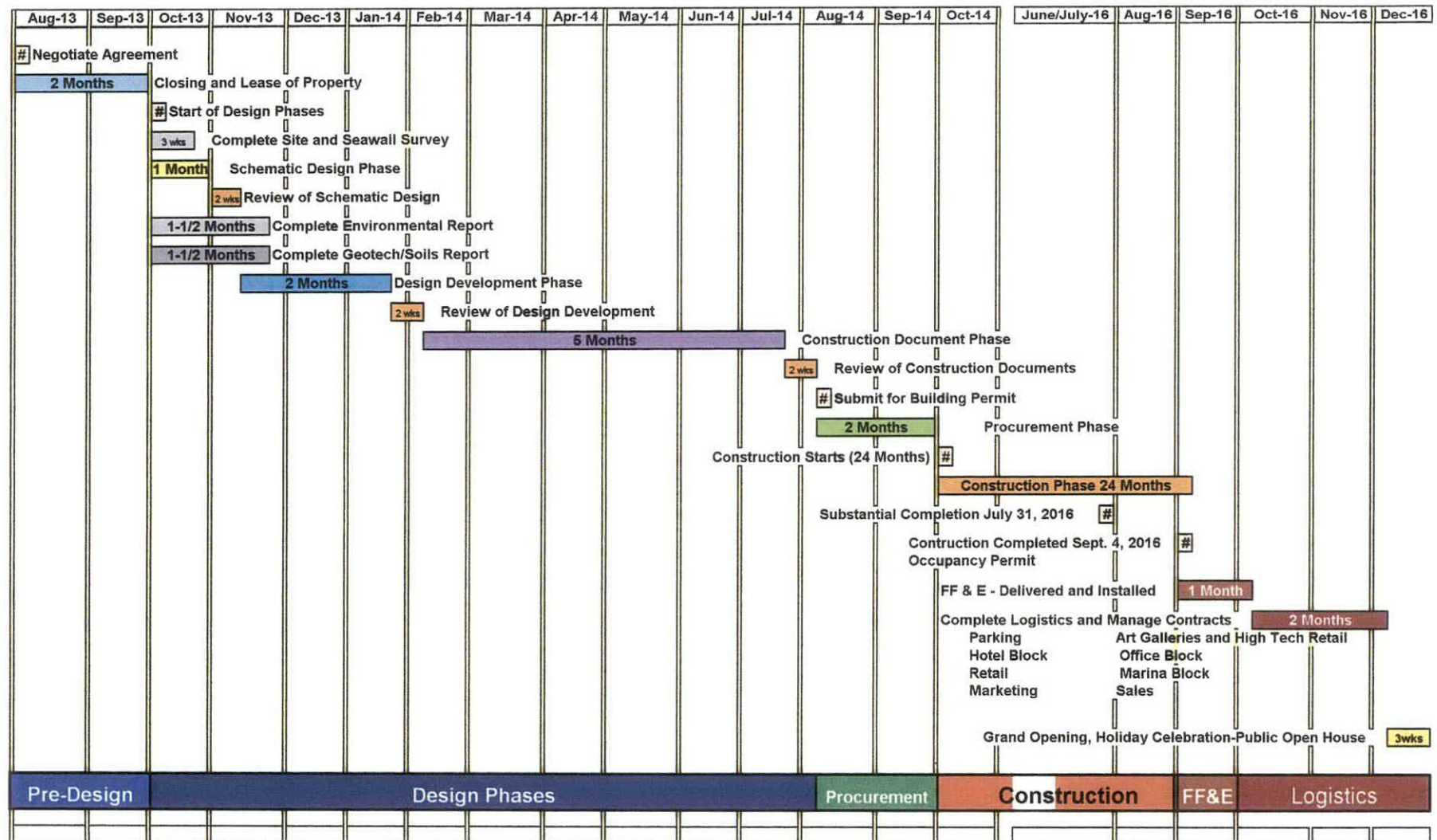
We look forward to working with you and to accomplishing this development.

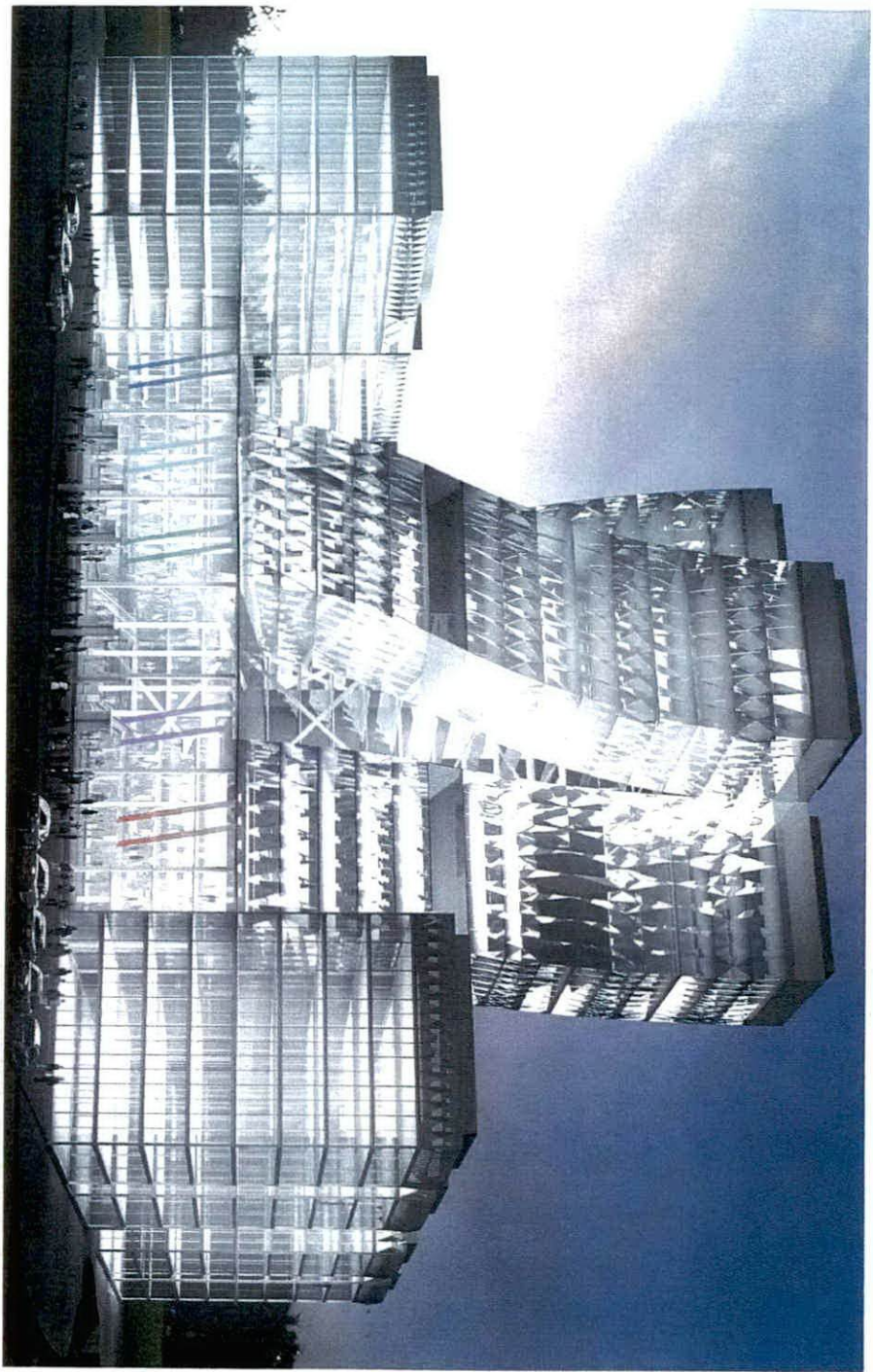
Regards!



Roger Kimball, Owner
Custom Construction Design Investments
Midway, UT

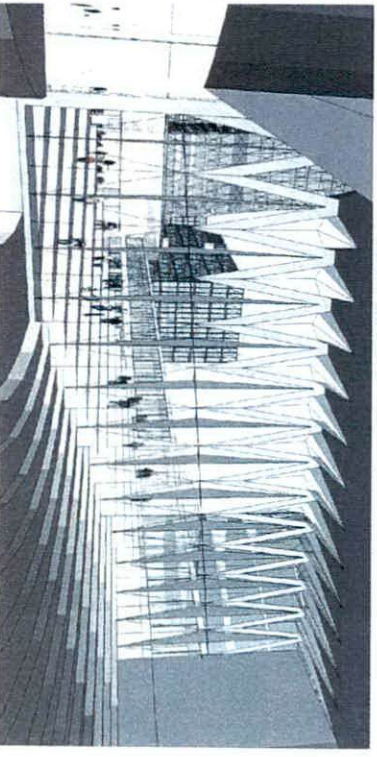
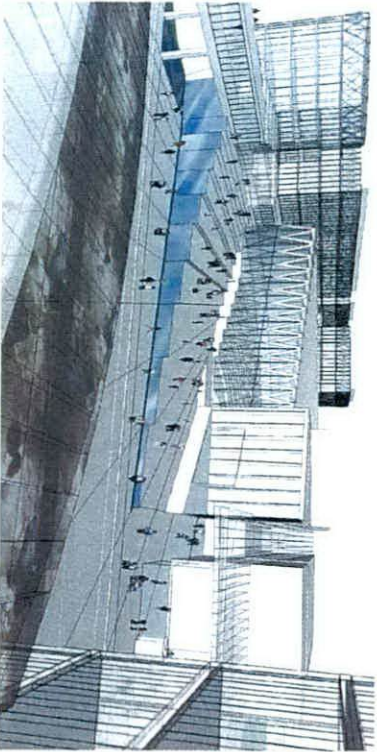
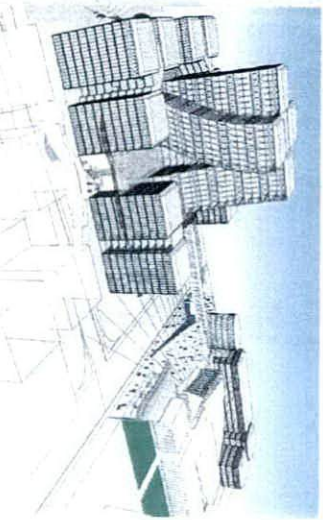
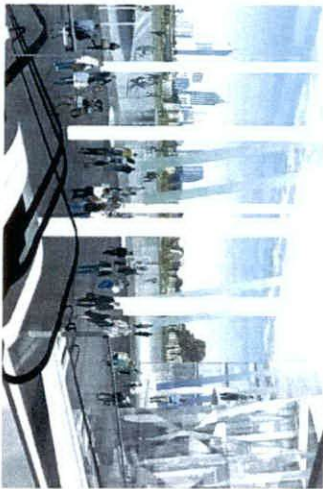
Des Moines Waterfront Development Project Schedule, May 2013

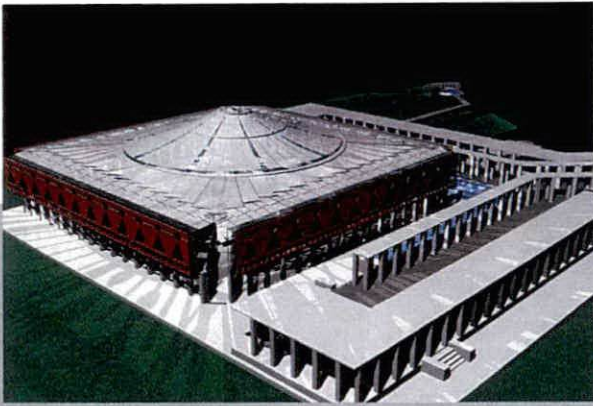
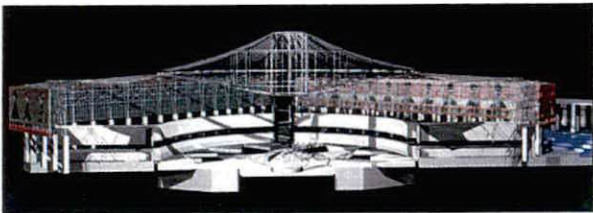




ARCADD, INC.
HISHAM ASHKOURI ARCHITECTS

FAYAT WAY ACADEMY, PERFORMING ARTS, CONFERENCE CENTER & MIXED-USE DEVELOPMENT

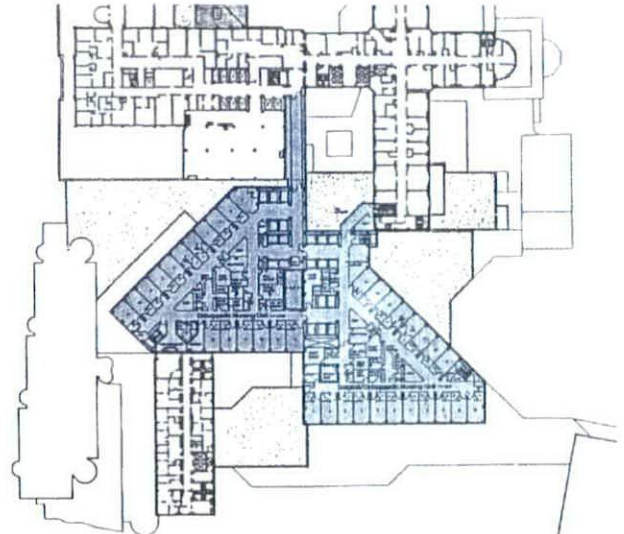
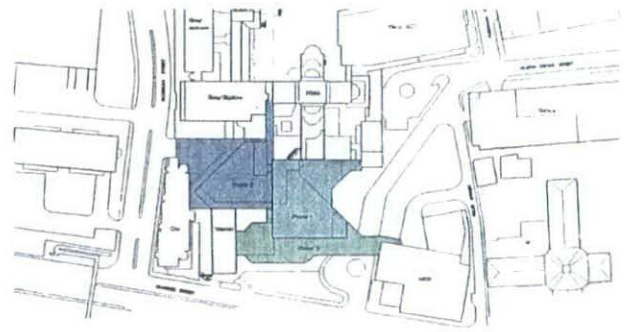




CITY OF LIGHT DEVELOPMENT OF WAR-TORN DOWNTOWN KABUL | KABUL AFGHANISTAN | 2004



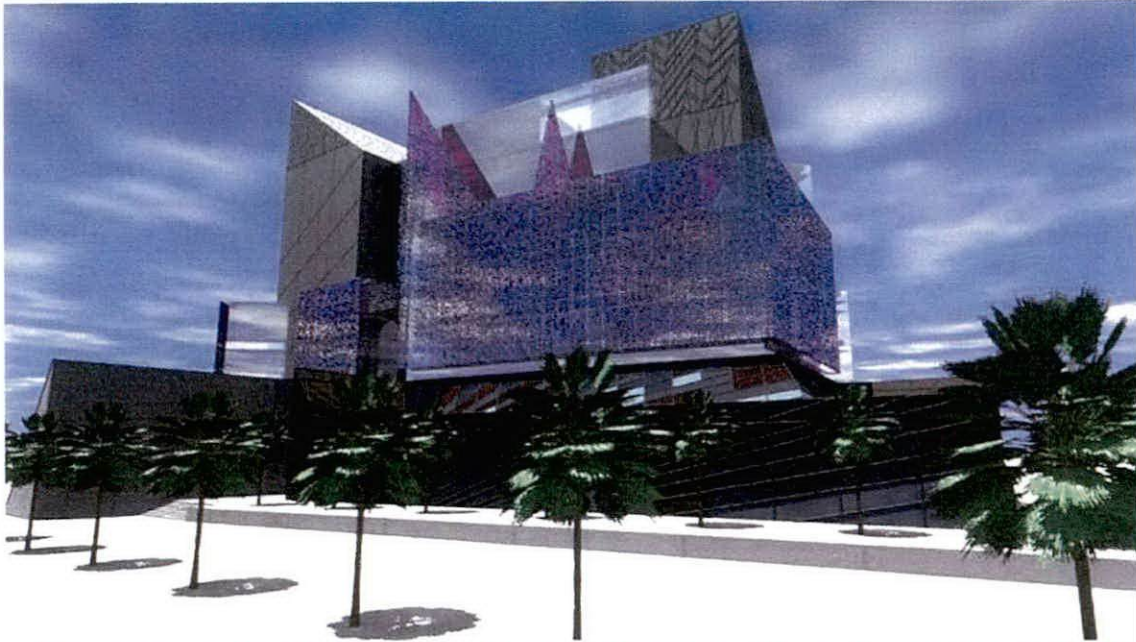
COLD SPRING GREEN | SUSTAINABLE TOWNHOMES | NEWTON MA USA | 2009



ARCADD, INC.
HISHAM ASHKOURI ARCHITECTS

MASSACHUSETTS GENERAL HOSPITAL | TEACHING HOSPITAL | RENOVATIONS

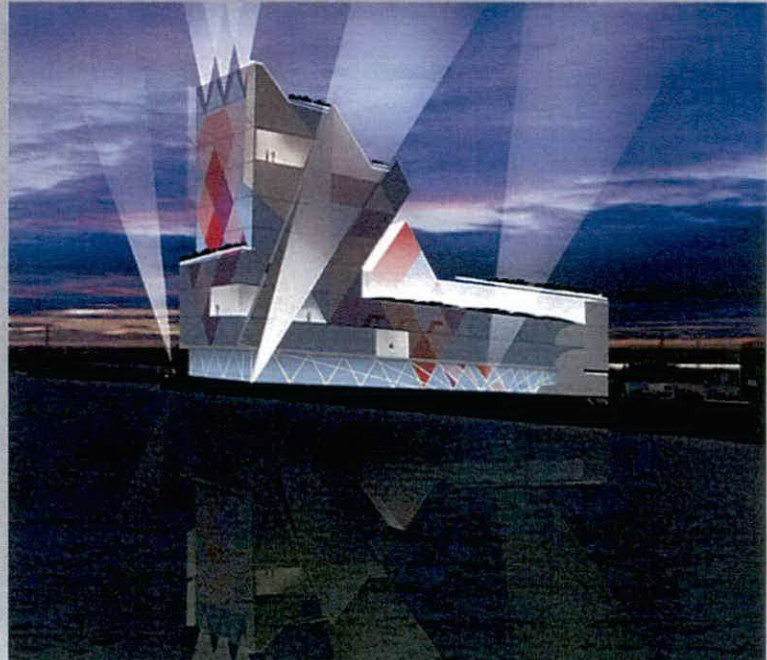
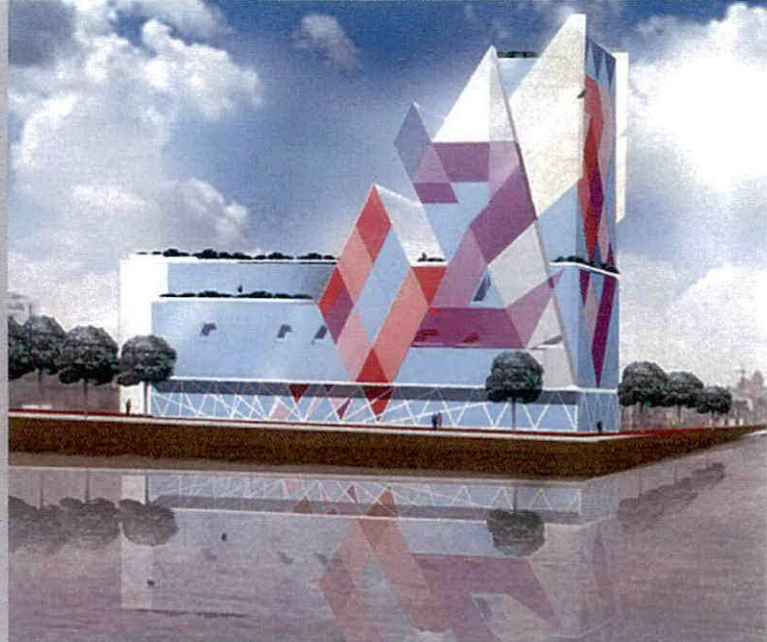




AJMAN MUNICIPALITY COMPLEX | AJMAN UNITED ARAB EMIRATES | 2007



CINEMA SINDBAD HOTEL & CONFERENCE CENTER | BAGHDAD IRAQ | 2004



AREAS OF EXPERTISE

Urban Design, Master Planning, and Development; Urban City Centers; Municipal and Government Projects; City Halls; Town Halls; Historic Buildings; Museums; Colleges and Universities; Schools; Medical buildings; Hospitals; Labs; DPWs; Post Offices; Boat and Passenger Terminals; Federal and State Procurement; Programming; Specifications; Cost Estimating; Bidding; and Construction Management.

PROFESSIONAL EXPERIENCE

1986-present President; ARCADD, Inc., West Newton, MA
1986 Senior Architect; Hoskins, Scott and Taylor, Boston, MA
1984-1986 Chairman; Dept. of Architecture, Wentworth Institute, Boston, MA
1980-1984 Project Manager; The Architects Collaborative, Inc., Cambridge, MA
1976-1980 Private Practice; Hisham N. Ashkouri: Design and Master Planning for the Handicapped
1973-1976 Architect; The Architects Collaborative, Inc., Cambridge, MA

EDUCATION

1980-1983 Doctor of Philosophy in Ergonomics
 Tufts University, Medford, MA
1973-1975 Master of Architecture in Urban Design (Urban Design)
 Harvard University/MIT, Cambridge, MA
1972-1973 Master of Architecture (Louis I. Kahn Class)
 University of Pennsylvania, Philadelphia, PA
1965-1970 Bachelor of Architecture (Ranked 1st in Class)
 University of Baghdad, Iraq

PROFESSIONAL REGISTRATIONS

Registered architect in VT, ME, NH, MA, RI, CT, NY, NJ, PA, DC, MD, VA, IL, MO, TX, WA, Iraq and Afghanistan, NCARB Certified, MCPPO Certified by the Massachusetts Office of the Inspector General, LEED AP Building Design and Construction.

1ST PRIZE AWARDS

Massachusetts Collaborative, LEED Green Building Compliance Award
Massachusetts Artist Award
New York Urban Design Award
A Playground for All Children, Two Phase N.Y. Design Competition, Queens, NY
Killington Skiing Village Complex Design Competition, Killington, VT
Abu Dhabi National Library & Cultural Center International Design Competition, Abu Dhabi, UAE
College of Agriculture National Competition, Sulaimaniyah, Kurdistan, Iraq
Baghdad City Hall National Competition, Baghdad, Iraq
Ministry of Justice National Competition, Baghdad, Iraq
Ministry of Oil & Minerals National Competition, Baghdad, Iraq

PROFESSIONAL EXPERIENCE SUMMARY***Current Projects***

Crystal Way development, design and construction of a city center lot to be used as a mixed-use residential, office, retail and conferencing center with rotating business exhibits based on teleconferencing and interactive glass technology Federal Way, WA
Cold Spring Green residential development, new construction with "green" design and technology Newton, MA
Cold Spring West medical office and associated hotel based on sports therapy and rehabilitation, sustainable "green" design and technology Newton, MA
The New City of Noorland a \$15 billion urban development including cancer research and medical center, hotel/office public transport center, film production center, civic center, banking and insurance center and health and fitness/sports center, Kazan, Tatarstan, Russian Federation.
Sabratha Sea Resort a 450 room hotel with high end sea village, recreational complex and boating marina located beside the Roman ruins of Sabratha, Sabratha, Libya
Salt Lake City Hotel and Retail Complex located near the City Hall of Salt Lake City, a 9 story complex of hotel, offices and retail with underground parking Salt Lake City, UT

Large-Scale Planning Development

Boundary Control Passenger Terminal, Hong Kong/Shenzhen, China
Noorland New City Development, Kazan, Tatarstan, Russia
Mosque Complex and Square, Tripoli, Libya
City of Dreams, East of Tripoli, Libya

Regatta Mediterranean Resort, Tripoli, Libya
City of Light Development, Kabul, Afghanistan
National Museum and Cultural Center, Kabul, Afghanistan
Baghdad Renaissance Plan, Baghdad, Iraq
Tahrir Square Development, Baghdad, Iraq
Sindbad Hotel and Conference Center, Baghdad, Iraq
Ajman Municipality Government Complex, Ajman, U.A.E.
South Portland Waterfront Development, South Portland, ME
Master Plan, Tallahassee, FL

Municipal and State Projects

Framingham Municipal Campus & Town Hall *space planning and consolidation* Framingham, MA
Framingham Memorial Building *stair and entrance renovations, ADA and code compliance* Framingham, MA
Dracut Town Hall & Police Department *study and design for new Town Hall, renovation, ADA compliance* Dracut, MA
South Portland City Hall *renovation/addition and consolidation of city offices* South Portland, ME
Taylor Public Library *evaluation and design for expansion, LEED evaluation* East Derry, NH
Hunt Memorial Building *roof replacement* Nashua, NH
Nashua Public Library *entrance and access renovations* Nashua, NH
Newton War Memorial Auditorium (Historic) *renovation of historic building* Newton, MA
South Portland O'Neill Street Complex *evaluation and space planning* South Portland, ME
Rockingham Community Action Center *renovation and expansion* Seabrook, NH
Milton Senior Center and Kindergarten Enrichment Day Session *renovation* Milton, MA
Plymouth Senior Center *renovation/addition* Plymouth, MA
Douglas Town Hall (Historic) *renovation into senior center/post office* Douglas, MA
Newton Cable Access TV Studios *conversion of Hyde School* Newton, MA
Central Street Fire Station *building repairs* Wellesley, MA
DCPO State Police Crime Laboratories *conversion of elementary school* Sudbury, MA
North Attleborough Electric Department Operations Center *new construction* North Attleborough, MA
DPS Office/ Garage Complex *new construction* Peabody, MA
DPW Water and Sewer Division Office/Garage Complex *conversion of incinerator* Newton, MA
Onset Water and Fire District Garage/Maintenance Facility *renovations/repairs* Onset, MA

Federal

Department of Navy

Planning and Renovation, Building 22 (Officer's Club, Auditorium and Offices) Portsmouth Naval Shipyard, Portsmouth, NH
Space Planning and Renovation, Building 93 (Public Works Dept.) Portsmouth Naval Shipyard, Portsmouth, NH
Planning and Renovation, Building 78 (Nuclear Regulatory Research Office) Portsmouth Naval Shipyard, Portsmouth, NH

United States Postal Service

Harvard Square Main Post Office (Historic) *renovation, ADA compliance, historically significant* Cambridge, MA
East Bridgewater Main Post Office *new construction* East Bridgewater, MA
Postal Store of the Future *renovation* Braintree, MA
Burlington Main Post Office *renovation* Burlington, MA
Detached Mail Unit *new construction* Taunton, MA
13 Standard Options for the States of New York and New Jersey
Woodstock Main Post Office *new construction* Woodstock, NY
Ossining Main Post Office *new construction* Ossining, NY
Liberty Main Post Office (Historic) *renovation* Liberty, NY
Ellenville Main Post Office (Historic) *renovation, ADA compliance, historically significant* Ellenville, NY
Catskill Main Post Office (Historic) *renovation of lobby, handicap ramp* Catskill, NY
Bergen Station South *new construction* Jersey City, NJ
Hudson City Annex *renovation* Jersey City, NJ
Franklin Lakes Main Post Office *new construction* Franklin Lakes, NJ
North Station Post Office *new construction* Caguas, San Juan, Puerto Rico
Carrier Annex *renovation* Hato Rey, Puerto Rico

National Parks Service

Kirk Street Agents House *renovation* Lowell, MA

Medical

Massachusetts General Hospital *Tower 1* Boston, MA
Massachusetts General Hospital *13 renovations* Boston, MA
Massachusetts General Hospital *Child Development Center* Boston, MA

ARCADD, Inc. • 1185 Washington Street West Newton, Massachusetts 02465 • tel: (617) 332-1200 • fax: (617) 969-3362
New York Office: Hisham N. Ashkouri @ Suite 2A, 24 Monroe Place Brooklyn Heights, N.Y. 11201 • tel: (718) 422-7644
www.arcadd.com • arcaddinc@aol.com

Surgical Step Down Unit *renovation* VAMC Boston, MA
 Outpatient Clinic *renovation* VAMC Boston, MA
 Boston Veterans' Administration Outpatient Clinic (Historic) *space planning and equipment layout* Boston, MA
 Edith Nourse Rogers Memorial Veterans' Hospital (Historic) *egress corrections and laboratories renovations* Bedford, MA
 Outpatient Clinic *renovation* VAMC New Bedford, MA
 Cerebral Palsy *renovation of existing building* Quincy, MA
 Taunton State Hospital *building code upgrade for inpatient facility* Taunton, MA
 Heywood Hospital *operating rooms floor renovations* Gardener, MA
 Dental Residence Lab (Historic) *renovation* VAMC New Bedford, MA
 Air, Oxygen and Vacuum Installation, VAMC Manchester, NH
 Kitchen/Dining Hall *renovation* VAMC Manchester, NH
 Primary Care Practice Expansion *renovation* VA Connecticut Healthcare System, West Haven, CT
 Auditorium *renovation/fire and safety corrections* VAMC Providence, RI
 CAT Scan Unit Preparation *renovation* VAMC Providence, RI
 Ward 1B Outpatient Clinic *renovation* Providence, RI
 Ambulatory Surgical Suite *renovation* Providence, RI

Educational

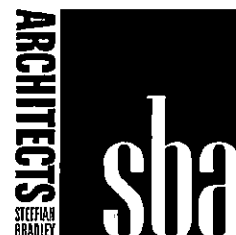
Master Plan of Campus Expansion (20,000 to 28,000 students), University of Baghdad, Baghdad, Iraq
 Colleges of Engineering, Humanities and Sciences, University of Baghdad, Baghdad, Iraq
 College of Physical Education, University of Baghdad, Baghdad, Iraq
 Academy of Fine Arts, University of Baghdad, Baghdad, Iraq
 Cape Cod Community College *master plan* West Barnstable, MA
 Mt. Wachusett Community College *master plan* Gardner, MA
 Adult Learning Center *reuse of Currier Elementary School* Methuen, MA
 Belmont Public Schools Facilities Audit *evaluation of 6 school buildings and administration* Belmont, MA
 Systemwide ADA Action Plan and Code Review *evaluation of 20 school buildings*, Haverhill, MA
 Stoughton Public Schools *eight schools renovation/addition (6 elementary, 1 jr. high school and 1 high school)*
 Stoughton, MA
 South Street School/Office Complex Phases I and II (Historic) *master plan, renovation/addition* Fitchburg, MA
 Falmouth High School *building renovation and expansion* Falmouth, MA
 Newburyport High School *renovation of chemistry and computer labs* Newburyport, MA
 Brookline High School Freshman Campus *elevator installation*, Brookline, MA
 East Junior High School *renovation* Brockton, MA
 Bowen Elementary School *renovation/addition* Newton, MA
 Memorial Spaulding Elementary School *renovation/addition* Newton, MA
 Williams Elementary School *renovation/addition* Newton, MA
 League School *renovation* Newton, MA
 Cashman School *building repairs* Amesbury, MA
 Belleville Elementary School *renovation* Newburyport, MA
 Brookline Old Lincoln School *ADA elevator installation and renovation* Brookline, MA
 Driscoll School *elevator installation* Brookline, MA
 Pierce Primary School *elevator installation* Brookline, MA
 Gilsum Elementary School Gymnasium/Common Area Facility *new construction*, Swanzey, NH

Private

Oakridge Main Post Office *new construction* Oakridge, NJ
 Showroom/Warehouse *new construction* W.W. Grainger, Lawrence, MA
 Showroom/Warehouse *renovation* W.W. Grainger, Watertown, MA
 Office/HVAC *renovation* United Parcel Service, Watertown, MA
 Loading Docks *renovation* United Parcel Service, Watertown, MA

Recent Publications

The Seattle Times 'Crystal' complex pitched for Federal Way October 2011
 Federal Way Mirror Crystal Palace coming soon to downtown Federal Way July 2011
 Architizer Construction in Kabul: A Primer February 2011
 Wicked Local Newton Newton architect builds 'green' around the globe April 2010
 World Architecture News ARCADD modernize the traditional townhouse in Massachusetts January 2010
 World Architecture News Rebuilding Baghdad March 2009
 New England Real Estate Journal Ashkouri of ARCADD, Inc. has green projects in development in Newton, Kabul and Baghdad October 2008



Peter Steffian, FAIA, NCARB Principal and Chairman

Peter Steffian has more than 40 years of experience in service to the public and the profession and in the design, planning, and management of continuing care, residential, office, medical, commercial, and institutional projects. As Chairman of Steffian Bradley Architects, Peter has served as practicing principal-in-charge for the selected projects that follow.

Education

University of Pennsylvania, Philadelphia, Pennsylvania
Boston Architectural College, Boston, Mass.

Bachelor of Architecture
Honorary - Doctor of Public
Service

Registration

Architectural Registration – Massachusetts (2049), New
Jersey (AI 14797), Connecticut (3689), Rhode Island (749),
Maine (671), Vermont (790), New York (12174), New
Hampshire (816), Florida (7762), Virginia (0401 011475),
Pennsylvania (RA-015145-B) Missouri (A-2000155281),
Maryland (13700), Georgia (RA0111946), Ohio (0714517)
National Council of Architectural Registration Boards
Licensed Construction Supervisor in Massachusetts

Certificate No. 11697

Professional Affiliations

American Institute of Architects
College of Fellows
Licensing Committee
Continuing Education System Task Force
National AIA Diversity Conference

Elected 1988
2001-2002
1999-2000
Panelist 1996

Boston Society of Architects

Past Director, Treasurer, & Secretary
Member, 1965-2009
Emeritus, 2007-2009

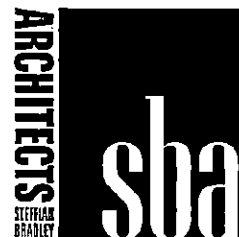
Boston Foundation for Architecture
AIA Massachusetts

Founding Trustee, Secretary
Past Director and President
Member, 1965-2009

Inter Professional Council on Registration
Commonwealth of Massachusetts
Board of Registration of Architects

President, 2000-2001

Board Member, 1989-2007
Board Chair, 1991-2001



Residential

808 Memorial Drive – Cambridge, Mass.

A mixed income complex encompassing two high-rise buildings of 10 and 20 stories providing one-, two-, three-, and four-bedroom units for the elderly and families, plus office and commercial space.

301 units
35,000 square feet

Bittersweet Lane – Randolph, Mass.

A three-story elevator building with one- and two-bedroom units.

35 units

Boston Housing Authority – Boston, Mass.

Elderly housing rehabilitation project including the renovation of lobbies and community areas.

10 buildings

Bridle Path Apartments – Randolph, Mass.

A three-building residential complex for the elderly.

104 units

Cambridge Housing Authority – Cambridge, Mass.

Capital Improvement Plan study of all of CHA federally assisted multi-family elderly and family developments including cost estimating and prioritizing capital needs through an "Access" database.

1,821 units
17 developments

Cliffside Commons – Malden, Mass.

A five-story market rate apartment community with parking deck and pool.

300 units
341,000 square feet

Cambridge Park Place Apartments – Cambridge, Mass.

A high-rise market rate apartment complex with 15% affordable units with parking under the building and on-site, plus a recreation and pool deck.

311 units
315 parking spaces

Chestnut Park – Springfield, Mass.

A mixed use, five-building complex containing one-, two- and three-bedroom units including commercial space, a pool and health club, and structured parking for 327 cars.

512 units
20,000 square feet of
commercial space

The Devonshire – Boston, Mass.

A 42-story, mixed-use, curtain wall building with luxury apartments, retail and office space with parking below ground.

475 units
120,000 square feet

Exeter Towers – Boston, Mass.

A mixed-use building with commercial space at sidewalk level and 8 stories of luxury apartments above.

96 luxury units
12,000 sf commercial

Forbes Building – Jamaica Plain, Mass.

A 7-story one- and two-bedroom residential complex for the elderly.

147 units

Foreside Estates – Falmouth, Maine

Mixed-income garden apartments and townhouses for the elderly.

134 units



The Friary – Rye, New Hampshire

Design for conversion of a historic friary built in 1922 into 20 units of luxury housing with dramatic views of the New Hampshire coast. 20 units

Hope Gardens – Attleboro, Mass.

A suburban residential complex for the elderly and handicapped. 180 units

Island Elderly Housing, Inc. – Martha's Vineyard, Mass.

Master plan for publicly funded elderly housing project constructed in two phases; total of 6 handicap-accessible units (Phase I, 24 units – design only). 48 units

Jady Hill – Exeter, New Hampshire

A three-story building consisting of 18 luxury rental units and underground parking. 18 units

Master plan for phase II of the project comprises 100 units of new housing in 4 buildings with underground parking for 100 cars and support facilities including tennis courts and a community room. 100 units

Liberty Place – Randolph, Mass.

A mixed-income residential complex with clubhouse and pool. 112 units

Marion Street Apartments – Brookline, Mass.

Currently in schematic design phase, the project will consist of 66 units within a 55,500 square-foot building. The complex will include one- and two-bedroom apartments and two levels of grade and sub-grade parking with 146 spaces and a recreation deck. 66 units

Merrimack Plaza – Lowell, Mass.

Two high-rise towers of 20 and 11 stories containing one-, two-, and three-bedroom units and convenient commercial space. 449 units
9,000 sf commercial

Medical Center Housing – Boston, Mass.

Master plan for the renovation of 350 units of existing housing and the addition of 800 units of new housing in seven buildings. Includes underground parking, restaurants, retail space and a health club on campus. 1,050 units

Mission Park – Boston, Mass.

Access upgrades for existing mixed-income residential complex comprised of four high-rise towers, a community center, townhouse buildings, underground parking, and 12.6 acres of landscaped grounds. 775 existing units

Newtowne Court – Cambridge, Mass.

Comprehensive modernization of a public housing complex plus creation of 13 handicap-accessible units for the Cambridge Housing Authority. 268 units

Pondview Apartments – Leicester, Mass.

Master Plan and new construction for 150 units of condominium cluster housing to include one- and two-bedroom units with available loft addition. 240,000 square feet
150 units



Reservoir Towers – Brighton, Mass.

245 residential units with structured parking in a 15-story, two core high-rise complex.

245 residential units with
structured parking in a
15-story, two core high-rise

River Court – Cambridge, Mass.

A 14-story luxury residential condominium complex that includes retail space, three levels of underground parking and a health club with pool.

166 units

Rosemeade Apartments – Southbridge, Mass.

Accessibility improvements to site, units and clubhouse.

11 accessible units

The Village at Marshfield – Marshfield, Mass.

Exterior renovation of 23 apartment buildings, and interior and exterior renovations to entire complex plus the addition of a new community building.

252,000 square feet

Academic

Boston University – Boston, Mass.

School of Law and Education Building
Pappas Law Library and Auditorium

The two schools were designed one above the other in an award-winning 18-story tower with separate entrances at different levels for each school. This building includes workrooms, laboratories, and simulated courtrooms. The 80,000 volume law library occupies a three-story structure which it shares with a 600-seat auditorium below. N association with Sert, Jackson & Gorley.

160,000 square feet
27,000 square feet

College of General Studies

A self-contained teaching and administrative facility for a two-year team teaching program including a department library as part of the B.U. system.

1,200-student-capacity

Lasell College – Auburndale, Mass.

Campus master plan for growth to 900 students plus the design of a classroom building, dormitory, and a central library for 100,000 volumes.

900-student-capacity

Massachusetts Eye and Ear Infirmary – Boston, Mass.

The Medical Library and Archives: Renovations to create a medical library and archives in response to the need for more progressive environments in housing the Infirmary's growing collection of publications and staff study areas.

Library: 3,200 square feet
Archives: 1,200 square
feet

MIT Sidney-Pacific Graduate Housing – Cambridge, Mass.

Design of an award-winning nine-story, mixed-use graduate student housing, a 350,000 square foot complex with structured parking and commercial uses on an urban site.

350,000 square feet
300 parking spaces

Healthcare

The Fallon Clinic – Worcester, Mass.

Central Street - a downtown health center for radiology, laboratory, obstetrics/gynecology, pulmonary, allergy, endocrinology, and the corporate offices for The Fallon Clinic. Historic Preservation Award.

45,000 square feet

The Fallon Medical Center - a specialty service health center including a physical therapy unit.

52,000 square feet

Interior design for eight satellite health centers outside of Worcester.

Fanny Allen Hospital – Colchester, Vermont

Campus-wide master plan showing a new main entrance, expansion capabilities for a new physical therapy wing, doctors' office building, commercial development, expanded parking, service and general circulation, plus new landscaping.

HCHP New England – Providence, Rhode Island

(Formerly Rhode Island Group Health Association)

200,000 square feet

Coro Building - adaptive reuse of industrial building to an ambulatory health care facility and office space.

Harvard Community Health Plan – Brookline, Mass.

14 ambulatory health care centers in Eastern Massachusetts including interior design.

500,000 square feet

Holyoke Health Center Medical Mall – Holyoke, Mass.

Master plan for a phased renovation of three existing buildings on a prominent site in downtown Holyoke, Mass.. The master plan provides a new location from the Holyoke Health Center as well as associated medical and retail spaces, such as a pharmacy, daycare facility, radiology unit and dental unit.

120,000 square feet

Phase I of the project includes adult medicine, dentistry, and a renovation of the Maple building. Historic Preservation Award.

Liberty Mutual – Lawrence, Mass.

Relocation of existing facility to new location, including complete interior fit-up and space planning for ADA compliance.

4,500 square feet

MGH Chelsea HealthCare Center – Chelsea, Mass.

Providing programming and feasibility study plus architectural, interior and graphic design for a new community health center with a residency program to include family practice, adult medicine, pediatrics, surgical specialties and 24-hour urgent care.

40,000 square feet



Massachusetts General Hospital – Boston, Mass.

MGH Everett Satellite HealthCenter 7,000 square feet

Creation of a satellite health center to provide family practice medical care in Everett, Mass. as part of MGH's primary care network.

MGH Revere HealthCare Center, Revere, Mass.

Providing programming and feasibility study plus architectural, interior and graphic design for a new community health center with a residency program to include family practice, adult medicine, pediatrics and specialties. 30,000 square feet

South Shore Hospital – South Weymouth, Mass.

Ambulatory care master plan - renovations and additions to the West Wing for a pediatric nursing unit and outpatient physical therapy unit including two aqua therapy pools and general administrative space. 34,000 square feet

Office / Commercial / Industrial

201 Broadway – Cambridge, Mass.

An 8-story office building, with 5,000 square feet of retail space, and an 180-car five level parking structure. 120,000 square feet

Canton Street Office Complex – Norwood, Mass.

Two complementary 2-story office buildings. 80,000 square feet

Chase Manhattan Bank

Global Payment and Treasury Services, Client Access Areas. 60,000 square feet
Design of high technology communication unit including computer rooms, command center, public lobbies, support space and 200 open office workstations.

Digital Equipment Corporation – Marlborough, Mass.

MRO IV - Product Marketing and Engineering Facility 350,000 square feet
Included interior design of 1,100 workstations, private offices, conference space, computer rooms, auditorium, and cafeteria.

Macomber Development Company – Cambridge, Mass.

98 North Washington Street Office Building, Boston, Mass. 90,000 square feet
IBM Building, Moshassuck Office Park, Providence, RI 75,000 square feet

Matrix Technologies Corporation – Hudson, New Hampshire

A two-story corporate headquarters, manufacturing and warehouse facility. 35,000 square feet

Metropolitan Corporate Center – Marlborough, Mass.

Master plan of a 90-acre, 10-building office/research and development park, and design and tenant planning of the first eight buildings. 660,000 square feet



The Nordblom Company – Burlington, Mass.

Northwest Park - master plan and design of 43 one and two story buildings for office/research and development.

1,500,000 square feet

One Brookline Place – Brookline, Mass.

Medical planning for 40 medical suites in a 6-story medical office building.

100,000 square feet

Sixth Street Office Building and Garage

Design of a new 5-story office building with three levels of underground parking for the telecommunications industry.

110,000 square feet

200 parking spaces

Spirit Technologies – Marlborough, Mass.

Design of corporate offices and manufacturing space, including interior design of finishes, casework and office furniture systems.

28,750 square feet

Westborough Office Building – Westborough, Mass.

Research and development facility.

84,000 square feet

Vienna-Budapest World Exposition – Budapest, Hungary

Development of an urban plan for 330 acres of under-utilized industrial land, 1 1/2 miles south of Budapest, Hungary, directly on the Danube River. SBA's solution, reminiscent of the 1911 Chicago World's Fair, revolved around the creation of distinct neighborhoods with specific traditional urban characters based on a readily recognizable block system, intended to facilitate the incorporation of efforts of individual privately funded building developments.

330-acres

Newburyport Landing – Newburyport, Mass.

Waterfront park designed as the center piece of a revitalization of a section of Newburyport. The park became a focal point for housing, hospitality and the waterfront development

Dan Larkin



OFFICE DETAILS

London
Millennium Bridge House
2 Lambeth Hill
London EC4V 4AJ
United Kingdom

PRACTICE AREAS

Corporate
Real Estate

SECTORS

1. ENERGY
2. HOSPITALITY & LEISURE
3. MEDIA
4. PPP
5. REAL ESTATE

Partner

T +44 20 7429 6168
F +44 20 7429 6468
E dlarkin@salans.com

Dan Larkin is a global corporate and real estate partner in Salans' London office and heads the Global Hospitality & Leisure Group.

Dan specialises in asset-backed transactions and financings and has experience advising on structured financings, public-private partnerships, capital sourcing, mergers and acquisitions, private equity, joint ventures, privatisations, development projects, securitisations and restructurings. He has advised clients in this area as a lawyer and financial adviser. Dan has particular experience with transactions in the hospitality and leisure, real estate, transport, energy, construction, consumer products and retail, and media and entertainment industries.

Prior to joining Salans, Dan was a partner at Squire Sanders & Dempsey LLP. His career also includes positions as a managing director with PricewaterhouseCoopers' Financial Advisory Group in London and senior executive roles with Hyatt International Corporation and Ameritech, during which he provided legal counsel and business advice on matters throughout Europe, the Middle East and Africa, as well as Asia-Pacific and the Americas.

Dan is a frequent speaker at industry conferences and events including various financial and educational forums and before professional bodies.

Among professional associations, he has served as an officer of the International Bar Association and as an officer of the American Bar Association's Section of International Law.

5.1.1 Career:

- Partner - Salans, London (2011 to date)
- Partner/Co-head of Real Estate Finance Group - Squire Sanders & Dempsey LLP (2001 - 2010)
- Managing Director, Head of European Hospitality & Leisure Group - PwC Corporate Finance
- Associate General Counsel - Hyatt International Corporation

5.1.2 Education:

- University of Chicago, J.D., 1980
- Harvard University, A.B., cum laude, 1977

5.1.3 Languages:

- English
- French
- German



**Mark S. Junghans,
P.E.**

Principal

Mr. Junghans is a Principal in the Boston Integrated Services Team. His specialty is design and permitting on Urban building projects in Boston and Cambridge. Notable projects include 111 Huntington Avenue, Olmsted Green, Mandarin Oriental-Boston, Trilogy Residences and 70 Francis Street for Brigham and Women's Hospital. Mark is a resource for Article 80 permitting, Public Improvement Commission Permitting, Boston Water and Sewer Commission design and permitting and site and infrastructure engineering.

**21 years of professional
experience**

111 Huntington Avenue – The Prudential Center – Boston, MA

Project manager for the overall VHB engineering and permitting effort for the construction of a new 36-story office tower and low-rise office space adjacent to the Prudential Tower, providing approximately one million square feet of new commercial space. Project included site engineering; infrastructure improvements; traffic analysis, roadway and signal work; air quality modeling; and related technical permitting. Challenges on this project included the routing of major Boston Water and Sewer Commission (BWSC) sanitary and drain collectors through the existing subsurface parking garage, and integration of the proposed building into an extremely active site with substantial traffic and pedestrian requirements. The limits of working in a developed site required an inventive approach to design and work phasing. Constant coordination with City of Boston agencies was necessary to keep the project on track.

241 Atlantic Avenue Park, Boston, MA

This project, undertaken by the Frog Pond Foundation, built a new privately funded public park on a small parking area situated between the Rose Kennedy Greenway and the New England Aquarium. The project was challenging from the start as the site was very small and constrained by a myriad of utility systems and major drainage facilities linking the Central Artery/Tunnel to the waterfront. VHB led the city Public Improvement Commission process, on behalf of the owner, that resulted in the substantial expansion of the project site through discontinuance of street areas in the surrounding public streets. VHB worked closely with the park designers and landscape architects to collaboratively develop a design that achieved the ambitious vision for the space with massive trees and pedestrian structures while respecting existing utility systems, traffic flow and the operations of the adjacent aquarium.

70 Francis Street – Brigham & Women's Hospital – Boston, MA

Project Manager for Brigham & Women's Hospital's construction of a 350,000 square foot facility that will house the hospital's cardiac care center and expanded operating facilities. This project includes an innovative multi-story underground, full width building connector, and an above grade pedestrian bridge, between the existing 75 Francis Street building and the new building. The underground connection required the relocation of all utilities in Francis Street prior to commencement of the building project. VHB led the design and permitting of this phase of work securing approvals from a myriad of utility companies, city agencies and abutters. VHB is also providing transportation and civil engineering expertise to the hospital's Institutional Master Plan update, which included the 70 Francis Street building.

Center for Life Science, Boston, MA

Managed VHB's survey, civil engineering, and technical permitting efforts on a project that includes complex utility systems and interconnections with Beth Israel Deaconess Medical Center and the neighboring Harvard Institutes of Medicine, Children's Hospital and Merck facilities. This is a phased project that required VHB to work with the owner and construction manager to develop an innovative approach to phasing of utility and building work on a constrained site with lots of neighbors looking in.

Mandarin Oriental Hotel – The Prudential Center, Boston, MA

For Boston's first six-star hotel, which has begun construction, has been VHB's manager since the beginning when overseeing the Article 80 permitting process, MEPA permitting, and neighborhood coordination. This project required an update of the 1989 Prudential Center Master Plan. In order to achieve this approval the project team developed extensive site and transportation studies updating the area-wide planning done for the Prudential Center Redevelopment. The end result is a project that will redefine Boylston Street and finish the parcel development envisioned under the Prudential Master Plan. Particular challenges included developing a cutting edge vehicular access for the hotel, building around twin 30-inch siphons and construction an active retail and residential environment.

Olmsted Green, Mattapan, MA

VHB's project manager, overseeing the design and permitting of the new public roads, utility systems and site design for the Olmsted Green project proposed by Lena New Boston, a partnership between New Boston Fund and the Lena Park CDC, a unique 42-acre redevelopment on the former Boston State Hospital site incorporating workforce housing, affordable housing, a community center, facilities for the Department of Mental health, and two elder care/assisted living centers. The project is designed to make full use of Low Impact Development (LID) design principles through the siting of homes, integration of a distributed stormwater management system that provides exceptional infiltration facilities use of raingardens and permeable pavement. The site also features walking trails, a new public roadway system and supporting utility systems. This project required extensive coordination with city agencies on development of the design including the Public Improvement Commission, Boston Public Works Department, Boston Water and Sewer Commission, Boston Parks Department, Boston Lighting Department, and Boston Transportation Department.

Trilogy, Boston, MA

This project, recently completed, established 580 new residential units in the Fenway area while beginning to redefine the Boylston Street corridor. Following a long public process, this project enjoyed tremendous neighborhood support. VHB is responsible for site design, transportation engineering, signal design and city technical permitting including numerous actions by the Public Improvement Commission (PIC). Part of the scope includes a streetscape plan for Boylston Street and Brookline Avenue that will be extended by the city and neighboring future projects. The design also includes a reconfiguration of Kilmarnock Street, improving area circulation. This street design was a collaborative effort between the Boston Public Works (BPW) Department, the Boston Transportation Department (BTD) and Fenway Ventures LLC, the site developer.

Education

B.S.C.E Northeastern University, 1987

**Professional Registrations/
Certifications**

Professional Engineer Maine 1993

Professional Engineer Massachusetts 1992

Professional Engineer New Hampshire 1992

LeMessurier Consultants

Mysore V. Ravindra, P.E., Structural Engineer

Title/Position	President; Principal Structural Engineer
Education	Bachelor of Science, Civil Engineering University of Mysore Master of Science, Civil Engineering University of Southampton, England
Academic Affiliation	Boston Architectural Center Duke University Undergraduate Curriculum Advisory Board
Research	"Cost Effectiveness of Seismic Resistant Design for Non-structural Building Elements"
Registration	Professional Engineer (Structural): CT, FL, GA, IA, KY, MA, MD, ME, MI, MN, MO, NC, NH, NY, OH, PA, RI, SC, VA, VT, WI, WV, Certified by the NCEES
Professional Affiliations	Boston Society of Civil Engineers Section/ASCE Boston Society of Civil Engineers - Past Senior Vice President, Chairman Structures Group Boston Association of Structural Engineers Loads Advisory Committee, Massachusetts Board of Building Regulations & Standards
Professional Experience	Mr. Ravindra joined LeMessurier Consultants in 1968, becoming President in 1991. Prior to joining LeMessurier Consultants, Mr. Ravindra was associated for eight years with international contracting and design firms in Europe and India as well as in the United States. His structural engineering experience includes the following representative projects: John Joseph Moakley United States Courthouse Boston, Massachusetts Fort Devens Federal Corrections and Medical Center Ayer, Massachusetts Federal Correctional Institution Berlin, New Hampshire Federal Correctional Institution Glenville, West Virginia U.S. Military New Arvin Cadet Physical Development Center (Seismic Study & Retrofit) West Point, New York U.S. Postal Service General Mail Facility North Reading, Massachusetts U.S. Army Corps of Engineers Headquarters Building Waltham, Massachusetts Federal Reserve Bank of Boston Boston, Massachusetts 500 Boylston Street Retail, Office Building and Garage Boston, Massachusetts 222 Berkeley Street Retail, Office Building and Garage Boston, Massachusetts 125 Summer Street Retail, Office Building and Garage Boston, Massachusetts 125 High Street Office Building and Garage Boston, Massachusetts One and Two Cambridge Place Cambridge, Massachusetts Back Bay Hilton Hotel Boston, Massachusetts WTC Apartment Tower Dubai, UAE

Curriculum Vitae



John Bredehorst has more than 25 years experience with electrical systems and power distribution.

EDUCATION:
B.S. Electrical Engineering
University of Hartford

REGISTRATIONS:
Professional Engineer in NY, NJ

Licensed Master Electrical Contractor in CT

CREDENTIALS:
LEED Accredited Professional

JOHN E. BREDEHORST PE, LEED® AP

Executive Vice President
Managing Director of WSP Flack + Kurtz' NY Office
Electrical System Design-Power Distribution

EXPERIENCE

As an Executive Vice President and Managing Director, John Bredehorst oversees more than 200 technical and support personnel in the New York Office. His management background is illuminated through his years as a project manager coordinating all trade disciplines with the overall project team consultants.

Mr. Bredehorst's vast experience with electrical and mechanical systems has made him a vital asset in the design and successful completion of numerous projects, both nationally and internationally. John's expertise lends the firm abounding knowledge of complex power distribution systems, lighting systems, control systems and building life safety systems for a variety of building types.

Mr. Bredehorst's past project participation extends from both detailed tasks to those larger in scope. His responsibilities range from trouble-shooting to evaluating existing systems, installation of electrical systems as an electrical contractor, and the complete design of many facilities, buildings and systems. Some of these include cogeneration and power generation systems, reliable and redundant distribution systems and renewable power systems.

His relevant experience includes the following projects:

COMMERCIAL

- Canon Corporate Headquarters, Melville, NY
- Goldman Sachs Headquarters, 200 West Street, Trading Floor Fitout & Office Tower Fitout, New York, NY
- Merrill Lynch Expansion at the World Financial Center, New York, NY
- The New York Times Headquarters, New York, NY
- New York City Housing Authority, 90 Church Street, New York, NY
- 4 Times Square, New York, NY
- Penn Station Redevelopment, New York, NY
- 7 World Trade Center, New York, NY
- 505 Fifth Avenue, New York, NY
- Chrysler Building, Mineral Technologies, New York, NY
- Bloomberg LP, New York, NY
- Pfizer World Headquarters, New York, NY
- Queens West Development Project, Queens, NY
- AIG, San Juan, Puerto Rico
- Paine Weber, Puerto Rico
- Banco de Boston, Buenos Aires, Argentina
- Chemical Bank, Buenos Aires, Argentina
- Das Business Center, Berlin, Germany
- ARAMCO Office Buildings, Saudi Arabia
- The Prudential Business Campus, Short Hills, NJ
- Samsung Group Executive Boardroom, Seoul, Korea

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- Secho Mixed-use Building, Seoul, Korea
 - Sunkyong Group Corporate Headquarters, Seoul, Korea
 - Dacom Corporation Project, Seoul, Korea
 - Yuk Sam Dong, Seoul, Korea
 - AIG/Philam Life Insurance Building, Manila, Philippines
 - Skadden, Arps, Slate, Meagher & Flom, Moscow, Russia
 - World Bank Headquarters, Washington, DC
 - The Price Club, New Britain, CT
 - 717 Fifth Avenue, New York, NY

MIXED USE

- The Helena, New York, NY
- 731 Lexington, New York, NY
- AIG/Philam Life Insurance Building, Manila, Philippines
- Secho Mixed-use Building, Seoul, Korea

COMMISSIONING

- CIBC World Markets, New York, NY
- Hearst Headquarters, New York, NY

INTERNATIONAL

- Banco de Boston, Buenos Aires, Argentina
- Repsol, Buenos Aires, Argentina
- Banco Popular de Puerto Rico, San Juan, Puerto Rico
- Vision City, Kuala Lumpur, Malaysia
- Akbank New Operations Center, Gebze, Turkey

MASTER PLANNING

- Javits Convention Center, New York, NY

SUSTAINABLE DESIGN

- The Verdesian, New York, NY (LEED Platinum)
- The Helena, New York, NY (LEED Gold)
- Millennium Tower Residences, New York, NY (LEED Gold)
- SAP Corporate Headquarters, Philadelphia, PA (LEED Platinum Target)
- Commercial HQ at Battery Park City Site 26, New York, NY (LEED Gold Target)
- Canon Corporate Headquarters, Melville, NY (LEED Gold Target)
- The New York Times Headquarters, New York, NY
- Battery Park City Authority Green Guidelines, New York, NY

EXHIBIT A: RESPONDENT'S CERTIFICATION

By submitting a response, respondent understands, agrees and warrants that:

Respondent has carefully read and fully understands the information provided in this RFQ, including, but not limited to, Section IV (D) (Competitive Integrity).

Respondent has the capability to successfully undertake and complete the responsibilities and obligations of the response being submitted.

All information in the response is true and correct.

The City has the right to negotiate fees and other items it deems appropriate for the benefit of the City and public.

The City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Respondent, and Respondent hereby grants the City permission to make said inquiries and to provide any and all requested documentation in a timely manner.

Dated this 31 day of May, 2013.

~~ARCADD, Inc./Hisham Ashkouri, Architects/ Developers~~
(Respondent)

By: 
Title: President

TO BE ACCEPTED, ALL RESPONDENTS MUST SIGN THIS CERTIFICATION

EXHIBIT B: PROJECT PROPOSAL SUMMARY

TYPE & SIZE OF DEVELOPMENT	DEVELOPMENT TEAM: ARCADD, Inc. / Hisham Ashkouri, Architects/Developers
Primary Use Offices, Retail, Hotel & Marina	Sq. ft. <u>131,600</u> Class <u>A</u>
Specialty Restaurants, Tech.	Sq. ft. <u>5,600</u> Uses <u>A</u>
Parking 100 to 150 cars	Sq. ft. <u>45,000</u> No. of stalls <u>100</u> in 3 story structure plus 50 at site, hotel, etc.
Other Boating Marina	Sq. ft. _____ Indoor and Outdoor. Number to be Determined.
INVESTMENT	
Estimated cost of project	\$77 million
Type of financing	100% Private. No Borrowing
Proposed terms	20 Year investment at 7.5% Interest.
PROJECT TIMELINES	
Design completion	10 Months for entire design. Approvals 4 months
Est. construction start date	September 2014
Est. completion date	20-24 Months July 2016
Proposed Contingencies (if any) and/or requirements for construction	10% Cost Contingency Additional 2 months for approvals prior to occupancy
Market Analysis	
Brief statement of project feasibility	Need to accomplish 40% to 60% agreements for lease by the time of occupancy. Discussions are needed for having a flag ship hotel partners by beginning of design. We have worked with Starwood on two hotel projects in the past.

EXHIBIT C:

Non-Collusion Affidavit

STATE OF WASHINGTON)
) ss. NON-COLLUSION AFFIDAVIT
COUNTY OF KING)

Hisham Ashkouri of
ARCADD, Inc./HA Arch/Devel's being first

(NAME)

duly sworn, under oath says that as President

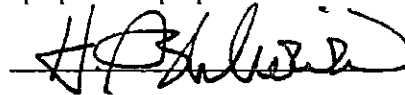
(TITLE)

of ~~ARCADD, Inc. and the owner of Hisham Ashkouri, Arch/Develop's~~

(FIRM)

the proposal above submitted is a genuine proposal and not a sham or collusive proposal, or made in the interest or on behalf of any person not therein named; and further says that the said proposer has not directly or indirectly induced or solicited any other proposer on the above work to submit a sham proposal, or any other person or corporation to refrain from proposing; and that said proposer has not in any manner sought by collusion to secure an advantage over any other proposer or proposers.

SIGN HERE



Subscribed and sworn to before me this 31st. day of May, 20 13.

Crystal Way developer misses deadline for downtown site | City explores alternative



COURTESY IMAGE

Beginning last winter, city staff had begun working on a number of alternative ideas for the AMC Theaters site on 20th Avenue South, with a focus on an open/green space, combined with a mixture of residential and retail businesses.

By [GREG ALLMAIN](#)

Federal Way Mirror reporter

OCTOBER 4, 2012 · UPDATED 5:50 PM

Crystal Way developer ARCADD Inc. missed another deadline in its dealings with Federal Way.

After Oct. 2 came and went, the Massachusetts-based company was unable to come up with \$150,000 in earnest money as part of the purchase and sale agreement to develop the former AMC Theaters site downtown.

Federal Way Mayor Skip Priest gave an update at the city council meeting Oct. 2, saying he had spent a long time on the phone with Dr. Hisham Ashkouri, the main architect for ARCADD and the man who had created the Crystal Way vision for Federal Way's downtown core.

"I received a communication today, and in fact had a long phone conversation with Dr. Ashkouri, that he was unable to receive the earnest money that we had hoped to have by today," Priest said. "He remains extremely optimistic about the fact that the money will come, but the transfer of money from other countries, is, not surprisingly, a challenge in these times."

Deputy Mayor Jim Ferrell minced no words, saying he thinks it's time to "turn the page" on ARCADD.

"My perspective is that, I think at this point, we're eight months past the original hard deadline of February. For me, I sort of feel like it's time to turn the page completely," he said. "I just don't see that it's fruitful to pursue this anymore."

Other council members were not as adamant as Ferrell in the idea of cutting ARCADD loose. Ashkouri had said the \$150,000 would be made available sometime in the coming week.

"It certainly does apply pressure to those who may think this is a lock, to get their affairs in order and come to the table in a really meaningful way," council member Roger Freeman said, referencing an alternative plan the city has been developing since last winter. Community and Economic Development Director Patrick Doherty presented that same plan during the Oct. 2 meeting.

"At this point, I'm willing to wait it out a little longer to see what is actually going to come forward," Freeman said.

Council member Linda Kochmar made it clear that Ferrell's sentiments weren't necessarily shared by the rest of the council.

"Recognizing that we're in the middle of a recession, it's difficult to get development moving in the middle of a recession, and we've been trying for a very long time," she said. "I just want to reiterate that we're not closing the door on Mr. Ashkouri yet, because he could still come forward. We're just moving forward on other concepts."

The city's alternative

Beginning last winter, Doherty and city staff had begun working on a number of alternative ideas for the AMC site, with a focus on an open/green space, combined with a mixture of residential and retail businesses.

Doherty elaborated during his presentation to the council on Oct. 2.

"We have come up with a concept, where roughly half the site, about 2 acres, is a public park or plaza, leaving the other half for development on a much smaller scale than we've seen in these previous proposals," he said.

The alternative concept will still revitalize, invigorate and activate that public space, he said, which means "shops, cafes, small stories, and at least a couple of stories to provide some sort of gravitas to the development, but not necessarily high-rise or mid-rise."

Doherty said that if the council moves forward with the city's alternative, a rough timeline would include:

- A site visit for council and city staff sometime this month
- A special session to deliberate more finely the pros and cons of alternatives in November
- Selection of a concept in December
- The issuance of a Request for Proposals for the private development portion of the project in January

Priest reiterated that this alternative design is essentially still in its infancy, and that the idea could be applied to other properties in the downtown area that the city owns.

"There are a number of other locations in downtown, where we can use this concept to market to the private development community," he said. "What we're trying to do is continue to be creative, continue to drive the train. For us to sit back and not pursue the vision doesn't do our citizens service, or meet our own responsibilities."

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The City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Respondent, and Respondent hereby grants the City permission to make said inquiries and to provide any and all requested documentation in a timely manner.

Dated this 31 day of May, 2013.

Powell Home
(Respondent)

By: B. Powell
Title: member

TO BE ACCEPTED, ALL RESPONDENTS MUST SIGN THIS CERTIFICATION

EXHIBIT C:

Non-Collusion Affidavit

STATE OF WASHINGTON)

COUNTY OF KING)

ss. NON-COLLUSION AFFIDAVIT

Brooks Powell being first
(NAME)

duly sworn, under oath says that as owner
(TITLE)

of Powell Homes
(FIRM)

the proposal above submitted is a genuine proposal and not a sham or collusive proposal, or made in the interest or on behalf of any person not therein named; and further says that the said proposer has not directly or indirectly induced or solicited any other proposer on the above work to submit a sham proposal, or any other person or corporation to refrain from proposing; and that said proposer has not in any manner sought by collusion to secure an advantage over any other proposer or proposers.

SIGN HERE

[Signature]

Subscribed and sworn to before me this 31 day of May, 2013