CONFIDENTIAL OFFERING MEMORANDUM

# Park Ave Green Living

487 Park Avenue

Worcester, Massachusetts

*A Next-Generation Mixed-Use Sustainable Community*


This Confidential Offering Memorandum has been prepared solely for the purpose of evaluating a potential acquisition, joint venture, financing, or development partnership involving Park Ave Green Living, a fully entitled mixed-use sustainable development located at 487 Park Avenue in Worcester, Massachusetts.

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# A Next-Generation Mixed-Use Sustainable Community

487 Park Avenue
Worcester, Massachusetts

**Prepared for:**

Qualified Investors, Developers, Joint Venture Partners, Construction Lenders, Institutional Capital Providers and Strategic Development Partners

**Project Owner: GJinko Realty LLC, Managing Member: Olsi Gjinko**

**Project Vision Management**

Selim A. Lahoud, selimlahoud.com
Developer & Project Manager
Blackstone Property Solutions LLC

*Project Website: 487ParkAve.com*

# Letter from the Owner and Creator

## Building a Future-Ready Urban Community

Dear Investor,

Thank you for taking the time to review the Park Ave Green Living investment opportunity.

Park Ave Green Living represents the redevelopment of an underutilized Park Avenue property into a fully entitled, mixed-use residential community designed around the next generation of urban living. The project has advanced through municipal review and secured key Planning Board and Zoning Board approvals, substantially reducing one of the most significant risks associated with ground-up development.

The objective was never simply to build another apartment property. The development was conceived around a broader question: what will residents, communities, and investors require from urban housing over the next twenty years?

The answer is reflected in the structure of the project.

Future residential communities must deliver more than unit count and finishes. They must provide efficient living environments, lower operating costs, convenient services, sustainable infrastructure, and adaptability to changing transportation and energy patterns. Electric vehicles are becoming mainstream. Energy efficiency is becoming increasingly important to residents and operators. Mixed-use convenience continues to influence tenant demand and long-term asset performance.

Park Ave Green Living has been planned around these realities.

The project combines three complementary operating divisions within one real estate asset:

- Green Living Residential — a professionally designed residential community intended to serve Worcester's demand for modern, efficient rental housing.
- Commercial & Mobility Center — neighborhood-serving commercial uses, including a café and wellness lounge together with an EV inspection and service concept.
- EV Charging Network — a planned 32-port electric vehicle charging platform intended to serve residents, visitors, commercial users, and future mobility partnerships.

Together, these divisions create a diversified development model with multiple recurring income streams, enhanced resident amenities, and long-term relevance within a changing real estate and mobility market.

The project's approved status provides a meaningful advantage for a future development partner. Rather than beginning with entitlement uncertainty, the next phase can focus on engineering, financing, construction documentation, capital structure, and execution.

Beyond the investment opportunity, Park Ave Green Living is intended to contribute to Worcester's continued evolution as one of New England's most important regional growth markets. The project introduces new housing, activates the Park Avenue corridor, supports sustainable transportation, and creates a mixed-use environment designed to serve both residents and the surrounding neighborhood.

We welcome the opportunity to discuss how the right capital, development, or strategic partner may participate in bringing Park Ave Green Living to completion.

Sincerely,

Selim A. Lahoud
Developer & Project Manager
Blackstone Property Solutions LLC

On behalf of: Olsi Gjinko, Managing Member, GJinko Realty LLC

# Offering Memorandum Outline

### Chapter 1 — Cover Page, Disclaimer & Developer Letter

*Introduces the opportunity, parties, confidentiality provisions, and development vision.*

### Chapter 2 — Executive Summary

*Summarizes the project, investment thesis, development program, and key value drivers.*

### Chapter 3 — Why Worcester: The Market Opportunity

*Presents Worcester's economic, demographic, institutional, and housing-demand fundamentals.*

### Chapter 4 — Project Overview

*Describes the site, approvals, development concept, mixed-use program, and strategic positioning.*

### Chapter 5 — Residential Division

*Details the Green Living residential program, target renter profile, rental strategy, and operating rationale.*

### Chapter 6 — Commercial & Mobility Center

*Explains the café, wellness, EV inspection, and service components as neighborhood-serving income generators.*

### Chapter 7 — EV Charging Network

*Presents the planned EV charging platform as both an amenity and a long-term infrastructure revenue source.*

### Chapter 8 — Financial Model & Revenue Analysis

*Outlines projected revenue streams, operating assumptions, NOI, valuation framework, and financial sensitivity.*

### Chapter 9 — Construction, Development & Cost Strategy

*Reviews development execution, construction budgeting, delivery options, value engineering, and cost-control strategy.*

### Chapter 10 — Capital Structure, Financing Strategy & Investor Returns

*Presents potential sources and uses, debt and equity structures, investor participation options, and return scenarios.*

### Chapter 11 — Ten-Year Financial Analysis & Discounted Cash Flow

*Provides long-term operating projections, DCF analysis, terminal value assumptions, and investment performance metrics.*

### Chapter 12 — Market Analysis, Comparable Properties & Demand Study

*Supports underwriting assumptions through rental comparables, occupancy data, absorption, cap rates, and market demand.*

### Chapter 13 — Sustainability, ESG Strategy & Future-Ready Development

*Explains the project's energy-efficiency strategy, EV infrastructure, sustainable systems, and ESG alignment.*

### Chapter 14 — Community & Economic Impact

*Describes the project's contribution to housing supply, employment, tax base growth, neighborhood activation, and public benefit.*

CHAPTER 2

# Executive Summary

## A Fully Entitled Mixed-Use Development Positioned for Long-Term Value Creation

Park Ave Green Living is a fully entitled mixed-use development located at 487 Park Avenue in Worcester, Massachusetts. The project is designed to combine sustainable residential housing, neighborhood-serving commercial services, and electric vehicle infrastructure within a single integrated real estate asset.

The development has been structured to respond to several long-term trends shaping the future of multifamily real estate: continued demand for quality rental housing, rising importance of energy efficiency, growth in electric vehicle adoption, and increasing resident preference for mixed-use convenience.

Unlike conventional apartment developments that rely primarily on residential rent, Park Ave Green Living has been planned as a diversified operating platform with multiple income-producing components. The project integrates residential apartments, commercial uses, EV-related services, and a planned EV charging network to create a more resilient and differentiated investment profile.

The project's municipal approvals materially reduce entitlement risk and allow a future investor, lender, developer, or joint venture partner to focus on final engineering, financing, construction documentation, and execution.

## Development Program

Park Ave Green Living is organized around three complementary operating divisions.

### Division I — Green Living Residential

The residential component serves as the foundation of the project and is expected to generate the primary recurring income stream.

The current development program includes 34 professionally designed two-bedroom, one-bath residential apartments, with units averaging approximately 700 to 750 square feet. The residential strategy is based on a standardized and efficient unit design intended to simplify construction, reduce operating complexity, and serve one of Worcester's most resilient rental segments.

The residential program is designed to appeal to a broad renter base, including healthcare professionals, university faculty and staff, graduate students, young professionals, empty nesters, small households, and residents seeking modern rental housing with sustainable features and on-site services.

Key residential attributes include:

- Modern two-bedroom layouts
- Efficient unit planning
- Contemporary finishes
- Energy-conscious building systems

- Rooftop amenity potential
- Elevator access
- Walkable neighborhood location
- Convenient access to on-site café, EV charging, and mobility services

The residential division is intended to provide stable long-term cash flow while supporting the project's broader mixed-use ecosystem.

## Division II — Commercial & Mobility Center

The ground floor is designed to activate the property and strengthen its connection to the Park Avenue corridor. The commercial program includes two complementary uses:

Park Ave Café & Wellness Lounge — A neighborhood-serving café and wellness-oriented gathering space intended to serve residents, nearby institutions, local employees, students, visitors, and the surrounding community.

Green Mobility EV Inspection & Service Center — An EV-focused inspection and light-service concept intended to address the growing demand for electric vehicle maintenance, inspection, diagnostics, and mobility support.

The commercial component is not intended to function as passive retail space. It is designed to create activity, enhance resident convenience, improve property visibility, and generate additional income beyond apartment rents. Potential benefits include:

- Commercial lease revenue
- Resident amenity value
- Increased streetscape activation
- Neighborhood-serving services
- Enhanced project identity
- Additional customer traffic for the property
- Greater long-term asset differentiation

Together, the café, wellness, and mobility components help position Park Ave Green Living as a true mixed-use destination rather than a traditional apartment building.

## Division III — EV Charging Network

The project is planned to include 32 electric vehicle charging portals, creating a significant private EV charging platform within the immediate Worcester market.

While many multifamily developments treat EV charging as a limited amenity, Park Ave Green Living treats charging infrastructure as a strategic income-producing asset. The charging network is intended to serve residents, visitors, commercial users, and potential future fleet or mobility partners. Potential revenue sources include:

- Resident charging memberships
- Pay-per-use charging
- Reserved charging packages

- Public charging fees
- Commercial charging agreements
- Fleet charging partnerships
- Advertising or sponsorship opportunities

As EV adoption continues to increase, charging availability is expected to become an increasingly important factor in residential decision-making and asset competitiveness. Park Ave Green Living is designed to address that transition from the outset.

## Investment Highlights

### Fully Entitled Development

The project has secured key Planning Board and Zoning Board approvals, reducing entitlement risk and accelerating the path toward final engineering, financing, and construction.

### Diversified Revenue Model

Park Ave Green Living combines residential rent, commercial lease income, EV charging revenue, and EV-related service opportunities within one integrated development.

### Strong Worcester Market Fundamentals

Worcester benefits from a diversified economy anchored by healthcare, higher education, biotechnology, advanced manufacturing, insurance, and professional services. These sectors support ongoing demand for quality rental housing.

### Strategic Park Avenue Location

The project is located along one of Worcester's established mixed-use corridors, with access to employment centers, universities, medical institutions, retail services, public transportation, and surrounding neighborhoods.

### Future-Ready Infrastructure

The planned 32-port EV charging network and EV-focused service concept position the project to benefit from long-term transportation electrification trends.

### Sustainable Development Strategy

The project emphasizes practical sustainability through energy-efficient systems, durable materials, lower operating-cost objectives, EV infrastructure, and future solar readiness.

### Multiple Investment Pathways

The opportunity may support several transaction structures, including acquisition, joint venture development, construction financing, strategic partnership, long-term hold, institutional sale, or future condominium conversion, depending on market conditions and investor objectives.

## Why This Project Is Different

Park Ave Green Living is designed around long-term relevance rather than short-term market positioning.

Most multifamily projects compete primarily on location, unit mix, finishes, and rental rates. Park Ave Green Living adds a broader investment framework by integrating residential housing, commercial services, EV infrastructure, and sustainable design into one operating platform. The project is positioned to benefit from four major trends:

- Continued demand for professionally managed rental housing
- Growth in electric vehicle ownership and charging demand
- Rising importance of energy efficiency and lower operating costs
- Worcester's continued emergence as a major Central Massachusetts growth market

By combining these trends within a fully entitled development, Park Ave Green Living offers investors an opportunity to participate in a differentiated mixed-use asset with multiple paths to value creation.

## Investment Objective

The objective of this Offering Memorandum is to present Park Ave Green Living as a development opportunity suitable for qualified investors, lenders, developers, joint venture partners, and institutional capital providers seeking exposure to Worcester's growing multifamily market. The project offers the potential to create value through:

- Stable residential rental income
- Commercial lease revenue
- EV charging income
- EV-related service opportunities
- Sustainable operating efficiencies
- Reduced entitlement risk
- Long-term appreciation potential
- Flexible ownership and exit strategies

Park Ave Green Living is positioned as a fully entitled, future-oriented mixed-use development designed to deliver durable income, operational flexibility, and long-term asset value.

## Investment Thesis

Park Ave Green Living represents a compelling opportunity to develop a differentiated mixed-use residential asset in one of Massachusetts' strongest secondary urban markets. The investment thesis is based on six core principles:

### 1. Entitlement Risk Has Been Substantially Reduced

Municipal approvals have already been secured, allowing the next phase of the project to focus on execution rather than speculative entitlement work.

### 2. Worcester's Market Fundamentals Support New Housing

The city's healthcare, higher education, life sciences, and professional employment base continue to support demand for quality rental housing.

### 3. The Project Creates Multiple Income Streams
Residential rent, commercial income, EV charging revenue, and mobility-related services provide a more diversified operating model than conventional multifamily development.

### 4. EV Infrastructure Provides Long-Term Differentiation
The planned 32-port EV charging network positions the project ahead of many existing multifamily properties and creates a potential infrastructure revenue stream.

### 5. Sustainability Supports Operating Efficiency
Energy-conscious design, efficient systems, and future-ready infrastructure may reduce operating costs and improve long-term competitiveness.

### 6. The Development Provides Flexible Exit Options
Upon completion and stabilization, the project may support long-term ownership, refinancing, institutional sale, portfolio aggregation, or future condominium conversion depending on market conditions.

## Executive Summary Conclusion
Park Ave Green Living is more than a proposed apartment development. It is a fully entitled mixed-use investment opportunity designed around housing demand, sustainable infrastructure, commercial activation, and electric mobility.

The project combines the stability of residential rental income with the upside potential of commercial services and EV charging infrastructure. Its approved status, Park Avenue location, diversified income strategy, and future-ready development concept position it as a distinctive opportunity within the Worcester market.

For investors, lenders, developers, and strategic partners, Park Ave Green Living offers a path to participate in a differentiated mixed-use asset designed to meet the evolving expectations of residents, communities, and institutional capital.

CHAPTER 3

# Why Worcester

## The Market Opportunity: Worcester's Next Phase of Growth

Worcester has evolved from a historic manufacturing center into one of New England's most important regional growth markets. Today, the city is supported by a diversified economy anchored by healthcare, higher education, biotechnology, advanced manufacturing, insurance, professional services, and continued public and private investment.

Located approximately 45 miles west of Boston, Worcester offers many of the economic advantages of a major metropolitan area while maintaining a more attainable cost structure than Greater Boston. This combination has made the city increasingly attractive to residents, employers, developers, and investors seeking long-term value in a supply-constrained Massachusetts housing market.

The investment case for Worcester is no longer based on future speculation. It is supported by measurable fundamentals: institutional expansion, employment diversity, continued housing demand, major infrastructure investment, and a growing renter population.

Park Ave Green Living is positioned to participate directly in this growth.

## Why Investors Are Looking at Worcester

Institutional and private capital have increasingly focused on secondary urban markets with strong employment anchors, housing demand, and relative affordability compared with gateway cities. Worcester fits this profile. The city offers several investment characteristics that support long-term multifamily development:

- Diversified employment base
- Large renter population
- Major healthcare and education anchors
- Strategic location within Central Massachusetts
- Continued public and private reinvestment
- Relative affordability compared with Greater Boston
- Persistent housing demand
- Growing demand for modern rental product

These fundamentals have helped Worcester attract increased attention from developers, lenders, private equity groups, family offices, and long-term real estate investors.

For Park Ave Green Living, these market conditions provide a strong foundation for residential demand, commercial activity, and long-term asset appreciation.

## A Market Anchored by Major Institutions

Worcester benefits from a broad institutional base that supports economic stability and rental housing demand. Unlike markets dependent on a single employer or industry, Worcester's economy is diversified across several durable sectors.

## Healthcare

Healthcare is one of Worcester's most significant economic drivers. The city and surrounding region are supported by major healthcare institutions, medical research facilities, hospital systems, and specialty medical providers. Key healthcare anchors include:

- UMass Memorial Health
- UMass Chan Medical School
- Saint Vincent Hospital
- Reliant Medical Group

These institutions employ thousands of medical professionals, administrators, researchers, technicians, and support staff. Their continued presence creates consistent demand for quality housing close to employment centers. Park Ave Green Living is well positioned to serve healthcare professionals seeking modern rental housing with convenient access to Worcester's medical and employment corridors.

## Higher Education

Worcester is one of New England's leading higher education centers. The city is home to a concentration of colleges, universities, graduate programs, research institutions, faculty, students, and administrative staff. Major institutions include:

- Clark University
- Worcester Polytechnic Institute
- College of the Holy Cross
- Assumption University
- Worcester State University
- Quinsigamond Community College
- UMass Chan Medical School

These institutions generate consistent housing demand from students, graduate students, faculty, visiting professionals, researchers, and university employees. The project's location along the Park Avenue corridor, with proximity to Clark University and other institutional anchors, strengthens its position within this demand base.

## Biotechnology, Life Sciences & Advanced Manufacturing

Worcester has become increasingly relevant within the life sciences, medical research, robotics, advanced manufacturing, and technology sectors. These industries attract a skilled workforce that often seeks professionally managed rental housing with modern amenities, efficient layouts, and access to employment centers. As Worcester continues to expand in these sectors, demand for high-quality urban housing is expected to remain durable.

Park Ave Green Living's residential program is designed to serve this renter profile through efficient two-bedroom units, sustainable systems, EV infrastructure, and mixed-use convenience.

## Housing Demand and Supply Imbalance

One of the strongest fundamentals supporting Park Ave Green Living is Worcester's continuing need for additional housing. While housing production has increased in recent years, demand continues to exceed available supply in many segments of the market. This imbalance is driven by several factors:

- Employment growth
- University-related demand
- Healthcare expansion
- Household formation
- Migration from higher-cost Greater Boston communities
- Elevated homeownership costs
- Limited availability of new Class A multifamily product

For investors, this supply-demand imbalance supports the case for well-located, professionally managed rental housing. Park Ave Green Living is designed to address this demand with a modern, efficient, mixed-use residential product in an established Worcester corridor.

## The Rental Market Opportunity

Worcester's rental market is supported by a broad range of renter profiles, including students, graduate students, young professionals, medical employees, university staff, small households, empty nesters, and renters seeking flexibility.

Newly constructed apartment communities with modern finishes, efficient layouts, professional management, and lifestyle-oriented amenities generally command stronger market positioning than older housing stock. Park Ave Green Living is positioned within the upper segment of Worcester's rental market, supported by:

- New construction
- Efficient residential layouts
- Sustainable building systems
- EV charging access
- On-site café and wellness services
- EV inspection and mobility services
- Walkable mixed-use location
- Professional management potential

The project is designed to compete on total resident value, not price alone.

## Why Park Avenue

The Park Avenue corridor is one of Worcester's established mixed-use corridors, offering visibility, neighborhood services, transportation access, and proximity to institutional demand drivers. The corridor benefits from:

- Access to downtown Worcester

- Proximity to Clark University
- Access to healthcare and employment centers
- Established retail and neighborhood services
- Public transportation connectivity
- Residential density
- Continued reinvestment activity
- Strong neighborhood identity

For residents, this location provides convenience and accessibility. For commercial tenants, it provides visibility and neighborhood demand. For investors, it supports long-term occupancy and asset relevance.

Park Ave Green Living has been designed to strengthen this corridor by replacing an underutilized property with a modern, sustainable mixed-use development.

## The Shift Toward Sustainable Mixed-Use Communities

Resident expectations are changing. Modern renters increasingly evaluate housing based on more than square footage and finishes. Important decision factors now include:

- Energy efficiency
- Utility costs
- EV readiness
- Walkability
- Convenient services
- Community amenities
- Sustainable design
- Flexible living space
- Access to transportation and employment

Park Ave Green Living directly aligns with these preferences. By integrating residential housing, neighborhood-serving commercial uses, EV charging infrastructure, and sustainable building strategies, the project is positioned for the next generation of renter demand.

## Strategic Market Position

Park Ave Green Living is not being introduced into an unproven market. It is being developed to serve existing and expanding demand within one of Massachusetts' strongest secondary urban markets. The project benefits from the convergence of several long-term trends:

- Worcester's continued economic expansion
- Need for additional rental housing
- Growth of healthcare and higher education employment
- Rising demand for energy-efficient buildings
- Increased EV adoption
- Preference for mixed-use and walkable communities

- Limited supply of comparable integrated developments

These trends support the project's investment thesis and help distinguish it from conventional multifamily development.

## Chapter Conclusion

Worcester offers the fundamentals that institutional investors seek in a growth-oriented multifamily market: diversified employment, institutional demand drivers, housing need, relative affordability, and continued public and private reinvestment.

Park Ave Green Living is strategically positioned within this environment. The project combines a fully entitled development site, strong Park Avenue location, modern rental housing, commercial activation, EV infrastructure, and sustainable design. Together, these elements create a differentiated investment opportunity aligned with Worcester's continued growth and the long-term evolution of urban residential development.

CHAPTER 4

# Project Overview

## Park Ave Green Living: A Next-Generation Mixed-Use Sustainable Community

Park Ave Green Living is a fully entitled mixed-use development located at 487 Park Avenue in Worcester, Massachusetts. The project is designed to combine sustainable residential housing, neighborhood-serving commercial uses, and electric vehicle infrastructure within one integrated real estate asset.

The development has been structured around a diversified operating model rather than a traditional single-income multifamily approach. Residential apartments provide the primary recurring income foundation. Ground-floor commercial uses activate the property and create additional revenue potential. The planned EV charging network introduces a future-oriented infrastructure component designed to support residents, visitors, commercial users, and potential mobility partnerships.

This combination positions Park Ave Green Living as a differentiated mixed-use development within the Worcester market.

*Rendering: 487 Park Avenue — Park Ave Green Living*

## Development Summary

| Item | Detail |
|---|---|
| **Project Name** | Park Ave Green Living |
| **Property Address** | 487 Park Avenue, Worcester, Massachusetts |
| **Owner** | GJinko Realty LLC |
| **Managing Member** | Olsi Gjinko |
| **Development Management** | Blackstone Property Solutions LLC |
| **Developer & Project Manager** | Selim A. Lahoud |
| **Development Status** | Planning Board Approved; Zoning Board Approved |
| **Development Type** | Mixed-Use Residential / Commercial / EV Infrastructure |
| **Residential Program** | 34 residential apartments |
| **Commercial Program** | Café & Wellness Lounge; EV Inspection & Service Center |
| **EV Infrastructure** | Planned 32 EV charging portals |
| **Positioning** | Sustainable mixed-use residential community with diversified income potential |

## Approved Development Status

Park Ave Green Living has completed a significant portion of the pre-development process. The project has secured key municipal approvals, including Planning Board and Zoning Board approvals, materially reducing entitlement risk for a future investor, lender, developer, or joint venture partner. This is a critical distinction.

Many development opportunities require years of zoning work, community review, public hearings, redesign, and entitlement uncertainty before construction financing can be pursued. Park Ave Green Living is positioned beyond that speculative stage. The next phase of execution can focus on:

- Final engineering
- Construction documentation
- Updated pricing
- Financing
- Capital structure
- Permitting coordination
- Construction execution

The approved status improves the project's risk profile and creates a clearer path to development.

## Development Vision

Park Ave Green Living has been designed around a simple investment premise: the most successful residential communities of the future will combine housing, sustainability, convenience, mobility, and operational efficiency.

The project is not intended to function as a conventional apartment building with passive ground-floor space. It is designed as an integrated mixed-use platform where each component supports the others. The development responds to long-term changes in resident expectations, transportation patterns, energy costs, and urban lifestyle preferences. Future residential communities will increasingly be evaluated based on:

- Location
- Design quality
- Energy efficiency
- Operating costs
- EV readiness
- Mixed-use convenience
- Resident experience
- Community integration
- Long-term adaptability

Park Ave Green Living has been planned around these criteria from the outset.

## Three Operating Divisions

A defining feature of Park Ave Green Living is its structure as three complementary operating divisions within one real estate asset.

### Division I — Green Living Residential

The residential component represents the foundation of the project. The current program includes 34 residential apartments designed to serve Worcester's demand for modern, efficient rental housing. The units are intended to appeal to professionals, healthcare employees, university faculty, graduate students, small households, empty nesters, and residents seeking a high-quality rental community with sustainable features and on-site services. The residential program emphasizes:

- Efficient unit layouts
- Contemporary architecture
- Modern finishes
- Natural light
- Energy-conscious systems
- Rooftop amenity potential
- Elevator access
- Walkable neighborhood services
- Access to EV charging

- Professional management potential

The residential division is expected to provide the primary stabilized income stream while also creating a built-in customer base for the property's café, wellness, EV charging, and mobility services.

### Division II — Commercial & Mobility Center

The ground floor is designed to function as an active neighborhood-serving commercial environment. The commercial program includes two primary components: the Park Ave Café & Wellness Lounge, a café and wellness-oriented gathering space intended to serve residents, nearby institutions, neighborhood customers, students, professionals, and visitors; and the Green Mobility EV Inspection & Service Center, an EV-focused inspection and light-service concept intended to support the growing market for electric vehicle ownership, maintenance, diagnostics, and service convenience. This commercial strategy provides multiple advantages:

- Additional lease income
- Increased project visibility
- Resident convenience
- Neighborhood activation
- Stronger property identity
- Potential for higher resident retention
- Broader customer traffic

The commercial level is intended to enhance the project's overall value, not merely fill ground-floor space.

### Division III — EV Charging Network

The third operating division is the planned EV Charging Network. The project proposes 32 electric vehicle charging portals, creating a significant private charging platform within the immediate Worcester market. This infrastructure is intended to serve residents, visitors, commercial tenants, EV service customers, potential fleet users, and future mobility partners.

The EV Charging Network is designed as both an amenity and a revenue-producing infrastructure asset. As EV adoption continues to expand, access to reliable charging is expected to become increasingly important to residents and commercial users. By integrating charging infrastructure at the development stage, Park Ave Green Living positions itself ahead of many existing multifamily properties that may require costly retrofits in the future.

## Architectural Character

The architectural concept reflects a contemporary urban design intended to elevate the Park Avenue corridor while remaining practical, durable, and financially disciplined. The approved design incorporates:

- Modern building massing
- Ground-floor transparency
- Residential floors above active commercial uses
- Elevator access

- Rooftop amenity potential
- Contemporary façade materials
- Enhanced streetscape presence
- Landscaped site improvements
- Integrated parking and EV charging areas

The building is intended to become a recognizable mixed-use asset within the corridor while maintaining a development strategy focused on constructability, operating efficiency, and long-term value.

## Sustainability Strategy

Park Ave Green Living's sustainability strategy is based on practical economic performance rather than cosmetic green features. The objective is to create a building that is efficient to operate, attractive to residents, aligned with future energy trends, and resilient over time. Key sustainability priorities include:

- Energy-efficient building systems
- High-efficiency HVAC
- LED lighting
- Water-efficient fixtures
- Solar-ready infrastructure
- EV charging integration
- Durable exterior materials
- Efficient residential layouts
- Lower long-term maintenance objectives

This approach supports both investor returns and resident value by targeting operating efficiency and long-term asset competitiveness.

## Community Integration

Successful mixed-use developments strengthen the neighborhoods in which they are located. Park Ave Green Living is designed to contribute positively to the Park Avenue corridor by introducing new housing, commercial activity, EV infrastructure, improved streetscape presence, and neighborhood-serving amenities. The project is expected to support:

- New housing supply
- Commercial activation
- Local employment
- Increased pedestrian activity
- Sustainable transportation
- Additional tax base
- Neighborhood reinvestment
- Improved visual character

The development is intended to function as both a financial asset and a community asset.

## Investment Positioning

From an investment perspective, Park Ave Green Living offers a differentiated opportunity within the Worcester multifamily market. The project combines:

- Reduced entitlement risk
- Modern rental housing
- Commercial income potential
- EV charging revenue potential
- Sustainable operating strategy
- Mixed-use location
- Flexible ownership and financing structures
- Long-term appreciation potential

The three operating divisions are mutually reinforcing. Residents create demand for commercial services and EV charging. Commercial activity increases the attractiveness and visibility of the property. EV infrastructure differentiates the project and creates an additional income-producing platform. Together, these components support a more resilient operating model than conventional multifamily development.

## Chapter Conclusion

Park Ave Green Living is a fully entitled mixed-use development designed for the next phase of Worcester's growth. The project integrates residential housing, commercial activation, EV infrastructure, and sustainable design into one cohesive investment platform. Its approved status, Park Avenue location, diversified revenue strategy, and future-ready positioning distinguish it from traditional apartment developments.

For investors, lenders, developers, and strategic partners, the project offers a rare opportunity to participate in a development that is already entitled, strategically located, and designed around the long-term evolution of housing, mobility, and urban living.

CHAPTER 5

# Green Living Residences

*The Residential Foundation of Park Ave Green Living*

> *"A Building Designed for Tomorrow's Resident, Not Yesterday's Market."*

## Executive Overview

The residential component of Park Ave Green Living is the cornerstone of the development and the primary driver of long-term value. Unlike conventional apartment communities that compete primarily on location and square footage, Green Living is designed to compete on lifestyle, efficiency, sustainability, and long-term affordability.

The project consists of 34 professionally designed residential apartments positioned above an active mixed-use ground floor. Every unit has been planned to maximize usable living space, natural light, energy efficiency, and resident comfort while supporting a premium rental strategy within the Worcester market.

The goal is not simply to lease apartments — it is to create one of Worcester's most desirable residential communities.

## Why Green Living Residences Will Outperform

Successful apartment communities are defined by more than rental rates — they are defined by their ability to attract and retain residents over the long term.

Park Ave Green Living has been intentionally designed to compete through a combination of location, sustainability, lifestyle amenities, and integrated services rather than price alone. The project benefits from proximity to major employers, higher education institutions, healthcare campuses, and neighborhood retail while offering amenities that remain uncommon within the Worcester market. These competitive advantages include:

- Modern new construction
- Sustainable design
- Lower utility costs
- On-site café and wellness space
- EV charging infrastructure
- EV inspection and mobility services
- Walkable neighborhood
- Contemporary architecture
- Professional management
- Community-oriented amenities

As additional Class A rental inventory enters the market, developments that provide a broader lifestyle experience rather than simply residential space are expected to remain more competitive in both occupancy and resident retention.

## Residential Vision

Today's renters expect far more than a traditional apartment. They seek a community that offers:

- Modern architecture
- Open and efficient floor plans
- Low utility costs
- Walkable amenities
- High-speed connectivity
- Electric vehicle charging
- Sustainable living
- Community gathering spaces
- Convenience and security

Park Ave Green Living has been intentionally designed around a single residential floor plan consisting exclusively of 34 premium two-bedroom, one-bath apartment residences, averaging approximately 700 to 750 square feet each.

Rather than offering a mix of one-bedroom and two-bedroom apartments, the development team intentionally selected a standardized residential program after evaluating construction efficiencies, operational performance, market demand, and long-term investment objectives. This approach creates a highly efficient building that simplifies construction, improves property management, reduces maintenance complexity, and delivers a consistent resident experience while serving one of the strongest rental segments within the Worcester multifamily market — designed to maximize usable living area while minimizing wasted circulation space.

### Why Two-Bedroom Apartments?

The decision to develop exclusively two-bedroom residences is a deliberate investment strategy rather than a design limitation. Current residential market trends demonstrate that two-bedroom apartments appeal to a broader range of prospective residents than many smaller unit configurations while providing greater long-term leasing flexibility. The residential program has been designed to serve:

- Young professionals seeking a dedicated home office or guest bedroom
- Healthcare professionals employed throughout Worcester's expanding medical district
- Faculty, graduate students, and university staff from nearby educational institutions
- Couples seeking additional living space
- Small families
- Empty nesters who desire manageable, modern housing with additional flexibility
- Roommate households seeking to reduce individual housing costs

Unit features include open-concept living and dining areas, contemporary kitchens, large windows for natural light, efficient storage solutions, private outdoor space where available, modern bathrooms, energy-efficient appliances, and premium interior finishes. By serving multiple resident profiles through a single, efficient unit configuration, Park Ave Green Living broadens its potential tenant base while reducing leasing risk and supporting long-term occupancy.

*Rendering: Two-Bedroom Residence Kitchen*

## Architectural Philosophy

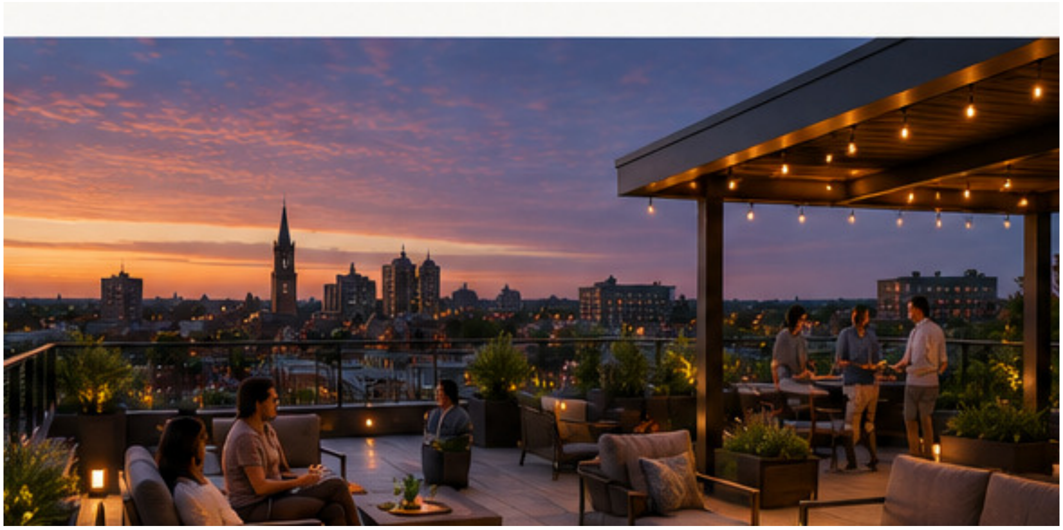
The residential floors have been designed around simplicity, efficiency, and functionality. Key design principles include open living spaces with flexible layouts suitable for entertaining, working from home, or everyday living; large windows that maximize natural daylight while reducing daytime energy consumption; contemporary materials selected for long-term performance and reduced maintenance; energy efficiency in building systems designed to reduce operating costs for both ownership and residents; and future adaptability, with floor plans intended to remain attractive to changing renter preferences over time.

## Resident Lifestyle

Park Ave Green Living is intended to function as more than an apartment building. It is designed as a complete residential environment. Residents benefit from immediate access to:

- Café & Wellness Lounge
- EV Charging Network
- EV Inspection & Service Center
- Rooftop gathering areas
- Landscaped outdoor spaces
- Elevator service
- Secure access
- Modern common areas

These amenities create convenience while encouraging longer tenant retention and stronger community engagement.



*Rendering: Rooftop Gathering Area*

## Target Resident Profile

### Healthcare Professionals

Medical professionals employed by Worcester's hospitals and healthcare systems who seek modern housing close to work.

### University Faculty & Staff

Faculty members, researchers, administrators, and graduate students associated with Worcester's colleges and universities.

### Young Professionals

Individuals employed in technology, finance, engineering, life sciences, and professional services seeking contemporary housing with premium amenities.

### Empty Nesters

Homeowners looking to downsize without sacrificing quality, comfort, or convenience.

### EV Owners

Residents who value immediate access to on-site electric vehicle charging and mobility services.

## Market Position

Rather than competing with older apartment buildings, Park Ave Green Living is positioned within Worcester's newer, professionally managed multifamily market. The project differentiates itself through:

- Sustainable design
- Mixed-use convenience
- EV infrastructure
- Modern architecture
- Energy-efficient operation

- Premium resident experience

These characteristics support positioning toward the upper segment of Worcester's rental market.

## Rental Strategy

The leasing strategy is based upon attracting long-term residents rather than maximizing short-term turnover. Key objectives include stable occupancy, targeting stabilized occupancy of approximately 95%; resident retention, providing amenities and services that encourage residents to renew leases; professional management, maintaining a high-quality residential environment through responsive property management and preventative maintenance; and premium positioning, competing on quality rather than offering below-market rents.

## Rental Revenue Assumptions

For underwriting purposes, the following assumptions are used:

| Category | Assumption |
| --- | --- |
| **Residential Units** | 34 |
| **Average Monthly Rent** | $2,500 |
| **Annual Gross Potential Rent** | $1,020,000 |
| **Stabilized Occupancy** | 95% |
| **Effective Gross Residential Income** | Approximately $969,000 annually |

These assumptions reflect the project's positioning as a newly constructed mixed-use community with premium amenities. Actual rental performance will depend on prevailing market conditions, lease-up execution, and final unit finishes.

## Additional Residential Income

In addition to apartment rents, the residential component may generate ancillary income through:

- Reserved parking
- Premium EV charging packages
- Pet fees
- Storage rentals
- Application fees
- Late fees
- Utility reimbursements (where applicable)

These sources can contribute additional operating revenue while remaining secondary to the project's core residential income.

## Operating Philosophy

The long-term value of multifamily real estate is driven not only by rental rates but also by operating efficiency. Park Ave Green Living has been designed with an emphasis on controlling operating expenses through:

- High-efficiency HVAC systems
- LED lighting
- Durable building materials
- Water-efficient plumbing fixtures
- Modern insulation systems
- Preventative maintenance programs
- Energy-conscious building management

Lower operating expenses improve Net Operating Income (NOI), directly supporting long-term asset value.

## Competitive Advantages

Compared with conventional apartment communities, Green Living offers contemporary new construction, a mixed-use lifestyle environment, on-site café and community gathering space, EV charging infrastructure, an EV-focused service center, sustainable building systems, modern architecture, a walkable neighborhood location, and strong connectivity to Worcester's educational and healthcare institutions.

## Long-Term Residential Value

The residential division represents the project's most stable and predictable source of recurring income. Combined with the commercial and EV infrastructure components, it forms the financial foundation of the overall development while benefiting from the additional amenities that distinguish Park Ave Green Living from conventional multifamily properties. As Worcester continues to grow and demand for quality rental housing remains strong, the residential component is expected to provide consistent cash flow and long-term appreciation.

## Residential Investment Summary

| Metric | Value |
|---|---|
| **Residential Units** | 34 |
| **Average Unit Size** | 700–750 SF |
| **Target Monthly Rent** | $2,500 |
| **Gross Annual Rental Potential** | $1,020,000 |
| **Stabilized Occupancy** | 95% |
| **Effective Residential Income** | Approximately $969,000 |
| **Positioning** | Premium Sustainable Multifamily |
| **Target Market** | Professionals, Healthcare, Higher Education, EV Owners |

## Key Investment Message

The residential component of Park Ave Green Living is not designed to be the least expensive housing option in Worcester. It is designed to become one of the city's most desirable rental communities by delivering a higher-quality lifestyle, lower long-term operating costs, and amenities that reflect the future of urban living.

From an investment perspective, the decision to standardize the residential program around premium two-bedroom residences reflects a disciplined development strategy focused on maximizing efficiency rather than simply maximizing unit count.

This approach simplifies construction, streamlines operations, broadens market appeal, and supports long-term asset performance. By offering a highly functional floor plan capable of serving a diverse range of residents, Park Ave Green Living positions itself to compete effectively within Worcester's evolving multifamily market while delivering a consistent and efficient operating platform for future ownership.

CHAPTER 6

# Commercial & Mobility Center

*Creating a Destination Beyond Residential Living*

> *"The Most Successful Mixed-Use Communities Don't End at the Lobby. They Begin There."*

The Commercial & Mobility Center represents the second major business division within Park Ave Green Living and is a defining characteristic of the development's long-term investment strategy.

Rather than treating the ground floor as passive retail space, the project has been designed to create an active destination that serves residents, surrounding neighborhoods, nearby institutions, and the growing electric vehicle market. This component consists of two complementary businesses:

- Park Ave Café & Wellness Lounge
- Green Mobility EV Inspection & Service Center

Together, these businesses diversify income, increase property value, enhance resident satisfaction, activate the streetscape, and differentiate the development from conventional apartment communities.

## Commercial Market Validation

**Why the Commercial Component Is Positioned for Success**

The commercial strategy has been designed to complement the residential community while serving the broader Park Avenue corridor. The café and wellness lounge are expected to benefit from multiple demand generators, including:

- Building residents
- Clark University students, faculty, and staff
- Healthcare employees
- Nearby office workers
- Park Avenue residents
- Daily commuter traffic

Unlike destination retail dependent upon regional shoppers, these businesses are positioned to benefit from recurring neighborhood activity and a built-in customer base.

Prior to tenant leasing, the development team intends to complete a commercial market analysis evaluating daily traffic counts, pedestrian activity, population within one-, three-, and five-mile trade areas, household income, consumer spending, existing food and beverage competition, retail vacancy, and commercial lease comparables. This information will support final leasing strategy and projected commercial rental rates.

## Why Mixed-Use Matters

Traditional apartment buildings generate income almost exclusively from residential rents. Park Ave Green Living was designed differently. The commercial level transforms the project into a destination by generating commercial lease income, additional customer traffic, resident convenience, community engagement, increased property visibility, and enhanced long-term asset value. A successful mixed-use environment benefits every component of the project. Residents enjoy convenient services, commercial tenants benefit from a built-in customer base, and the overall property becomes more attractive and competitive.

## Business One: Park Ave Café & Wellness Lounge

### Vision

The café is intended to become the social heart of the development. Rather than functioning solely as a coffee shop, it is envisioned as a modern gathering place where residents, professionals, students, and visitors can meet, work, relax, and socialize throughout the day. The design philosophy emphasizes warmth, flexibility, and community.

### Proposed Concept

The café may include specialty coffee, an espresso bar, organic juices, smoothies, healthy breakfast options, sandwiches, fresh salads, artisan baked goods, grab-and-go meals, outdoor seating, Wi-Fi workspaces, and community meeting areas. The goal is to create a neighborhood destination rather than a tenant-exclusive amenity.

### Target Customer Base

The café is expected to serve building residents seeking daily coffee, meals, and social gathering; Clark University students and faculty seeking a nearby destination for studying, meetings, and casual dining; medical professionals seeking convenient breakfast, lunch, and take-out options; Park Avenue businesses and their employees seeking quality food and meeting space; and neighborhood residents drawn to a locally owned café that becomes part of the Park Avenue community.

### Revenue Strategy

The ownership may pursue one of two operating models. Option A is a long-term commercial lease to an experienced operator, offering stable rental income, minimal operating risk, and predictable cash flow. Option B is a revenue partnership, leasing at a lower base rent with a percentage of gross sales, offering higher long-term upside, alignment with tenant success, and increased participation in business growth.

### Estimated Financial Performance

| Item | Estimate |
|---|---|
| **Annual Base Rent** | $60,000 |
| **Percentage Rent Potential** | $20,000 |
| **Event & Catering Potential** | $10,000 |
| **Total Estimated Revenue** | $90,000 |

Commercial Area: approximately 1,000–1,200 SF. Final lease economics will depend on tenant selection, market conditions, and negotiated terms.

### Value to the Residential Community

The café is more than a source of rent. It creates increased resident satisfaction, walkable convenience, stronger community identity, higher lease renewal potential, and enhanced project branding. These indirect benefits can contribute to improved occupancy and overall property appeal.

## Business Two: Green Mobility EV Inspection & Service Center

### Vision

The Green Mobility Center is one of the most innovative elements of the project. As electric vehicles become increasingly common, the need for specialized inspection and light service facilities is expected to grow. The project proposes an EV-focused service center that supports both residents and the surrounding community.

### Proposed Services

Subject to licensing requirements and operator qualifications, potential services may include Massachusetts State Inspections, tire replacement, brake service, suspension repairs, battery diagnostics, charging system diagnostics, software updates, preventive maintenance, fleet maintenance, and electric vehicle consulting.

### Why This Business Is Different

Traditional repair facilities were designed around internal combustion vehicles. Electric vehicles require different equipment, different training, and different customer expectations. By positioning the service center around EV technology from the outset, the project seeks to establish a competitive advantage within a rapidly evolving market.

### Target Customer Base

The service center is expected to serve building residents seeking routine inspections and maintenance; EV owners throughout Worcester seeking an independent service alternative; commercial fleets requiring light-duty inspections and maintenance; ride-share drivers seeking convenient inspection and service; and delivery companies requiring routine fleet support.

### Revenue Strategy

Similar to the café, the service center may operate under a traditional commercial lease providing predictable rental income; a revenue participation structure combining base rent with a negotiated percentage of operating revenue; or a joint venture operation offering potential long-term upside depending on ownership structure.

### Estimated Financial Performance

| Item | Estimate |
|---|---|
| **Annual Lease Revenue** | $75,000 |
| **Revenue Participation** | $40,000 |
| **Total Estimated Revenue** | $115,000 |

Commercial Area: approximately 1,500–1,800 SF. These figures are preliminary underwriting assumptions and should be refined through market leasing analysis.

### Why This Business Matters

The EV service center is not simply another commercial tenant. It reinforces the identity of Park Ave Green Living as a development built around the future of mobility. Combined with the EV charging network, it creates a unique ecosystem that few residential developments currently offer.

## Community Benefits

The Commercial & Mobility Center contributes value beyond direct financial returns. It provides new neighborhood services, employment opportunities, increased pedestrian activity, support for local businesses, enhanced streetscape activation, greater convenience for residents, and additional destination traffic. This strengthens both the development and the surrounding Park Avenue corridor.

## Commercial Investment Summary

| Metric | Café | EV Service Center |
|---|---|---|
| **Approximate Area** | 1,000–1,200 SF | 1,500–1,800 SF |
| **Target Lease Strategy** | Base Rent or Percentage Rent | Base Rent or Revenue Participation |
| **Primary Market** | Residents & Neighborhood | Residents & Regional EV Market |
| **Strategic Benefit** | Lifestyle & Community | Innovation & Mobility |
| **Total Estimated Revenue** | $90,000 | $115,000 |

Combined Commercial Income (Café + EV Service Center): $205,000 annually.

## Key Investment Message

The Commercial & Mobility Center transforms Park Ave Green Living from a traditional apartment building into a true mixed-use destination. While the residential apartments provide stable recurring income, the commercial component creates additional revenue opportunities, enhances the resident experience, strengthens the project's identity, and increases long-term asset value.

Together with the residential and EV charging divisions, this component supports a diversified investment model designed to remain competitive as housing, transportation, and consumer expectations continue to evolve.

CHAPTER 7

# The EV Charging Network

*Building the Largest Residential EV Charging Hub in the Worcester Market*

> *"Today's Parking Lot Becomes Tomorrow's Utility Business."*

## Executive Overview

The EV Charging Network is one of the most innovative and valuable components of Park Ave Green Living. While many apartment developments treat electric vehicle charging as a required amenity, Park Ave Green Living treats it as a standalone infrastructure business capable of producing recurring income while simultaneously increasing the value and competitiveness of the residential community.

The project proposes 32 strategically located EV charging portals, making it one of the largest privately operated residential charging hubs in the Worcester area. Rather than serving only building residents, the charging network is envisioned as a shared resource capable of supporting residents, visitors, commercial tenants, and future fleet partnerships. This infrastructure is expected to become increasingly valuable as electric vehicle adoption continues to accelerate across Massachusetts and throughout the United States.

## The EV Infrastructure Business

**Beyond Charging — Building a Mobility Infrastructure Asset**

Park Ave Green Living views EV charging not merely as a residential amenity but as an independent infrastructure business with long-term growth potential. The proposed charging network has been planned to capitalize on several converging trends:

- Rapid growth in electric vehicle adoption
- Increasing state electrification goals
- Limited charging availability in many multifamily communities
- Growth of commercial fleet electrification
- Expansion of ride-share and delivery services
- Future utility demand-response programs

The development team intends to supplement this chapter with current market research, including Massachusetts EV registrations, Worcester County EV adoption, projected EV growth, public charging utilization, utility infrastructure studies, fleet electrification forecasts, public charging gaps, and state transportation goals. These data will demonstrate that the charging network represents an evolving infrastructure asset capable of generating recurring revenue independent of apartment operations.

## Why EV Infrastructure Matters

The automobile transformed residential development during the twentieth century. Electric vehicles are expected to reshape residential development during the twenty-first. Charging infrastructure is rapidly becoming an essential component of modern apartment communities. Residents increasingly expect the ability to charge where they live rather than relying exclusively on public charging stations.

Developments capable of providing this convenience are expected to enjoy a competitive advantage over projects that do not. Park Ave Green Living was designed with this long-term transition in mind.

## Vision Statement

The goal is not simply to install charging stations. The objective is to establish one of the region's first integrated residential EV mobility hubs that combines residential charging, public charging, commercial charging, EV maintenance, sustainable energy planning, and future fleet support. The charging network becomes an infrastructure asset rather than simply a resident amenity.

## Why 32 Charging Portals?

Most apartment developments currently provide between four and twelve charging stations, primarily to satisfy minimum market expectations. Park Ave Green Living proposes a significantly larger network to position the property for future demand rather than current demand. Benefits include greater resident convenience, reduced waiting times, attraction of EV owners seeking charging availability, additional recurring income, increased property differentiation, and capacity for future commercial partnerships. The network also provides flexibility as EV adoption continues to increase over the coming decades.

## Charging Infrastructure


*Rendering: EV Charging Portal Array*

The planned system is expected to include a combination of resident charging (reserved charging spaces for residents), guest charging (dedicated spaces for visitors), public charging (limited public access designed to generate additional revenue and increase activity at the commercial level), and fleet charging (potential future partnerships with delivery companies, ride-share operators, municipal fleets, or commercial vehicle operators).

The charging network should be designed using commercially proven charging technology that supports mobile payment processing, remote monitoring, reservation capability, usage reporting, dynamic pricing, energy management, preventive maintenance, and software updates. The infrastructure should also be expandable to accommodate future technological improvements.

## Revenue Model

The EV Charging Network creates recurring revenue independent of residential leases. Potential income sources include resident charging (monthly memberships, reserved packages, pay-per-use charging), public charging (hourly fees, daily fees, peak demand pricing), commercial partnerships (fleet charging agreements, corporate charging contracts, delivery vehicle charging, ride-share partnerships), and advertising (digital sponsorship opportunities, charging station branding, technology partnerships).

## Financial Assumptions

For underwriting purposes, the following assumptions have been adopted.

| Category | Assumption |
|---|---|
| **Charging Portals** | 32 |
| **Average Daily Revenue per Portal** | $50 |
| **Daily Gross Revenue** | $1,600 |
| **Annual Gross Revenue** | $584,000 |

These assumptions are intended for financial modeling and should be validated through final engineering, charging equipment selection, pricing strategy, utilization studies, and operating agreements.

## Growth Opportunity

Unlike apartment rents, which generally increase gradually over time, charging revenue has the potential to grow through higher utilization, increased EV ownership, expanded commercial partnerships, dynamic pricing, technology improvements, and fleet charging agreements. This creates a business capable of expanding without constructing additional residential units.

## Strategic Partnerships

The charging network creates opportunities to collaborate with electric utility providers, charging network operators, fleet operators, vehicle manufacturers, ride-share companies, delivery companies, municipal agencies, and renewable energy providers. These relationships may generate additional revenue while reducing long-term operating costs.

## Integration with the Project

The charging network is fully integrated with the other divisions. Residents benefit from convenient charging where they live. Charging customers create additional traffic for the café. Drivers can charge and service their vehicles during the same visit at the EV Service Center. The charging infrastructure reinforces the Green Living brand and complements future renewable energy initiatives. Each division strengthens the others.

## Competitive Advantage

Few developments in Worcester combine large-scale residential charging, EV-focused commercial services, mixed-use amenities, sustainable building design, and premium rental housing. The combination of these elements creates a competitive position that is difficult to replicate without significant capital investment and planning.

## Future Expansion

The EV Charging Network has been designed with long-term scalability in mind. Potential future enhancements include solar integration (installation of photovoltaic systems to offset charging energy consumption), battery energy storage (reducing peak electrical demand and improving operational resilience), vehicle-to-building technology (future capability for bidirectional energy transfer as the technology matures), smart energy management (automated optimization of charging schedules based on electricity pricing and building demand), and fleet services (dedicated charging agreements with commercial operators). These opportunities position the charging network as an evolving infrastructure asset rather than a static amenity.

## ESG & Sustainability Value

Institutional investors increasingly evaluate projects based on Environmental, Social, and Governance (ESG) considerations. The EV Charging Network supports these objectives by encouraging low-emission transportation, supporting electrification, reducing dependence on fossil fuels, preparing for future mobility trends, and complementing renewable energy initiatives. While ESG alone does not determine investment performance, these features may enhance the project's appeal to certain lenders, investors, and strategic partners.

## Financial Summary

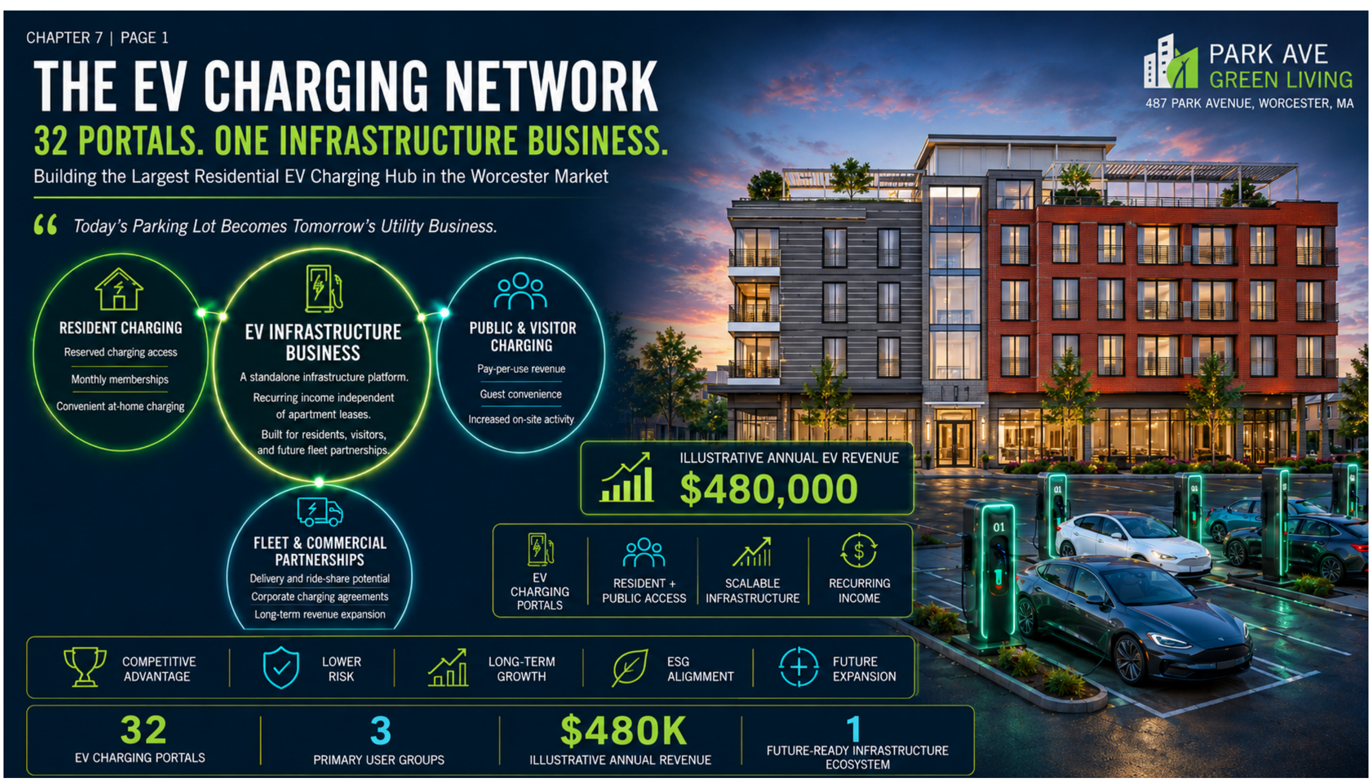
| Metric | Value |
|---|---|
| **EV Charging Portals** | 32 |
| **Average Daily Revenue per Portal*** | $50 |
| **Estimated Daily Revenue*** | $1,600 |
| **Estimated Annual Gross Revenue*** | $584,000 |

**Illustrative underwriting assumptions used for evaluating the project's revenue potential. Actual operating results will depend on utilization rates, pricing strategy, electricity costs, maintenance, and market adoption.*

## Investor Perspective

The EV Charging Network represents more than a parking amenity. It is a long-term infrastructure investment integrated into a mixed-use development. As transportation continues to electrify, the ability to generate recurring income from charging services while simultaneously enhancing residential competitiveness creates a unique value proposition.

Combined with the Residential Division and the Commercial & Mobility Center, the EV Charging Network completes Park Ave Green Living's diversified business model — one designed to create resilient cash flow, long-term relevance, and sustainable asset appreciation.



CHAPTER 8

# Financial Model & Revenue Analysis

*Diversified Income. Sustainable Cash Flow. Long-Term Value Creation.*

> *"The strength of Park Ave Green Living lies not in a single revenue source, but in a carefully integrated business model where each component reinforces the others."*

## Executive Overview

Park Ave Green Living has been designed as a multi-income mixed-use investment platform rather than a conventional apartment development.

Traditional apartment projects rely almost entirely on rental income. While this model can produce stable cash flow, it also exposes investors to fluctuations within a single business line. Park Ave Green Living addresses this by combining three complementary operating divisions: residential apartments, the Commercial & Mobility Center, and the EV Charging Network. Together, these components create multiple recurring revenue streams, enhance the resident experience, and improve the property's long-term investment profile.

## Revenue Validation

**Supporting the Financial Model**

The financial projections contained within this memorandum are based upon preliminary underwriting assumptions intended to evaluate investment potential. Prior to financing and construction, these assumptions will be refined using current market evidence, including residential lease comparables, commercial lease comparables, EV charging utilization studies, utility cost projections, construction bids, operating expense benchmarks, property management data, and third-party market research. The objective is to produce underwriting that reflects current market conditions while maintaining a conservative investment approach.

## The Revenue Ecosystem

One of the defining characteristics of Park Ave Green Living is the way each business division supports the others. Residential residents become customers of the café and EV charging network. The café creates activity, increases property visibility, and enhances resident satisfaction. The EV Inspection & Service Center supports EV owners while strengthening the property's mobility identity. The EV Charging Network attracts residents, visitors, and future commercial users, creating additional recurring revenue independent of apartment leases. Unlike a traditional apartment building where each component operates independently, Park Ave Green Living functions as an integrated ecosystem.

## Revenue Division I: Residential Apartments

The residential component represents the project's largest and most stable source of recurring income.

| Item | Assumption |
|---|---|
| **Total Units** | 34 |
| **Average Monthly Rent** | $2,500 |

| | |
|---|---|
| **Annual Gross Potential Rent** | $1,020,000 |
| **Stabilized Occupancy** | 95% |
| **Effective Gross Residential Income** | $969,000 |

These figures are underwriting assumptions intended for investment analysis. Actual rents and occupancy will depend on market conditions and final product positioning.

## Revenue Division II: Commercial & Mobility Center

The commercial component is designed to provide additional rental income while enhancing the value of the residential community.

### Café & Wellness Lounge

| Item | Estimate |
|---|---|
| **Annual Base Rent** | $60,000 |
| **Percentage Rent Potential** | $20,000 |
| **Event & Catering Potential** | $10,000 |
| **Total Estimated Revenue** | $90,000 |

### EV Inspection & Service Center

| Item | Estimate |
|---|---|
| **Annual Base Lease Revenue** | $75,000 |
| **Revenue Participation** | $40,000 |
| **Total Estimated Revenue** | $115,000 |

## Revenue Division III: EV Charging Network

The EV Charging Network introduces a third recurring revenue stream that is uncommon in traditional multifamily developments.

| Item | Estimate |
|---|---|
| **Charging Portals** | 32 |
| **Average Revenue per Portal per Day** | $50 |
| **Daily Gross Revenue** | $1,600 |
| **Annual Gross Revenue** | $584,000 |

These projections are illustrative and depend on utilization rates, pricing strategy, electricity costs, and future EV adoption.

## Total Gross Revenue

| Revenue Source | Annual Estimate |
|---|---|
| **Residential Apartments** | $969,000 |
| **Café & Wellness Lounge** | $90,000 |
| **EV Inspection Center** | $115,000 |
| **EV Charging Network** | $584,000 |
| **Total Estimated Gross Revenue** | $1,758,000 |

## Additional Income Opportunities

In addition to the primary revenue streams, the project may generate ancillary income from reserved parking, premium EV memberships, storage lockers, pet fees, application and administrative fees, utility reimbursements (where applicable), rooftop event rentals, and advertising and sponsorships. These sources provide additional upside and should be evaluated during final underwriting.

## Operating Expenses

A professionally managed mixed-use development requires disciplined expense management. Major operating expense categories include property taxes, building insurance, property management, maintenance and repairs, utilities (net of tenant recoveries where applicable), landscaping and snow removal, elevator maintenance, cleaning and janitorial, security and access control, administrative expenses, and replacement reserves. The project's emphasis on durable materials and energy-efficient systems is intended to help reduce long-term operating costs.

## Net Operating Income (Illustrative)

**Editorial Note — Figure Reconciled**

The original draft of this memorandum showed two different Year-1 NOI figures in different chapters: this chapter used a flat 30% expense ratio ($527,000 opex, $1,231,000 NOI), while Chapter 11's detailed ten-year operating projection used $685,000 of opex and $1,073,000 of NOI for the same Year 1. This edition uses the more granular Chapter 11 figure ($685,000 opex / $1,073,000 NOI) consistently throughout the memorandum, since it is the figure that anchors the ten-year growth schedule and terminal value analysis.

| Item | Amount |
| --- | --- |
| **Effective Gross Revenue** | $1,758,000 |
| **Operating Expenses (approx. 39%)** | ($685,000) |
| **Illustrative NOI** | $1,073,000 |

Actual operating expenses will depend on final staffing, utility costs, tax assessments, and management strategy.

## Value Analysis

Using the illustrative NOI above:

| Capitalization Rate | Estimated Value |
| --- | --- |
| **6.50%** | $16.5 Million |
| **6.25%** | $17.2 Million |
| **6.00%** | $17.9 Million |
| **5.75%** | $18.7 Million |

These examples demonstrate the relationship between NOI and valuation and are not appraisals.

## Development Cost Strategy

Construction costs vary significantly depending on delivery method. Three scenarios are anticipated. Scenario A is Owner/Developer Managed, in which the current ownership team remains involved as developer and project manager, directly coordinating subcontractors — an approach that may reduce overall construction costs through active project oversight and local contractor relationships. Scenario B is General Contractor, a traditional design-bid-build delivery using a third-party general contractor. Scenario C is Institutional Turnkey Delivery, a fully outsourced development model generally associated with the highest construction costs. This flexibility provides future investors with multiple execution options.

## Risk Diversification

Unlike a conventional apartment building, Park Ave Green Living is designed to diversify operating risk through multiple income sources. If one business segment experiences temporary weakness, the remaining divisions continue generating revenue. This diversification contributes to greater resilience over the life of the investment.

## Long-Term Appreciation

The project's value is expected to be influenced by several long-term trends: continued demand for rental housing, expansion of Worcester's employment base, growth in EV adoption, increasing emphasis on sustainability, limited supply of comparable mixed-use developments, and potential appreciation of the Park Avenue corridor. These factors provide a foundation for long-term value creation beyond annual operating income.

## Financial Snapshot

| Category | Annual Estimate |
| --- | --- |
| **Residential Income** | $969,000 |
| **Commercial Income** | $205,000 |
| **EV Charging Income** | $584,000 |
| **Total Gross Revenue** | $1,758,000 |
| **Illustrative NOI** | $1,073,000 |
| **Illustrative Value Range** | $16.5M – $18.7M |

## Investment Conclusion

Park Ave Green Living has been structured to generate value through a diversified operating platform rather than a single line of business. The combination of residential rental income, commercial leasing, EV charging infrastructure, and mobility services creates a mixed-use investment that is positioned to benefit from long-term demographic, economic, and technological trends.

By integrating multiple complementary revenue streams within one professionally planned development, Park Ave Green Living seeks to deliver durable cash flow, operational flexibility, and long-term appreciation — qualities that distinguish it from conventional multifamily investments.

CHAPTER 9

# Construction, Development & Cost Strategy

*Creating Maximum Value Through Intelligent Development*

> *"Successful real estate development is not determined by the lowest construction cost — it is determined by delivering the highest long-term value at the most efficient cost."*

Park Ave Green Living has been intentionally designed to maximize investment returns through disciplined planning, efficient building design, and a flexible development strategy. Unlike many institutional developments where construction is completely outsourced, this project offers investors the opportunity to capitalize on an experienced local development team capable of managing the construction process from pre-development through completion. The result is a development strategy that emphasizes cost efficiency, construction quality, schedule control, risk management, and long-term value creation.

## Development Philosophy

Every successful development begins with one fundamental objective: protect investor capital. Park Ave Green Living has been planned to achieve that objective through fully approved entitlements, efficient building design, practical floor layouts, proven construction methods, local contractor relationships, simplified structural systems, sustainable materials, and long-term operating efficiency. Rather than overbuilding the project with unnecessary luxury finishes, the development focuses on durable materials, efficient construction, and features that create measurable value for residents and investors.

## Development Status

Unlike many projects still navigating municipal approvals, Park Ave Green Living has already completed one of the most time-consuming phases of development.

- Planning Board Approval
- Zoning Board Approval
- Community Review Process
- Public Hearing Process
- Approval Waiting Period Completed

This substantially reduces entitlement risk and allows the next phase of work to focus on engineering, financing, and construction.

## Construction Program

The approved project includes 34 residential apartments, ground-floor commercial space, a café and wellness lounge, an EV inspection and service center, 32 EV charging portals, rooftop amenity space, an elevator, a modern lobby, a landscaped site, and sustainable building systems.

## Estimated Development Budget

The following budget reflects preliminary underwriting assumptions based on the current design concept. Final costs will depend on completed construction documents, contractor pricing, procurement strategy, financing terms, and market conditions.

### Hard Costs

| Category | Estimated Cost |
|---|---|
| **Residential Construction** | $5,236,000 |
| **Commercial Construction** | $1,500,000 |
| **Site Work & Utilities** | $1,000,000 |
| **EV Charging Infrastructure** | $400,000 |
| **Rooftop Amenities** | $300,000 |
| **Solar-Ready Infrastructure** | $300,000 |
| **Elevator** | $275,000 |
| **Contingency** | $700,000 |
| **Total Estimated Hard Costs** | $9,711,000 |

### Soft Costs

| Category | Estimated Cost |
|---|---|
| **Architecture** | $300,000 |
| **Engineering** | $150,000 |
| **Permits & Government Fees** | $250,000 |
| **Legal** | $100,000 |
| **Insurance** | $50,000 |
| **Survey & Testing** | $50,000 |
| **Financing Costs** | $800,000 |
| **Developer Fee** | $125,000 |
| **Total Estimated Soft Costs** | $1,825,000 |

### Total Estimated Development Cost

| Category | Cost |
|---|---|
| **Hard Costs** | $9,711,000 |
| **Soft Costs** | $1,825,000 |
| **Estimated Total Development Cost** | $11,536,000 |

These figures are preliminary underwriting assumptions and should be validated during final design, bidding, and financing.

## Construction Cost Strategy

One of the project's competitive advantages is its flexibility in project delivery. Three construction strategies are available.

### Option One: Owner-Managed Development

Under this approach, the current ownership and development team remain actively involved throughout construction. Responsibilities include contractor selection, budget management, procurement, scheduling, value engineering, cost control, and owner representation. Benefits include reduced overhead, greater budget transparency, improved decision-making, and potential cost savings through local subcontractor relationships.

### Option Two: Traditional General Contractor

Construction is delivered under a conventional design-bid-build contract with an independent general contractor. Benefits include a single point of responsibility, established construction management processes, and a familiar lender structure. Trade-off: higher overall construction cost due to contractor overhead and profit.

### Option Three: Institutional Turnkey Delivery

The project is delivered through a fully integrated development team under a turnkey contract. Benefits include simplified execution for passive investors and reduced owner involvement. Trade-off: typically the highest construction cost.

## Value Engineering Philosophy

The objective of value engineering is not to reduce quality. The objective is to eliminate unnecessary cost while preserving performance, durability, and marketability. Potential strategies include efficient structural design, standardized unit layouts, simplified mechanical systems, durable exterior materials, optimized procurement, local sourcing where appropriate, and phased purchasing.

## Sustainability Without Excess Cost

The project emphasizes practical sustainability. Rather than pursuing expensive certifications solely for marketing purposes, the focus is on investments that produce measurable operating benefits, including high-efficiency HVAC systems, LED lighting, water-efficient fixtures, solar-ready infrastructure, EV charging, durable materials, and improved insulation. These measures are intended to reduce long-term operating expenses while supporting resident comfort.

## Development Timeline

| Phase | Estimated Duration |
|---|---|
| **Final Engineering** | 3–4 Months |
| **Construction Financing** | 2–3 Months |
| **Building Permit** | Concurrent |
| **Construction** | 18–22 Months |
| **Lease-Up** | 6–9 Months |
| **Stabilization** | Approximately 12 Months after initial occupancy |

Timeline is illustrative and subject to permitting, financing, and construction conditions.

## Risk Management

The project has been structured to reduce several common development risks. Entitlement risk is substantially reduced through completed approvals. Design risk is reduced through completed planning and coordinated professional design. Market risk is supported by Worcester's established demand for modern rental housing. Revenue risk is mitigated through diversified income sources. Construction risk is managed through flexible delivery methods and active oversight.

## Why This Development Strategy Matters

Construction cost is only one component of investment performance. Long-term success depends on construction quality, resident satisfaction, operating efficiency, occupancy, rent growth, expense control, and asset appreciation. Park Ave Green Living has been designed to balance these factors while preserving flexibility for future ownership.

## Investor Advantage

One unique feature of this offering is the willingness of the current ownership and development team to remain involved after acquisition. Depending on the transaction structure, the ownership team may continue to provide development management, owner representation, construction coordination, value engineering, municipal coordination, and project oversight. This continuity can reduce transition risk while preserving institutional-quality project management.

## Chapter Summary

Park Ave Green Living combines a fully approved development program with an efficient construction strategy designed to maximize long-term value rather than simply minimize initial cost. By integrating disciplined budgeting, flexible delivery methods, sustainable design, and experienced local management, the project provides investors with multiple pathways to successful execution while maintaining a strong focus on cost control and asset quality.

CHAPTER 10

# Capital Structure, Financing Strategy & Investor Returns

*Creating Multiple Investment Pathways for Developers, Lenders & Equity Partners*

> *"The objective is not simply to build a project. The objective is to structure an investment that creates value for every participant in the capital stack."*

## Executive Summary

Park Ave Green Living has been intentionally structured to appeal to a broad range of capital sources, including private developers, institutional investors, family offices, construction lenders, and joint venture partners.

The project's approved status, diversified income model, and flexible development strategy provide multiple financing and ownership alternatives. Unlike speculative developments requiring years of entitlement work, Park Ave Green Living is positioned to advance directly into final engineering, financing, and construction. For investors, this substantially reduces one of the greatest risks associated with ground-up development.

## Capital Investment Philosophy

Every successful development balances three critical objectives: protect investor capital, maximize long-term value, and maintain flexibility throughout construction and stabilization. The proposed capital structure has been developed around these principles.

## Proposed Capital Structure

| Category | Amount |
|---|---|
| **Total Development Cost** | $11,536,000 |

### Illustrative Capital Stack

| Source | Amount | Percentage |
|---|---|---|
| **Senior Construction Loan** | $7,500,000 | 65% |
| **Equity Investment** | $4,036,000 | 35% |
| **Total Sources** | $11,536,000 | 100% |

Illustrative financing structure only. Final terms will depend on lender underwriting, interest rates, market conditions, and investor negotiations.

## Sources & Uses of Funds

| Sources | Amount |
|---|---|
| **Senior Loan** | $7,500,000 |
| **Investor Equity** | $4,036,000 |

| Uses | Amount |
|---|---|
| **Hard Costs** | $9,711,000 |
| **Soft Costs** | $1,825,000 |

## Construction Financing Strategy

The project is designed to qualify for traditional construction financing through regional or national lenders experienced in multifamily and mixed-use development. Potential loan characteristics include construction-to-permanent financing, interest-only payments during construction, a monthly draw schedule, third-party inspections, and conversion to permanent financing upon stabilization.

## Why Lenders Should View This Favorably

Several characteristics strengthen the financing profile of Park Ave Green Living. Reduced entitlement risk, since municipal approvals have already been secured. Multiple revenue sources, since residential, commercial, and EV charging revenues diversify income. Strong market fundamentals, since Worcester continues to demonstrate demand for professionally managed multifamily housing. Experienced development team, since local project management and development oversight reduce execution risk. Flexible construction delivery, since owner-managed or general contractor delivery can be selected to suit lender and investor preferences.

## Equity Investment Strategy

The project is designed to accommodate several equity structures. Option 1, a single equity partner, funds the required equity, offering simplified ownership, streamlined decision-making, and faster execution. Option 2, a joint venture, keeps current ownership involved while a capital partner provides development equity, offering shared expertise, reduced execution risk, alignment of interests, and cost savings through continued developer involvement. Option 3, multiple investors, syndicates equity among several accredited investors or family offices, offering a diversified capital base, flexible ownership structure, and reduced concentration risk.

## Why Developer Participation Matters

One of the unique strengths of Park Ave Green Living is the willingness of the current ownership and development team to remain actively involved after acquisition. This creates opportunities for meaningful cost savings through direct project oversight, value engineering, local contractor relationships, municipal coordination, procurement management, and construction administration. Rather than acting solely as the seller, the current team can continue serving as the development manager, aligning interests with the investor and helping control construction costs.

## Construction Cost Advantage

Construction costs vary significantly depending on project delivery. The ownership believes meaningful savings may be achieved through direct involvement in development and construction management, by negotiating directly with subcontractors, eliminating unnecessary layers of overhead, managing procurement efficiently, resolving field issues quickly, and maintaining tighter schedule control. While actual savings will depend on final contracts and market conditions, this structure offers investors an opportunity to improve project economics without compromising quality.

## Stabilized Financial Performance

**Editorial Note — Figure Reconciled**

This section originally used a different Year-1 NOI ($1,231,000) than the one developed in Chapter 11's ten-year operating projection ($1,073,000). The figures below use the reconciled $1,073,000 NOI so that this chapter, Chapter 8, and Chapter 11 all reference the same Year-1 operating performance. This lowers the computed DSCR, stabilized value, and estimated equity created relative to the original draft — see the notes below each figure.

Illustrative stabilized operating assumptions:

| Category | Amount |
|---|---|
| **Gross Revenue** | $1,758,000 |
| **Operating Expenses** | ($685,000) |
| **Illustrative NOI** | $1,073,000 |

### Debt Service Coverage Ratio (Illustrative)

Assuming permanent financing after stabilization:

| Category | Estimate |
|---|---|
| **Net Operating Income** | $1,073,000 |
| **Annual Debt Service*** | $850,000 |
| **Illustrative DSCR** | 1.26x |

**Illustrative assumption for modeling purposes only. A DSCR above 1.25x is often considered favorable by lenders, although underwriting standards vary. At the reconciled NOI, this project's illustrative DSCR of 1.26x clears that threshold with a narrower margin than the original draft's 1.45x figure — worth flagging to lenders as a tighter, more conservative starting point.*

### Investor Return Analysis

Illustrative investment performance under the base underwriting scenario:

| Metric | Estimate |
|---|---|
| **Total Equity** | $4,036,000 |
| **Stabilized Value (at 6.25% cap)** | $17.2 Million |
| **Development Cost** | $11.5 Million |
| **Estimated Equity Created** | Approximately $5.6 Million |

*These figures are illustrative and depend on successful execution, market conditions, financing, and stabilization. (Reconciled from the original draft's $19.7 Million stabilized value and $8.2 Million estimated equity created, which had been computed from the unreconciled $1,231,000 NOI figure.)*

### Potential Return Metrics

Illustrative targets for evaluation: Internal Rate of Return (IRR), Equity Multiple, Cash-on-Cash Return, Development Spread, Return on Cost, and Net Present Value (NPV). Detailed financial models will accompany this memorandum as separate underwriting schedules. As directional context using the reconciled figures above, Year-1 cash-on-cash (NOI less debt service, divided by equity) is approximately 5.5%, before accounting for amortization, rent growth, or terminal value — see Chapter 11 for the full ten-year framework.

## Exit Strategies

The project supports multiple exit opportunities. Long-Term Hold: stabilize operations and retain ownership for recurring income and appreciation. Refinance: upon stabilization, refinance construction debt with long-term permanent financing while returning a portion of investor equity. Institutional Sale: market the stabilized asset to institutional buyers seeking newly developed mixed-use multifamily properties. Portfolio Acquisition: combine with future developments to create a larger institutional portfolio. Condominium Conversion: if future market conditions favor homeownership over rentals, the residential component may be evaluated for condominium conversion, subject to market demand and legal requirements.

## Why This Investment Is Different

Many multifamily investments depend entirely on rent growth. Park Ave Green Living creates value through residential income, commercial leasing, EV charging revenue, mobility-related services, efficient construction, sustainable operations, and future redevelopment potential. This diversified approach strengthens the investment case while reducing dependence on any single business line.

## Investment Summary

Park Ave Green Living has been structured to provide investors with a fully approved development; multiple income-producing business divisions; flexible financing alternatives; reduced entitlement risk; opportunities for construction cost optimization through continued developer involvement; and long-term value supported by Worcester's economic growth and the increasing importance of sustainable mixed-use communities.

The result is a project designed not only to generate attractive financial returns but also to create a resilient, future-oriented real estate asset capable of adapting to evolving market conditions.

CHAPTER 11

# Ten-Year Financial Analysis & Discounted Cash Flow

*Measuring Long-Term Value Creation Through Stabilized Cash Flow*

> *"Exceptional real estate investments are valued not by today's income alone, but by the quality, durability, and growth of future cash flows."*

## Executive Overview

The long-term value of Park Ave Green Living extends beyond its initial development economics. While construction costs, lease-up performance, and stabilization are critical milestones, institutional investors ultimately evaluate the project based on its ability to generate predictable cash flow, preserve capital, and create long-term appreciation.

Accordingly, this chapter presents an illustrative ten-year financial framework for evaluating the project's long-term investment potential. The analysis is intended to demonstrate how recurring residential income, commercial leasing, and EV infrastructure revenues combine to support increasing Net Operating Income (NOI) and long-term asset value.

The financial projections presented herein are preliminary underwriting assumptions prepared for investment analysis. Final projections will be refined during lender underwriting, final engineering, lease-up planning, operating budget development, and financing.

## Why a Ten-Year Analysis Matters

Ground-up multifamily developments should not be evaluated solely on construction costs or first-year returns. Institutional investors generally focus on whether the project will generate durable cash flow, how rapidly NOI can grow, how resilient income is during market cycles, how efficiently capital is deployed, what value is projected at stabilization and over time, and what level of return investors can reasonably expect. A ten-year operating model provides a framework for answering these questions while demonstrating the long-term economics of the investment.

## Financial Modeling Methodology

The projections contained in this chapter are based upon conservative underwriting assumptions and are intended for planning purposes only. The model assumes stabilized residential occupancy, market-based rent growth, inflation-adjusted operating expenses, professional property management, stabilized commercial occupancy, gradual growth of EV charging utilization, routine capital replacement reserves, and no extraordinary capital events. The objective is to evaluate long-term operating performance rather than short-term market fluctuations.

## Primary Revenue Drivers

Park Ave Green Living benefits from three recurring operating divisions that together create a diversified income platform. The residential division provides the project's primary source of recurring income, with growth expected from annual rent increases, high occupancy, resident retention, ancillary residential income, and operating efficiencies. The Commercial & Mobility Center provides additional recurring revenue while increasing activity throughout the development, with growth potentially coming from lease escalations, higher tenant sales, strong occupancy, and improved corridor activity. The EV Charging Network is a dedicated business uncommon in traditional multifamily developments, with long-term growth supported by increasing EV ownership, higher charging utilization, fleet agreements, dynamic pricing, public charging demand, and technology improvements.

## Illustrative Ten-Year Operating Projection

The following analysis illustrates one potential operating scenario based upon conservative underwriting assumptions.

| Year | Gross Revenue | Operating Expenses | Net Operating Income |
|---|---|---|---|
| **1** | $1,758,000 | $685,000 | $1,073,000 |
| **2** | $1,810,000 | $702,000 | $1,108,000 |
| **3** | $1,864,000 | $720,000 | $1,144,000 |
| **4** | $1,920,000 | $738,000 | $1,182,000 |
| **5** | $1,978,000 | $757,000 | $1,221,000 |
| **6** | $2,037,000 | $776,000 | $1,261,000 |
| **7** | $2,098,000 | $796,000 | $1,302,000 |
| **8** | $2,161,000 | $816,000 | $1,345,000 |
| **9** | $2,226,000 | $837,000 | $1,389,000 |
| **10** | $2,293,000 | $858,000 | $1,435,000 |

Illustrative underwriting assumptions for investment analysis only.

## Net Operating Income Growth

NOI remains the single most important driver of value for income-producing real estate. Park Ave Green Living seeks to increase NOI through residential rent growth, commercial lease escalations, EV charging utilization, ancillary income, operating efficiencies, and expense management. Unlike many apartment communities that rely almost exclusively on rent increases, Park Ave Green Living has several independent opportunities to improve NOI over time.

## Discounted Cash Flow Analysis

Institutional investors frequently evaluate projects using a Discounted Cash Flow (DCF) methodology. DCF estimates the present value of future cash flows by applying an appropriate discount rate that reflects the project's expected risk profile. For illustrative purposes, this memorandum assumes:

| Assumption | Illustrative Value |
| --- | --- |
| **Projection Period** | 10 Years |
| **Discount Rate** | 8.0% |
| **Terminal Capitalization Rate** | 6.00% |
| **Exit Year** | Year 10 |

**Editorial Note — Figure Reconciled**

The original draft of this chapter used a 5.75% terminal capitalization rate here, while Chapter 12 separately and explicitly states that "this memorandum uses a 6.00% terminal capitalization rate" for underwriting. This edition unifies both chapters on 6.00%, which is the more conservative of the two figures, and recomputes the terminal value below accordingly.

These assumptions are intended solely for financial modeling and should be refined based on market conditions at the time of financing or disposition.

## Terminal Value Analysis

At the conclusion of the ten-year holding period, the property's estimated value is determined by capitalizing stabilized Year 11 Net Operating Income.

| Item | Value |
| --- | --- |
| **Projected Year 11 NOI** | $1,478,000 |
| **Illustrative Exit Cap Rate** | 6.00% |
| **Illustrative Terminal Value** | ≈ $24,633,000 |

*The terminal value represents the estimated market value of the stabilized asset prior to transaction costs, financing payoff, and taxes. (The original draft computed approximately $25,700,000 using the inconsistent 5.75% cap rate; the reconciled 6.00% figure above should be used going forward.)*

## Discounted Cash Flow Summary

The DCF model combines annual operating cash flows, terminal sale proceeds, the discount rate, and holding period assumptions to estimate the present value of the investment. Key outputs typically evaluated include Net Present Value (NPV), Internal Rate of Return (IRR), Equity Multiple, Cash-on-Cash Return, Return on Cost, and Development Spread. These metrics assist investors in comparing Park Ave Green Living with alternative investment opportunities.

## Sensitivity Analysis

Institutional underwriting evaluates performance under multiple scenarios rather than relying on a single forecast. Typical sensitivity testing includes rental growth (conservative, base case, optimistic), occupancy (92%, 95%, 97%), exit cap rate (5.50%, 5.75%, 6.00%, 6.25%), construction cost variance (base budget, +5%, +10%), and EV utilization (conservative adoption, base utilization, accelerated adoption). This approach demonstrates how changes in key assumptions influence returns while helping investors understand the project's resilience under varying market conditions.

## Long-Term Value Drivers

The long-term performance of Park Ave Green Living is supported by several structural advantages: diversified revenue from residential apartments, commercial leasing, and EV infrastructure; Worcester market fundamentals including continued employment growth, higher education, healthcare, and limited housing supply; sustainable development through energy-efficient systems and durable materials; future mobility positioning through the EV charging network; and operational efficiency through standardized unit layouts, disciplined management, and practical building systems.

## Investment Performance Framework

| Metric | Purpose |
|---|---|
| **Net Operating Income (NOI)** | Measures property profitability before financing |
| **Internal Rate of Return (IRR)** | Measures annualized investment performance |
| **Equity Multiple** | Measures total equity returned relative to invested capital |
| **Cash-on-Cash Return** | Measures annual cash yield on invested equity |
| **Development Spread** | Compares development yield to market capitalization rates |
| **Net Present Value (NPV)** | Measures value creation after discounting future cash flows |
| **Debt Service Coverage Ratio (DSCR)** | Measures the property's ability to service debt |

## Investment Perspective

Ground-up development is fundamentally a long-term investment strategy. Park Ave Green Living has been designed to generate value through stable recurring operating income, disciplined expense management, and long-term appreciation driven by market growth and diversified revenue sources. The combination of residential housing, commercial activation, and EV infrastructure creates a business model that extends beyond traditional multifamily ownership.

## Chapter Conclusion

Park Ave Green Living has been structured to produce durable cash flow, disciplined operating performance, and long-term asset appreciation. Its diversified revenue platform, fully approved development status, and multiple income-generating components provide a foundation for sustainable value creation over an extended holding period.

The illustrative ten-year operating analysis and Discounted Cash Flow model demonstrate how disciplined underwriting, recurring income growth, and strategic asset management can support attractive long-term investment performance. While actual results will depend on market conditions, financing terms, construction execution, and operating performance, the project's diversified business model positions it to compete effectively with conventional multifamily investments while offering additional avenues for long-term value creation.

CHAPTER 12

# Market Analysis, Comparables & Demand

*Why Worcester Is Positioned for Long-Term Multifamily Investment*

> *"The best developments are built where long-term economic fundamentals support sustained demand — not where short-term speculation drives pricing."*

## Executive Summary

The investment thesis for Park Ave Green Living is supported by one of the strongest regional economies in Central Massachusetts. Worcester has evolved from a traditional manufacturing center into a diversified city anchored by higher education, healthcare, biotechnology, advanced manufacturing, and professional services.

Unlike many secondary markets that rely on a single employer or industry, Worcester benefits from a broad employment base and a growing renter population. At the same time, new housing production has struggled to keep pace with long-term demand, supporting occupancy and rental performance across professionally managed multifamily properties.


*Aerial Rendering: 487 Park Avenue Site & Surrounding Corridor*

## Institutional Market Validation

The investment thesis presented throughout this Offering Memorandum is supported not only by the development team's analysis, but also by independent market research prepared by nationally recognized commercial real estate firms and public agencies. Prior to construction financing and final underwriting, the development team intends to supplement this memorandum with current third-party market reports and supporting data, including CBRE Multifamily Market Reports, CoStar Market Analytics, JLL Research, Marcus & Millichap National Apartment Research, Colliers Market Reports, U.S. Census Bureau data, Massachusetts Executive Office of Housing and Livable Communities data, Worcester Planning Department data, and Central Massachusetts Regional Planning Commission data. The objective is to ensure that all underwriting assumptions — including rental rates, occupancy, absorption, capitalization rates, and demographic trends — are supported by current institutional market research.

## 12.1 Worcester by the Numbers

Worcester is Massachusetts' second-largest city and serves as the economic hub of Central Massachusetts. Key market drivers include its position as Massachusetts' second-largest city, a strategic location approximately one hour from Boston, its status as a major healthcare and life sciences center, its concentration of nationally recognized colleges and universities, its role as a regional transportation hub, and a diversified employment base with continued institutional investment.

## 12.2 Employment Base

Unlike many communities that depend upon one dominant employer, Worcester's economy is diversified. Healthcare remains the largest employment sector and continues to expand, with major employers including UMass Memorial Health, UMass Chan Medical School, and Saint Vincent Hospital. Higher education institutions including Clark University, Worcester Polytechnic Institute (WPI), College of the Holy Cross, Worcester State University, Assumption University, and Quinsigamond Community College support thousands of students, faculty, researchers, and professional staff who contribute to consistent rental housing demand. Worcester has also become an increasingly important center for life sciences, medical research, robotics, and advanced manufacturing, industries that continue attracting highly educated professionals seeking quality rental housing.

## 12.3 Housing Demand

Housing demand continues to exceed available supply in many portions of Worcester. Several factors support this trend: continued employment growth, high mortgage interest rates limiting homeownership, growing preference for professionally managed apartments, and limited supply of new Class A multifamily developments. These conditions have helped maintain healthy leasing activity despite broader economic uncertainty.

## 12.4 Rental Market Analysis

Newly constructed apartment communities continue to command premium rents due to limited modern inventory and strong renter demand. For Park Ave Green Living, the target positioning is the upper tier of Worcester's rental market, supported by new construction, sustainable design, mixed-use amenities, EV infrastructure, modern finishes, and a walkable neighborhood location.

### Comparable Market Rents

Recent new-construction and professionally managed apartment communities in Worcester generally support asking rents in the approximate ranges below (subject to unit size, finishes, amenities, and location):

| Unit Type | Market Range |
|---|---|
| **Studio** | $1,850–$2,200 |
| **One Bedroom** | $2,000–$2,450 |
| **Two Bedroom** | $2,500–$3,000+ |

*A target rent of approximately $2,500 for well-designed two-bedroom units at Park Ave Green Living is consistent with the upper segment of the Worcester market, assuming high-quality finishes, professional management, and the planned amenity package. Note: the development's entire residential program consists of 34 two-bedroom units — the studio and one-bedroom ranges above are provided as broader market context only and do not represent unit types offered at this property.*

## Why Residents Will Pay Premium Rents

Park Ave Green Living offers several differentiators that support premium positioning: new construction, EV charging infrastructure, an on-site café, an EV inspection and mobility center, sustainable building systems, modern architecture, a walkable mixed-use environment, and reduced utility costs through efficient design. Competing properties generally provide only some of these features rather than the complete integrated lifestyle proposed for this development.

## 12.5 Occupancy

Multifamily occupancy within Worcester has remained relatively strong, supported by limited housing inventory and continued renter demand. Professionally managed Class A communities commonly target stabilized occupancies of approximately 94–96%, assuming competitive pricing and effective management. For underwriting purposes, Park Ave Green Living assumes a stabilized occupancy of 95%, which is consistent with institutional underwriting standards.

## 12.6 Absorption

Absorption measures the market's ability to lease newly delivered apartment units. Despite elevated construction costs slowing new development, demand for professionally managed apartments has remained healthy. Worcester continues to benefit from household formation, university-related demand, healthcare employment, and migration from higher-cost Greater Boston communities. These factors support continued absorption of new multifamily inventory over time.

## 12.7 Investment Sales Market

Investor demand for multifamily assets in Worcester has remained active. According to recent market reporting, multifamily transaction volume increased significantly during 2025, pricing remained resilient, and institutional and private investors continue targeting Worcester due to strong fundamentals and relative value compared with Greater Boston.

## 12.8 Capitalization Rates

Capitalization rates vary based on property quality, location, age, occupancy, and investment profile. Recent market surveys indicate that institutional-quality Class A multifamily assets generally trade at lower cap rates than older Class B and C properties, and that Worcester multifamily cap rates have generally remained within a competitive range despite interest rate volatility. For underwriting purposes, this memorandum uses a 6.00% terminal capitalization rate, which should be viewed as a modeling assumption rather than a prediction of future market pricing.

## 12.9 Competitive Position

Park Ave Green Living competes in a relatively small group of newly developed multifamily communities. However, several characteristics distinguish the project.

| Feature | Typical New Apartment | Park Ave Green Living |
|---|---|---|
| **New Construction** | Yes | Yes |
| **Mixed-Use Design** | Limited | Yes |
| **Café** | Rare | Yes |
| **EV Charging Network** | Limited | Yes (32 Portals) |
| **EV Service Center** | No | Yes |
| **Sustainable Design** | Partial | Yes |
| **Rooftop Amenities** | Varies | Yes |
| **Multiple Revenue Streams** | No | Yes |

## 12.10 Why Park Avenue

The Park Avenue corridor offers several strategic advantages: an established residential neighborhood, strong visibility, convenient transportation access, proximity to Clark University, nearby healthcare employment, walkable retail and services, and continued neighborhood investment. These characteristics support both residential leasing and commercial activity.

## 12.11 Long-Term Market Outlook

Several long-term trends support continued investment in Worcester multifamily real estate: a continued housing shortage keeping demand for professionally managed apartments healthy; rising construction costs increasing the value of newly completed projects; higher homeownership costs continuing to support renter demand; growing electric vehicle adoption increasing demand for charging infrastructure; and sustainability trends benefiting energy-efficient buildings through lower operating costs and increased tenant appeal. Together, these trends align closely with the development strategy of Park Ave Green Living.

## Chapter Conclusion

The Worcester multifamily market demonstrates many of the characteristics sought by institutional investors: diverse employment, strong educational institutions, expanding healthcare sector, continued housing demand, an active investment market, and relative affordability compared with Greater Boston.

Park Ave Green Living is positioned to capitalize on these fundamentals through a fully approved mixed-use development that combines premium rental housing, commercial services, and one of the area's largest planned residential EV charging networks.

CHAPTER 13

# Sustainability, ESG Strategy & the Future of Urban Living

*Why Green Buildings Are Becoming Better Investments*

> *"Sustainability is no longer simply an environmental objective — it has become an economic strategy that influences operating costs, tenant demand, financing, and long-term asset value."*

## Executive Summary

Park Ave Green Living has been conceived as a next-generation mixed-use community where sustainability is integrated into the economics of the project rather than treated as a marketing feature. The project's sustainability strategy focuses on measurable financial benefits: lower operating expenses, reduced utility consumption, increased tenant appeal, long-term asset resilience, future readiness for electrification, and alignment with institutional ESG investment criteria. Rather than pursuing sustainability solely for certification purposes, the project emphasizes practical building systems and infrastructure that create long-term value for residents and investors.

## 13.1 Why ESG Matters to Investors

Institutional investors, banks, pension funds, and insurance companies increasingly evaluate real estate through Environmental, Social, and Governance (ESG) criteria. These considerations influence lending decisions, investment committee approvals, asset valuation, tenant attraction, and long-term operational performance. Green buildings have increasingly demonstrated stronger occupancy, lower operating costs, and higher market valuations than comparable conventional buildings. For Park Ave Green Living, ESG is not an add-on — it is embedded into the development strategy.

## 13.2 Worcester's Sustainability Vision

The City of Worcester has adopted sustainability and climate resilience as central elements of its long-term planning. Through the Green Worcester Plan, the City is advancing initiatives that include building decarbonization, energy efficiency, urban tree planting, stormwater management, climate resilience, improved neighborhood livability, and municipal energy reduction. These initiatives demonstrate that Park Ave Green Living aligns with the City's long-term vision for future development.

## 13.3 Sustainable Building Philosophy

The objective is not to construct the most technologically complex building. The objective is to construct one of the most efficient, durable, and financially sustainable residential communities in Worcester. Every sustainable feature should reduce operating costs, improve resident comfort, lower maintenance requirements, extend building life, increase long-term asset value, or reduce environmental impact.

## 13.4 Sustainable Design Features

### Energy-Efficient Building Envelope

High-performance insulation, a continuous air barrier, thermally efficient wall assemblies, high-performance windows, and reduced thermal bridging. These measures reduce heating and cooling demand while improving resident comfort.

### High-Efficiency HVAC Systems

Modern high-efficiency heating and cooling systems reduce energy consumption while improving indoor environmental quality, with benefits including lower utility expenses, reduced maintenance, greater tenant comfort, and improved building performance.

### LED Lighting

LED lighting throughout apartments, hallways, garage, exterior, and commercial areas, providing lower electricity consumption, longer fixture life, and reduced replacement costs.

### Water Conservation

Water-efficient fixtures including low-flow toilets, efficient faucets, water-saving showerheads, and efficient irrigation systems, reducing water consumption while lowering utility costs.

## 13.5 Solar-Ready Infrastructure

Although final photovoltaic installation will depend on ownership objectives and economics, the project has been designed to accommodate future rooftop solar expansion. Potential future benefits include lower common-area electrical costs, EV charging support, reduced operating expenses, and increased energy independence. Designing for future expansion provides flexibility without requiring immediate capital investment.

## 13.6 Electric Vehicle Infrastructure

The proposed 32 EV charging portals represent one of the most distinctive sustainability features of the project. Unlike conventional apartment developments where EV charging is limited, Park Ave Green Living integrates charging infrastructure as a core component of the development, with benefits including resident convenience, reduced transportation emissions, additional recurring revenue, future fleet opportunities, and enhanced market differentiation.

## 13.7 Sustainable Transportation

Residents benefit from a walkable neighborhood, public transportation access, electric vehicle charging, future bicycle facilities, and reduced dependence on long-distance automobile travel. These characteristics support lower transportation costs and improved quality of life.

## 13.8 Indoor Environmental Quality

Healthy buildings contribute to resident satisfaction and retention. The project emphasizes natural daylight, fresh air ventilation, high-quality insulation, comfortable indoor temperatures, modern mechanical systems, and low-maintenance materials, supporting healthier indoor environments while improving the resident experience.

## 13.9 Operating Cost Advantage

One of the most significant financial benefits of sustainable development is operating efficiency. Illustrative long-term savings may result from reduced electricity consumption, lower heating and cooling costs, reduced maintenance, longer equipment life, and lower replacement frequency. Because property value is directly tied to Net Operating Income, reducing operating expenses can materially improve long-term valuation.

## 13.10 Green Buildings & Investment Performance

Industry research has found that high-performing green buildings often demonstrate higher occupancy, lower operating costs, stronger tenant retention, rent premiums, improved investor demand, and tighter capitalization rates. Studies cited by CBRE and the U.S. Green Building Council indicate that certified green buildings have achieved higher occupancy, 6–10% rent premiums, 15–25% lower operating costs, and in some cases 10–15% higher sale values than comparable conventional buildings. While Park Ave Green Living is not relying on these premiums in its underwriting, the project is positioned to benefit from the broader market preference for efficient, sustainable buildings.

## 13.11 ESG Alignment

Park Ave Green Living aligns with the three pillars of ESG. Environmental: energy efficiency, EV infrastructure, reduced emissions, water conservation, and solar-ready design. Social: new housing supply, a walkable community, local employment, community gathering spaces, and improved resident wellness. Governance: professional management, transparent operations, long-term asset stewardship, and responsible development practices.

## 13.12 Long-Term Market Trends

Several macro trends reinforce the long-term relevance of the project: rising energy costs, which make efficient buildings less exposed to utility inflation; electrification, as electric vehicles continue to expand throughout Massachusetts; institutional capital, as ESG considerations increasingly influence investment decisions; and resident preferences, as tenants increasingly value efficient buildings with lower operating costs and better amenities.

## Why This Matters for Investors

The objective of sustainability at Park Ave Green Living is straightforward: create a building that costs less to operate, attracts quality residents, remains competitive for decades, and supports stronger long-term financial performance. This philosophy aligns sustainability with investment performance rather than treating it as a separate objective.

## Chapter Summary

Park Ave Green Living has been designed around the principle that the most successful residential communities of the future will combine economic performance with environmental responsibility. By integrating efficient building systems, EV infrastructure, flexible renewable energy planning, and resident-focused design, the project seeks to deliver measurable operating efficiencies while supporting Worcester's broader sustainability goals. For investors, these characteristics may contribute to lower operating expenses, stronger tenant demand, enhanced resilience, and long-term asset value.

CHAPTER 14

# Economic Impact & Community Benefits

*Creating Lasting Value Beyond the Property Line*

> *"Great developments do more than generate financial returns — they strengthen neighborhoods, create employment, expand the tax base, and improve the quality of life for future generations."*

## Executive Summary

Park Ave Green Living has been designed to create value on multiple levels. Beyond providing an attractive investment opportunity, the project contributes to Worcester's long-term economic development by delivering much-needed housing, supporting local businesses, encouraging sustainable transportation, creating employment opportunities, and enhancing the Park Avenue corridor. The project is intended to become a catalyst for continued investment while serving as a model for future mixed-use sustainable development within Central Massachusetts.

## 14.1 A Transformational Development

Park Ave Green Living represents considerably more than a residential apartment building. The development combines four complementary objectives: addressing Worcester's housing needs, strengthening the local economy, supporting environmental sustainability, and creating a vibrant mixed-use destination. Together, these objectives position the project as a long-term community investment rather than simply a real estate transaction.

## 14.2 Addressing Worcester's Housing Demand

Housing availability remains one of the most significant challenges facing Worcester. According to the Central Massachusetts Regional Planning Commission, the region continues to experience a shortage of housing across multiple price points, while population growth, household formation, and employment expansion continue to increase demand. The City's housing production has not fully kept pace with long-term needs. This imbalance supports continued demand for professionally managed multifamily housing. By adding 34 new market-rate apartments, Park Ave Green Living contributes directly to expanding the City's housing inventory while introducing high-quality, energy-efficient residences near employment centers and educational institutions.

## 14.3 Economic Impact During Construction

The construction phase alone will generate significant economic activity throughout Worcester and Central Massachusetts, directly benefiting general contractors, local subcontractors, architects, engineers, surveyors, material suppliers, equipment rental companies, utility contractors, and professional consultants. The project is expected to support dozens of construction jobs over the development period while generating millions of dollars in local economic activity. Whenever possible, the development team intends to prioritize qualified local contractors and suppliers, helping retain investment within the regional economy.

## 14.4 Permanent Employment

Upon completion, Park Ave Green Living will support permanent employment through several business operations, including property management (property manager, maintenance personnel, cleaning staff), the Café & Wellness Lounge (management, kitchen staff, baristas, customer service employees), and the EV Inspection & Mobility Center (licensed technicians, service advisors, administrative staff). Combined, these businesses will create a diverse mix of full-time and part-time employment opportunities.

## 14.5 Expanding the Municipal Tax Base

New development contributes to the long-term financial health of the City by increasing the taxable value of underutilized land, generating increased real estate tax revenue, new commercial tax base, business activity supporting additional local tax collections, and increased spending within surrounding businesses. These revenues help support municipal services, infrastructure, schools, and public safety without requiring additional residential sprawl.

## 14.6 Supporting Local Businesses

The Commercial & Mobility Center is designed to complement — not compete with — the surrounding Park Avenue business district. New residents will generate increased demand for restaurants, grocery stores, pharmacies, retail businesses, personal services, and professional offices. The development introduces new purchasing power into the neighborhood, benefiting existing businesses and encouraging additional investment.

## 14.7 Strengthening the Park Avenue Corridor

Park Avenue has long served as one of Worcester's most active commercial corridors. Park Ave Green Living contributes to the corridor by replacing underutilized property with high-quality development, activating the streetscape through ground-floor commercial uses, increasing pedestrian activity, enhancing architectural quality, and encouraging additional private investment. Well-designed mixed-use developments often serve as catalysts for neighborhood revitalization by increasing confidence among nearby property owners and investors.

## 14.8 Advancing Sustainable Transportation

Transportation patterns continue to evolve as electric vehicle adoption expands. Park Ave Green Living supports this transition through its 32 EV charging portals, EV inspection and mobility services, walkable mixed-use design, and future-ready electrical infrastructure. These investments align with Massachusetts' long-term transportation and climate objectives while creating practical benefits for residents and visitors.

## 14.9 Community Gathering Space

Modern neighborhoods require more than housing — they require places where people interact. The proposed Café & Wellness Lounge, outdoor seating areas, landscaped public spaces, and pedestrian-friendly design create opportunities for informal meetings, social interaction, remote work, community events, and neighborhood engagement. These spaces strengthen the social fabric of the community while increasing the overall attractiveness of the development.

## 14.10 Supporting Worcester's Institutional Growth

Several major institutions continue investing in Worcester, including UMass Memorial Health, UMass Chan Medical School, Worcester Polytechnic Institute, Clark University, College of the Holy Cross, and Saint Vincent Hospital. As these institutions continue to expand, demand for modern rental housing near employment and education centers is expected to remain strong. Park Ave Green Living is strategically positioned to serve this growing population.

## 14.11 A Model for Future Development

The project demonstrates how residential housing, commercial activity, and sustainable mobility can be integrated into one cohesive development. Rather than separating these functions, Park Ave Green Living combines them to create better land utilization, stronger financial performance, enhanced resident experience, and greater neighborhood vitality. This integrated approach may serve as a model for future redevelopment along the Park Avenue corridor.

## 14.12 Why This Matters to Investors

Community impact and investment performance are increasingly interconnected. Projects that contribute positively to their surrounding neighborhoods often experience stronger leasing activity, higher tenant retention, greater community support, enhanced municipal relationships, and improved long-term value. By aligning private investment with public benefit, Park Ave Green Living seeks to create durable value for both investors and the City of Worcester.

## Community Benefit Summary

| Category | Benefit |
|---|---|
| **Housing** | 34 new professionally managed apartments |
| **Employment** | Construction jobs; permanent operational employment |
| **Economic Activity** | Increased local spending; expanded commercial activity |
| **Sustainability** | EV infrastructure; energy-efficient design; reduced operating costs |
| **Public Realm** | Improved streetscape; community gathering spaces; enhanced neighborhood identity |
| **Municipal Benefit** | Increased tax base; long-term investment; corridor revitalization |

## Chapter Conclusion

Park Ave Green Living has been designed to deliver measurable benefits that extend well beyond the property itself. By combining new housing, employment opportunities, sustainable infrastructure, neighborhood-serving commercial uses, and thoughtful urban design, the project supports Worcester's continued growth while creating a financially resilient mixed-use asset.

Its success should not be measured solely by rental income or investment returns, but by the lasting contribution it makes to the Park Avenue corridor and the broader Worcester community.

CHAPTER 15

# Government Incentives, Grants & Public Financing Opportunities

*Leveraging Federal, State, Utility & Local Programs to Maximize Investment Returns*

This chapter identifies realistic sources of assistance available to the project, spanning state development finance, utility incentive programs, and federal tax provisions. Eligibility, program terms, and — for the federal provisions in particular — statutory deadlines should be reconfirmed with counsel and tax advisors before being relied upon in final underwriting.

**Federal Incentive Status Update — read before relying on the federal items below**

Since this memorandum was first drafted, federal law governing several of the incentives discussed in this chapter has changed materially. The One Big Beautiful Bill Act (OBBBA), enacted July 4, 2025, ended or narrowed most federal clean-energy tax credits: the Section 30C Alternative Fuel Vehicle Refueling Property Credit (covering EV charging infrastructure) expired for property placed in service after June 30, 2026. The Section 48/48E Investment Tax Credit for solar and other clean energy property now requires construction to have begun by July 4, 2026 to preserve eligibility, phasing out entirely for property placed in service after December 31, 2027. Both dates have now passed or are imminent as of this edition. If the project has not already broken ground, these federal credits should not be underwritten as committed sources of value without first confirming current eligibility with tax counsel. The state, utility, and local programs described below are unaffected by this federal legislation and remain the more durable sources of assistance for this project.

## 1. MassDevelopment

MassDevelopment is likely to be one of the project's most important partners. Potential assistance includes predevelopment loans, construction financing participation, infrastructure financing, brownfield assistance (if applicable), site readiness funding, technical assistance, TDI (Transformative Development Initiative) support if eligible, loan guarantees, and real estate development financing. Potential benefits include lower financing costs, additional project leverage, and reduced equity requirement.

## 2. MassHousing

Because this is a rental housing project, MassHousing should be explored. Potential programs include workforce housing financing, permanent financing, construction financing, energy-efficient multifamily incentives, affordable/workforce housing programs (if a portion of units qualifies), and green financing initiatives. Even if the project remains primarily market-rate, certain financing products may still be available.

## 3. Massachusetts Clean Energy Center (MassCEC)

The project's sustainability focus aligns well with MassCEC's mission. Potential assistance includes clean energy grants, EV infrastructure support, building electrification funding, innovation funding, demonstration project support, and technical assistance.

### 4. National Grid (formerly Massachusetts Electric)

The utility company offers numerous commercial incentive programs, including high-efficiency HVAC rebates, LED lighting incentives, building controls incentives, variable-frequency drive incentives, heat pump incentives, commercial electrification incentives, EV charger incentives, make-ready infrastructure assistance, and demand management programs. These incentives can reduce construction costs while lowering future operating expenses.

### 5. Eversource Programs (if applicable)

Depending on utility service territory, potential assistance includes energy efficiency rebates, commercial building incentives, heat pump incentives, weatherization assistance, and demand reduction programs.

### 6. Federal Inflation Reduction Act (IRA)

Although many provisions primarily benefit homeowners, several commercial incentives may apply through tax credits or depreciation benefits for solar energy systems, battery storage, commercial clean energy, energy-efficient buildings, and EV charging infrastructure. As noted above, the scope of these incentives has narrowed materially since 2025 and should be reviewed with tax counsel to determine current eligibility under present law before being included in underwriting.

### 7. Federal 179D Energy Efficient Commercial Buildings Deduction

If the building exceeds required energy efficiency thresholds, a potential tax deduction may be available for the energy-efficient envelope, HVAC, lighting, and hot water systems.

### 8. Investment Tax Credit (ITC)

If rooftop solar is installed, potential benefits include the federal Investment Tax Credit, accelerated depreciation, and bonus depreciation, subject to current tax law and the construction-start timing discussed above.

### 9. EV Charging Tax Credits

Commercial EV charging infrastructure may qualify for federal incentives, subject to applicable requirements, current tax regulations, and the placed-in-service deadline discussed above. Benefits may include reduced installation cost and faster return on investment where eligibility still applies.

### 10. Worcester Business Development Corporation (WBDC)

Possible assistance includes site development support, business expansion assistance, economic development coordination, and public-private partnerships.

### 11. City of Worcester

Potential opportunities include infrastructure assistance, streetscape improvements, utility coordination, permitting assistance, public realm improvements, façade improvements (if applicable), and Tax Increment Financing (TIF), if the project meets City criteria.

### 12. Worcester Redevelopment Authority

Potential assistance includes redevelopment coordination, infrastructure partnerships, land assembly support, and public financing opportunities.

### 13. Mass Save Commercial Program

This is one of the most valuable programs for the project. Eligible items often include heat pumps, high-efficiency HVAC, building insulation, windows, controls, LED lighting, energy modeling, commissioning, and building envelope improvements. For a project of this size, incentives can be significant depending on final design and energy performance.

### 14. Commercial Property Assessed Clean Energy (C-PACE)

If available in the jurisdiction and applicable to the project, C-PACE financing can help fund solar, HVAC, building envelope, energy improvements, and water conservation measures, with benefits including long-term financing, potentially lower capital costs, and repayment through property tax assessments.

### 15. Low-Interest Green Financing

Many commercial lenders now offer preferential financing for projects incorporating energy-efficient construction, ESG principles, green building features, and sustainable infrastructure. These products may provide improved loan terms compared with conventional financing.

### 16. Potential Institutional Partners

Organizations worth exploring include MassDevelopment, MassHousing, MassCEC, National Grid, Mass Save, the Worcester Business Development Corporation, the Worcester Redevelopment Authority, the Massachusetts Executive Office of Housing and Livable Communities, the U.S. Department of Energy (selected programs), and the U.S. Environmental Protection Agency (where applicable).

## CommonWealth Builder Program (MassHousing)

Although Park Ave Green Living is presently designed as a market-rate rental community, the project's approved mixed-use configuration provides future flexibility. Should ownership elect to pursue a condominium conversion or a future ownership phase, the development may be evaluated for participation in MassHousing's CommonWealth Builder Program, which supports the creation of new affordable homeownership opportunities in Massachusetts Gateway Cities, including Worcester. Worcester is an eligible Gateway City, and recent CommonWealth Builder awards have funded Worcester condominium developments — for example, the Two Chestnut Place project received $8.1 million in CommonWealth Builder financing to create affordable homeownership units.

Maintaining this flexibility provides investors with an additional strategic exit option while preserving access to potential public financing programs if future market conditions favor homeownership over rental housing.

## Estimated Potential Financial Benefit

Depending on the final building design, energy systems, financing structure, and program eligibility, the combined value of grants, rebates, tax incentives, utility programs, and favorable financing could be meaningful. These opportunities should be evaluated individually during pre-construction with the project team and tax advisors rather than assumed in the underwriting.

## Institutional Due Diligence

The development team recognizes that sophisticated investors require independent validation of market assumptions. Accordingly, final due diligence materials are expected to include third-party market studies, an independent appraisal, a Phase I Environmental Site Assessment, an ALTA survey, a geotechnical report, construction cost estimates, engineering reports, utility studies, a traffic analysis, a Property Condition Assessment (if required), and a legal title review. These materials will supplement this Offering Memorandum during financing and investment discussions.

## The Future of Urban Living: Investing Beyond Today's Market

> *"The next generation of residential communities will be defined not only by where they are built, but by how intelligently they respond to changing technology, energy systems, mobility, and the evolving expectations of residents."*

Over the next two decades, the residential real estate industry will continue to evolve in response to advances in technology, sustainability, and changing patterns of work and transportation. Park Ave Green Living has been conceived with these long-term trends in mind: artificial intelligence and smart buildings that optimize energy consumption and monitor performance; smart apartments with connected climate controls, keyless entry, and energy management technologies; electric mobility, as EV ownership continues expanding; renewable energy, as solar-ready infrastructure and future battery storage provide flexibility; energy independence, as buildings designed to reduce dependence on utility consumption may benefit from lower costs and increased resilience; walkable mixed-use communities that reduce dependence on automobile travel; and wellness and quality of life through healthy buildings with abundant natural light and opportunities for social interaction. Projects that successfully integrate technology, sustainability, mobility, and community planning are likely to remain competitive as resident expectations continue to evolve.

Park Ave Green Living has not been designed simply to satisfy today's market. It has been designed to anticipate tomorrow's. Rather than following current trends, the development seeks to position itself ahead of them by integrating sustainable design, diversified revenue, mobility infrastructure, and community-oriented planning into one cohesive investment platform.

> *"Park Ave Green Living is not being designed for today's market. It is being designed for the market that will define the next generation of residential development."*

CHAPTER 16

# The Development Team, Investment Opportunity & Conclusion

*A Rare Opportunity to Participate in the Future of Worcester*

> *"Great real estate creates lasting wealth. Great developments create lasting communities."*

## Executive Summary

Park Ave Green Living represents far more than a single multifamily development. It is the culmination of years of planning, municipal collaboration, engineering, architectural refinement, market analysis, and investment strategy. The project has been intentionally designed to satisfy three fundamental objectives: create exceptional long-term investor value, deliver one of Worcester's most innovative mixed-use residential communities, and establish a development model that reflects the future of sustainable urban living.

Unlike speculative opportunities still pursuing zoning approvals or conceptual planning, Park Ave Green Living has completed the most difficult phase of development and is positioned to move directly into final engineering, financing, and construction.

## The Vision

Park Ave Green Living was never intended to become another apartment building. It was conceived as a community. A destination. A neighborhood landmark. A development that integrates premium housing, sustainable design, electric mobility, community gathering spaces, commercial activity, and long-term investment performance into one cohesive project.

## The Opportunity

Very few opportunities currently available in Central Massachusetts combine approved entitlements, a prime Worcester location, mixed-use design, residential income, commercial income, EV infrastructure income, sustainable design, future-ready technology, strong market fundamentals, and multiple exit strategies. The combination of these characteristics creates a unique investment profile rarely available in today's market.

## Why Park Ave Green Living Is Different

Most apartment developments generate income from one source. Park Ave Green Living generates value through multiple complementary businesses working together: 34 professionally designed residential apartments; a Café & Wellness Lounge and EV Inspection & Mobility Center on the commercial side; and 32 EV charging portals plus future renewable energy opportunities as infrastructure. These businesses strengthen one another while reducing reliance on any single revenue source.

## Competitive Advantages

The project offers a combination of attributes that distinguishes it from conventional multifamily developments: a strategic location along the Park Avenue corridor near Clark University, healthcare institutions, downtown Worcester, and major transportation corridors; a fully approved development with Planning Board approval, Zoning Board approval, and completed community review, reducing entitlement risk; sustainable design with high-efficiency systems, future-ready infrastructure, an energy-conscious building envelope, and EV mobility integration; multiple revenue streams across residential, commercial, EV charging, ancillary income, and future expansion opportunities; and experienced development leadership with local market knowledge, development experience, municipal relationships, construction oversight, and value engineering.

## The Development Team

### Sponsor

GJinko Realty LLC — Owner of the property located at 487 Park Avenue, Worcester, Massachusetts.

### Project Sponsor

Olsi Gjinko — Owner, GJinko Realty LLC.

### Development Advisor

Selim A. Lahoud — Real Estate Developer, Development Consultant, Investment Strategist. Selim Lahoud has participated in the planning, structuring, financial modeling, development strategy, entitlement coordination, investment analysis, and marketing of Park Ave Green Living. His role has focused on maximizing long-term project value through thoughtful planning, efficient development strategies, and investor-oriented project positioning.

## Development Philosophy

Every decision throughout the planning process has been evaluated using one simple question: will this decision improve the long-term value of the project? That philosophy guided site planning, architecture, unit design, commercial programming, EV infrastructure, sustainability, construction strategy, financing, and investment positioning. The result is a development designed not simply to compete in today's market — but to remain relevant for decades.

## Investment Philosophy

Successful real estate investing requires balancing risk, return, timing, and execution. Park Ave Green Living seeks to accomplish this through approved development, diversified income, conservative underwriting, efficient construction, flexible financing, long-term ownership potential, and multiple exit opportunities.

## Why Worcester

The project benefits from one of New England's strongest secondary markets, supported by higher education, healthcare, biotechnology, advanced manufacturing, transportation, population growth, housing demand, and institutional investment. Worcester continues to evolve into one of Massachusetts' most attractive multifamily investment markets, and Park Ave Green Living is positioned to participate directly in that growth.

## Long-Term Vision

The objective extends beyond constructing one successful project. The broader vision is to demonstrate how sustainable mixed-use communities can redefine residential development by integrating housing, mobility, community, technology, energy efficiency, commercial services, and long-term investment performance. This development is intended to become an example of how future residential communities may be planned throughout Worcester and beyond.

## Closing Investment Summary

| Category | Detail |
|---|---|
| **Location** | 487 Park Avenue, Worcester, Massachusetts |
| **Residential** | 34 Premium Apartments |
| **Commercial** | Café & Wellness Lounge; EV Inspection & Mobility Center |
| **Infrastructure** | 32 EV Charging Portals |
| **Development Status** | Fully Approved |
| **Investment Structure** | Mixed-Use, Income Producing, Sustainable, Future Ready |

## Invitation to Investors

Park Ave Green Living offers investors the opportunity to participate in a development that combines thoughtful planning, diversified income, sustainable design, and long-term market relevance. Whether acquired for long-term ownership, institutional investment, or joint venture development, the project has been positioned to deliver both financial performance and lasting community value. As Worcester continues its transformation into one of New England's most dynamic secondary cities, Park Ave Green Living is uniquely positioned to become one of its signature mixed-use residential communities.

## Final Statement

The future of real estate belongs to projects that create value beyond the buildings they construct. Park Ave Green Living has been designed to generate lasting returns for investors, lasting benefits for residents, and a lasting contribution to the City of Worcester.


## Acknowledgments

The development team wishes to thank the City of Worcester, the Planning Board, the Zoning Board of Appeals, municipal staff, project architects, engineers, consultants, community stakeholders, neighbors, and future investors, whose collaboration, input, and support have helped shape this vision.


## Disclaimer

This Offering Memorandum has been prepared for informational purposes only to facilitate discussions with prospective investors, lenders, development partners, and strategic stakeholders.

The financial projections, market assumptions, development costs, operating forecasts, and investment analyses contained herein are based on information believed to be reliable at the time of preparation. Certain figures are illustrative underwriting assumptions and should not be interpreted as guarantees of future performance.

Prospective investors are encouraged to conduct their own independent due diligence, including legal, engineering, environmental, financial, tax, market, and construction review before making any investment decision.

Nothing contained in this memorandum shall constitute an offer to sell or a solicitation of an offer to purchase securities or real property except pursuant to definitive legal documentation.

## Prepared By

Selim A. Lahoud
Development Consultant & Investment Strategist

For
Olsi Gjinko
GJinko Realty LLC, Owner
487 Park Avenue
Worcester, Massachusetts

CHAPTER 16

# THE DEVELOPMENT TEAM, INVESTMENT OPPORTUNITY & CONCLUSION

*A Rare Opportunity to Participate in the Future of Worcester*

*"Great real estate creates lasting wealth. Great developments create lasting communities."*

PARK AVE GREEN LIVING
487 PARK AVENUE, WORCESTER, MA

## EXECUTIVE SUMMARY

Park Ave Green Living represents far more than a single multifamily development. It is the culmination of years of planning, meaningful collaboration, strategicoe, architectural refinement, market analysis, and investment expertise.

This project has been intentionally designed to satisfy three fundamental objectives:

- Create exceptional long-term investor value.
- Deliver one of Worcester's most innovative mixed-use residential communities.
- Establish a development model that reflects the future of sustainable urban living.

Unlike speculative opportunities still pursuing zoning approval or conceptual planning, Park Ave Green Living has completed the most difficult phase of development and is positioned to move directly into final engineering, financing, and construction.

## THE VISION

Park Ave Green Living was never intended to become another apartment building.

It was conceived as a community.
A destination. A neighborhood landmark.

A development that integrates:

- Premium housing
- Sustainable design
- Bricka-credibile
- Community gathering spaces
- Convenient walkability
- Long-term investment performance

bhoı ohe cherıder spaces

## THE OPPORTUNITY

Very few opportunities in Central Masauchuetts combine:

- Approved entitlements
- Prime Worcester location
- Mixed-use design
- Residential income
- Commercial income
- EV infrastructure income
- Sustainable design
- Future-ready technology
- Strong market fundamentals
- Multiple exit strategies

The combination of these characteristics creates a unique investment profile rarely available in today's market.

## COMPETITIVE ADVANTAGES

### STRATEGIC LOCATION

- Park Avenue Corridor
- Cath. University
- Healthcare Institutions
- Downtown Worcester
- Major transportation corridors

### FULLY APPROVED DEVELOPMENT

- Planning Board Approval
- Zoning Board Approval
- Community Review Completed
- Reduced entitlement risk

### SUSTAINABLE DESIGN

- High-efficiency systems
- Future-ready infrastructure
- Energy-conscious building envelope
- EV mobility integration

### MULTIPLE REVENUE STREAMS

- Residential
- Commercial
- EV Charging
- Ancillary income
- Future expansion opportunities

### EXPERIENCED DEVELOPMENT LEADERSHIP

- Local market knowledge
- Development experience
- Municipal relationships
- Construction oversight
- Value engineering

Most Park Ave Green Living operates income from one source, Park Ave Green Living multiple revenue components working together to create value.

## COMMUNITY & ECONOMIC BENEFITS

### ADDRESSING HOUSING DEMAND

Adds 34 new market-rate apartments to help meet Worcester's critical housing needs.

### CONSTRUCTION ECONOMIC IMPACT

Dozens of construction jobs and millions in local contractor activity the development period.

### PERMANENT EMPLOYMENT

Ongoing jobs in property management, retail, building services, and building operations.

### EXPANDING THE TAX BASE

Increased property taxes, commercial taxes, and consistent, reliable support municipal services.

### SUPPORTING LOCAL BUSINESSES

New residents drive demand for nearby restaurants, retail, professional services, and more.

### STRENGTHENING THE PARK AVE CORRIDOR

Activates the streetscape, increases foot traffic, enhances architecture, encourages investment.

### ADVANCING SUSTAINABLE TATION

32 EV charging ports, inspection services, and walkable, future-ready infrastructure.

### COMMUNITY GATHERING & WELLNESS

Cafés, lounge, and outdoor spaces foster connection, wellness, and neighborhood engagement.

## THE DEVELOPMENT TEAM

**SPONSOR** — **GJINKO REALTY LLC**
*Owner of the property/located at*
*487 Park Avenue*
*Worcester, Massachusetts*

**PROJECT SPONSOR** — **OLSI GJINKO**
Owner
GJinko Realty LLC

**DEVELOPMENT ADVISOR** — **SELIM A. LAHOUD**
Real Estate Developer
Development Consultant
Investment Strategist

Selim Lahoud has participated in the planning, structuring, financial modeling, development strategy, entitlement coordination, investment analysis, and marketing of Park Ave Green Living.
His role has focused on maximizing long-term project value through thoughtful planning, efficient development strategies, and investor-centered project positioning.

## WHY WORCESTER

The project benefits from one of New England's strongest secondary markets supported by:

- Higher Education
- Healthcare
- Biotechnology
- Advanced Manufacturing
- Transportation
- Population Growth
- Housing Demand
- Institutional Investment

## LONG-TERM VISION

A model for the future of urban living that integrates:

HOUSING · MOBILITY · COMMUNITY · TECHNOLOGY · GREENE EFFICIENCY · COMMERCIAL SERVICES

## INVESTMENT HIGHLIGHTS

- Fully approved mixed-use development
- 34 premium apartments
- Café & Wellness Lounge
- EV Inspection & Mobility Center
- 32 EV Charging Ports
- Multiple income streams
- Sustainable, future-ready design
- Strong market fundamentals
- Multiple exit strategies
- Experienced development team

**AN OPPORTUNITY TO CREATE WEALTH TODAY, AND A COMMUNITY THAT THRIVES TOMORROW.**

### INVESTMENT PHILOSOPHY

Successful real estate investing requires balancing Risk, Return, Timing, Execution. Park Ave Green Living seeks to accomplish this through:

- ✓ Approved development
- ✓ Diversified income
- ✓ Conservative underwriting
- ✓ Efficient construction
- ✓ Disciplined execution
- ✓ Long-term ownership potential
- ✓ Multiple exit opportunities

### INVITATION TO INVESTORS

Join us in creating a landmark development that delivers attractive financial returns while enhancing the Park Avenue corridor and the City of Worcester.


### ACKNOWLEDGMENTS

The development team wishes to thank:

- The City of Worcester
- The Planning Board
- The Zoning Board of Appeals
- Municipal staff
- Project architects
- Engineers
- Contractors
- Community stakeholders
- Neighbors
- Future investors





### PREPARED BY

Selim A. Lahoud
Development Consultant
& Investment Strategist

FOR

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487 Park Avenue
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