



CRESCENT PARCEL | NUBIAN SQUARE, ROXBURY, MA 02119

Proposer:

Planning Office for Urban Affairs and J. Garland Enterprises

04.21.2021

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An aerial photograph of a city campus, likely a university, with a yellow overlay. The image shows various buildings, parking lots, and green spaces. In the foreground, there is a large, oval-shaped athletic field with a red track. The text "DEVELOPMENT SUBMISSION" is written in large, bold, white capital letters across the center of the image.

DEVELOPMENT SUBMISSION

INTRODUCTION DEVELOPMENT TEAM

April 21, 2021

Ms. Teresa Polhemus
Executive Director/Secretary
Boston Planning & Development Agency
Municipal Projective Services Desk, First Floor
12 Channel Street
South Boston, MA 02210

Re: PROPOSAL FOR CRESCENT PARCEL, ROXBURY, MA 02119

Dear Ms. Polhemus,

The Planning Office for Urban Affairs (POUA) and J. Garland Enterprises (JGE) are pleased to submit this proposal in response to the RFP for the Crescent Parcel in Nubian Square, Roxbury. POUA and JGE have come together to create Drexel Village LLC (the Proponent) and assemble a uniquely qualified, experienced, and diverse team to carry out a vision for the Crescent Parcel that is consistent with and meets the goals and objectives of PLAN: Nubian Square and the RFP. Our vision for Drexel Village – to create a new gateway to Nubian Square – provides a unique opportunity to leverage both the development of the Crescent Parcel and the adjacent property owned by the Roman Catholic Archbishop of Boston (the Archdiocese Parcel), over which the Proponent has site control. By combining these two properties into Drexel Village, the Proponent will maximize the impact of the redevelopment of the Crescent Parcel and transform these properties into a development that will build on the St. Katharine Drexel Parish's long history and legacy of service to the community.

ORGANIZATIONAL STRUCTURE AND DEVELOPMENT TEAM

The development of Drexel Village by the Proponent is a unique partnership between POUA, a non-profit housing developer affiliated with the Archdiocese of Boston, and JGE, a 100% MBE development and design company. POUA and JGE share a commitment and vision to create impactful developments that increase affordable rental and homeownership opportunities for residents and create economic development and community benefits in Boston's neighborhoods. Over the last 50 years, POUA has developed over 3,000 units of affordable and mixed-income housing in the neighborhoods of Boston and across the Commonwealth. During this time, POUA established a long and successful track record in carrying out the vision and goals of the communities in which it works. This development experience is combined with JGE's decades of work in the architecture, design, residential and commercial development industries, during which time, JGE has cultivated a widely respected approach to transforming properties and neighborhoods through a collaborative approach.

The Proponent has assembled a uniquely diverse and experienced team with significant participation by M/WBE firms. In addition to the developer partnership between POUA and JGE, the development team includes Janey Construction and UHM Management, who are both leading minority-owned businesses in their fields. In addition, the team has spent significant efforts to maximize the participation of minority and female-owned businesses. From the proponent/developer to the construction manager to the engineers to the property manager, we have identified ways to include meaningful diverse participation; in fact, more than two-thirds of the team members are M/WBE firms. The Proponent and its team are committed to making the inclusion of minority and women-owned businesses a priority in all phases of the development and operations, and our development team composition reflects this priority.

DEVELOPMENT VISION FOR THE NEIGHBORHOOD

Located in a critically important area of Nubian Square, our development approach is to create a new gateway to Nubian Square that builds on the history of St. Katharine Drexel Parish's service to the community and brings together affordable and mixed-income housing, commercial, educational and cultural services in a mixed-use development that will improve and enrich the neighborhood, and provide new and enhanced community amenities, such as expansive public open space areas, that will benefit residents and the broader community. By bringing together these varied uses in a coordinated and integrated manner, and combining both the Crescent Parcel and the Archdiocese Parcel, Drexel Village will become a central place for people to reside, recreate and engage with each other in a meaningful way. By leveraging the Crescent Parcel and the

Archdiocese Parcel, Drexel Village will maximize the community benefits including education, commercial, open space, community-service and retail enterprises, and significantly broaden the affordability of housing in the neighborhood. In doing so, Drexel Village will build on the St. Katharine Drexel Parish's long history of presence and service in the Nubian Square community.

BUILDING ON A LEGACY OF COMMUNITY SERVICE

St. Katharine Drexel Parish (the Parish) has a long history and legacy of community service in the Nubian Square community. The vision of Drexel Village builds on this history by expanding and enhancing the broad range of educational and programmatic services and connections to the community facilitated through the Parish. The Parish currently supports and houses a variety of programs and services that benefit the community, including ABCD, The Timothy Smith Network, the Sr. Mary Hart Children's Program, and the Parish food pantry. Drexel Village will create a new prominent presence in the community for the Parish, as well as expanded educational, childcare, and program space to enable these organizations and programs to continue to deliver and expand their services and connections to the community. Drexel Village will include new, modern space for these important community programs, to build on this legacy of service and ensure that these programs can continue to serve the community in the future. These important community services include ABCD, which has served the Nubian Square community with its Head Start program for the last decade. The inclusion of new space for ABCD will enable these critical educational services to continue to be provided to families in the neighborhood. The Timothy Smith Network (TSN) is another example. TSN seeks to bridge the digital divide by creating opportunities for people of all ages to access technology and technology education with the goal of preparing them for higher education and futures in today's 21st century tech-driven workforce. By providing TSN with expanded laboratory and program space, Drexel Village will support TSN's important efforts to empower individuals to access and use cutting-edge technology. Finally, Drexel Village will incorporate creative design elements – such as a nourishing rooftop garden that will directly provide resources for the food pantry – to further enhance the variety of community services provided to the community.

PROVIDING NEW INCOME-RESTRICTED HOUSING OPPORTUNITIES IN A DIVERSE, INTEGRATED COMMUNITY

Drexel Village will provide a unique mix of affordable and workforce housing rental and homeownership units at a variety of income tiers to ensure that units are affordable to a broad range of community residents. Of the 217 units that will be created at Drexel Village, over 70% of the units will be income-restricted at various levels. In addition to income-restricted rental units, Drexel Village will also include income-restricted homeownership units to provide wealth and equity building opportunities for residents. Furthermore, over two-thirds of the units will be 2+ bedroom units, with a significant number of 3 and 4-bedroom units to help meet an unmet need in the community. In doing so, Drexel Village will include a wide range of unit types and target income levels to satisfy a variety of housing needs of families.

CREATING EXPANSIVE PUBLIC OPEN SPACES AND AREAS FOR PUBLIC ART AND COMMUNITY ENGAGEMENT

Emphasizing multigenerational use and universal access, Drexel Village will include an innovative park project with over 65,000 square feet of publicly accessible open space. With the preservation of existing mature trees (and the planting of new trees across the site) as a design focus, the park network will provide building residents and the broader Roxbury community with lively and flexible public amenity spaces in which to play, relax and celebrate throughout the seasons. Drexel Village's open space is organized into various broad moves which collectively celebrate the cultural and historic vibrancy of the area and create a dynamic gateway to Nubian Square. Such spaces play an important role in resident and community health by providing opportunities for physical activity, facilitating socialization, reducing heat island effects, and reducing stress. Studies have also found that playgrounds, parks, and other spaces support economic development by increasing patronage at nearby businesses. As a result of a development approach that combines the Crescent Parcel and the Archdiocese Parcel, the development team has not only preserved all of the trees designated in the RFP but also provided significantly more open space than required under the RFP. This expansive park and public realm space will allow for community and public art displays at various locations of the site to establish a strong community identity for Drexel Village.

Recognizing the importance of the history of the Parish and the larger Nubian Square community, Drexel Village will honor the past through a variety of community engagement efforts. First, the development team will work with the Parish and the community to create a time capsule that will be placed in a prominent location within Drexel Village in order to tangibly link Drexel Village to the past and realize its promise for the future. Second, the development team will create a naming committee for neighborhood residents to actively participate in linking the various programmatic elements of Drexel Village to the community. Finally, the design of Drexel Village incorporates several placemaking opportunities located across the site, and we will be engaging with the community to design public art displays that reflect the history and character of Nubian Square, and the neighborhood's rich cultural history and legacy. As an example of this commitment, the development team and the Parish have engaged in conceptual thought conversations with the Social Justice Archive Network (SJAN) at the Elma Lewis Center at Emerson College. The prominent corner of Melnea Cass and Tremont Street has an expanded hardscape area that could be an excellent location for a public art display. Currently, SJAN is working on the Elma Lewis Living Stories Project, and these conversations have included the exploration of incorporating design and/or statues to honor Elma Lewis, Ruth Batson, and Melnea Cass at this location.

By incorporating the Crescent Parcel with the adjacent Archdiocese Parcel, Drexel Village represents a unique and unprecedented opportunity to develop a matrix of spaces and community uses in the park that will serve as a dynamic and vibrant gateway to Nubian Square. The site's open space network, with its variety of public spaces, is designed to provide universal access to multiple generations of visitors who wish to gather, rest, play, and celebrate throughout the seasons. The layered flexibility of the design ensures its ability to memorialize the history of the property and Nubian Square and engage with the community to change and grow with the needs and desires of the residents and the community for decades to come.

ENABLING ASSET BUILDING AND WEALTH CREATION FOR RESIDENTS AND THE COMMUNITY

The Proponent is committed to assisting residents and businesses in asset building and wealth creation in several creative and innovative ways. First, POUA has initiated a targeted asset and wealth building and financial education program at a number of properties in its portfolio, and will bring that program and its services to Drexel Village. Additionally, for residents in the affordable units who participate in this program, the Proponent is committing \$100,000 of its developer fee to match the savings of residents in order to help all households build wealth and equity. Second, the Proponent will be setting aside an additional \$150,000 of its development fee to support local job training programs, community organizations and the integration of community-based services into the larger development. This development team will engage in a community process to identify appropriate organizations and outline a process for selecting appropriate organizations so that the services can be provided when the development is complete. Finally, the Proponent will commit another \$100,000 of its developer fee to subsidize the commercial space and activate the community and park space at Drexel Village and \$50,000 to support landscaping of the park and community placemaking opportunities.

We are excited about the potential that Drexel Village offers and the new gateway to Nubian Square that it represents. We look forward to working with you to making the vision of Drexel Village a reality, and we appreciate your consideration of our proposal to create Drexel Village.

Sincerely,



William Grogan
Planning Office for Urban Affairs, Inc.
Email: whg@poua.org
Phone: 617-350-8885



Jonathan Garland
J. Garland Enterprises LLC
Email: jgarland@jgarlandenterprises.com
Phone: 617.807.7046

DEVELOPMENT TEAM



DEVELOPER:
Planning Office
for Urban Affairs

Planning Office *for* Urban Affairs

ARCHDIOCESE OF BOSTON

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Boston, MA 02109
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OVERVIEW & MISSION

The Planning Office for Urban Affairs is a foremost non-profit developer in the Northeast whose mission is to serve as a catalyst for social justice through its work in housing development, neighborhood revitalization and affordable housing advocacy. Since its inception in 1969, the Planning Office has developed nearly 3,000 units of elderly, family, mixed income and special needs housing, channeling approximately \$625 million of investment into developments throughout metropolitan Boston, and currently has several additional properties under active development. The emphasis of the Office is not on numbers, though, but on having a qualitative impact on the harsh reality of housing deprivation for poor families, middle-income people, the elderly and disabled persons.

This means producing high quality residential developments; forming strong communities characterized by economic, racial, and ethnic diversity for people of all ages and abilities; providing both affordable rental and homeownership opportunities; and undertaking development efforts that address the needs of a wide-ranging population including the most vulnerable among us, as well as those of moderate means.

The Office has also been a leading advocate for affordable housing and strong communities over the years, providing leadership in the development of high quality mixed-income housing; the preservation of existing affordable housing; building permanent supported housing for the homeless; the protection of homeowners and tenants in foreclosure; the creation of additional programs and resources to support affordable housing; and the continued integrity and strength of the State's inclusionary zoning law, Chapter 40B, to help all cities and towns provide housing for our neighbors in need.

The properties developed by the Planning Office for Urban Affairs demonstrate the capacity, drive, knowledge and commitment to social justice that enables the Office to succeed in undertaking complex, mixed-income residential developments that create strong, diverse, and healthy communities. We are most grateful to our development and finance partners with whom we share this success, for their tremendous support over the years.

For additional information on our developments please visit our website at www.poua.org, or call 617-350-8885.

PLANNING OFFICE FOR URBAN AFFAIRS
ARCHDIOCESE OF BOSTON

DEVELOPMENT INFORMATION

DEVELOPMENTS COMPLETED:

Project Name	Location	Completion Date	Housing Units	Development Cost
1 North Ridge	Beverly, MA	1975	98	\$9,300,000
2 Pine Grove	Lexington, MA	1977	16	\$1,050,000
3 Wood Ridge	North Andover, MA	1979	230	\$13,500,000
4 Kent Village	Scituate, MA	1983	64	\$8,000,000
5 Constitution Coop.	Charlestown, MA	1985	120	\$7,500,000
6 Fenwick House	Lynn, MA	1985	96	\$6,000,000
7 McNamara House	Brighton, MA	1985	80	\$5,000,000
8 Paul Revere House	Boston, MA	1985	24	\$2,500,000
9 St. Helena House	Boston, MA	1986	74	\$7,000,000
10 Collins Non-Profit Apts.	Chelsea, MA	1986	100	\$6,000,000
11 Friendly Garden Coop	Revere, MA	1986	107	\$6,000,000
12 Siena Village	Watertown, MA	1987	84	\$14,000,000
13 Hesel House	Billerica, MA	1990	12	\$681,500
14 Mt. Carmel Housing	Worcester, MA	1991	75	\$5,200,000
15 Cardinal's Rehab	Boston, MA	1994	81	\$5,300,000
16 St. Cecilia House	Boston, MA	1995	123	\$8,500,000
17 Tuttle House	Dorchester, MA	1995	26	\$1,020,000
18 Neagle Apts.	Malden, MA	1996	76	\$5,800,000
19 West End Place	Boston, MA	1997	183	\$32,800,000
20 McBride House	Boston, MA	1998	17	\$2,600,000
21 St. Mary's	Waltham, MA	2001	70	\$5,600,000
22 Rollins Square (Cost includes housing, retail, subsurface garage, park)	Boston, MA	2004	184	\$73,660,000
23 St. John of God, Phase I ¹	Brighton, MA	2003	213	\$68,900,000
St. John of God, Phase II	Brighton, MA	2006	78	\$10,000,000
24 St. Jean Baptiste	Lynn, MA	2005	38	\$9,150,000
25 Riley House	Hyde Park, MA	2005	40	\$7,200,000
26 D'Youville Elderly Housing	Lowell, MA	2009	42	\$8,460,000
27 St. Aidan (Cost includes subsurface garage, historic, conservation easement)	Brookline, MA	2009	59	\$36,850,000
28 Hayes Building	Haverhill, MA	2010	57	\$20,350,000
29 Upton Street	Boston, MA	2011	19	\$10,167,642
30 Rose Hill Manor	Billerica, MA	2011	41	\$11,240,000
31 Barstow Village ¹	Hanover, MA	2012	66	\$11,700,000

PLANNING OFFICE FOR URBAN AFFAIRS
ARCHDIOCESE OF BOSTON

DEVELOPMENT INFORMATION

DEVELOPMENTS COMPLETED:

Project Name	Location	Completion Date	Housing Units	Development Cost
32 St. Joseph's	Salem, MA	2013	51	\$20,050,000
33 Hadley Apartments	Worcester, MA	2013	45	\$20,050,000
34 Uphams Crossing	Dorchester, MA	2015	80	\$36,750,000
35 The Apartments at 165 Winter	Haverhill, MA	2015	12	\$5,075,000
36 Harbor Place ² (Cost includes commercial building, subsurface garage, public plaza and boardwalk)	Haverhill, MA	2016	80	\$73,500,000
37 Sancta Maria House	Boston, MA	2017	9	\$1,750,000
38 Kennedy Building Apartments	Hanover, MA	2018	37	\$14,685,000
39 The Union at 48 Boylston ³ (Cost includes administrative office and business venture space)	Boston, MA	2018	46	\$31,229,000
40 The Ledges (Robert Hill Way) ¹	Ashland, MA	2020	64	\$17,300,000
TOTAL Completed			3,017	\$ 641,418,142

DEVELOPMENTS UNDERWAY:

Project Name	Location	Projected Completion Date	Housing Units	Development Cost
1 Cote Village ⁴	Mattapan, MA	2021	76	\$36,900,000
2 872 Morton Street ⁴	Mattapan, MA	2022	40	\$16,340,000
3 41 LaGrange ³	Boston, MA	2023	94	\$56,400,000
4 Harbor Place Phase 2 ²	Haverhill, MA	2023	57	\$29,000,000
5 150 River Street ⁴	Mattapan, MA	2024	30	\$11,250,000
6 Thatcher Street 40R	Brockton, MA	2023-25	160	\$72,000,000
TOTAL Underway			457	\$149,890,000
TOTAL			3,474	\$791,308,142

1. with EA Fish Associates
2. with Greater Haverhill Foundation
3. with St. Francis House
4. with Caribbean Integration Community Development

PLANNING OFFICE FOR URBAN AFFAIRS
ARCHDIOCESE OF BOSTON

DEVELOPMENT INFORMATION

DEVELOPMENTS COMPLETED:

Project Name	Location	Completion Date	Housing Units	Development Cost
1 Constitution Coop.	Charlestown, MA	1985	120	\$7,500,000
2 McNamara House	Brighton, MA	1985	80	\$5,000,000
3 Paul Revere House	Boston, MA	1985	24	\$2,500,000
4 St. Helena House	Boston, MA	1986	74	\$7,000,000
5 Cardinal's Rehab	Boston, MA	1994	81	\$5,300,000
6 St. Cecilia House	Boston, MA	1995	123	\$8,500,000
7 Tuttle House	Dorchester, MA	1995	26	\$1,020,000
8 West End Place	Boston, MA	1997	183	\$32,800,000
9 McBride House	Boston, MA	1998	17	\$2,600,000
10 Rollins Square (Cost includes housing, retail, subsurface garage, park)	Boston, MA	2004	184	\$73,660,000
11 St. John of God, Phase I ¹ St. John of God, Phase II	Brighton, MA Brighton, MA	2003 2006	213 78	\$68,900,000 \$10,000,000
12 Riley House	Hyde Park, MA	2005	40	\$7,200,000
13 Upton Street	Boston, MA	2011	19	\$10,167,642
14 Uphams Crossing	Dorchester, MA	2015	80	\$36,750,000
15 The Union at 48 Boylston ³ (Cost includes administrative office and business venture space)	Boston, MA	2018	46	\$31,229,000
TOTAL Completed			1,388	\$ 310,126,642

DEVELOPMENTS UNDERWAY:

Project Name	Location	Projected Completion Date	Housing Units	Development Cost
1 Cote Village ⁴	Mattapan, MA	2021	76	\$36,900,000
2 872 Morton Street ⁴	Mattapan, MA	2022	40	\$16,340,000
3 41 LaGrange ³	Boston, MA	2023	94	\$56,400,000
4 150 River Street ⁴	Mattapan, MA	2024	30	\$11,250,000
TOTAL Underway			240	\$120,890,000
TOTAL			1,628	\$431,016,642

1. with EA Fish Associates
2. with St. Francis House
3. with Caribbean Integration Community Development

Planning Office *for* Urban Affairs

ARCHDIOCESE OF BOSTON

WILLIAM H. GROGAN **PRESIDENT**



William H. Grogan, President of the Planning Office for Urban Affairs, has been involved in affordable housing and economic development for nearly 25 years with a particular focus on complex legal and financial deal structuring to accomplish mission objectives. Bill was appointed President in July 2019 and has been with the Planning Office since 2005. Prior to becoming President, Bill was the Chief Operating Office & General Counsel. He has been involved with the acquisition, financing, construction, and development of nearly 650 units of affordable and mixed-income housing, representing nearly \$300 million of investment throughout the Commonwealth. He is overseeing another 300 units of housing at various stages of development. In this role, he has developed mixed-income, family and special needs housing, and housing for the homeless and vulnerable populations, as well as mixed-use developments. Bill has also been responsible for managing the operations of the Office, including all budget, accounting and financial aspects,

working with the Board of Trustees, managing all corporate entities, and serving as General Counsel on both corporate and development project matters.

Prior to joining the Planning Office, Bill was an attorney at Goulston & Storrs, P.C., a nationally known real estate firm, where he specialized in the areas of affordable housing development and finance. He has also worked with state agencies in the development of bond financing and tax credit programs. As a result, Bill is actively involved in creating innovative approaches to financing affordable and mixed-income, mixed-use developments and has extensive experience utilizing a wide range of federal, state and local sources of financing, including 4% and 9% federal low-income housing tax credits, state housing tax credits, federal and state historic tax credits, and tax increment financing arrangements.

Previously, Bill worked in the Low-Income Housing Tax Credit Program at the Massachusetts Department of Housing and Community Development. Bill received his Juris Doctor degree from Suffolk University Law School, a Masters in Government Administration degree from the University of Pennsylvania and a Bachelor of Arts degree from Trinity College. Bill has been active in the affordable housing industry, having spoken at conferences sponsored by the American Bar Association Forum on Affordable Housing, the National Association of Affordable Housing Lenders and the National Housing and Rehabilitation Association.

Planning Office *for* Urban Affairs

ARCHDIOCESE OF BOSTON

AMARILLYS RODRIGUEZ DEVELOPMENT AND POLICY PROJECT MANAGER



Amarillys Rodriguez, Development and Policy Project Manager, joined POUA in July 2017. Ms. Rodriguez is involved with all aspects of the project management and development process. She is involved in planning and directing POUA projects by assisting in the evaluation of potential developments, preparing funding applications, leading financial closings, reviewing design, coordinating development team members, and providing support during construction, marketing, lease-up, and management efforts. She is also leading POUA's efforts to build relationships with hospitals, clinics, foundations, insurance companies and other entities to establish innovative models at the intersection of health care and housing to improve resident and community health outcomes through the provision of affordable housing and health-related resident services. Some of her projects to date include The Union at 48 Boylston Street, an award-winning affordable, mixed-use, adaptive reuse of a historic building in downtown Boston; 41 LaGrange Street (Boston), a planned mixed-income new construction tower (both in

partnership with St. Francis House); working with the Grant Manor Homeowner's Association on the refinancing and renovation of a 179-unit affordable housing community in Boston; and acting as consultant to St. Mary's Center for Women and Children on the acquisition, preservation and rehabilitation of a family shelter in Boston.

Ms. Rodriguez arrived at POUA as a Kuehn Fellow after graduating with a Master in City Planning degree from the Department of Urban Studies and Planning at the Massachusetts Institute of Technology (MIT), where she focused her studies on housing, community, and economic development. Prior to graduate school, Ms. Rodriguez worked in Washington, D.C., with the National Partnership for Women & Families. She also worked as an Emerson National Hunger Fellow in D.C. and Jackson, MS; as a Public Ally in her hometown of Hartford, CT; and earned a Bachelor of Arts in Public Policy Analysis from Pomona College in Claremont, CA. These experiences allow Ms. Rodriguez to approach her work at POUA with critical insight into many of the complex issues driving the need for affordable housing, the service needs facing many residents of affordable housing developments, and the transformative potential of affordable housing to promote healthy and successful communities and address various social justice problems. Ms. Rodriguez is a member of the American Planning Association and the Urban Land Institute (ULI). In 2019, she was selected by ULI to be a part of its 2019 Pathways to Inclusion cohort. She also recently joined the Board of Directors of the Builders of Color Coalition, which is focused on increasing access and diversity in Boston's real estate industry.

41 LAGRANGE STREET

Mixed-income housing in the heart of downtown Boston

The Planning Office for Urban Affairs (POUA), working in partnership with St. Francis House (SFH), will be developing 41 LaGrange Street, a new mixed-income community in downtown Boston on a portion of the property formerly owned by the Boston Young Men’s Christian Union. 41 LaGrange Street will be a 19-story, 126-unit development in the heart of a rapidly gentrifying neighborhood in downtown Boston and will provide a mix of studio, one- and two- bedroom units in a newly constructed building and offer mixed-income housing opportunities for a wide range of individuals and households, from affordable housing that will serve the homeless population, to workforce housing opportunities, to market-rate housing within a diverse community.

Located in a critically important area of the City of Boston, between the Boston Public Garden and the Chinatown community, this building and property have an important link to the City’s history. With the continued revitalization of Boylston Street, Chinatown, and the lower- Washington Street neighborhood, including the construction of roughly 2,000 units of market-rate and luxury housing, there is a critical need to expand affordable housing and homeless housing opportunities in this area. Our goal is to help this area remain vibrant by providing housing options for a diverse group of people, from Boston’s working families to lower- income men and women who are currently served by the community but seek opportunities for long-term secure housing. The construction of housing on a currently underutilized parcel will activate the surrounding area and create increased foot traffic on a key block in the heart of downtown. The City of Boston and the Boston Planning and Development Agency have demonstrated their strong support for the project with the commitment of financial resources and the granting of zoning and permitting approvals to enable this development to move forward. 41 LaGrange Street will create housing opportunities that are disappearing from this urban neighborhood, and it will add to the diminishing stock of high-quality affordable and workforce housing that is available to a wide range of households to bridge the existing income gap in the neighborhood.



Proposed Design

ROLLINS SQUARE

Bridging the income gap with broad economic diversity

Rollins Square is a 184-unit mixed-income development built on a two-acre site in Boston's South End neighborhood. Of the units: 20% are low-income rental apartments, 40% are moderate-income first time homebuyer units and 40% are market-rate condominiums. This vibrant community offers high quality housing units for people with a broad range of incomes, providing economic diversity in a neighborhood that had luxury condos and public housing, but little in between. Rollins Square, which opened in 2004, sets a new standard for affordable housing development in the Boston area.

Rollins Square was built on land acquired from the Boston Redevelopment Authority and integrates two distinct styles of the neighborhood in its design: low-scale brick townhouses mimic the South End's attractive 19th century residential streets, while taller buildings with larger windows at the edge of the property are inspired by the neighborhood's warehouse buildings. The grounds include a landscaped park, 6,000 square feet of retail space and an underground parking garage.

Rollins Square has received the FNMA Maxwell Award of Excellence, the Builder's Choice Grand Award, the Charles Edson Tax Credit Award, the Boston Preservation Alliance Award and the John Clancy Award for Socially Responsible Housing. It has been recognized by the Urban Land Institute, Harvard University, Boston College, the University of Pennsylvania and at numerous national conferences.

The development is even innovative in its operations: the condominium association recently installed a co-generation unit for the development, saving \$75,000 per year in energy costs.



Photos: Robert Benson

Developer: Planning Office for Urban Affairs

Development Consultant: Development Synergies LLC

Architect: Childs, Bertman, Tsekaris, Inc.
CBA Landscape Architects

Contractor: Suffolk Construction

Manager: Maloney Properties, Inc.

Financing:

Bank of America/Fleet Boston Financial

Commonwealth of Massachusetts:

Department of Housing & Community Development

Massachusetts Department of Environmental Protection

MassHousing

City of Boston: *Boston Redevelopment Authority*

Department of Neighborhood Development

Neighborhood Housing Trust

AFL-CIO Investment Trust

Federal Home Loan Bank of Boston

Highland Street Foundation

ROLLINS SQUARE

Bridging the income gap with broad economic diversity

John M. Clancy Award for the design of socially responsible housing, 2005

Boston Preservation Alliance, Preservation Achievement Award, 2005

In recognition of notable new construction in harmony with Boston's built environment

Fannie Mae Foundation, Fifteenth Anniversary Maxwell Awards of Excellence, 2004

10th Annual Charles L. Edson Tax Credit Excellence Awards, 2004

Metropolitan/Urban Housing, Honorable mention

Builder's Choice Award, Builder magazine, 2004

HARBOR PLACE

Transformative mixed-income housing in downtown Haverhill

Harbor Place was developed by Merrimack Street Ventures (MSV), a joint venture between The Planning Office for Urban Affairs and the Greater Haverhill Foundation, working together to transform a significant portion of downtown Haverhill. Together, they developed 80 units of affordable and mixed-income housing for households earning from 30% AMI to market-rate and featuring six different income-tiers. Harbor Place includes Harbor Place Residences, the 80 units of housing, with over 12,000 s.f. of ground floor commercial/retail space; a 5-story commercial/retail/educational building that includes two floors for the University of Massachusetts Lowell, a bank headquarters, a media company and office space; a 145-space below-grade parking garage; and a spacious new public plaza, complete with outdoor dining and performance areas, and a grand 15' wide boardwalk that runs the entire length of the site and beyond. The boardwalk is accessed by three pedestrian walkways that run through the development, bringing residents to the Merrimack River in this section of downtown Haverhill for the first time in over eighty years.



Photos: Gustav Hoiland

Developers:

Planning Office for Urban Affairs
Greater Haverhill Foundation

Architects:

The Architectural Team
Copley Wolff Design Group

Contractor: Dellbrook Construction Company

Owner's Project Manager: WaypointKLA

Attorneys:

Nolan Sheehan Patten LLP
Richard Sheehan, Esq.
Goulston & Storrs P.C.

Property Management:

Peabody Properties

Financing:

Commonwealth of Massachusetts: Exec. Office of
Housing & Economic Dvlpmt; MassWorks; Dept. of
Housing & Community Dvlpmt; MassHousing;
Mass. Housing Partnership Fund;
MassDevelopment; CEDAC

City of Haverhill
North Shore HOME Consortium
Bank of America
Pentucket Bank & Haverhill Bank

HARBOR PLACE

An award-winning transformative mixed-income housing development in downtown Haverhill

Urban Land Institute Excellence in Affordable and Workforce Housing Award, 2018

Recognizes best practices in the development of housing that is affordable to people with a broad range of incomes

Multifamily Executive Awards, 2018

Project of the Year: Mixed Income (National award)

PRISM Award For Achievement in Building and Design: Silver Winner, 2017

DEVELOPER:
J. Garland Enterprises



J. GARLAND ENTERPRISES is a 100% minority-owned (MBE) Boston-based architecture, design and real estate development practice, with a primary focus on urban re-development, commercial mixed-use and multifamily housing.



SEAPORT BOSTON OFFICE

One Marina Park Drive, Flr. 14
Suite 1410
Boston MA 02210

Architecture | Design
Real Estate Development

jgarlandenterprises.com

As president, founder and a native of Boston, Jonathan brings over two-decades of professional experience in the commercial development industry with keen expertise in uniquely crafting well-designed architectural solutions while working with clients to build and strengthen meaningful community relations and obtain regulatory permits and approvals.

Jonathan is joined by a diverse team of design professionals ranging from senior project architects with 35 years of practice in the field, to experienced project managers and talented designers.



Over the course of his career, Jonathan has cultivated a widely respected seasoned approach to revitalizing many of Boston's established neighborhoods and inner-city communities through high-quality collaborative design and development strategies. His career achievements include award winning designs for a broad range of building types; from large scale urban mixed-use developments to nationally recognized institutional, cultural and civic projects. Jonathan's experience throughout Boston and New England includes; multi-family housing, K-12 schools, and office & life science lab environments.

As an accomplished designer and real estate developer, Jonathan brings a uniquely creative understanding of the built environment with a focus on the future of cities and transformative urban spaces. His design and development philosophy is anchored in a commitment to forge meaningful partnerships between communities, stakeholders, and regulatory agencies—which is often found to be the catalyst that leads to more directly appropriate design and placemaking.



Not only is Jonathan Garland a brilliant design architect but he is amazing to work with! He is responsive, sensitive to client needs and a pleasure to collaborate with. Unlike many architects we've worked with, J. Garland Enterprises put our concerns above their own ego. They worked efficiently through the early phase and conceptual design of our proposed building while maintaining the high level of craftsmanship that they demonstrated from the start. They are a great team member and worked collaboratively to develop consensus between us, neighborhood groups and government agencies we engaged with in a way that maximized value both for us and the community. Little wonder that we have already signed them on to our next large project!
 - Dennis Kanin, Principal, New Boston Ventures

PROFESSIONAL AFFILIATIONS & ACCOLADES // *Jonathan earned a B.Arch. from the Boston Architectural College where his Thesis received high honors and was awarded "Best of Architecture".*

- Boston Society of Architects [BSA] Nominations Committee
- National Organization of Minority Architects [NOMA] Boston Chapter
- American Institute of Architects
- USGBC: LEED AP BD+C
- AIA Leadership Conference, Panelist // "Gender and Race in the Workplace"
- Degree Project Studio Commends Award, Recipient
- Best of Architecture Degree Project Studio Award, Recipient
- The Kevin F. O'Marah Award, Recipient
- The Kronish Practice Award, Recipient
- Dean Arcangelo Cascieri Scholarship Award, Recipient
- Northeastern University School of Architecture, Harvard Graduate School of Design, Suffolk University School of Interior Design, Boston Architectural College, and Massachusetts College of Art and Design Visiting Critic



JONATHAN C. GARLAND
 PRESIDENT & FOUNDER

Professional Background

J. GARLAND ENTERPRISES LLC, 2018 – present
President & Founder (Architecture & Real Estate Development)

D/R/E/A/M Collaborative LLC, 2017 - 2018
Associate Principal & Director of Design

Arrowstreet Inc., 2012–2017
Lead Designer & Senior Associate

Ennead Architects LLP (formerly Polshek Partnership), 2010-2012
Project Designer

ICON Architecture, 2009-2010
Project Designer

Sterling Associates Incorporated Architects, 2001-2008
Associate

Education

Boston Architectural College
 Bachelor of Architecture, 2009 (8 yrs. working concurrently)

Academic Accolades

Thesis Commends, 2009
Best of Architecture Degree Project Studio Award, 2009
 The Kevin F. O’Marah Award, 2009
 The Kronish Practice Award, 2009
 Dean Arcangelo Cascieri Scholarship Awards, 2007

Affiliations

- American Institute of Architects
- USGBC (U.S. Green Building Council)
LEED AP BD+C Accredited Professional
- Boston Architectural College, Board of Trustees
- CAS (The Center for Artistry & Scholarship), *Board Chair*
- Brooke Charter Schools, Board Member
- NOMA (National Organization of Minority Architects)
BosNOMA (Boston Chapter) Co-Chair
- *Board Member – Stoughton Planning Board, 2019-2022*
- BSA (Boston Society of Architects), *Nominating Committee, 2018*
- BCC (Builders of Color Coalition), *Member*
- AAREP (African American Real Estate Professionals)

Selected Projects

Multi-Family Housing

- 566 Columbus Ave. Condos & Non-Profit Commercial South End | Boston, Massachusetts
 New Boston Ventures (*66 Units*)
- 1590 Blue Hill Ave. Multifamily Housing & Commercial Mattapan, Massachusetts
 NLG Partnership/RISE (*165 Units*)
- Haffenreffer Brewery Complex, Historic Restoration Jamaica Plain, Massachusetts (Historic Tax Credits)
 The Jamaica Plain Neighborhood Development Corp.
- 229 Union Street, Income Restricted Senior Housing Old English Square, Holbrook Massachusetts (DHCD)
 The Joseph R. Mullins Company (*55 Units*)
- Washington Beech HOPE IV Affordable Housing Roslindale, Massachusetts (*206 Units*)
 Trinity Washington Beech LLP (Trinity Financial)
ICON Architecture, Project Designer
- Ocean 650 at Waterfront Square, Market Rate Apts. Revere Beach | Revere, Massachusetts
 Upton + Partners Inc. (*230 Units*)
Arrowstreet Inc., Lead Designer & Senior Associate
- 0-28 Blue Hill Ave. Multifamily Housing & Commercial Roxbury, Massachusetts (*84 units*)
 Origin Property Group | J. Garland Enterprises (Co-Dev.)
- Warren Place Multifamily Housing & Non-Profit Comm. Roxbury, Massachusetts (*90 Units*)
 Origin Property Group | J. Garland Enterprises (Co-Dev.)
- Parcel K Luxury Residences & Boutique Hotel Seaport | Boston, Massachusetts (*304 Units*)
 Parcel K, LLC | Lincoln Property Company
Arrowstreet Inc., Lead Designer & Senior Associate
- 7-11 Curtis St. Multifamily Housing East Boston, Massachusetts (*34 Units*)
 SAWJNG LLC
- 2451 Washington Street Condominiums Roxbury, Massachusetts (*16 Units*)
 Madison Park Development Corporation
Dream Collaborative, Associate Principal, Dir. of Design
- 24 Westminster Ave. Multigenerational Housing Roxbury, Massachusetts (*12 Units*)
 DREAM Development
Dream Collaborative, Associate Principal, Dir. of Design



- Call – Carolina Homes, Affordable
Jamaica Plain, Massachusetts (8 Units)
Jamaica Plain Neighborhood Development Corp.
Dream Collaborative, Associate Principal, Dir. of Design
- Bartlett Place Parcel F4 Condominiums
Roxbury, Massachusetts (36 Units)
Nuestra Comunidad | Windale Development
Dream Collaborative, Associate Principal, Dir. of Design
- 1199-1203 Blue Hill Ave. Multifamily Housing & Comm.
Mattapan, Massachusetts (32 Units)
1199-1203 Blue Hill LLC
- Putnam Green Affordable Housing
Cambridge, Massachusetts (40 Units)
Homeowners Rehab, Inc.
ICON Architecture, Project Designer
- One Webster Ave. Mixed Income Housing
Chelsea, Massachusetts (120 Units)
Synergy Investments
ICON Architecture, Project Designer
- 143 Washington St. Market Rate Condos
Brighton, Massachusetts (56 units)
New Boston Ventures
- 132 Arlington St. & Edgerly Place Townhouse Condos
Bay Village | Boston, Massachusetts (12 Units)
New Boston Ventures
- P-13 College Campus Expansion & Luxury Condos Study
Boston, Massachusetts
Massachusetts Dept. of Transportation [MassDOT]
Trinity Washington Beech LLP [Trinity Financial]
ICON Architecture, Project Designer

Hospitality

- Harvard Square Hotel Renovations
Cambridge, Massachusetts
Harvard Capital Planning & Project Mgt.
Arrowstreet Inc., Lead Designer & Senior Associate
- Parcel K Luxury Residences & Boutique Hotel
South Boston, Massachusetts (250 Keys)
Parcel K, LLC | Lincoln Property Company
Arrowstreet Inc., Lead Designer & Senior Associate

Urban Mixed-Use Commercial & Residential

- 115 Winthrop Square High Rise Tower
Boston, Massachusetts
Millennium Partners
Dream Collaborative, Associate Principal, Dir. of Design

- CitySquare Phase II
Worcester, Massachusetts
Leggat McCall Properties, LLC
Arrowstreet Inc., Lead Designer & Senior Associate
- Summer Court
Chelsea Creek, Chelsea, Massachusetts
YiHe Group
Arrowstreet Inc., Lead Designer & Senior Associate

Life Science

- 200 Sidney Common Lobby and Campus Design
Cambridge, Massachusetts
Sidney Research Campus | Biomed
Arrowstreet Inc., Lead Designer & Senior Associate
- 200 Sidney Tenant Fit-Out
Cambridge, Massachusetts
Sidney Research Campus | Biomed
Arrowstreet Inc., Lead Designer & Senior Associate

Institutional

- Colin L. Powell Center for Public Policy
Harlem, New York
The City College of New York (CUNY)
Ennead (formerly Polshek Partnership), Project Designer
- Law School Master Plan and Law Library
Stanford, California
Stanford University Law School
Ennead (formerly Polshek Partnership), Project Designer
- Health Science Education Building
Brooklyn, New York
SUNY Downstate Medical Center
Ennead (formerly Polshek Partnership), Project Designer
- The Davis (Multicultural) Center
Williamstown, Massachusetts
Williams College
in association with Leers Weinzapfel Associates

Museums

- Education Center at The Wall
National Mall, Washington, DC
Vietnam Veterans Memorial Visitor Center
Ennead (formerly Polshek Partnership), Project Designer

K-12 Academic (Ch. 149A Public Bid CM at Risk)

- King Open & Cambridge Street Upper School
Cambridge, Massachusetts
in association with William Rawn Associates
Arrowstreet Inc., Lead Designer & Senior Associate



- KIPP Lynn Collegiate Academy High School
Lynn, Massachusetts
KIPP Massachusetts
Arrowstreet Inc., Lead Designer & Senior Associate
- Brooke High School
Mattapan, Massachusetts
Brooke Charter Schools
Arrowstreet Inc., Lead Designer & Senior Associate
- KIPP Academy Boston Charter School
Mattapan, Massachusetts
KIPP Massachusetts
Arrowstreet Inc., Lead Designer & Senior Associate
- Conservatory Lab Charter School
Dorchester, Massachusetts
Arrowstreet Inc., Lead Designer & Senior Associate
- Benjamin Franklin Classical Public Charter School
Franklin, Massachusetts
Arrowstreet Inc., Lead Designer & Senior Associate
- City on a Hill Charter Public School
Roxbury, Massachusetts
- Blackstone Valley Mayoral Prep High School
Cumberland, Rhode Island
Arrowstreet Inc., Lead Designer & Senior Associate

Senior & Community Centers (Ch. 149 Public Bid)

- Malden Community Center
Malden, Massachusetts
City of Malden
Sterling Associates, Inc. Architects, Associate
- East Bridgewater Senior Center Study
East Bridgewater, Massachusetts
Town of East Bridgewater
Sterling Associates, Inc. Architects, Associate
- Northborough Senior Center Study
Northborough, Massachusetts
Town of Northborough
Sterling Associates, Inc. Architects, Associate
- Tewksbury Senior Center
Tewksbury, Massachusetts
Town of Tewksbury
Sterling Associates, Inc. Architects, Associate

Religious

- Faithful Church of Christ Expansion & Renovation
Dorchester, Massachusetts
Faithful Church of Christ, Inc.
Sterling Associates, Inc. Architects, Associate
- Br. James McDavitt, SJ Conference Center
Boston, Massachusetts
The Jesuit Collaborative
Sterling Associates, Inc. Architects, Associate
- 300 Newbury St. Jesuit Chapel-Stained Glass Design
Boston, Massachusetts
The Jesuit Collaborative
Sterling Associates, Inc. Architects, Associate
- Eastern Point Retreat House
Gloucester, Massachusetts
The Jesuit Collaborative
Sterling Associates, Inc. Architects, Associate

Retail

- Providence Place Mall Renovations
Providence, Rhode Island
General Growth Properties, LLC
Arrowstreet Inc., Lead Designer & Senior Associate
- Freedom Wind Tunnel
Foxborough, Massachusetts
Patriot Place, Gillette Stadium
Arrowstreet Inc., Lead Designer & Senior Associate

CONSTRUCTION MANAGER:
Janey Construction
Management



JANEY

Construction Management

HISTORY

The role of a construction project manager requires a unique skill set that ensures success and profitability. Janey Construction Management and Consulting, Inc. (JANEY) delivers on this goal by offering a variety of quality services through a multi-disciplinary team of professionals.

Founded in 1984, JANEY has been providing professional services through the Northeast and has emerged as one of the leading construction management companies in New England. Our portfolio includes construction management and consulting services for commercial and residential projects in Boston, Philadelphia and Connecticut.

From building to managing and now consulting, JANEY has maintained a solid reputation of delivering quality and excellence for over 30 years. Our success is based on our history of respecting the goals and vision of clients by providing them with the expertise and dedication required for each project.

SERVICES

General Contracting



Project Management

JANEY provides the General Contracting & Project Management services on behalf of the owner giving leadership to the project team toward the planning, organizing, coordinating and controlling the construction of any facility through the effective utilization of resources. As construction consultants we will advise and make recommendations on design improvements, construction technology, economic time frame and community outreach. JANEY conducts feasibility studies and establishes the project budget and duration providing the Client with the necessary information to make critical project decisions.

JANEY is committed to building & managing projects successfully by working with highly qualified professionals. Utilizing the latest Project Control technology, such as Primavera, Prolog and e-builder assures the clients that our team is dedicated to delivering projects on time and within budget.

The JANEY Team specializes in creating tailored Project Schedules and Job Cost Analysis Reports designed to monitor project cost, time and resources. In conjunction with utilizing the latest information technology, our customized reports keep clients informed of last minute updates and the overall progress of the project.

Together these resources enable us to offer clients the highest standard of quality assurance and cost control, which avoids schedule delays and maximizes our client's return on their investment. We invest heavily on the experience, diligence and loyalty of our team and utilize the best information technology has to offer.

**POLICY ADVISOR/DIVERSITY
CONSULTANT:
Bevco Associates**

Beverley Johnson
202 West Selden Street, Suite 2
Boston, MA 02126
Cell Number: (617) 438-2767

President and Founder of Bevco

Beverley Johnson is the President and Founder of Bevco Associates, a firm that provides urban planning and development consulting for large, complex real estate and transportation projects in the Boston metropolitan area.

CURRENT PROJECTS

- Rio Grande Residential Tower -Project Manager
- Nubian Ascends Article 80
- Building F-5/Bartlett Article 80
- 45 Warren Place-Article 80
- 0-28 Blue Hill Avenue
- Development Consultant Boston State Hospital Redevelopment
- Boston State Charitable Trust-Administrator

RECENT PROJECTS

- 566 Columbus Avenue Article 80 Strategy
- City of Boston Disparity Study
- 150 River Street-Article 80
- 48 Boylston Street-Article 80
- Mattapan Station Article 80
- Cote Village Article 80
- 16 Ronald Road Article 80

Prior to starting Bevco, Ms. Johnson was employed at the Boston Planning and Development Agency (BPDA). During her tenure at the BRA, Ms. Johnson had the following areas of responsibility.

Assistant Director for Institutional Planning and Development

As the Assistant Director for Institutional Planning and Development, Ms. Johnson managed the /RTUCKE 80 development review and approval of an estimated \$900 million pipeline of projects slated for construction by local academic and healthcare institutions. Key projects approved during her tenure include:

- ✓ The Boston University School of Management
- ✓ The Boston College Expansion of Alumni Stadium
- ✓ The Northeastern University Science Center
- ✓ The Harvard School of Public Health
- ✓ Harvard University's Acquisition of the former Boston English High School

Deputy Director for Community Economic Development

As the Deputy Director, Ms. Johnson was responsible for the development of projects on BRA-owned land in Lower Roxbury and the former Dudley Square. Key projects included:

- ✓ The Reggie Lewis Track and Athletic Center
- ✓ The Roxbury Post Office

- ✓ The Dudley Square Physical and Economic Revitalization Plan

Education

Bachelor of Science, University of Maryland, College Park 1985

Professional Affiliations

President, Massachusetts Minority Contractors Association (2015-Present)
Board Member, MassArt Foundation (November 2020)

ARCHITECT:
The Architectural Team



SERVICES

Architecture
Interior Design
Master Planning
Moderate Rehabilitation

PROJECT TYPES

Academic | Athletic + Community Centers
Assisted Living
Commercial
Healthcare | Science + Technology
Historic Preservation | Restoration + Adaptive Reuse
Hospitality + Mixed-Use
Multifamily
New Construction
Senior Living
Waterfront



The Architectural Team. Since 1971, the master planning, architecture, and interior design firm, The Architectural Team (TAT), has been recognized for its thought leadership and diverse portfolio of acclaimed design solutions. The 95+ person firm has earned more than 200 awards for design excellence across a broad range of building types and programs, including new construction of large-scale urban mixed-use developments, multifamily, commercial, waterfront and hospitality developments, assisted and senior living facilities, and community centers.

TAT holds a national reputation in the areas of historic preservation, rehabilitation, and adaptive reuse—transforming neighborhoods across the United States by artfully restoring and reimagining neglected buildings for new uses while simultaneously preserving history.

The firm's distinctive design solutions are a result of TAT's ability to understand and draw inspiration from the client's vision, while respecting the character and quality of the natural and built environment. Thoughtful solutions begin with client goals. These goals evolve through collaborative relationships and come to life through the insight and expertise of TAT's design teams.

As trusted advisors and active listeners, TAT is dedicated to creating positive and lasting transformation in the communities it serves.



The Architectural Team is driven by a commitment to exceptional design and an unyielding focus on achieving client objectives. Our insightful, pragmatic design solutions reflect our respect for site, context, and environmental sustainability. Here's a look at a selection of featured projects.





Inspired design doesn't happen in isolation. It is the result of a committed partnership between the client and the design team where regard for the character and quality of the natural and built environment is fundamental.





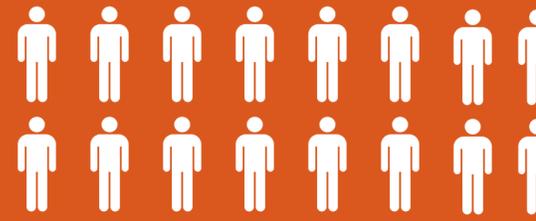
1,250+
MULTIFAMILY
DEVELOPMENTS
COMPLETED



STATES IN WHICH
TAT IS LICENSED

95+

TEAM
MEMBERS



YEARS OF
EXPERIENCE

50

200+

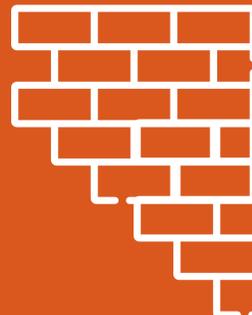
DESIGN
EXCELLENCE
AWARDS

85%
OF BUSINESS
THROUGH
REPEAT CLIENTS

DIVERSITY

46% FEMALE
6% MINORITY

155,000+
UNITS



300+

HISTORIC
ADAPTIVE REUSE
DEVELOPMENTS

project team

Michael D. Binette

AIA NCARB | Senior Partner + Managing Principal

Mike is a registered architect with more than 30 years of experience in coordinating and managing teams on complex projects in the multifamily, mixed-use, senior and commercial markets. As senior partner, he has a value-based approach to design that seeks first to understand the client's goals and then to identify strategic opportunities for greater return. Mike is a hands-on leader, and is involved in all facets of design – from master planning, space programming and design to construction administration. His multidisciplinary team management and organizational skills, combine with an extensive understanding of the construction process, ensuring delivery of projects efficiently and with high levels of client satisfaction. Mike's award-winning work includes Arlington 360 and Harbor Place, having earned recognition from the Boston Society of Architects and the National Housing and Rehabilitation Association.

JOINED THE ARCHITECTURAL TEAM

1982

EDUCATION

Wentworth Institute of Technology
Bachelor of Science in Architectural Engineering

PROFESSIONAL AFFILIATIONS

American Institute of Architects
Boston Society of Architects
The National Trust for Historic Preservation
National Fire Protection Association
National Council of Architectural Registration Boards
UrbanLand Institute
U.S. Green Building Council

PUBLIC AND PROFESSIONAL SERVICE

CURRENT

Chelsea Neighborhood Developers Committee
Committee Member
Federal Home Loan Bank of Boston's Affordable
Housing Development Competition
Design Mentor
Boston Society of Architects
Housing Committee Member

FORMER

Masconomet Regional School Building Committee
Committee Member
Boston Society of Architects Housing Committee
Committee Chairman

AWARDS

Urban Land Institute
*Jack Kemp Excellence in Affordable and Workforce
Housing*

PUBLICATIONS

McKnights Senior Living
Minding the 'Gap'
Eco Structure; by R. Verrier + M. Binette
Bridging the Gap
Architects + Artisans
In Boston, Re-knitting the Fabric
EDC; by R. Verrier + M. Binette
Old Mills New Lives
Boston Globe
*Groundbreaking for Long-Sought Fenway Center
Complex Takes on Air of a Celebration*

REGISTRATIONS

Alabama, Arizona, Arkansas, Colorado, Connecticut,
District of Columbia, Florida, Georgia, Illinois, Indiana,
Kentucky, Maine, Maryland, Massachusetts, Michigan,
Minnesota, Missouri, New Hampshire, New Jersey, New
York, North Carolina, Ohio, Pennsylvania, Rhode Island,
South Carolina, Tennessee, Texas, Virginia, West Virginia

MARY ELLEN MCCORMACK, BOSTON, MA

The phased redevelopment of the first public housing development in New England. Approximately 3,000 new units will replace the 1,061 existing units and offer housing across all levels of income.

★ BRISTOL COMMONS/LENOX GREEN, TAUNTON, MA

The redevelopment of an existing public housing complex involved the demolition of the 150 barracks-style units located on the property's 15-acre site and the new construction of 88 new townhouse-style units; in addition to 72 new mixed-income rental units on a separate 6.4 acre.

★ THE ANNE M. LYNCH HOMES AT OLD COLONY, SOUTH BOSTON, MA

A new three-phase LEED Platinum Certified affordable housing development comprised of both apartments and townhomes, offering residents a new LEED Gold Certified learning center and social services. Phase one consists of 116 units, two of 169 units, and phase three will include 301 units.

RESIDENCES AT BRIGHTON MARINE, BOSTON, MA

A \$46 million transit-oriented multifamily development on a 1.4-acre site, offering housing and on-site services to local veterans and their families. It is the first of its kind to offer mixed-income housing in Boston since World War II, providing homes to those with extremely low-, low- and middle-income. The community represents one of the largest private developments ever created for veterans with its 102 units, and 7,500 square feet of community space.

★ HARBOR PLACE PHASE I + II, HAVERHILL, MA

The design of a new mixed-use waterfront development. The phased program consists of two new midrise buildings, a five-story building to provide office and retail space and a six-story mixed-use building to provide 80 mixed-income residential units, ground level retail and commercial space.

SIBLEY SQUARE, ROCHESTER, NY

The historic adaptive reuse of a former 1.1M square foot department store into a mixed use development to include retail, office space, and mixed-income multifamily residential and senior rental apartments.

SOUTHERN HILLS, WASHINGTON, DC

The redevelopment of a former public housing community into 255 units of affordable apartments and townhomes. Work includes the construction of five multifamily buildings and a community service center.

VALLEY BROOK VILLAGE, LYONS, NJ

The new construction of a village-style supportive housing facility for homeless veterans. The community provides 62 units of housing, while also offering assisting resident services such as outpatient treatment programs and job training.

BLACKSTONE APARTMENTS, BOSTON, MA

Moderate rehabilitation of a 145 unit affordable senior living tower located in the West End neighborhood of Boston. The 11-story building, originally built in 1978, received major updates to the envelope which improved overall thermal performance while also updating the building's appearance.

BRIARCLIFF SUMMIT APARTMENTS, ATLANTA, GA

Funded in part by Low-Income Housing Tax Credits and federal and state Historic Tax Credits, this U.S. National Register of Historic Places listed building provides 201 units of affordable senior living. The building underwent extensive interior and exterior renovations and historic rehabilitation, while preserving its historic architectural integrity.

SAMUEL KELSEY APARTMENTS, WASHINGTON, D.C.

The restoration and adaptive reuse of a former bank into an affordable multifamily community situated in a dense urban center. Work included the selective interior demolition to create a light-filled interior courtyard, and the addition of two stories atop the historic structure.

MIDDLEBURY ARMS, MIDDLEBOROUGH, MA

The occupied rehabilitation of a 54 unit multifamily community. The rehabilitation included the replacement of unit finishes and extended into common spaces and community rooms. The deteriorated wood framing along the building exterior – sheathing, rim joists – together with the siding, the roof, windows and trellis structures at building entrance and unit balconies were replaced.

James J. Szymanski

AIA NCARB LEED AP | Principal

Jay has extensive project management experience including all facets of design and delivery from master planning and space programming to permitting, community engagement and construction administration. He directs diverse teams, consistently achieving cross-collaborative success, and reliably brings innovative and agile design solutions to the firm's clients. His projects have won design awards at both the local and national level; recent design and planning successes include the award-winning Lovejoy Wharf and The Anne M. Lynch Homes at Old Colony. Jay's expertise spans a wide range of sectors including multifamily, commercial, mixed-use, and waterfront design.

JOINED THE ARCHITECTURAL TEAM

1992

EDUCATION

Wentworth Institute of Technology
Bachelor of Architecture
Associate of Architectural Engineering

PROFESSIONAL AFFILIATIONS

American Institute of Architects
Boston Society of Architects
U.S. Green Building Council
The National Council of Architectural Registration Boards
Urban Land Institute

PUBLIC AND PROFESSIONAL SERVICE

Wentworth Institute of Technology
Secondary Thesis Advisor
Fire Station Committee, Rowley, MA
Pine Grove School Building Committee, Rowley, MA

SPEAKING ENGAGEMENTS

Residential Design and Construction Conference 2011
The Homes at Old Colony Case Study
ABX 2012
The Homes at Old Colony Presentation and Tour
AIA Convention Boston 2008
The Metropolitan Presentation and Case Study

AWARDS

Jay is honored to have his work recognized by notable professional and trade associations, including the Boston Society of Architects, Massachusetts Historical Commission, Boston Preservation Alliance, and Urban Land Institute

PUBLICATIONS

Boston Real Estate Times
The Architectural Team Completes Mixed-Use Infill Complex Bower, Showcases Urban Transformation
Archinect
Three Housing Trends Boosting Affordability Nationwide
Architectural Products
Urban Revitalization, Mixed-Use
Commercial Architecture
Bringing Nature To The Urban Environment
Realtor Magazine
How Affordable Housing Is Ramping Up
Retrofit
Five Design Solutions That Will Play Out Through 2020 And Beyond
World Interiors News
How to Attract Discerning Tenants: TAT Leaders Respond

REGISTRATIONS

Massachusetts
Connecticut

★ BOWER, BOSTON, MA

A new LEED Gold Certified, mixed-use air-rights development which includes two buildings at eight and 14 stories consisting of 312 luxury units, 40,000 square feet of commercial space, and public and private parking for 189 vehicles.

★ THE METROPOLITAN, BOSTON, MA

The new construction of a 23-story, mixed-use development in Boston's Chinatown neighborhood. The community includes 118 condominiums, 133 rental apartments, retail, commercial, and a community program space.

★ LOVEJOY WHARF, BOSTON, MA

A LEED Gold Certified mixed-use waterfront development involving the adaptive reuse of an existing nine-story building, the new construction of a 50,000 square foot addition of commercial/retail space, a 7,600 square foot pavilion for a total of 220,000 square feet and a 40,000 square foot wharf structure which serves as the headquarters of Converse.

★ BATTERY WHARF, BOSTON, MA

A \$180M mixed-use waterfront development comprised of four buildings which include 104 luxury condominiums, a four-star 150-room hotel, 30,000 square feet of retail space, a waterfront promenade, and a 376 space below grade parking garage.

★ HARBOR PLACE, HAVERHILL, MA

A new mixed-use waterfront development consisting of two midrise buildings: a five-story, 58,000 square foot commercial building and a six-story mixed-use 118,000 square foot building with 80 mixed-income residential units, ground level retail and commercial space.

★ THE ANNE M. LYNCH HOMES AT OLD COLONY, SOUTH BOSTON, MA

The phased design of a new LEED Certified and Passive House Certified affordable housing community in South Boston. Phase III involved the replacement of 250 dated units with 305 newly-constructed units across four buildings, including direct-access units on the first level. Phase I provides 116 LEED Platinum Certified affordable units, and a LEED Gold Certified learning center. Phase II provides an additional 169 units.

THE ARCHER RESIDENCES, BOSTON, MA

Located in historic Beacon Hill, The Archer is the reimagining of two existing academic buildings to form 71 units of luxury condominiums. Work includes the addition of a 172,000 square foot penthouse level with roof deck, and underground parking accessed via car elevator.

★ **BUILDING 114, CHARLESTOWN, MA**

The historic adaptive reuse of a former United States Navy joinery shop located on the waterfront within the Charlestown Navy Yard into a new 108,000 square foot biomedical research laboratory.

SUFFOLK DOWNS, EAST BOSTON, MA

The overall phased development is intended to transform the 161-acre parcel into a highly-resilient, transit-oriented, mixed-use site with commercial office, retail, housing, and open space. The firm's design is for one of the five buildings included on the Revere portion of the site, with approximately 720 multifamily units.

ALEXAN 3 NORTH, BILLERICA, MA

The master plan and design of a new 178-unit 223,000 square foot multifamily community with a mix of market-rate and affordable units. Amenities include lounge area and community kitchen, game room, conference room, multiple work pods, a fitness center, bike storage, dog grooming station and a pool and deck with grilling stations and seating areas.

CAMDEN-LENOX APARTMENTS, BOSTON, MA

The moderate rehabilitation of two adjacent multifamily developments built in 1939 and 1949 comprised of three story walk-up style buildings. Totaling 358 units, the community includes one, two, and three-bedroom apartments.

ALEXAN WRENTHAM, WRENTHAM, MA

A new multifamily community offering 240 mixed-income units across a series of three mid-rise buildings. Designed to maximize views and offer easy access to hiking and biking trails, the site required extensive grading work and the construction of 30-foot-high retaining walls.

related work



Flat 9 at Whittier

Roxbury, MA

SERVICE

Architecture
Master Planning

TYPE

Multifamily
New Construction

CLIENT

Preservation of Affordable Housing +
Boston Housing Authority

SIZE

112,550 sf





Uphams Crossing

Dorchester, MA

SERVICE

Architecture
Interior Design

TYPE

Historic Preservation | Restoration +
Adaptive Reuse
Hospitality + Mixed-Use
Multifamily
New Construction

CLIENT

Planning Office for Urban Affairs

SIZE

102,000 sf





Harbor Place

Haverhill, MA

SERVICE

Architecture
Interior Design

TYPE

Commercial
Hospitality + Mixed-use
Multifamily
New Construction
Waterfront

CLIENT

Planning Office for Urban Affairs
Greater Haverhill Foundation

SIZE

236,254 sf





A.O. Flats

Jamaica Plain, MA

SERVICE

Architecture
Interior Design

TYPE

Hospitality + Mixed-Use
Multifamily
New Construction

CLIENT

The Community Builders

SIZE

84,658 sf





The Anne M. Lynch Homes at Old Colony

Dorchester, MA

SERVICE

Architecture
Master Planning

TYPE

Multifamily
New Construction

CLIENT

Beacon Communities Development LLC
Boston Housing Authority

SIZE

340,000 sf





Bower

Boston, MA

SERVICE

Architecture
Master Planning

TYPE

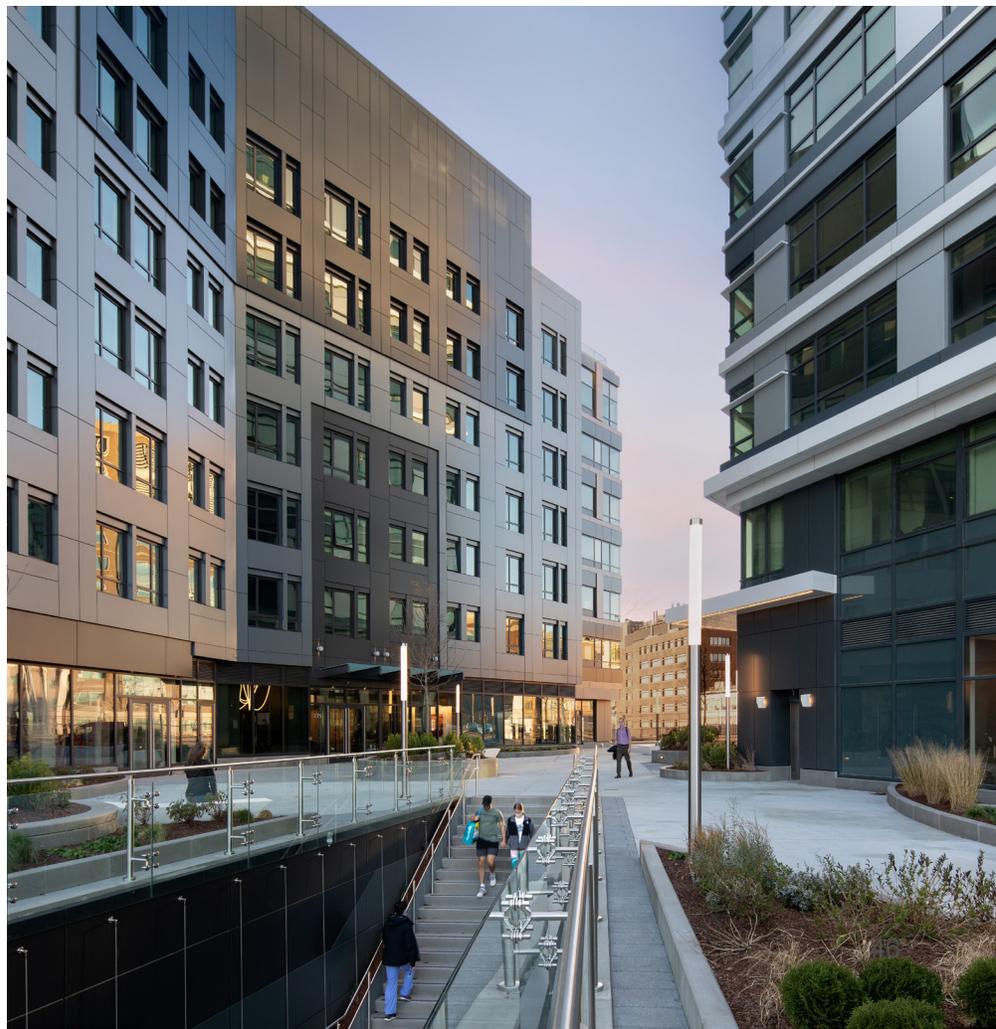
Commercial
Hospitality + Mixed-Use
Multifamily
New Construction

CLIENT

Fenway Center Development LLC

SIZE

346,000 sf





The Metropolitan

Boston, MA

SERVICE

Architecture

TYPE

Commerical
Hospitality + Mixed-use
Multifamily
New Construction

CLIENT

EA Fish Associates
Asian Community Development Corp.

SIZE

430,000 sf





Clippership Wharf

East Boston, MA

SERVICE

Architecture
Interior Design
Master Planning

TYPE

Commercial
Hospitality + Mixed-Use
Multifamily
New Construction
Waterfront

CLIENT

Lendlease

SIZE

550,000 sf



MULTIFAMILY | AFFORDABLE

135 LAFAYETTE, Salem, MA

Program: 51 unit mixed-use affordable multifamily community within a central business district
Construction Type: New construction

25 CASE STREET, Southbridge, MA

Program: 100 one- and two-bedroom affordable multifamily units
Construction Type: Historic preservation and adaptive reuse of mill #13 of the former American Optical Company complex

25 DELAWARE STREET, Albany, NY

Program: 50 units of affordable multifamily housing
Construction Type: Adaptive reuse of a fire station and new construction

41 LAGRANGE, Boston, MA

Program: A 126 unit, 19-story multifamily development
Construction Type: New construction

98 ESSEX STREET, Haverhill, MA

Program: An eight-story, 62 unit community with 3,000 sf of retail and office space
Construction Type: New construction and adaptive reuse of a historic shoe factory

A.O. FLATS AT FOREST HILLS, Jamaica Plain, MA

Program: 78 unit development with ground floor retail
Construction Type: New construction

ALEXAN 3 NORTH, Billerica, MA

Program: 178 unit multifamily development consisting of three buildings
Construction Type: New construction

ALEXAN WRENTHAM, Wrentham, MA

Program: 240 unit multifamily development consisting of three buildings
Construction Type: New construction

ALTA AT RIVER'S EDGE, Wayland, MA

Program: 218 unit mixed-income multifamily community
Construction Type: New construction

ALTA XMBLY, Somerville, MA

Program: Mixed-use multifamily TOD community with 329 mixed-income units
Construction Type: New construction

ATLAS LOFTS, Chelsea, MA

Program: 53 one-bedroom, mixed-income lofts including community room and fitness center
Construction Type: Renovation and adaptive reuse of a former historic mill located in the Chelsea Box District

AUDUBON SCHOOL, Boston, MA

Program: 36 units of multifamily housing
Construction Type: Conversion of a certified historic school building

AVALON AT LEXINGTON HILLS, Lexington, MA

Program: New 387 unit mixed-income multifamily community with resident amenities
Construction Type: Historic adaptive reuse and new construction

AVALON DANVERS, Danvers, MA

Program: 433 unit mixed-income multifamily community with resident amenities
Construction Type: Historic adaptive reuse and new construction

AVALON EASTON, Easton, MA

Program: Mixed-income 40B community with 246 apartments, 44 townhouse units, clubhouse, and amenity space
Construction Type: New construction

AVALON MONTVILLE, Montville, NJ

Program: New multifamily community with 349 mixed-income units and multi-level amenity space
Construction Type: New construction

AYER LOFTS, Lowell, MA

Program: 51 loft-style units
Construction Type: Adaptive reuse of a former factory

BELL WATERTOWN, Watertown, MA

Program: 155 units of mixed-income housing
Construction Type: New construction

BETHANY APARTMENTS, Hanover, MA

Program: 37 affordable units
Construction Type: Renovation and adaptive reuse of a former dormitory

BORNE APARTMENTS, New Orleans, LA

Program: 40 two-family shotgun-style units
Construction Type: The renovation of historic row housing

BOURNE MILL APARTMENTS, Tiverton, RI
Program: A mixed-income, LEED Silver certified, residential community with 165 units, common areas, fitness center, laundry, courtyards; and commercial space
Construction Type: Historic adaptive reuse of former mill complex

BRISTOL COMMONS + LENOX GREEN, Taunton, MA
Program: 160 units of affordable housing located on two separate sites of an existing public housing development
Construction Type: New construction

CANAL LOFTS, Worcester, MA
Program: A mixed-use development comprised of 64 units of mixed-income with community space, and surface parking
Construction Type: New construction and historic adaptive reuse of a former factory

CHESTNUT PARK APARTMENTS, Holyoke, MA
Program: 54 units of affordable housing
Construction Type: Adaptive reuse of the former Holyoke Catholic Campus

CLOCKTOWER, Nashua, NH
Program: 183 unit apartment building
Construction Type: Historic adaptive reuse of a mill

COLUMBIA ROAD, Boston, MA
Program: 70 multifamily housing units
Construction Type: New construction

CONANT VILLAGE, Danvers, MA
Program: An affordable rental community with 60 apartments, fitness center, and parking
Construction Type: New construction

COSTELLO HOMES CONDOMINIUMS, Boston, MA
Program: 15 unit condominium development
Construction Type: New construction

COUNTING HOUSE 71, Lowell, MA
Program: 75 unit multifamily development
Construction Type: Renovation and adaptive reuse of a historic mill

COUNTING HOUSE LOFTS, Lowell, MA
Program: 52 unit, mixed-income multifamily development
Construction Type: Renovation and adaptive reuse of a historic mill

CURTAIN LOFTS, Fall River, MA
Program: 97 mixed-income LEED certifiable residential community for 55+ population
Construction Type: Renovation and adaptive reuse of a historic textile mill

EAST CANTON STREET, Boston, MA
Program: 80 affordable apartment homes nestled in Boston's historic South End
Construction Type: Rehabilitation of a unique certified historic 1880 mill complex

EDISON SCHOOL, Harrisburg, PA
Program: 120 unit apartment building
Construction Type: Renovation of a certified historic high school that included the removal of the auditorium roof to use over the interior courtyard

FELTON LOFTS, Steelton, PA
Program: 83 units of multifamily affordable housing
Construction Type: Historic adaptive reuse of three late 19th to 20th century school buildings

GATEWAY NORTH APARTMENTS, Lynn, MA
Program: 71 unit mixed-income, mixed-use development that includes affordable and workforce housing units
Construction Type: New construction

GRISWOLD BUILDING, Detroit, MI
Program: 127 units
Construction Type: Adaptive reuse of an office building

HARBOR PLACE, Haverhill, MA
Program: Phased construction of 58,000 sf commercial building and 118,000 sf mixed-use building with 80 units of multifamily housing
Construction Type: New construction

HARBORWALK RESIDENCES, East Boston, MA
Program: A new transit-oriented mixed-use multifamily community that includes 52 mixed-income units and 3,400 square feet of ground-floor retail
Construction Type: New construction

HILLSIDE VILLAGE, Ware, MA
Program: 80 unit affordable multifamily community and resident community center
Construction Type: New construction, and conversion of rectory building

JEFFERSON PARK, Cambridge, MA
Program: 180 unit public housing development
Construction Type: Reconfiguration and redevelopment of an existing public housing development

KASANOF HOMES + THOMAS I. ATKINS APARTMENTS, Roxbury, MA
Program: A midrise, townhome duplex including 16 affordable homeownership units and 48 multifamily affordable housing units, creating a new neighborhood street grid
Construction Type: New construction

KEEN STUDIOS, Chelsea, MA
Program: 23 mixed-income artist live-work lofts
Construction Type: Historic conversion of the Mary C. Burke Elementary School

KENNEDY BISCUIT LOFTS, Cambridge, MA
Program: 132 units
Construction Type: Adaptive reuse of a historic cookie factory

KNOX STREET APARTMENTS, Albany, NY
Program: 18 buildings consisting of 47 units in total
Construction Type: Historic gut rehabilitation of existing apartment buildings

LOFT FIVE50 PHASES I + II, Lawrence, MA
Program: 137 unit multifamily affordable apartments completed over two phases
Construction Type: Historic adaptive reuse of two interconnected mill buildings

MANOMET MILL, New Bedford, MA
Program: 76 units of multifamily affordable housing
Construction Type: Historic adaptive reuse of a mill building

MAPLE COMMONS, Springfield, MA
Program: Scattered site of 11 buildings, totaling 100 units
Construction Type: Rehabilitation of a dilapidated housing complex

MARY ELLEN MCCORMACK, South Boston, MA
Program: Redevelopment of 27-acre site into a vibrant community including 3,000 mixed-income units, along with retail, commercial, and community space
Construction Type: New construction

MASON SQUARE II, Springfield, MA
Program: Conversion of the historic Indian Motorcycle factory into a 60 unit multifamily community
Construction Type: Historic adaptive reuse

MILLHOUSE OF ADAMS, Adams, MA
Program: 117 units
Construction Type: Adaptive reuse of a historic mill

MONTE VISTA, Philadelphia, PA
Program: 136 multifamily housing units
Construction Type: Rehabilitation of a dilapidated certified historic multifamily housing complex

MORAN SQUARE, Fitchburg, MA
Program: Mixed-use multifamily community with 44 mixed-income units, designed to be Passive House Certified
Construction Type: Adaptive reuse and new construction

OGDEN MILLS, Cohoes, NY
Program: 120 units and commercial space
Construction Type: Rehabilitation of an early 19th century five-story certified historic mill

OLIVER LOFTS, Roxbury, MA
Program: Mixed-income, 62 unit LEED Silver certifiable development including private courtyards and three artists work-live units
Construction Type: Historic adaptive reuse of factory buildings

OLYMPIA TOWERS, New Bedford, MA
Program: 130 multifamily housing units
Construction Type: New construction added to an existing certified historic stone building

OVERLOOK APARTMENTS, Gardner, MA
Program: 137 multifamily rental units
Construction Type: New construction

PILOT GROVE APARTMENTS, Stow, VT
Program: 60 units of affordable housing
Construction Type: New construction

PONDVIEW VILLAGE, Gloucester, MA
Program: 34 units of affordable housing
Construction Type: New construction

REPTON PLACE, Watertown, MA

Program: Phase one of a two-phase development providing 179 units

Construction Type: New construction

RESIDENCES AT BRIGHTON MARINE, Brighton, MA

Program: 102 units of Veteran Housing, including 7,500 sf of community space

Construction Type: New construction and adaptive reuse

RICE SILK MILL, Pittsfield, MA

Program: 45 units of mixed-income multifamily housing

Construction Type: Historic adaptive reuse of mill buildings

ROPEWALK APARTMENTS, Boston, MA

Program: 97 townhouse style apartments and museum within a unique, 1,300 ft long granite building

Construction Type: Historic adaptive reuse

ROYAL MILLS AT RIVERPOINT, West Warwick, RI

Program: Mixed-use multifamily community on 14-acres; 244 apartments, and commercial and retail space

Construction Type: Conversion of the historic mill complex and new construction

SAUGUS RIDGE, Saugus, MA

Program: 300 unit multifamily community meeting 40B requirements

Construction Type: New construction

SCHOOLHOUSE 77, Roxbury, MA

Program: 129 affordable units

Construction Type: Restoration of two historic school buildings

SETON MANOR, Brighton, MA

Program: 20 unit hospice residence

Construction Type: New construction within the former St. John of God hospital campus

SOUTH SIXTH STREET, Allentown, PA

Program: 51 units in 18 rowhouse-style buildings

Construction Type: Historical renovation of two blocks of dilapidated housing

SOUTHBRIDGE MILLS, Southbridge, MA

Program: 48 one-, two-, and three-bedroom affordable multifamily units

Construction Type: Historic preservation and adaptive reuse of mill #12 of the former American Optical Company complex

SOUTHEAST TOWERS, Rochester, NY

Program: 385 units of multifamily housing

Construction Type: New construction and moderate rehabilitation

STATE HULETT, Schenectady, NY

Program: 105 units

Construction Type: Adaptive reuse of an historic warehouse

THE ANNE M. LYNCH HOMES AT OLD COLONY, South Boston, MA

Program: The phased construction of a 590 unit LEED-certified multifamily community, originally master planned by NBBJ

Construction Type: New construction over three phases

THE APARTMENTS AT BOOTT MILLS, Lowell, MA

Program: Apartment building located in Lowell National Historic Park that includes 154 units and a fitness center

Construction Type: Historic adaptive reuse of the East Mill Building of the Boott Cotton Mills

THE CARRUTH, Dorchester, MA

Program: A new mixed-use, mixed-income, transit-oriented development with 116 apartments and condominiums, parking, and a 10,000 sf retail space

Construction Type: New construction

THE CENTRAL BUILDING, Worcester, MA

Program: 55 mixed-income units and retail

Construction Type: Adaptive reuse of an office building

THE CORDOVAN, Haverhill, MA

Program: 146 mixed-income live-work units

Construction Type: Adaptive reuse of a shoe factory

THE GREENHOUSE, Chelsea, MA

Program: A seven-story, 72 unit mixed-income apartment building

Construction Type: Adaptive reuse of a parking garage combined with new construction

THE HAYES AT RAILROAD SQUARE, Haverhill, MA
Program: A mixed-use TOD community with 57 units
Construction Type: Adaptive reuse of a shoe packing facility

THE INDUSTRIAL BUILDING, Detroit, MI
Program: 150 units
Construction Type: Renovation of a historic office building in an effort to repopulate downtown Detroit

THE LOFTS AT 30 PINE, Gardner, MA
Program: 55 units and community space
Construction Type: Renovation of a certified historic mill

THE LOFTS AT LOOMWORKS, Worcester, MA
Program: 94 mixed-income units with fitness room, laundry room and surface parking
Construction Type: Adaptive reuse of historic mill

THE METROPOLITAN, Boston, MA
Program: A 23-story mixed-use building with 118 condominiums, 133 apartments, retail and community space, and an underground parking garage
Construction Type: New construction

THE UNION AT 48 BOYLSTON, Boston, MA
Program: Conversion of the former Boston Young Men's Christian Union Building into 46 units of affordable housing with commercial space
Construction Type: Adaptive reuse

TREADMARK, Dorchester, MA
Program: 83 unit mixed-income, mixed-use TOD development
Construction Type: New construction

TURTLE CROSSING, Braintree, MA
Program: 201 condominiums, a community center, swimming pool, and fitness room
Construction Type: New construction

UPHAMS CROSSING, Dorchester, MA
Program: 60 units of workforce housing and an additional 20 units of permanent affordable housing
Construction Type: Adaptive reuse and new construction

VALLEY BROOK VILLAGE I + II, Basking Ridge, NJ
Program: 112 units of affordable veteran's housing
Construction Type: New construction

VILLAGE AT NAUSET GREEN, Eastham, MA
Program: 65 units of affordable and workforce housing
Construction Type: New construction

VOKE LOFTS, Worcester, MA
Program: 84 mixed-income units
Construction Type: Conversion of a vocational technical school

WASHINGTON BUILDING, Detroit, MI
Program: 150 units
Construction Type: Renovation of a historic office building in downtown Detroit

WATERTOWN MEWS, Watertown, MA
Program: 206 mixed-income units, fitness room, community center, outdoor pool, and parking
Construction Type: New construction

WATERWAY APARTMENTS, Leominster, MA
Program: 80 unit apartment complex
Construction Type: Preservation and restoration of a certified historic shirt factory combined with new construction

WEST END PLACE, Boston, MA
Program: 10-story apartment building with 183 units, retail space, and an underground parking garage
Construction Type: New construction

WESTERN AVENUE LOFTS, Lowell, MA
Program: 50 affordable artists live-work lofts
Construction Type: Conversion of a mill building

WESTLAND AVENUE, Boston, MA
Program: 97 units of subsidized and market rate housing
Construction Type: Rehabilitation of seven townhouses as part of a neighborhood revitalization project

WHITTIER STREET REDEVELOPMENT, Boston, MA
Program: Phased mixed-use development with 316 multifamily units, 8,000 sf commercial space, and structured parking
Construction Type: New construction

WORCESTER COUNTY COURTHOUSE, Worcester, MA

Program: 114 mixed-income units

Construction Type: Adaptive reuse of a courthouse
residential housing

YARN WORKS, Fitchburg, MA

Program: 96 mixed-income units

Construction Type: Adaptive reuse and renovation of the
historic Nockege River Mill building

HOSPITALITY + MIXED-USE

10 WINTHROP SQUARE, Boston, MA

Program: 30,000 sf of retail and office space
Construction Type: Renovation of existing space

50 FRANKLIN STREET, Boston, MA

Program: 30,000 sf of retail and office space
Construction Type: Historic restoration of a late 19th century mercantile building

95 BRIDGE STREET, Lowell, MA

Program: Mixed-use development with condominiums and office space
Construction Type: Renovation of a certified historic woodworking mill building

100 SHAWMUT AVENUE, Boston, MA

Program: 13-story, 143 unit multifamily community with street level retail
Construction: New construction and historic preservation

135 LAFAYETTE, Salem, MA

Program: Mixed-use affordable multifamily community
Construction: New construction

155 4TH STREET, Needham, MA

Program: 100,000 sf of office space
Construction Type: New construction

300 CAMBRIDGE STREET, Boston, MA

Program: Core and shell for 30,000 sf commercial office building
Construction Type: New Construction

320 SUMMER STREET, Boston, MA

Program: Mixed-use office and retail space
Construction Type: Selective demolition of the historic renovation of two interconnected buildings

375 NEWBURY STREET, Boston, MA

Program: Designer furniture retail location
Construction Type: Historic reconstruction of an existing building along with the new construction of a four-story addition

480 MAIN, Malden, MA

Program: A 195 unit, 5-story multifamily community
Construction Type: New construction

ALTA XMBLY, Somerville, MA

Program: 329 unit multifamily TOD community with hotel, lab, office, and 10,000 sf of retail
Construction type: New construction

AVALON SAUGUS, Saugus, MA

Program: New live, work, play development at former Hilltop Steakhouse site that includes 280 units, and 24,000 sf of retail space
Construction Type: New Construction

AVALON SUDBURY, Sudbury, MA

Program: Redevelopment of Raytheon site into new 40B development with 250 units, adjacent to 80,000 sf of retail space
Construction Type: New construction

BANK FIVE, Arlington, MA

Program: 40,000 sf bank and office space
Construction Type: New construction

BATTERY WHARF, Boston, MA

Program: Mixed-use waterfront development that includes a 150 room five-star hotel, 104 luxury condominiums, 40,000 sf of retail space, a spa, a 376-car underground parking garage, Maritime Museum and water taxi
Construction Type: New construction

BELMONT WEST OFFICE PARK, Brockton, MA

Program: 33,000 sf of office space in a two-story building
Construction Type: New construction

BRASSWORKS, Haydenville, MA

Program: Mixed-use residential, retail and office space
Construction Type: Renovation and conversion of a 19th century national landmark mill building

BROOKSIDE SQUARE, West Concord, MA

Program: Three-story, 74 units of market rate multifamily housing, with 36,000 sf of retail space.
Construction Type: New construction

BUILDING 34, Charlestown, MA

Program: 30,000 sf of retail and office space
Construction Type: Historic adaptive reuse of an early 19th century building combined with new construction

CANAL LOFTS, Worcester, MA

Program: A mixed-use development comprised of 64 units of mixed-income with community space, and surface parking

Construction Type: New construction and historic adaptive reuse of a former factory

CARAS AND SHULMAN, Burlington, MA

Program: 22,000 sf office building

Construction Type: New construction

CHAUNCY HOUSE, Boston, MA

Program: 87 units of senior housing

Construction Type: Restoration and adaptive reuse of an office building

CLIPPERSHIP WHARF, East Boston, MA

Program: Four buildings, with a combined 397 apartments and 80 condominiums, retail space and waterfront pedestrian access

Construction Type: New construction

COMMERCIAL WHARF, Boston, MA

Program: 80 condominiums and retail space

Construction Type: Renovation of a certified historic waterfront warehouse

CURRICULUM ASSOCIATES, Billerica, MA

Program: 75,000 sf of office space

Construction Type: New construction

DCU FEDERAL CREDIT UNION, Burlington, MA

Program: 4,500 sf bank branch

Construction Type: New construction

DEDHAM PLAZA, Dedham, MA

Program: 250 unit mixed-use development with parking and retail

Construction Type: Adaptive reuse of a certified historic school building

ELAN UNION MARKET, Watertown, MA

Program: 282 unit multifamily community and mixed-use development with more than 11,000 sf of amenity space and 10,000 sf of retail

Construction Type: New construction

FENWAY CENTER, Boston, MA

Program: 1.3M sf mixed-use residential, retail and commercial TOD development

Construction Type: New construction

GATEWAY NORTH APARTMENTS, Lynn, MA

Program: 71 unit mixed-income, mixed-use development that includes affordable and workforce housing units

Construction Type: New construction

HARBOR PLACE, Haverhill, MA

Program: Phased construction of 58,000 sf commercial building and 118,000 sf mixed-use building with 80 units of multifamily housing

Construction Type: New construction

HEIGHTS AT MONMOUTH, Eatontown, NJ

Program: Redevelopment of 1.5M sf mall site into a live, work, play community including 700 units, retail, commercial, and restaurant space

Construction Type: New construction

LOWELL OLD CITY HALL, Lowell, MA

Program: 18,000 sf of retail and office space

Construction Type: Adaptive reuse of an abandoned certified historic building

LOVEJOY WHARF, Boston, MA

Program: Mixed-use waterfront development providing a corporate headquarters for Converse and retail space in an existing nine-story building, the program also included the new construction of a two-story addition, 7,600 sf pavilion, and 30,000 sf wharf

Construction Type: New construction and adaptive reuse

MARY ELLEN MCCORMACK, South Boston, MA

Program: Redevelopment of 27-acre site into a vibrant community including 3,000 mixed-income units, along with retail, commercial, and community space

Construction Type: New construction

MEDFORD SAVINGS BANK, Arlington, MA

Program: 1,200 sf bank branch

Construction Type: New construction

NAVY YARD PLAZA, Charlestown, MA

Program: 80,000 sf of retail and commercial space

Construction Type: Innovative conversion of former Navy Yard buildings 33, 38 and 39

NORTHAMPTON SQUARE, Boston, MA

Program: 165,000 sf 29-story residential and commercial building with 242 studio units, and a 12-story residential building

Construction Type: New construction and moderate rehabilitation

PENTUCKET BANK, Haverhill, MA

Program: Office space located in the Harbor Place complex

Construction Type: New construction

RAFFLES BOSTON, Boston, MA

Program: 33-story tower with mix of uses, including, a five-star hotel, 146 condominiums, restaurants, and conference center

Construction Type: New construction

R.H. STEARNS BUILDING, Boston, MA

Program: 150 units of senior housing with ground floor commercial space

Construction Type: Restoration and adaptive reuse of an 11-story historic department store

ROYAL MILLS AT RIVERPOINT, West Warwick, RI *

Program: Mixed-use multifamily community on 14-acres; 244 apartments, and commercial and retail space

Construction Type: Conversion of the historic mill complex and new construction

SABLE OAKS, South Portland, ME

Program: 68,000 sf of office space

Construction Type: New construction

SAMUEL KELSEY APARTMENTS, Washington, DC

Program: 150 units of affordable senior living with retail

Construction Type: Adaptive reuse

SIBLEY SQUARE | NEXTCORPS, Rochester, NY

Program: Renovation of historic building into multifamily, commercial, restaurant and retail space, and maker space for the University of Rochester

Construction Type: Adaptive reuse of a historic 1.0M sf former commercial building

SMITH BUILDING, Providence, RI

Program: 36 artist live-work lofts

Construction Type: Adaptive reuse of a department store

SUFFOLK CONSTRUCTION COMPANY, Boston, MA

Program: Corporate headquarters for a national contractor, including meeting space, cafe and employee fitness center

Construction Type: 50,000 sf addition to the existing headquarters and the renovation of the existing 25,000 sf building

THE BACK BAY HOTEL, Boston, MA

Program: Conversion of the former Boston Police Headquarters into a luxury boutique hotel with 225 guest rooms

Construction Type: Historic preservation and adaptive reuse

THE BEDFORD BUILDING, Boston, MA

Program: 50,000 sf of retail and office space

Construction Type: Adaptive reuse of an historic 19th century mercantile building

THE BERKELEY CENTRE, Boston, MA

Program: 33 luxury apartments and commercial facilities

Construction Type: Restoration and rehabilitation of a former Unitarian church

THE CARRIAGE LOFTS, Amesbury, MA

Program: A mixed-use residential development with 46 artist live-work units and condominiums with gallery space

Construction Type: Adaptive reuse of vacant mill buildings within the former Upper Millyard

THE CARRUTH, Dorchester, MA

Program: A new mixed-use, transit-oriented development with 116 apartments and condominiums, parking, and a 10,000 sf retail space

Construction Type: New construction

THE CHINA TRADE CENTER, Boston, MA

Program: Retail and office space

Construction Type: Rehabilitation of an historic Boston mercantile building

THE ESPLANADE, Hudson, MA

Program: 140 senior condominium units and 10,000 sf of retail

Construction Type: New construction

THE HAYES AT RAILROAD SQUARE, Haverhill, MA

Program: A mixed-use TOD community with 57 units

Construction Type: Adaptive reuse of a shoe packing facility

THE HOLMES BUILDING, Cambridge, MA

Program: A seven-story, mixed-use development with 72 units, office and retail space

Construction Type: New construction

THE KENSINGTON, Boston, MA

Program: 381 unit luxury apartment building with retail and commercial space, and parking
Construction Type: New construction

THE LEGACY AT ARLINGTON CENTER, Arlington, MA

Program: 134 unit market-rate multifamily community with street level retail space
Construction Type: New construction

THE METROPOLITAN, Boston, MA

Program: A 23-story mixed-use building with 118 condominiums, 133 apartments, retail and community space, and an underground parking garage
Construction Type: New construction

THE MIDDLESEX COMPANIES HEADQUARTERS, Littleton, MA

Program: 36,000 sf of office space
Construction Type: New construction

THE UNION AT 48 BOYLSTON, Boston, MA

Program: Conversion of the former Boston Young Men's Christian Union Building into 46 units of affordable housing with commercial space
Construction Type: Adaptive reuse

THE WENTWORTH, Lowell, MA

Program: 40 senior living units plus commercial space
Construction Type: Renovation of a historic mid-19th century boarding house and office building

TREADMARK, Dorchester, MA

Program: 83 unit mixed-income, mixed-use TOD development
Construction Type: New construction

UMASS LOWELL TURI LAB, Lowell, MA

Program: The Toxic Use Reduction Institute (TURI) for UMass Lowell with a 10,000 square-foot research facility that includes a wet lab, microbiology lab, demonstration lab, and an analytic lab
Construction Type: Adaptive reuse of a section of the award-winning Boott Mill complex

WEST END PLACE, Boston, MA

Program: 10-story apartment building with 183 units, retail space, and an underground parking garage
Construction Type: New construction

WHITTIER STREET REDEVELOPMENT, Boston, MA

Program: Phased mixed-use development with 508 multifamily units, 8,000 sf commercial space, and structured parking
Construction Type: New construction

client references

CLIENT REFERENCES

While our work has been honored with many awards, we are most proud of our clients' successes and our many long-standing relationships that account for nearly 85 percent of our repeat business. Our ability to understand and draw inspiration from our clients' goals has resulted in a national reputation as a design leader. We encourage you to speak with any of our references.

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Curry College

1071 Blue Hill Avenue
Milton, MA 02186
Contact: Kenneth K. Quigley, Jr. | President
Phone: 617.333.0500

Diversified Funding, Inc.

63 Atlantic Avenue
Boston, MA 02110
Contact: Richard Bendetson | President
Phone: 617.227.0893

EA Fish Development

60 William Street, Suite 220
Wellesley, MA 02481
Contact: Matt Mittelstadt | Managing Director
Phone: 781.380.1600

Evergreen Partners

560 NE 44th Street
Oakland Park, FL 33334
Contact: Brian Poulin | President
Phone: 954.332.1436

Federal Realty Investment Trust

5 Middlesex Avenue, Floor 4
Somerville, MA 02145
Contact: Patrick McMahon | Senior Vice President
Phone: 617.684.1516

Fox Development

220 Boylston Street, Unit 1020
Boston, MA 02116
Contact: Robert Fox | President
Phone: 617.338.7772

Gerard Doherty, Esquire

50 Franklin Street
Boston, MA 02110
Contact: Gerard Doherty | Sole Practitioner,
Kevin Leary | Attorney
Phone: 617.542.8905

Gerding Edlen Development

1477 NW Everett Street
Portland, OR 97205
Contact: Kelly Saito | Managing Partner
Phone: 503.802.6613

Greystar

One Federal Street, Suite 1804
Boston, MA 02110
Contact: Gary Kerr | Director
Phone: 617.274.8810

Hart Development

37 Bay State Road, Apt. 7
Boston, MA 02215
Contact: Daniel Hart | President
Phone: 617.437.0400

Hearth, Inc. *

1640 Washington Street
Boston, MA 02118
Contact: Mark Hinderlie | President and CEO
Phone: 617.369.1550

Housing Partnership Network *

1 Washington Street
Boston, MA 02108
Contact: Lisa Alberghini | Vice President
Phone: 617.720.1999

Jefferson Apartment Group

2227 Washington Street, Suite 302
Newton Lower Falls, MA 02462
Contact: Sandi Silk | Vice President
Phone: 857.453.4390

Kenney Development

120 Fulton Street
Boston, MA 02109
Contact: Robert Kenney, Jr. | President and CEO
Phone: 617.742.6640

Kensington Investment Company

347 Congress Street
Boston, MA 02110
Contact: Alan Lewis | Founder,
Kurt Therrien | Executive Vice President
Phone: 617.790.3900

Kimco Realty

3333 New Hyde Road
New Hyde Park, NY 11042
Contact: Joshua Weinkranz | President, Northern
Region
Phone: 516.869.2057

Kushner

666 Fifth Avenue, Floor 15
New York, NY 10103
Contact: Jenny Bernell | Executive Vice President
Phone: 212.527.7050

LCB Senior Living

3 Edgewater Drive
Norwood, MA 02062
Contact: Michael Stoller | Managing Partner + CEO,
Ed San Clemente | Vice President of Property
Development
Phone: 781.619.9320

Leggat McCall Properties, Inc.

10 Post Office Square
Boston, MA 02109
Contact: Mahmood Malihi | Co-President
Phone: 617.422.7031

Lendlease

20 City Square, 2nd Floor
Boston, MA 02129
Contact: Nicholas Iselin | General Manager
Phone: 617.557.6400

Lincoln Property Company

53 State Street, 8th Floor
Boston, MA 02109
Contact: John Cappellano | Senior Vice President
Phone: 617.951.4100

MassHousing

One Beacon Street
Boston, MA 02108
Contact: Crystal Kornegay | Executive Director
Phone: 617.854.1000

Mill Creek Residential Trust

84 State Street, Suite 920
Boston, MA 02109
Contact: Robb Hewitt | Vice President of
Development
Phone: 617.681.8034

NAI Hunneman

303 Congress Street
Boston, MA 02110
Contact: Stuart Pratt | Assistant Vice President
Phone: 617.457.3400

Noannet Group

425 Boylston Street
Boston, MA 02216
Contact: Jordan Warshaw | President
Phone: 617.933.7715

Nordblom

71 Third Avenue
Burlington, MA 01803
Contact: Todd Freemont-Smith | Vice President,
Todd Nordblom | Business Development Manager
Phone: 781.272.4000

Nuestra Comunidad Development Corporation *

56 Warren Street, Suite 200
Roxbury, MA 02119
Contact: David Price | Executive Director
Phone: 617.427.3599

Partners Healthcare

MGH – Ruth Sleeper Hall, 18 Blossom Street
Boston, MA 02114
Contact: John Messervy | Director
Phone: 617.724.1380

Peabody Properties

536 Granite Street
Braintree, MA 02184
Contact: Karen Fish-Will | Principal + CEO,
Betsy Collins | Vice President of Development
Phone: 781.794.1000

Pennrose Properties, LLC.

50 Milk Street, 16th Floor
Boston, MA 02109
Contact: Charlie Adams | Vice President
Phone: 857.415.4650

Pennrose Properties, LLC.

1301 North 31st Street
Philadelphia, PA 19121
Contact: Timothy Henkel | Senior Vice President
Phone: 267.362.8660

Planning Office for Urban Affairs *

84 State Street, Suite 600
Boston, MA 02109
Contact: Bill Grogan | President
Phone: 617.350.8885

Preservation of Affordable Housing, Inc. *

40 Court Street, Suite 700
Boston, MA 02108
Contact: Rodger Brown | Managing Director of Real
Estate
Phone: 617.261.9898

Saunders Hotel Group

715 Boylston Street, Suite 310
Boston, MA 02116
Contact: Gary Saunders | Chairman
Phone: 617.425.0900

Silver Street Development Corp.

33 Silver Street, Suite 200
Portland, ME 04101
Contact: Roger Gendron | President,
Christopher Poulin | Principal
Phone: 207.780.9800

**TC NorthEast Metro Development
(Trammell Crow Senior Housing)**

300 Conshohocken State Road, Suite 250
West Conshohocken, PA 19428
Contact: Michael Wilson | Vice President,
Anup Misra | Senior Vice President
Phone: 941.441.0231

The Barkan Companies

24 Farnsworth Street
Boston, MA 02210
Contact: Peter Barkan | CEO, William
DiShino | President
Phone: 617.482.5500

The Caleb Group *

491 Humphrey Street
Swampscott, MA 01907
Contact: Debra Nutter | President and CEO,
Robert Bernardin | CEO
Phone: 781.592.0770

The Community Builders *

185 Dartmouth Street
Boston, MA 02116
Contact: Bart Mitchell | CEO
Phone: 617.695.9595

The Davis Companies

125 High Street
Boston, MA 02210
Contact: Brian Fallon | President,
Dante Angelucci | Vice President,
Jonathon Davis | CEO
Phone: 617.482.5500

The HYM Investment Group, LLC

One Congress Street, 10th floor
Boston, MA 02114
Contact: Thomas N. O'Brien | Managing Director
Phone: 617.248.8905

The Kraft Group

One Patriot Place
Foxborough, MA 02035
Contact: Ted Fire | Development Vice President,
Daniel Krantz | Director of Site Development
Phone: 508.384.4310, 508.384.4330

The Northbridge Companies, LLC

71 Third Avenue
Burlington, MA 01803
Contact: James C. Coughlin | CEO,
Wendy Nowokunski | President
Phone: 781.272.2424

The Raymond Group

29 Commonwealth Avenue
Boston, MA 02116
Contact: Neil St. John Raymond | Chairman
Phone: 617.266.4050

The Rise Group

106 Ledgewood Road
Dedham, MA 02026
Contact: Patrick O'Hern | Assistant Project Manager
Phone: 617.946.3338

Toll Brothers

134 Flanders Road, Suite 275
Westborough, MA 01581
Contact: William Lovett | Director
Phone: 855.897.8655

Trammell Crow Residential

2276 Washington Street, Suite 100
Newton Lower Falls, MA 02462
Contact: Andy Huntoon | Managing Director
Phone: 781.489.3280

Trinity Financial

75 Federal Street
Boston, MA 02110
Contact: Patrick Lee | Principal, James Keefe | Principal
Phone: 617.720.8400

Wingate Companies

100 Wells Avenue
Newton, MA 02459
Contact: Mark Schuster | President
Phone: 617.558.4001

Wingate Healthcare

63 Kendrick Street
Needham, MA 02494
Contact: Scott Schuster | President
Phone: 781.707.9500

WinnDevelopment Company

One Washington Mall, Suite 500
Boston, MA 021098
Contact: Gilbert Winn | CEO, Larry Curtis | President
Phone: 617.742.4500

Wood Partners

91 Hartwell Avenue
Lexington, MA 02421
Contact: Jim Lambert + Mark Theriault | Managing
Directors, David Moore | VP of Preconstruction
Phone: 978.369.8111

PROPERTY MANAGEMENT:
United Housing
Management

ABOUT UHM PROPERTIES LLC

OVERVIEW

UHM Properties LLC (UHM) is a professional management services company whose broad mission is to create and preserve affordable housing communities that will remain affordable for working families. We desire that the residents will survive and prosper because the owners have included the residents as an essential component in its Management Plan while focusing on individual responsibility, as well as building a sense of pride in their communities.

By way of our professional background, our senior management staff previously served as the entire staff of the residential division of Long Bay Management Company until the retirement of its general partners. UHM purchased the retiring general partners' interests in their residential portfolio in 2003, and we began our new venture as United Housing Management LLC, and as part of a strategic growth plan, we changed the name to UHM Properties LLC on January 1, 2019.

UHM currently manages 21 properties consisting of over 1,400 residential units and 215,000sf of commercial space in greater Boston. The residential properties include 12 that have 100% Section 8 contracts, and seven of the remaining eight all have affordability components. UHM has the capacity and experience to manage housing and commercial properties owned by local not-for-profits as exhibited by our customer base which includes Dorchester Bay EDC, Habitat For Humanity, VBCDC, The City of Boston, and also the Boston Housing Authority. For-profit clients include Vitus and PNC Bank. Financing for these properties consists of many typical lenders found in the local affordable housing arena, including HUD-insured mortgages, MassHousing, MHIC, MHP, and conventional lenders.

Profile of three of the UHM Partners

J. KEVIN BYNOE CHIEF EXECUTIVE OFFICER

Mr. Kevin Bynoe is the Chief Executive Officer (CEO) of UHM Properties. As the CEO, Kevin is responsible for overseeing all aspects of the company including management decisions, implementing UHM's long and short-term goals, and acts as the primary spokesperson.

Kevin's career in affordable housing began while still in high school and continued as a construction laborer early in his career. In 1987, Kevin began his professional career in the housing industry as a Maintenance Supervisor; he then progressed through the ranks as an Assistant Property Manager, Property Manager, Senior Property Manager, and Regional Manager. Kevin attended Central State University where he majored in Management. He has received Boston University's Certificate in Real Estate Finance, the Registered Housing Manager (RHM) designation from the National Center for Housing Management, his Low Income Housing Tax Credit C¹²P certification from Spectrum Enterprises, and completed the Minority Property Management Executive Program at MIT.



PATRICIA A. FARR DIRECTOR OF HUMAN RESOURCES

Ms. Patricia A. Farr is our Director of Human Resources.

As the Director of Human Resources, Pat is responsible for coordinating all aspects of the business relationship between our company and each of our employees, providing information and training about our company policies, procedures, benefits, compensation, and insurance.

Pat was born and raised in Jamaica, West Indies. When Pat immigrated to the United States in 1977, she attended Roxbury Community College and where she received a degree in business administration in 1979. She pursued her education by attending courses in real estate finance and management at Boston University, as well as completing the Minority Developer Executive Program at MIT, and attending various human resource management programs at Northeastern University.

Pat began her business career at Long Bay Management Company in 1979, first as an administrative assistant, then Office Manager, and then in 1995, she became the Director of Human Resources.



SHEILA P. HARPER

DIRECTOR OF OPERATIONS AND TAX CREDIT COMPLIANCE

Ms. Sheila P. Harper is our Director of Operations and Director of Compliance.

Sheila grew up in Roxbury and graduated from Fisher Junior College in 1980. She began her career in housing management in 1984 as a Property Manager for Long Bay Management Company. In 1992 she was appointed as a Senior Property Manager, and again in 1995, she was promoted to Regional Manager. In 1996, she became the Director of Operations where she assumed responsibility for supervising all of the other property managers.

Sheila's most critically important job, however, is acting as our company's tax credit compliance monitor. This critical role began in 2000 when she assumed responsibility of ensuring that every property under management, to which federal low-income housing tax credit had been allocated, was in full compliance with state and federal regulations. She also assumed responsibility for training all of the staff about the appropriate procedures for maintaining compliance. Simply stated, Sheila reviews every resident/file and she must give the final OK before any resident/applicant can sign a lease and move into a regulated property. Her depth of experience and education ensures that all of the government regulations have been followed. Sheila is certified as a Credit Compliance Professional by Spectrum Enterprises at level C¹⁵P and a Registered Cooperative Manager.



PROFILES OF KEY MEMBERS OF THE LEADERSHIP TEAM

CHRISTOPHER A. SHEPHERD

Director of Business Development

Chris serves as Director of Business Development and is responsible for producing new business opportunities for United Housing Management. This work includes the review of opportunities for acquisition of existing properties and portfolios, in addition to the review of new construction and renovation possibilities. Chris also manages energy efficiency and green programs, as well as serves as a liaison between UHM and the owners of the properties that UHM manages. Chris joined UHM in 2007 as Manager of Real Estate Development and then later became Director of Real Estate Development.

Chris graduated from Howard University, with a degree in Finance with a concentration in banking. Early career experience included progressing from commercial lending trainee to Vice President in commercial lending within various lending areas including construction lending and real estate loan workouts. Chris has also owned a construction company and has developed and managed commercial real estate.

JEFFREY CAPUTI, CPA

Chief Financial Officer

Jeff joined UHM in 2016 and serves as the Company's Chief Financial Officer. Jeff and his team provide financial and accounting support for all of the Company's activities. Jeff oversees UHM's financing and banking functions, and is responsible for external audits, tax reporting, budgeting and provides strategic support in helping UHM achieve its goals and objectives.

Jeff comes to UHM with over 15 years of experience in public accounting specializing in the affordable housing industry. He graduated from the University of Massachusetts - Amherst, is a Certified Public Accountant and is a member of the American Institute of Certified Public Accountants and the Massachusetts Society of CPA's.

WINNIE LAMOUR

Chief Operating Officer

Winnie has been with UHM since its inception in 2003, originally as Support Coordinator and progressed to her current position as Director of Administration. Winnie is responsible for a variety of administrative duties including preparation of all HAP Contracts Renewals and Rent Adjustments for UHM portfolio. She also oversees the Waiting List Department where she maintains and revises policies and procedures that are consistent with HUD regulations for all properties. With over 20 years of experience in the Housing Industry, Winnie plays an active role in strengthening and assisting in the management, governance culture and practices that reflect the Company's core values, discipline and professionalism.

Prior to joining UHM, Winnie began her career in 1990 as a Paralegal for Long Bay Management Company where she worked closely with the Attorney, attending court on non-payment and violation cases for the entire portfolio. In 1997 she was appointed as a Property Manager where she was responsible for the management of 185 units and in 2000 was promoted Assistant to the General Manager.

Winnie Lamour holds a Bachelor of Science in Business Management with a Certification in Paralegal Studies and Tax Credit Professional C7P. She is fluent in Haitian Creole and able to communicate in Spanish and Sign Language.

Robert Ortiz
Regional Property Manager

Robert is the Regional Property Manager for UHM Properties and works hand in hand with the property managers and maintenance team in efforts to serve residents and members in more than 1,400 units in the greater Boston area.

Prior to his position with UHM, Robert began his housing management career as a superintendent with another prominent management company, where he worked his way up through the ranks and earned an opportunity to transition to the administrative management side where he held positions such as Assistant Property Manager and ultimately Property Manager serving the company for fifteen years. Robert also served as the Director of Management for the Worcester Housing Authority prior to coming to UHM.

Robert Serves his community as well by holding several town elected positions such as Vice-Chair of the Spencer East Brookfield Regional School District School Committee, member of the Assessor's board, & the Capital Improvement Planning Committee.

Robert holds an ARM designation from the Institute of Real Estate Management as well as a COS, & C4P. Robert is also a proud Veteran of The United States Army.

Everton Blake
Director of Maintenance

Everton is responsible for the overall supervision and administration of maintenance programs for the properties in the UHM portfolio consistent with each property's budget. He makes recommendations to the CEO and Human Resources Department on all aspects of maintenance operations and personnel.

Everton joined UHM in 2003 after many years of work in supervisory positions in construction companies in the area of carpentry. Everton maintains a Massachusetts construction supervisor's license

FIRM DIVERSITY PROFILE

Firm Diversity profile

Name of firm: UHM Properties LLC

	FEMALE					MALE				
	Black	Hispanic	Asian	Other PoC	White	Black	Hispanic	Asian	Other PoC	White
Owner(s)/Principal(s)/CEO	2					1				
Senior managers	1					2	1			1
Other supervisory personnel	1				1	1				
Central office professionals and technical	5	1								1
Property managers/ assistant property managers	4	5		1		2				
Clerical (central and sites)	1	3								
Maintenance and janitorial						16	10			
TOTAL										
Gender Totals	14	9		1	1	22	11			2
Minority Totals	25	25		25	25	35	35			35
Minority percentage	56%	36%		4%	4%	63%	31%			6%

UHM PROPERTIES IS CERTIFIED AS MBE WITH THE SUPPLIER DIVERSITY OFFICE OF THE COMMONWEALTH OF MASSACHUSETTS

PROPERTY LISTING

LIST OF PROPERTIES CURRENTLY MANAGED.

Project	Address	Managed Since	# of units	Income Level %	Subsidy/Regulatory Type	Property Owners	Contact for References
BHA Highland Park	50-68 Highland	2003	26		BHA	George.Mcgrath@bostonhousing.org	Yes
BHA Condo	Scattered	2008	75		BHA	George.Mcgrath@bostonhousing.org	Yes
BHA 56 Condo	Scattered	2003	56		BHA	George.Mcgrath@bostonhousing.org	Yes
Blue Hill Place Condo	Blue Hill	2016	25	Deed restrictions	N/A	Habitat for Humanity larkpalermo@habitatboston.org	Yes
Blue Mountain Apartments	Scattered	2003	217	30,50	PBS8	PNC Bank National Assoc. John.Wooldridge@pnc.com	Yes
Bruce C. Bolling Municipal Building	2300 Washington St.	2020	215,000sf	commercial	N/A	City of Boston Peter.osullivan@boston.gov	Yes
Boston Bay	Scattered	2003	88	30,50,60	LIHTC,PBS8	kbynoe@uhmgt.com	Yes
Dudley Terrace	Scattered	2013	56	50,60,80	LIHTC,PBS8	Dorchester Bay cmcvea@dbedc.org	Yes
Esperanza	Scattered	2019	42		PBS8	Vitus Scott.muioio@vitus.com	Yes
Fort Hill	Scattered	2019	40		PBS8	Vitus Scott.muioio@vitus.com	Yes
Geneva Apartments	Scattered	2013	47	30,50,60	LIHTC,PBS8	Dorchester Bay cmcvea@dbedc.org	Yes
Heritage Corner Condominium	Elmore / Brinton	2019	26	Market	N/A	Michelle Carroll, Trustee	Yes
Hope Bay	Scattered	2003	45	30,50,60	LIHTC,PBS8	kbynoe@uhmgt.com	Yes

Imani House	516 Warren St	2008	9	30	TBS8	The Canton Group ffairfield@cantoncorporation.com	Yes
New Port Antonio	Scattered	2003	227	30,50,60	LIHTC,PBS8	PNC Bank National Assoc. John.Wooldridge@pnc.com	Yes
Quincy Heights	Scattered	2003	129	30,50,60	LIHTC,PBS8	Dorchester Bay cmcvea@dbedc.org	Yes
RAP UP I	Scattered	2007	33	30,50	PBS8	RAP UP I Trust ptdeld@aol.com	Yes
Rockville Park	Scattered	2018	10	50,60	TBS8 Market	VBCDC – haroldraym@aol.com	Yes
VBC Housing	495 Blue Hill Ave	2003	30	30,50,60	PBS8	VBCDC – haroldraym@aol.com	Yes
Washington Heights	Scattered	2004	175	30,50,60	PBS8	VBCDC – haroldraym@aol.com	Yes
2451 Washington Street Condominium	2451 Washington St	2021	16	80,100, Market	NA	MPDC – mreagon@madison-park.org	Yes

REFERENCES

Eastern Bank

Ms. Abby Nguyen-Burke
Vice President Business Banking
605 Broadway
Saugus, MA 01906
Telephone: 617-872-7744

Massachusetts Housing Finance Agency

Mr. David Keene
Director of Preservation
One Beacon Street
Boston, MA 02110
Telephone: 617-854-1124

Massachusetts Development Finance Agency

Mr. David Bancroft
Community Development – Boston Region
99 High Street
Boston, MA 02110

Massachusetts Housing Investment Corp.

Ms. Kathleen McGilvray
Director of Investment
70 Federal Street
Boston, MA 02110
Telephone: 617-850-1008

Massachusetts Housing Partnership

Ms. Cynthia Mohammed
Director of Portfolio Management
160 Federal Street
Boston, MA 02110
Telephone: 857-317-8563

PNC Real Estate

Mr. John Wooldridge
AVP Asset Manager
PNC Real Estate
23B-1 Market
Beaufort, SC 29906
Telephone: 843- 644-5598

Boston Housing Authority

Ms. Kathryn Bennett
Administrator
52 Chauncy Street 11th floor
Boston, MA 02111
Telephone: 617-988-4108

Neighborhood Development Corporation of Grove Hall

MS. Virginia Morrison
Executive Director
7 Cheney Street
Boston, MA 02121
Telephone: 617-445-2884

Dorchester-Bay-Economic-Development Corporation

Mr. Perry Newman
Chief Executive Officer
594 Columbia Road, Suite 302
Dorchester, MA 02125
Telephone: 617-825-4200

Habitat for Humanity Greater Boston, Inc.

Mr. James Kostaras
President & CEO
240 Commercial Street
Boston, MA 02109
Telephone: 617-423-2223 x16

VITUS

Ms. Brooke Shorett
Development Manager
1700 Seventh Avenue – Suite 2000
Seattle, WA 98101
Telephone: 206-832-1328

CIVIL ENGINEER: Nitsch

Building better communities with you



Temple Landing
New Bedford, MA

Nitsch Engineering is a multi-disciplined engineering and surveying firm offering an integrated suite of services to efficiently serve the needs of our building/site development and infrastructure clients. Our civil, transportation, and structural engineers; land surveyors; planners; and GIS specialists work collaboratively to deliver client-focused, creative, cost-effective, and sustainable project solutions. We have earned the confidence of our clients, as illustrated by the fact that 93% of our work comes from repeat clients.

For 30 years we have worked on major private development and public infrastructure projects in Massachusetts and throughout the northeast. Nitsch Engineering is the largest women-owned business enterprise (WBE) civil engineering firm in Massachusetts, and is also WBE-certified in Virginia.



One Canal
Boston, MA

Civil Engineering

Nitsch Engineering's professional engineers coordinate their efforts with architects, landscape architects, and owners to provide comprehensive solutions to site-development issues. Our proactive approach to addressing stormwater management, grading, site utility, and permitting issues allows us to identify and resolve potential problems before they become critical issues.

Transportation Engineering

Nitsch Engineering recognizes that the transportation elements of a project – including vehicle, bicycle, and pedestrian traffic – often set the tone for how a project is balanced in the surrounding environment. We perform traffic studies, prepare transportation master plans, and provide roadway design and permitting.

Structural Engineering

Bridges are an essential element of our nation's infrastructure, and Nitsch Engineering's structural engineers devise innovative, cost-effective, and sustainable solutions that keep our communities safe. Our staff are experienced in designing new bridges, rehabilitating older bridges, providing NBIS bridge inspection, and assessing bridge load rating.



Woodrow Wilson Court
Cambridge, MA

Land Surveying

Nitsch Engineering works with each client to determine the appropriate scope of services and level of accuracy to meet the client's objectives, whether for a property line, topographic, title insurance, construction layout, laser scanning, or building survey.

Green Infrastructure

Using principles of biomimicry, ecohydrology, and ecological restoration, and often incorporating rainwater harvesting, Nitsch Engineering's integrated approach results in sites that more closely reflect natural ecological patterns than traditional engineering techniques, while accomplishing the program objectives.

Planning

Nitsch Engineering works with our clients to prepare feasibility studies and master plan documents that evaluate alternatives with the goal of providing the "best use" plan for the site and environmentally sound solutions. We identify potential impacts, obtain project approvals, manage public participation, and follow through with the permitting process.

GIS Services

Nitsch Engineering meets our clients' planning, engineering, and land surveying needs with Geographic Information Systems (GIS) technology. By overlaying many different site factors, GIS analysis can help simplify the planning process when complex site or land issues are involved.



Orient Heights
Boston, MA



Years of Experience

- 11 in industry
- 4 at Nitsch Engineering

Registration

- Massachusetts: Professional Engineer (Civil), #52304
- OSHA 10-hour Certified
- OSHA 40-hour Certified

Education

- B.S., Civil Engineering, University of Massachusetts, 2010

Professional Affiliations

- American Society of Civil Engineers, Rhode Island Chapter
- Solid Waste Association of North America

Jon is a civil engineer with over 10 years of experience in engineering design and construction management projects (i.e. industrial site planning, underground utilities, stormwater management). His background of experience includes working for both public and private sector clients. As project manager, Jon is responsible for overseeing the civil engineering scope of services and monitoring the project process closely to make sure that Nitsch Engineering provides adequate and timely attention to the project.

Jon strives for a more efficient and client-focused design approach, and focuses on maintaining utilization while staying within project scope and budget to meet the client's needs.

Representative Projects

Whittier Place, Roxbury, MA: Project Manager for civil engineering services for the redevelopment of Whittier Street Apartments, a Boston Housing Authority multi-family housing development in Roxbury. Worked directly for the private developer leasing the Boston Housing Authority land, Preservation of Affordable Housing (POAH), to redevelop the 3.8-acre site in three phases. Providing services for design and permitting with the Boston Planning and Development Agency (BPDA), Boston Water and Sewer Commission (BWSC), Public Improvement Commission (PIC), and the Boston Transportation Department (BTD); and provided construction administration services.

Orient Heights, East Boston, MA: Senior Project Engineer for civil engineering services for the redevelopment of a Boston Housing Authority multi-family housing development consisting of 331 units. The development will contain new public space, a community center, and management office.

The Homes at Old Colony, South Boston, MA: Senior Project Engineer for civil engineering services for the redevelopment of a LEED ND public housing project near Andrews Square. The two-phased project included 116 new units and a 10,000-square-foot community center during Phase 1, and 169 new units and five new public streets during Phase 2.

730 – 750 Main Street, Cambridge, MA: Senior Project Engineer for a site redevelopment for MITMCO. Project includes two buildings with an associated parking garage with site and utility improvements. Stormwater improvements were designed based on Cambridge Stormwater regulations.

Dedham Public Safety Building, Dedham, MA: Senior Project Engineer for civil/site engineering services including the design of the site utilities (water, sewer, drainage) and the preparation of utility, demolition, and drainage plans, specifications, construction administration and all local/state permitting.

The Williams Inn, Williams College, Williamstown, MA: Project Engineer for civil engineering services associated with the new Williams Inn and municipal parking lot. The Inn includes 100 guest rooms, a restaurant, and event and meeting spaces. The project site is adjacent to



Orient Heights, East Boston, MA



The Homes at Old Colony, South Boston, MA



The Williams Inn, Williams College, Williamstown, MA

Representative Projects - continued

Christmas Brook, a perennial stream, and an unnamed intermittent stream. Extensive permitting was required through the Williamstown Conservation Commission. Designed site utilities and layout for the Inn and parking lot.

Tufts University, Cummings Building, Medford, MA: Senior Project Engineer responsible for the planning, site design, and permitting coordination services for the Cummings Building Project. Site design services include a two-phase construction approach which started with a site utility enabling package and ended with proposed utility improvements for the proposed 150,000-square-foot facility. Prepared plans and specifications and provided review and comment on cost estimates.

Tufts University, Squash Facility, Medford, MA: Senior Project Engineer responsible for the planning, site design, and permitting coordination services for the Squash Facility Project. Provided permitting services, grading, stormwater management, building layout, parking lot layout, and utility improvements. Prepared plans and specifications and provided review and comment on cost estimates.

Tufts University, Athletic Campus Utility Project, Medford, MA: Senior Project Engineer responsible for the planning, conceptual design, and permit scoping to provide power from Tufts Central Energy Plant to their Athletic Campus. Collaborated closely with the Owner, Electrical Engineer, and cost estimator to develop conceptual level plans for the consideration of different routes to provide power. Conceptual designs were evaluated for cost, complexity, and permitting challenges to help support the decision process on the preferred route.

Tufts University, Stormwater Improvements Project, Medford, MA: Senior Project Engineer responsible for the design, bid support, and construction administration services for the second phase of the Stormwater Improvements Project for their Athletic Campus. Collaborated closely with the Owner, Geotechnical Engineer, and cost estimator to update permits and construction documents for bidding purposes. Prepared plans and submittal packages for filing with the City engineering department. Supplied construction support, reviewed shop drawings, and responded to Requests for Information.

Massachusetts Institute of Technology, Metropolitan Warehouse Renovation, Cambridge, MA: Senior Project Engineer for a site redevelopment for MIT. Project includes redevelopment of the MIT MET building with associated utility and stormwater water improvements adhering to Cambridge Regulations.

Stonehill College, New Welcome Center, Easton, MA: Senior Project Engineer responsible for civil/site engineering services including the preparation of utility, demolition, and drainage plans, specifications, construction administration and all local/state environmental permitting for the construction of a new Welcome Center building.

Stonehill College, Solar Project, Easton, MA: Senior Project Engineer responsible for civil/site engineering services including the preparation of utility, layout, demolition, and drainage plans, specifications, construction administration and all local/state environmental permitting for the construction of new solar canopies in an existing parking lot at the college.



Years of Experience

- 17 in industry
- 15 at Nitsch Engineering

Registration

- Massachusetts: Professional Engineer (Civil) #47098, 2007
- LEED Accredited Professional, Building Design + Construction, 2008
- Certified Professional in Erosion and Sediment Control, 2011
- OSHA (10-hour) Certification, 2010

Education

- B.S., Civil Engineering, University of Massachusetts, Amherst, 2002

Professional Affiliations

- American Society of Engineering Companies, Engineering Excellence Awards Committee, Co-Chair
- NAIOP Massachusetts, Member
- USGBC Massachusetts, Member

Awards

- Boston Society for Civil Engineers Section 2010 Younger Member of the Year

Deb has 17 years of experience in the civil engineering field, with an emphasis on urban site design, coordinating projects, integrating sustainable site practices, and resolving permitting issues in the City of Boston. Her project experience includes mixed-use and commercial developments, transportation-related projects, academic facilities, and providing review services in Massachusetts. She is very experienced in managing multiple projects to provide innovative civil engineering design services and is able to combine her technical and communication skills to successfully serve a number of clients.

Deb is actively involved in the American Society of Engineering Companies, serving as the Co-Chair of the Engineering Excellence Awards Committee. She is the 2010 recipient of the Boston Society for Civil Engineers Section (BSCES) Younger Member of the Year Award. Deb is also a member of Nitsch Engineering's Board of Directors and worked to help establish Nitsch Engineering's employee-resource group, Nitsch Cares, which functions as the philanthropic arm of Nitsch Engineering. Deb, along with a Nitsch Cares co-chair and committee, helps organize volunteer events for Nitsch Engineering employees and determines how the company distributes its annual charitable contributions to non-profits within the Nitsch Engineering offices communities. Deb is a downtown Boston resident and volunteers her time as one of the five members of her Condominium's Board of Trustees for the 370-unit building. In her free time, she enjoys exploring new parts of Boston with her husband, hiking and snowboarding in New Hampshire, and entertaining friends and family.

Representative Projects

Orient Heights, East Boston, MA: Project Manager for civil engineering services for the redevelopment of a Boston Housing Authority multi-family housing development consisting of 331 units. The development will contain new public space, a community center, and management office. Conducted feasibility studies and analysis of the existing site. Performing site design services (grading, utilities, and layout design). Providing permitting services permitting with the Boston Planning and Development Agency (BPDA), Boston Water and Sewer Commission (BWSC), Public Improvement Commission (PIC), and the Boston Transportation Department (BTD).

28 Austin Street, Newton, MA: Project Manager for civil engineering services for the redevelopment of a parking lot into a four-story mixed-income rental residential building, with below-grade and at surface public parking and first floor retail in Newtonville. Designed the site layout, utilities, and grading, as well as improvements to the Private Way abutting the site. Approval of the project required the City of Newton Zoning Board of Appeals, included obtaining approval from the City of Newton Planning and Development Department, City of Newton Department of Public Works and the Newton Engineering and Utilities Divisions, and the City of Newton Fire Department.



Orient Heights, East Boston, MA



Washington-Beech Housing, Phase I, Boston, MA



Jackson Square, Boston, MA

Representative Projects - continued

55 Lagrange Street, Boston, MA: Senior Project Manager responsible for civil engineering services for the redevelopment of the existing parking lot on a 7,700-square-foot parcel located in Boston's Theater district. The proposed 21-story multi-use building with first floor retail, comprises the total site to provide 170 residential units and a small commercial space on the first floor. Conducted a comprehensive study of the existing site conditions during the feasibility stage. Led the permitting processes for the project through the PIC and BWSC; prepared Contract Documents; and attended and presented at public hearings and meetings; and is currently providing construction administration services.

Mattapan Heights V, Boston, MA: Senior Project Engineer for civil engineering services for the construction of a new 60-unit, all affordable housing rental housing facility including providing technical support for the Project Notification Form filing with the BPDA. Also responsible for the utility design, stormwater management design, site layout and grading, roadway design, construction administration, and permitting with the BWSC, and the Massachusetts Department of Environmental Protection (MassDEP).

Washington-Beech Housing, Phase I, Boston, MA: Project Engineer for civil engineering services for the redevelopment of the Washington-Beech housing development. The first phase added 100 new units to the property (in four townhouses and a midrise building) and created three new streets. Designed the site utilities, grading, and layout for Phase I, as well as two new public streets and one private way. Permitted the improvements and additions with the Boston Public Works Department, Boston Transportation Department, Boston Water and Sewer Commission, Boston Street Lighting Division, Boston Parks Department, and private utility companies. Developed the specifications and cost estimates for the project. Worked closely with the project team to address AUL concerns during the design and permitting process.

Jackson Square, Boston, MA: Project Engineer for civil engineering services for the four-phase redevelopment project that turned the 11-acre entry area to Jamaica Plain and the Fort Hill section of Roxbury into a mixed-use, transit-oriented community. Using Low Impact Development (LID) principles to develop the roadway improvements and private sites; the development will include green roofs and utilize other green design techniques for stormwater management. The project includes designing roadway infrastructure improvements for five streets in the area: Columbus Avenue, Centre Street, Amory Street, the Jackson Square Massachusetts Bay Transportation Authority (MBTA) busway, and Ritchie Street. Most of the public roadway site improvements were above the underground MBTA Orange Line train tracks. Provided technical support for the BPDA permitting, was responsible for providing utility design, stormwater management design, site layout and grading, and construction administration; as well as permitting with the BWSC, MassDEP, PIC, and MBTA.

LANDSCAPE ARCHITECT:
Ground, Inc.

Ground Inc. is an award-winning landscape architecture practice with a depth of experience in affordable and supportive housing projects. Our practice is committed to the creation of exceptional, artful and sustainable landscapes. The firm was established with the specific pursuit of creating landscapes that unite aesthetics, ecology and practicality, conceived and executed at the highest technical level.

Every project we undertake is unique, and to each we bring the same intense focus on the quality of execution and innovation in design. No matter what the scale or budget of the project, our goal is to create an extraordinary and enduring design that is the best “fit” to the parameters of the project, the contexts and the clients.

Ground’s project experience is wide-based, ranging from affordable housing, multi-family residential, mixed use, public parks, rooftops, active streetscapes, academic buildings to large scale urban plans. Past clients of our team of landscape professionals include architects, developers, universities, public institutions, cities and individuals. Whether across time zones or across the table, we believe the keys to success in any collaboration are mutual respect and clarity of communication.

Amidst a growing awareness of our world’s limited resources, design is an optimistic profession. We understand a truly sustainable approach to be multi-tiered and thus strive to create landscapes that add ecological, social, financial and aesthetic value to the projects we undertake.

The principal, Shauna Gillies-Smith, has led the design and construction of numerous critically acclaimed projects across the USA, Europe, and the globe. She has over twenty years of design experience in landscape practice and holds professional degrees from the Harvard Graduate School of Design and the University of British Columbia. Ms. Gillies-Smith has been honored with numerous awards and has taught and lectured widely. Trained first as an architect and urban designer, her shift to landscape architecture was motivated by a desire to shape exceptional moments of the public realm.

Ground is certified as a Women Business Enterprise.

AFFORDABLE AND SUPPORTIVE HOUSING

BOSTON ARTICLE 80

Brockton Trinity Brockton, MA
Client- Trinity Brockton Limited Partnership

A.O. Flats, Boston, MA
Client- The Community Builders

Peter Bulkeley Terrace, Concord, MA
Client- Concord Housing Authority

808-812 Memorial Drive, Cambridge, MA
Client- Homeowners Rehab

Putnam School Apartments, Cambridge, MA
Client- Cambridge Housing Authority

Agawam Village Ipswich, MA
Client- Ipswich Housing Authority

37 Wales Street, Boston, MA
Client- Heading Home

Mildred C. Hailey, Boston, MA
Client- TCB, Urban Edge and JPNDC

Bunker Hill Housing Redevelopment, Boston, MA
Client- Leggat McCall, Suncal, Boston Housing Authority

Father Bill's Housing, Quincy, MA
Client- Father's Bill & Mainspring

OTHER MULTI-FAMILY RESIDENTIAL PROJECTS

The Troy, Boston, MA
Client- Gerding Edlen

45 Townsend, Boston, MA
Client- Kensington Investment Company

Second & Vine, Everett, MA
Client- Block Properties

Union Square Parcel D2.2, Somerville, MA
Client- US2

Winthrop Center, Boston, MA
Client- Millennium Partners

Packard Crossing, Boston, MA
Client- The Hamilton Company Inc.

The Harlo, Boston, MA
Client- Skanska

The Quinn, Boston, MA
Client- Related Beal

5 Washington Street, Brighton, MA
Client- KIG Real Estate

Parcel 12, Boston, MA
Client- Corcoran Jenison and Millennium Partners Boston

Trio Newton, Newton, MA
Client- Mark Investments

Waterside Place, Boston, MA
Client- The Drew Company and HYM

Tilia (Parcel U), Boston, MA
Client- Urbanica



Peter Bulkeley Terrace



Waterside Place



Mildred C. Hailey Apartments



Parc Nouvelle Residences Roof



Union Square, Parcel D2.2/3

ground

SELECTED PROJECTS



LOCATION
Boston, MA

CLIENT
Gerding Edlen

ARCHITECT
ADD Inc. (Stantec)

FACILITY
Residential Tower

SIZE
202 units

STATUS
Completed 2015

SCOPE
Landscape Architecture

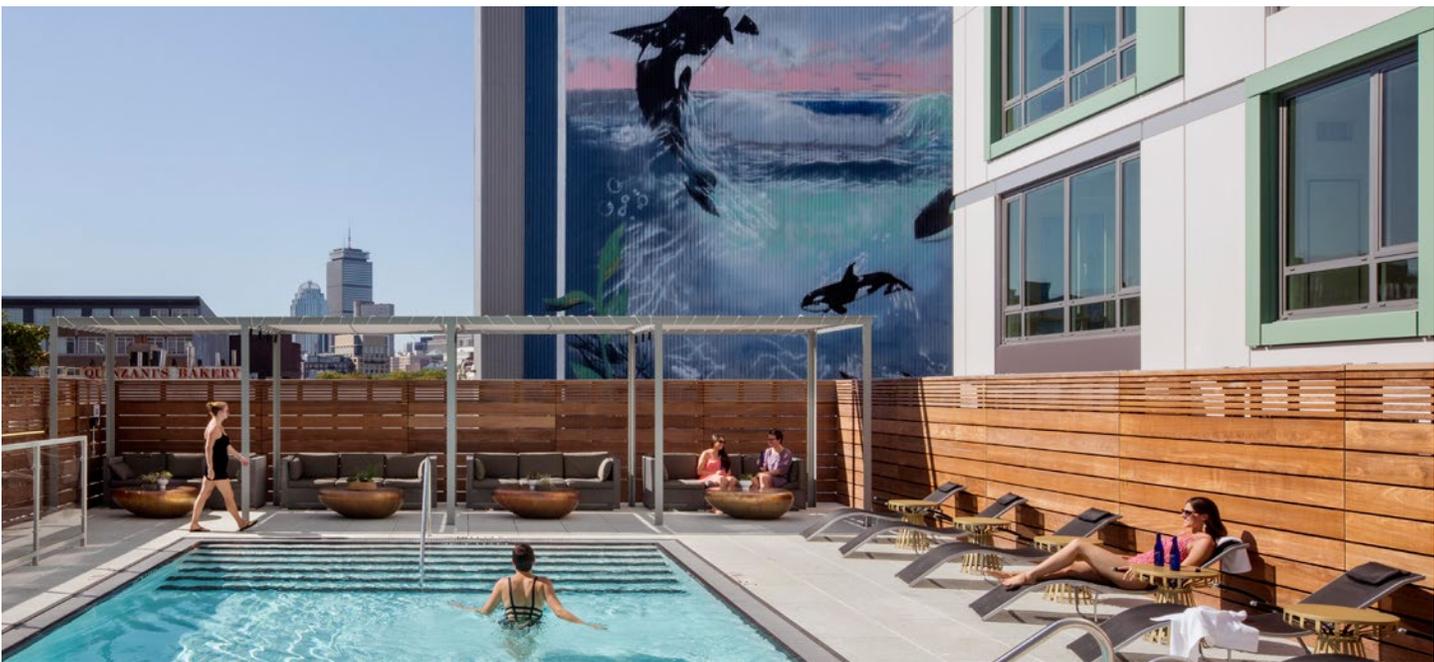
THE TROY, 275 ALBANY BOSTON, MASSACHUSETTS

Strategically located close to a transit stop in an up-and-coming area of Boston, the Troy is a residential project catering to a young and active population.

The project has been designed to maximise indoor and outdoor social experiences at every opportunity. On the third floor the elegantly designed indoor social space opens up on to a large pool deck complete with a firepit, terraced seating, a swimming pool, feature lighting and cabanas. Tucked around the corner is a rooftop dog run, screened by a planting of wild rose bushes.

Higher up, the sunset roof on top of the midrise overlooks the historic South End district. At this level there are outdoor grills, mini-living rooms and multiple other types of sitting areas underneath flowering trees. Even higher, on the 21st floor, the tower roof offers comfortable seating nooks surrounding outdoor fireplaces and an unmatched view of downtown Boston.





LOCATION
Boston, MA

CLIENT
Corcoran Jennison Associate
SunCal

ARCHITECT
Stantec

FACILITY
Multi-Residential

SIZE
24 Acres

SCOPE
Landscape Architecture and
Master Plan

ONE CHARLESTOWN BOSTON, MASSACHUSETTS

One Charlestown will be a new mixed income community with parks and gathering spaces a few blocks from the Bunker Hill Monument. This 24-acre mixed use project comprises 15 city blocks in Charlestown, the oldest neighborhood in the city of Boston. The landscape is designed to help craft the identity of the project while providing outdoor social spaces ranging from intimate gathering areas to play opportunities. Given the proximity to National Parks historic sites, the design makes visible the many diverse historic narratives through landscape design or public art, including a water feature inspired by the shadow of the Bunker Hill Monument.

The project entails the replacement and rebuilding onsite of 1,100 Boston Housing Authority apartments with the addition of approximately 2,200 market-rate units; with market and low income units entirely interchangeable. Multiple buildings will be connected by landscapes and green space including parks, residential courtyards, streetscapes and mini-parks. The project also involves the reworking of the street grid and streetscape, new bikeways and connections to surrounding parks, the Mystic River and the Charlestown Navy Yards.





LOCATION
Boston, MA

CLIENT
MSCBA/ MassArt

ARCHITECT
ADD Inc. (Stantec)

FACILITY
University Residence Hall

SIZE
1.2 Acres

STATUS
Completed 2014

SCOPE
Landscape Architecture

AWARD
2015 ASLA Honor Award

MASSACHUSETTS COLLEGE OF ART BOSTON, MASSACHUSETTS

The new Mass Art Residence Hall is an exciting opportunity for Mass Art to re-craft its public identity, create a new center of student life, and reflect the expressive design qualities of the college.

Fronting onto Huntington Avenue (the Avenue of the Arts), the landscape capitalizes on the public life of the street and college and serves as a prominent landmark for MassArt. The design is based on the simple idea of providing places to sit, but at this art college, the seatwalls go a bit mad, undulating both in plan and in section to create seating for individuals, small groups, and class gatherings. Custom wood benches inset with glowing coloured polycarbonate lights complement the curves of the seatwalls.

Highly visible from the residence halls above, the paving pattern shadows the expressive form of the planters. The planting is primarily native with swaths of evergreen groundcovers and flowering perennials beneath a canopy of Amelanchier trees.





LOCATION
Boston, MA

CLIENT
City of Boston

STATUS
Completed 2020

DOWNER PARK BOSTON, MASSACHUSETTS

Downer Avenue Park is a quiet, neighborhood gem on the southwest side of Jones Hill, adjacent to the Hancock Street Steps. The new design includes a playground, basketball court, fitness equipment, dog park, multi-use ball court and possibilities for passive use. Much more than a facelift, the design has played a transformative role, making the neighborhood a more safe and pleasant place to live.

An accessible, winding pathway connects the full length of the park framing multiple uses in two main areas. On one side, a sloped lawn area, populated with reclaimed stone seat walls, allows for passive and contemplative uses of the park. At the same time, the sloped topography and the stepping seat walls provide the opportunity for occasional movie nights and performances. Uphill the park becomes animated by multiple active uses spatially centered around an entry court. This area is characterized by the vibrant colors of the play surfaces, structures, and furniture. The uphill zone also includes an adult fitness area and popular dog play area.





LOCATION
Medford, MA

CLIENT
Tufts University

ARCHITECT
ADD Inc. (Stantec)

FACILITY
University building

STATUS
completed 2015

SCOPE
Landscape Architecture

AWARD
2019 BSLA Merit Award in Design

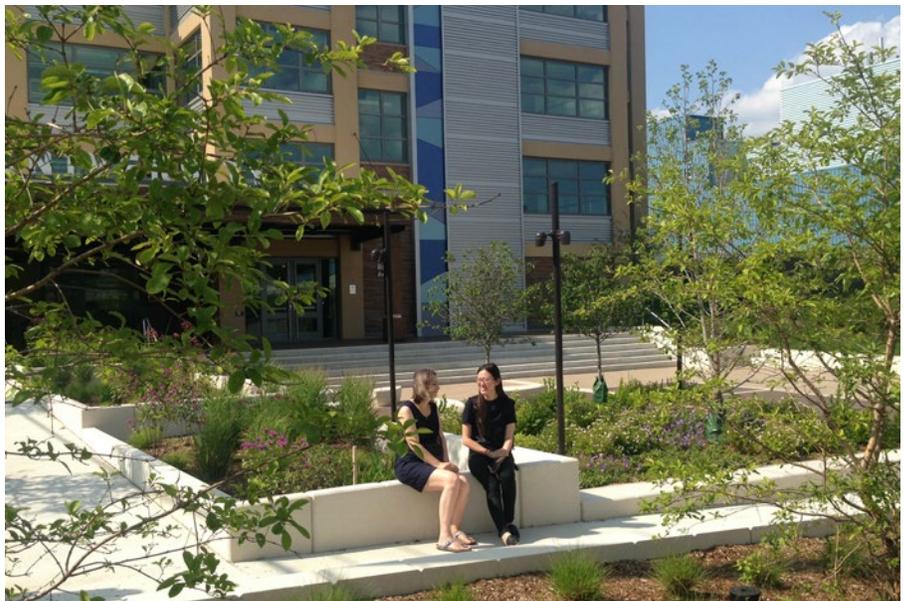
TUFTS UNIVERSITY INNOVATION CENTRE MEDFORD, MASSACHUSETTS

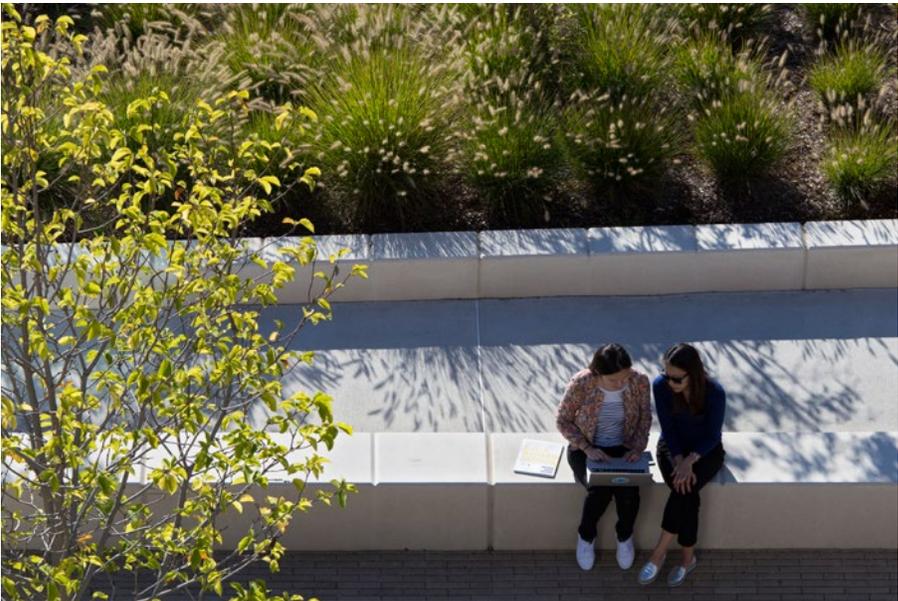
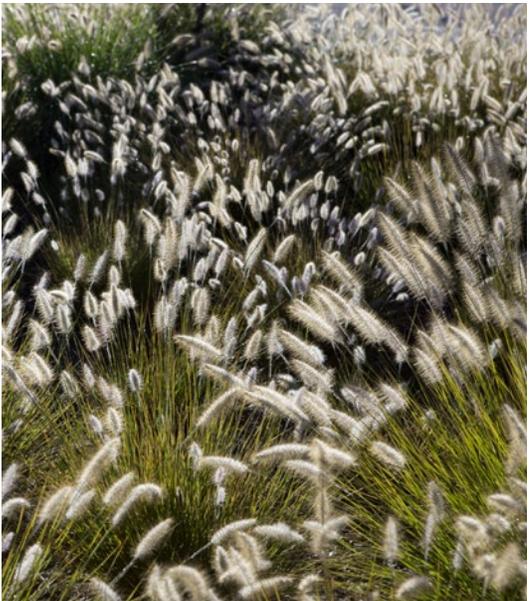
Fronting onto Boston Avenue and Harvard Street, the landscape and renovated brick warehouse building will serve as Tufts University's east campus gateway. The renovated warehouse integrates engineering and arts facilities under one roof and welcomes students and faculty with a variety of outdoor seating and meeting spaces.

The project is centered on new models of education both in and outside the building and will boast teaching labs, outdoor classroom space and a renovated carriage house that will serve as a student cafe that opens onto the planted courtyard. Both the carriage house courtyard and the corner park will offer multiple opportunities for casual outdoor gathering.

The landscape is intended to be a teaching and test lab for native and sustainable strategies. The design includes stormwater runoff reduction by employing pervious paving and a terraced rain garden featuring plant species with a range of tolerance to water inundation. The planting includes a number of test plots featuring less used native ground covers and herbaceous plants.

Covered bicycle parking is accommodated in two locations on the site, helping to encourage alternative modes of transportation.





LOCATION
Boston Seaport District

CLIENT
The Abbey Group

ARCHITECT
Stantec

ROOF SIZE
1.2 Acres

FACILITY
Roof

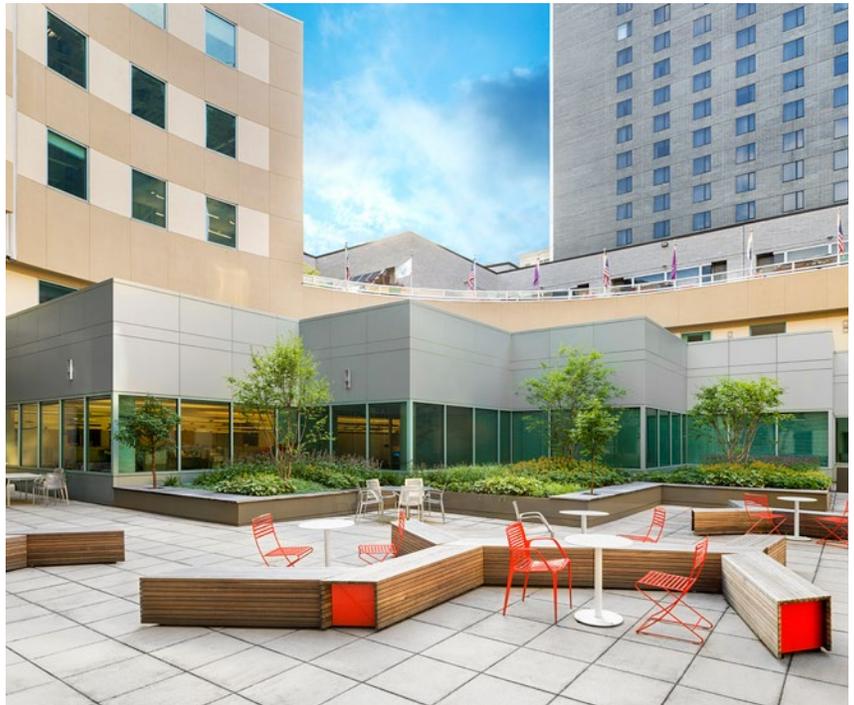
STATUS
Completed 2016



LAFAYETTE CITY CENTER GREEN ROOF BOSTON, MASSACHUSETTS

The green roof at Lafayette City Center creates a visual focus and break out social space for the surrounding offices. Located on the 3rd level of a centrally located downtown building, and surrounded by offices on all sides, the landscape scope was the enhancement of an existing 7500 ft. outdoor courtyard. The new design creates a thickly planted “zig-zag” shaped metal planter that generates a lush privacy buffer for the spaces that look out on the terrace.

Wooden benches of varying width provide opportunities for casual lounging. The plant palette includes a mix of flowering perennials and evergreen groundcovers and ferns. Multi-stem amelanchier trees add scale and seasonality. The character and construction strategy of the landscape was developed in coordination with the interior designer and green roof contractor in order that the project could be efficiently constructed on the roof of an existing building.





LOCATION
Boston, MA

CLIENT
Skanska

ARCHITECT
Stantec

FACILITY
Mixed-Use

STATUS
Completed 2018

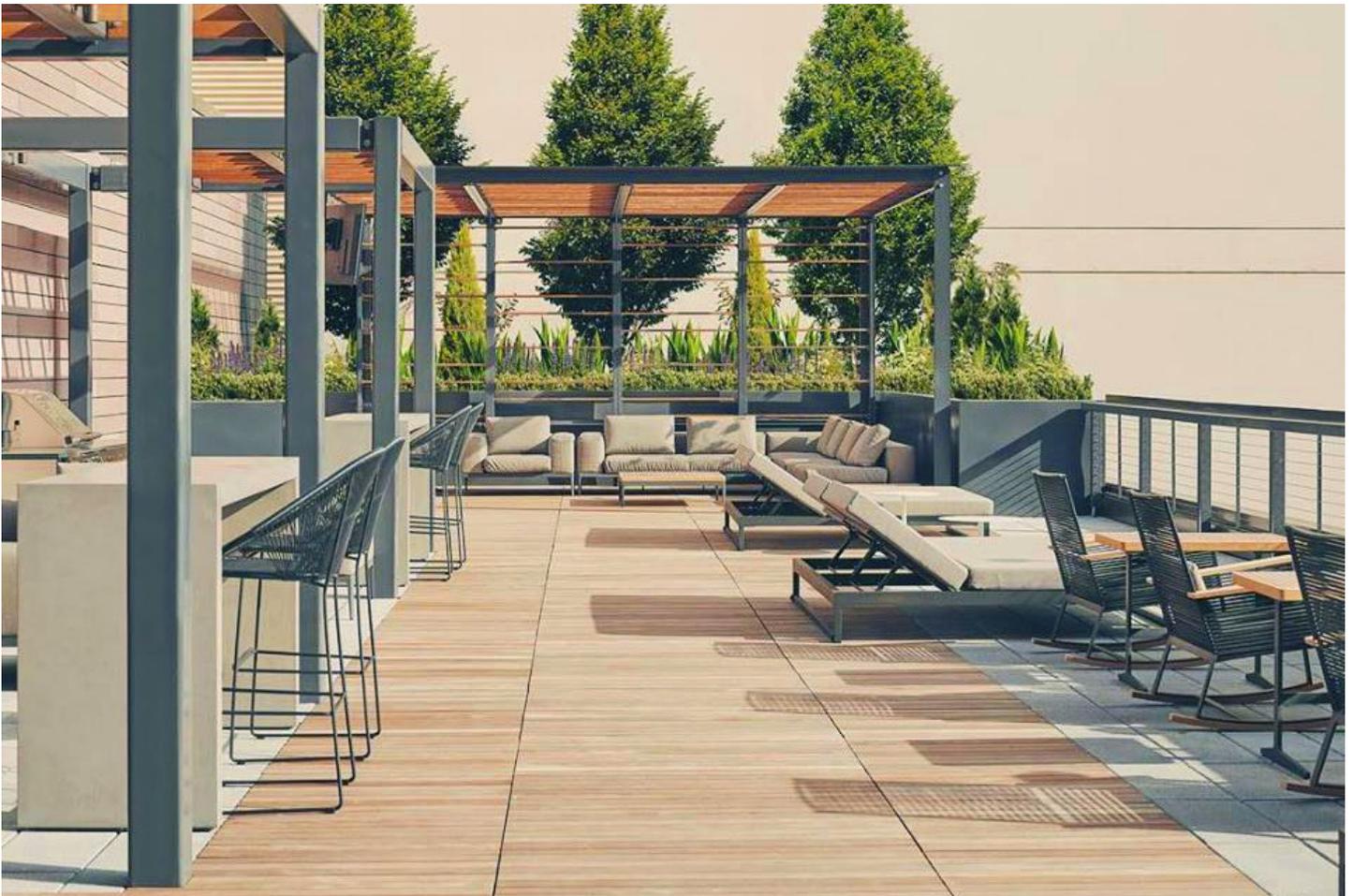
THE HARLO BOSTON, MASSACHUSETTS

The Harlo is a new seventeen story mixed-use building in the bustling Fenway neighborhood. It is located within a cultural hub as well as 1,200 acres of public parks and gardens including the historical Emerald Necklace.

The building features modern amenities and outdoor spaces for the residences to use. Outdoor spaces include two roof decks. The smaller of the two is attached to the building's gym and is designed to be a yoga deck.

A larger roofdeck, introduces gathering spaces for the residences. There are nooks within designed for grilling, dining, ping pong and lounging. There is a custom designed trellis and lush planting for privacy between each space. Throughout, there are panoramic views of the Fenway Park, the Charles River and Downtown Boston.





LOCATION

Seaport District, Boston, Massachusetts

CLIENT

Drew Company

ARCHITECT

TRO Jung Brannen

STATUS

completed 2014

WATERSIDE PLACE BOSTON BOSTON, MASSACHUSETTS

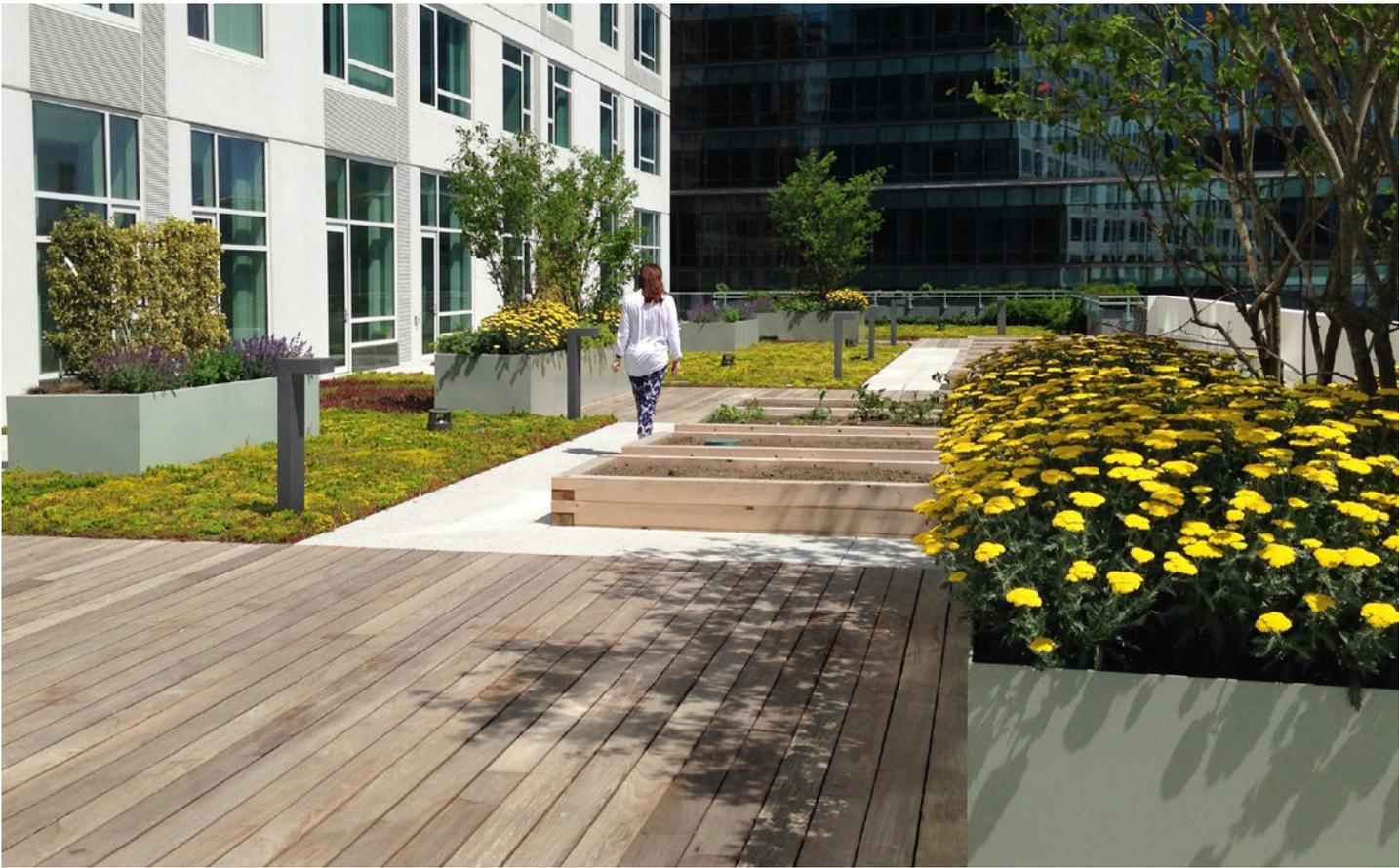
Waterside Place is a mixed use multi-family residential tower centrally located in the burgeoning innovation district of Boston between the new convention center and the Boston World Trade Center. The landscape involves an active streetscape that supports the lobby entrance and the street level retail, as well as two green roofs associated with the major amenity spaces of the project at the third floor level.

The south facing deck is envisioned primarily as a daytime social space. A large deck for yoga and sun tanning is positioned between the fitness room and the “click cafe”. Further down the green roof, there will be a number of individual vegetable gardens, generous seating, large tree planters and a bocce court for active community life.

The north deck has a night time character complete with backlit furniture, grilling stations, ample seating and spectacular views of downtown Boston and the harbor. This deck is located off the “pub” and the “living room” and will feature outdoor grills and comfortable seating.

Precast planters with a mixture of flowering and evergreen vines and shrubs, border the amenity level green roofs, spilling over the edges to hint of the green roofs above.





LOCATION
Boston, MA

CLIENT
Nubian Square Development

ARCHITECT
Stantec
Dream Collaborative

FACILITY
Multi Use

STATUS
On going



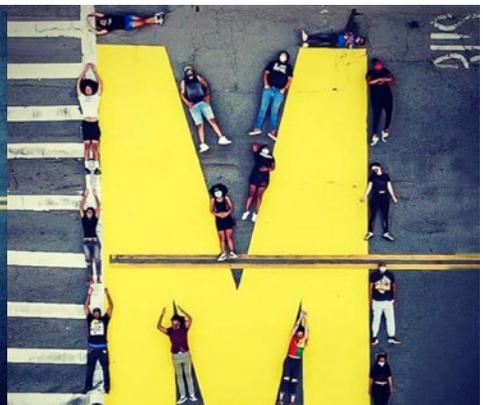
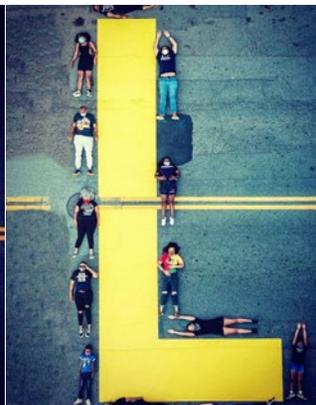
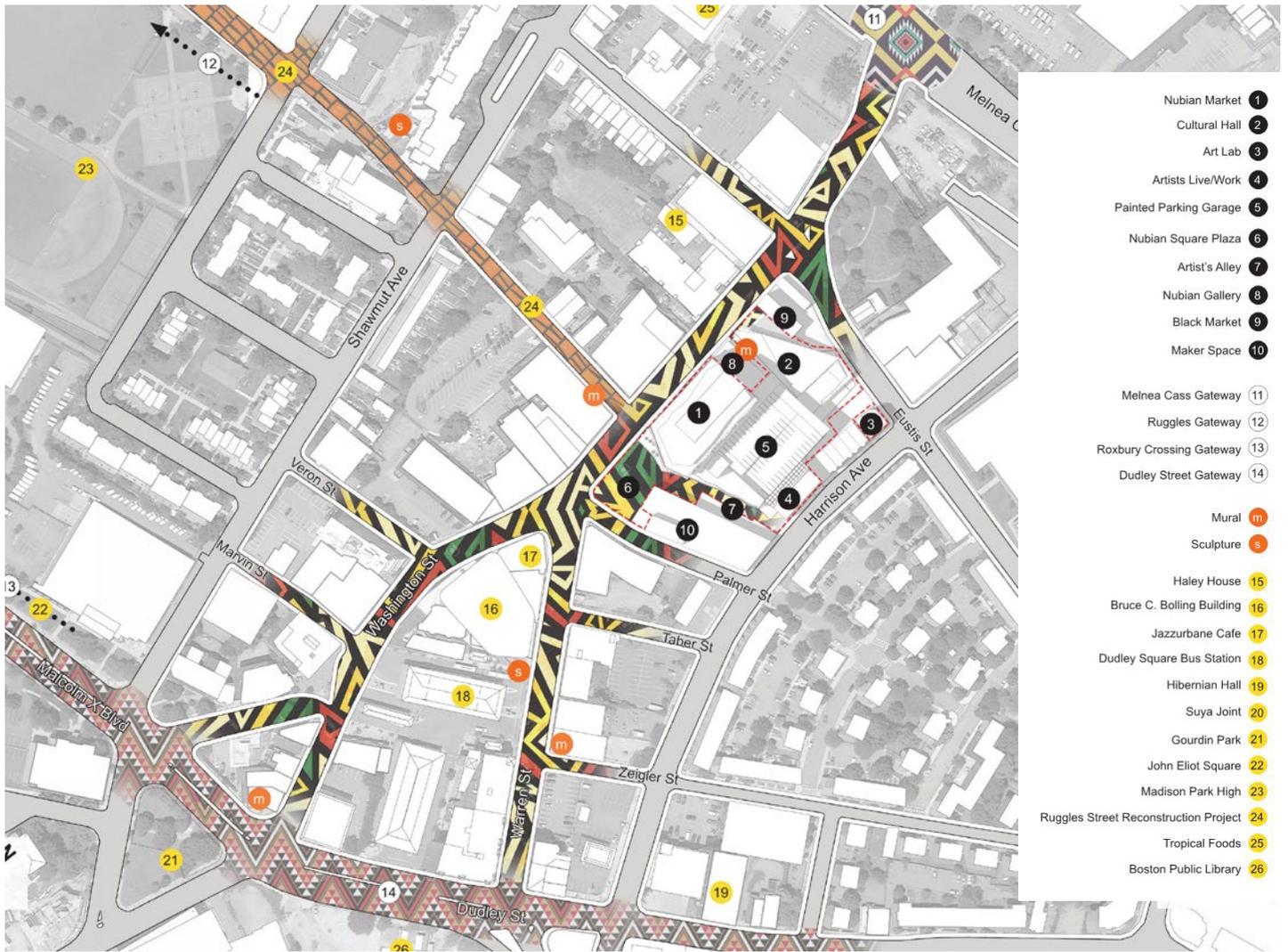
NUBIAN SQUARE ASCENDS BOSTON, MASSACHUSETTS

The vision aims to transform the Blair site into the new social and cultural epicenter of Nubian Square, both indoor and out! From every direction the Blair site will be welcoming and distinctive, with places of different sizes, inviting to all, while ensuring that site lines are open, and spaces are safe. Throughout the block, the layout of activities will strategically build upon existing, planned and future uses in the area.

The open space at the corner of Washington and Palmer Streets will be the central focus of outdoor activity in Nubian Square, linking the Blair site to the Ferdinand building, providing outdoor spill out space for the market and surrounding shops and providing a location for programmed events.

A laneway between the Palmer Street parcel and the artists' workspace will provide a spill out location for the artists and facing shops to showcase their work and wares, providing an animated connection between Harrison and Washington Street. The lane could be lined with tiered seating steps to take up the grade difference between the two buildings and





LOCATION

Natick, Massachusetts

CLIENT

General Growth Properties

ARCHITECT

ADD, Inc. (Stantec) / Beyer Blinder Belle

FACILITY

Greenroof

STATUS

Completed

SCOPE

Landscape Architecture

AWARD

2012 BSLA Award of Merit



PARC NOUVELLE ROOF NATICK, MASSACHUSETTS

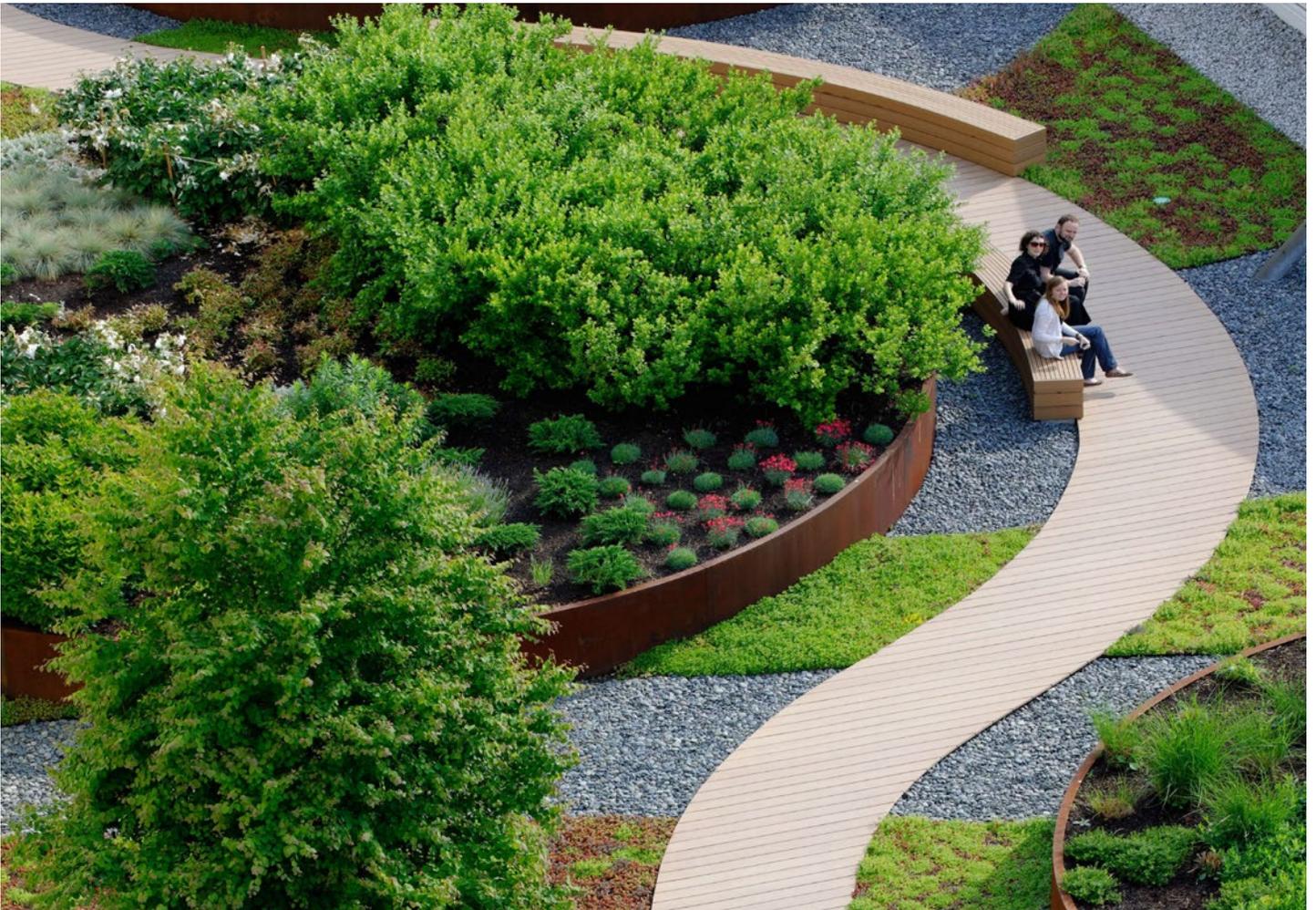
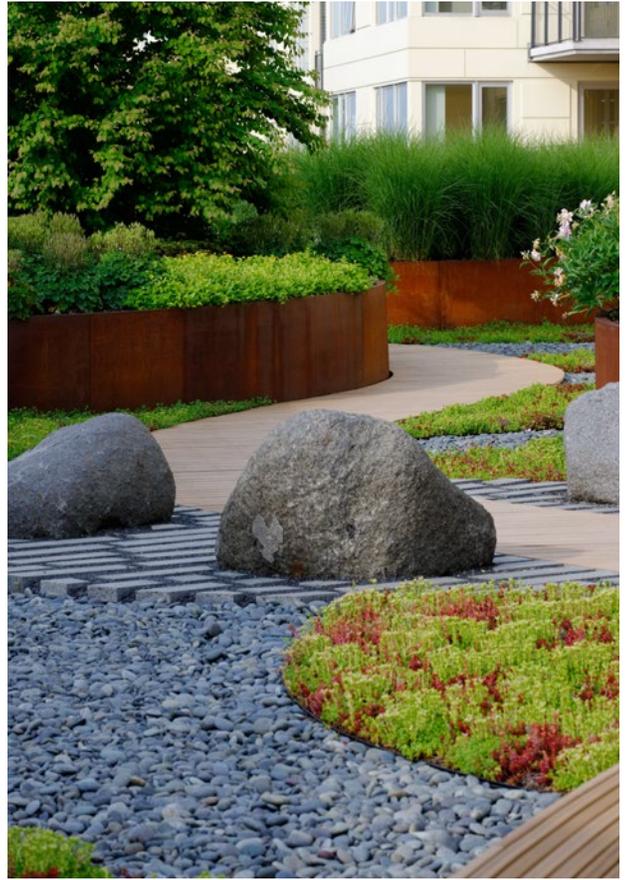
Shauna Gillies-Smith, Design Principal for Martha Schwartz, Inc.

With its shifting views and rich colors and materials, the rooftop deck of the residences at the Natick Mall provides a rich spatial experience at eye level and an engaging visual field when viewed from the apartments above. The deck is located at the 6th floor of the Residences, between the mall skylight, residence amenity space, and individual condominium units.

The rooftop is a cherished and vibrant social space that connects the residences and encourages interaction between neighbors. A graceful, meandering composite wood path weaves across the expansive roof and filters into seating areas nestled in hedges. Deciduous trees act as living screens that provide shade and vertical interest as they shift with the winds.

The curves of the path embrace large round cor-ten steel planters containing a mixture of ornamental grasses, flowering perennials, and evergreen shrubs. Underlying the path and planters is a lively pattern of stone and sedum ribbons. At the scale of the planters, two large circles serve as putting greens, making space for active recreation, while two circular stone gardens echo the materials used in the landscape entryway of the mall on ground level.





LOCATION
West Palm Beach, Florida

CLIENT
City of West Palm Beach

FACILITY
Community Center

STATUS
Completed 2004

SCOPE
Landscape Architecture

AWARDS
BSLA Award, 2010

COLEMAN PARK WEST PALM BEACH, FL

This project is a public art commission for the grounds of a new community center. On a site where the Negro American Baseball League played, the work recalls the site history by plaiting the field with stone-dust pathways, reminiscent of the baselines and mow patterns of a baseball field. Scattered across the field are 9 giant baseball sculptures made of tinted cast concrete and set into the ground at different levels. As such they become seats, backrests, stages, tables, and the like.

Each year the neighborhood honors a community hero by inscribing his or her name onto one of the baseballs. The "stories" are those that will over time be "written" on the field.





LOCATION
Boston, MA

FACILITY
Greenwall

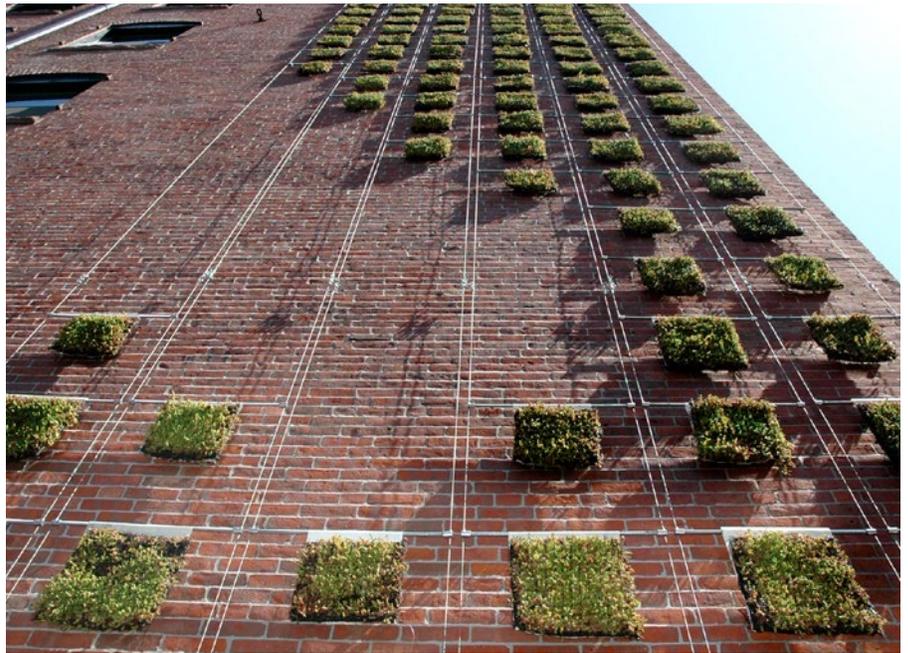
STATUS
Completed 2008

TEAM
Young Architects Boston Group

PARTI-WALL, HANGING GREEN BOSTON, MA

YAB team: Ground, Höweler + Yoon Architecture, LinOldhamOffice, Merge Architects, MOS, over, under, SsD, Studio Luz, UNI, Utile.

The outdoor installation is a prototype green wall, a suspended greenspace intended to generate awareness of underutilized sites in Boston and applying sustainable principles for creating healthy neighborhoods. The prototype illustrates how Boston's scattered brick surfaces are opportunities for zero footprint public art that improves the city visually and environmentally. A metal cable system supports planted panels of varying dimensions, allowing the team to test the performance of the system for New England's climate and for permanent installations in the future. The project is a collaborative work of ten emerging design firms created for the national AIA convention held in Boston 2008.





Shauna Gillies Smith

ASLA, LEED AP
Principal Ground Inc.

Harvard University Graduate
School of Design
Master of Urban Design

University of British
Columbia, Vancouver
Bachelor of Architecture

Queen's University
Bachelor of Arts in Economics

American Society of Landscape
Architects

LEED AP

Licensure: MA, NH, CT, MI, ME

Architecture Boston Magazine
Contributing Editor, 2007-2013

DIGMA
Advisory Board

Urban Design Committee
Co-Chair, 2011-2013

Selected Teaching Experiences:
Harvard Graduate School of
Design,
2015-2012, 2009-2007

Rhode Island School of Design,
2011/2010/2000

Ground is certified as a WBE in MA



Selected Projects

A.O. Flats
Boston, MA

Peter Bulkeley Terrace
Concord, MA

Putnam School Apartments
Concord, MA

Father Bill's Housing
Quincy, MA

275 Albany - TROY
Multi-Family Residential
Boston, MA

115 Winthrop Square
Plaza and Residential
Boston, MA

Packard Crossing
Boston, MA

Parcel 12
Boston, MA

Tilia - Parcel U
Boston, MA

Nubian Square Ascends
Boston, MA

Waterside Place Mixed Use
Development
Boston, MA

5 Washington Street
Brighton, MA

Washington Place
Newton, MA

5 Washington Street
Brighton, MA

Brockton Trinity
Brockton, MA

Mildred C. Hailey Apartments
Boston, MA

808-812 Memorial Drive
Cambridge, MA

One Charlestown
Park and Multi-Family Residential
Boston, MA

Heading Home
Boston, MA

Agawam Village
Ipswich, MA

The Quinn - 380 Harrison Avenue
Boston, MA

The Harlo - 380 Harrison Ave
Boston, MA

45 Townsend
Boston, MA

Second & Vine
Everett, MA

Lafayette City Center Green Roof
Boston, MA

Coleman Park
Field of Stories
City of West Palm Beach, Florida

Austin Street
Newton, MA

Union Square Parcel 2.2 and 2.3
Somerville, MA

Selected Awards

2020	Jumping Fish Ecological Power Plant Park - BSA Honor Award
2019	Collaborative Learning and Innovation- BSLA Award of Merit
2019	Tontine Crescent Tactical Plaza- BSLA Award of Merit
2018	Central Park - BSLA Award of Merit
2017	WRAP Taunton- Paul & Niki Tsongas Award
2017	Keene State College-AIA NH Honor Award
2016	Center for Design and Media-BSA Award Education Facilites Design
2016	MassArt Tree House Residence- New England AIA Design Award
2015	MassArt Tree House Residence - ASLA Award of Merit
2013	Peter Bulkeley Terrace - AIA NE Award
2012	Tapestry Garden - BSLA Award of Merit
2012	Parc Nouvelle - BSLA Award of Merit
2012	LandWave - BSLA Award of Merit

ATTORNEY:
Goulston & Storrs

Goulston & Storrs

Goulston & Storrs is an Am Law 200 firm with offices in Boston, New York and Washington, D.C. With over 200 lawyers across multiple disciplines, we are a real estate powerhouse with a leading-edge development, land use, zoning and permitting practice. Our lawyers employ a proven team approach that values client outcomes over individual recognition. The firm's dedication to providing prompt, practical legal advice, efficiently and tailored to our clients' business needs, has resulted in Goulston & Storrs being acknowledged for excellence by Chambers and Partners, Thomson Reuters, U.S. News & World Report and other leading industry rankings.

For more information, please visit our [website](#).

Real Estate

Goulston & Storrs has one of the largest, most diverse and most highly acclaimed real estate practices in the United States, including a top-tier ranking in Massachusetts by Chambers USA for over 15 consecutive years. The attorneys and paralegals in our market-leading real estate practice have the judgment, experience, pragmatism and technical skill needed to help clients achieve their goals in complex and challenging real estate projects and transactions nationwide, with particular expertise across all asset classes, product types and transaction structures in Greater Boston. With decades of experience helping clients navigate the full lifecycle of real estate projects, we have become known as industry leaders in Greater Boston.

For more information, please visit our [real estate overview](#).

Boston Development and Land Use

Goulston & Storrs' sophisticated land use lawyers have extensive experience and routinely advise clients in connection with virtually every type of land use and real property development issue, with unparalleled depth in guiding Greater Boston development projects through the public approval process. We have guided projects of every asset class and scale through the full development lifecycle, from due diligence processes and acquisitions to active permitting, project financing and joint ventures.

We are especially familiar with regulatory programs unique to the City of Boston. Our experience has followed Boston's growth as it spreads from the downtown core and mixed-use districts like the Seaport, Back Bay, Longwood Medical Area and Fenway to outlying neighborhoods.

We have helped guide countless projects through development review under Article 80 of the Boston Zoning Code, including Large Project Review, Small Project Review, Planned Development Area Review and Institutional Master Plan Review. We have negotiated mitigation agreements concerning linkage, inclusionary housing and other public benefits and are familiar with the role of Impact Advisory Groups in the community review process in every Boston neighborhood.

We have extensive experience with Boston's Zoning Code and regularly advise clients on issues ranging from development review and approval, conditional uses and variances to more exotic zoning mechanisms and overlay districts. Our experience also extends to more granular approvals for a diverse array of issues, including nonconforming uses, transition zoning, open space requirements, parking, Affirmatively Furthering Fair Housing (AFFH), flood hazard districts, groundwater conservation, climate resilience and sustainability.

We appear regularly before the Boston Planning & Development Agency, Zoning Board of Appeal, Zoning Commission, Public Improvement Commission, Landmarks Commission and other municipal bodies. Our lawyers maintain strong working relationships with government officials and staff at every level and public agency in Boston so we can advance our clients' land use objectives. We have earned the respect of board members and agency staff alike for our diligent preparation for meetings, respectful approach to problem solving and thorough knowledge of the planning and policy context of entitlement decisions.

For more information, please visit our [Boston development and land use overview](#).

Matthew J. Kiefer

Matthew Kiefer is a real estate development and land use lawyer whose practice is at the intersection of private initiative and public policy, focusing on obtaining parcel dispositions and entitlements from public agencies for complex urban projects. These include market-oriented, mixed-income and affordable housing; commercial and mixed-use projects; and facilities and master plans for universities, cultural institutions and other non-profits. He is a Fellow of the American College of Real Estate Lawyers and has been recognized by Chambers USA as “a pre-eminent force in development and land use work.”

David Linhart

David Linhart is a real estate attorney who counsels developers on project approvals and financing, as well as other commercial real estate matters. David helps clients to develop mixed-use, multifamily, and other commercial properties. Prior to joining the firm, David assisted in the Office of the Lieutenant Governor of Massachusetts as part of the Interagency Council on Housing and Homelessness, where he initiated a statewide supportive housing inventory examining resident services funding. David was also a Rappaport Fellow in Law and Public Policy at a national affordable housing developer.

Connor A. MacIsaac

Connor A. MacIsaac is an associate in our real estate group. During law school, he served as a judicial intern to U.S. District Court Magistrate Judge Marianne B. Bowler in Boston, Massachusetts. Connor served as a student attorney at the Boston College Legal Services LAB advising clients concerning eviction proceedings and family law matters. Connor also served as the Vice President of the Real Estate Law Society, and as a Senior Editor on the Boston College Law Review.

ATTORNEY:
Nolan Sheehan Patten



NOLAN | SHEEHAN | PATTEN

FIRM DESCRIPTION

Nolan Sheehan Patten is a Boston-based real estate law firm concentrating on affordable housing and community development. We provide strategic, technical and transactional advice to a range of clients including equity investors, syndicators, lenders, developers, nonprofits, community development entities (CDEs), and government and quasi-governmental agencies.

Founded in early 2009, we are a young firm with decades of experience. Our lawyers practiced real estate and tax law in major law firms before coming together to form Nolan Sheehan Patten. We combine a depth of expertise in our areas of practice with accessibility, personal service and reasonable fees.

In our practice, we handle transactions involving complex financing structures utilizing state and federal New Markets Tax Credits, Low Income Housing Tax Credits, Historic Rehabilitation Tax Credits and related programs. We also devise and implement partnership and limited liability company structures for investment funds, CDEs and property owners. Our development practice spans customary real estate matters as well as permitting under the Massachusetts anti-snob zoning statute, Chapter 40B.

We represent governmental lenders in designing loan programs using a broad range of affordable housing financing sources and in closing loans under such programs.

Among the attributes that differentiate our firm from our competitors are our experience and ability to service clients on the *development*, *lending* and *investment* sides of the affordable housing and community development process. With this versatility, we can assist our clients with transactional and tax matters pertaining to multiple aspects of a transaction.

Our offices are located in the Boston financial district. Our clients are located nationwide, with a particular concentration in the Northeast.

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WHO WE ARE

Drawing on decades of professional experience in real estate law, we are a mission-driven firm with a deep commitment to affordable housing and community development. We have a well-established track record in devising innovative financing strategies using new state and federal programs. All our lawyers provide pro bono service to civic and charitable organizations. Biographies of individual attorneys are attached.

WHAT WE DO

Overview

Nolan Sheehan Patten provides focused legal services that support community development and affordable housing.

We handle complex transactions involving multiple financing sources and overlapping governmental programs. We are known for our ability to develop and implement innovative investment structures that take advantage of tax incentive programs.

We bring both real estate and tax expertise to bear in helping our clients solve the challenging legal and tax issues they face. Our goal is to do so in an efficient and creative manner, leading to a successful result for all stakeholders.

Our legal services cover all phases of real estate projects from initial structuring and tax planning, to permitting, to creation of business entities, drafting of legal documentation, ongoing representation and compliance and any necessary restructuring.

Some of the key issues and programs we assist clients with are described below.

Housing Tax Credits

Attorneys at Nolan Sheehan Patten have extensive experience in the federal Low Income Housing Tax Credit as well as in the Massachusetts Low Income Housing Tax Credit. The firm represents the Massachusetts Department of Housing and Community Development with respect to implementation of the federal and Massachusetts Low Income Housing Tax Credits and our lawyers were involved in the drafting of the regulations implementing the Massachusetts credit. We have represented a number of investors and syndicators of the federal Low Income Housing Tax Credit in the formation of blind pool and proprietary funds and we have closed numerous project investments, both for direct investors and for syndicators.

Our experience with the housing tax credits also extends to representation of for-profit and nonprofit developers using the credit to develop affordable housing. We have negotiated partnership and operating agreements with investors, dealt with tax structuring issues and rendered tax opinions on Low Income Housing Tax Credit projects.

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We are experienced in the many tax issues that arise in housing credit syndications, and we developed some of the early structures for maximizing the value of state housing tax credits using nonprofit entities as recipients and sellers of the credit.

The New Markets Tax Credit Program

Nolan Sheehan Patten attorneys have represented clients on New Markets Tax Credit ("NMTC") matters since inception of the federal program. We represent numerous allocatees. We have closed NMTC transactions for projects such as health care facilities, youth centers, performing arts venues, manufacturing plants, office buildings and mixed-use projects. Several of these projects have also included a housing component (both affordable and market rate).

Many of these NMTC transactions take advantage of other tax credits such as the Historic Tax Credit and state tax credits. These transactions involve a wide range of deal structures, often ones that are more challenging than the usual NMTC transactions because the projects have greater financial need or are trying to utilize non-traditional financial sources such as government grants or tax-exempt bonds.

In particular, Nolan Sheehan Patten helps clients with:

- Forming and qualifying Community Development Entities ("CDEs") and subsidiary CDEs;
- Assisting with preparation of NMTC applications;
- Finalization and amendment of allocation agreements and related opinions and documents;
- Creating financing structures and implementing NMTC transactions through to closing;
- Drafting and negotiating NMTC documents such as leverage loan documents, forbearance agreements, CDE operating agreements, QLICI loan documents, and put and call agreements;
- Preparing tax opinions in connection with NMTC transactions.
- Creation of blind investment pools and loan funds;
- Preparation of offering and investment instruments.

Historic Tax Credits

Nolan Sheehan Patten regularly advises real estate clients on utilization of federal and state historic credits as a resource that generates equity for their real estate development projects. We guide our clients through the real estate and tax issues involved in these transactions. Recently, for example, we advised several clients on structures that combine the federal Low Income Housing Tax Credit, federal Historic Tax Credit and state historic tax credits. These structures involve multiple investors and multiple investment vehicles. We have also advised on numerous transactions that combine the New Markets Tax Credit and the Historic Tax Credit.

Business Entity Structuring

The partnership structure – utilizing either a limited partnership or limited liability company – is generally the most tax-advantaged structure for real estate

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investment. Partnerships are typically subject to only one level of federal and state income tax.

We advise investment funds, for-profit and nonprofit real estate developers and investors about these entities. Partnership structures allow for creation of varying equity interests within the same entity. These advantages bring complexity. Our goal is to create structures that address the business goals of our clients while satisfying the often-complex tax compliance requirements required to achieve those goals.

We regularly draft limited partnership and limited liability company documents for both single and multiple member entities. We also review such documents for clients, pointing out and correcting key business issues that are hidden in their provisions.

Real Estate Development/Chapter 40B

Nolan Sheehan Patten advises for-profit and nonprofit real estate developers on the full spectrum of real estate development from the early stages of site acquisition and land use planning through the ultimate financing and operation of the property. We are well versed on public and private financing resources available to developers, and we bring that knowledge to bear in assisting our clients in the planning and implementation of their project's financing structure. We also have extensive experience in developing difficult projects and are well equipped to help our clients navigate through the various layers of title, permitting and regulatory hurdles that often arise in developing affordable housing and community development projects. In addition, we have assisted clients in permitting and developing numerous projects under the Chapter 40B Comprehensive Permit program.

Public Housing Authorities

Nolan Sheehan Patten has represented three Massachusetts housing authorities, Cambridge Housing Authority, Boston Housing Authority and Brookline Housing Authority in the rehabilitation of portions of their federal public housing portfolios under HUD's RAD program and under Section 18 of the United States Housing Act of 1937. This work has involved numerous properties containing more than 1000 units financed using 4% Low Income Housing Tax Credit and tax-exempt bonds. Nolan Sheehan Patten has negotiated operating agreements with LIHTC equity investors, negotiated loan and bond documents with the bond lenders, negotiated and drafted the ground lease documents, prepared conveyancing documents, and negotiated and coordinated with HUD on the required RAD agreements and documentation. We have extensive experience coordinating RAD closings with HUD and the LIHTC/bond financing closings.

Private Financing

Nolan Sheehan Patten represents both borrowers and lenders in commercial real estate financing transactions. Our experience ranges from traditional acquisition and refinancing loans to complex construction financing to less traditional types of lending such as mezzanine loans. We have closed loans involving collateral pools as well as other non-real estate collateral such as securities accounts, equipment, inventory, accounts receivable and deposit accounts. We have

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worked with both borrowers and lenders in structuring and closing lines of credit and refinancings. We also have considerable experience in workout situations, including both restructurings and foreclosures.

Public Financing

Nolan Sheehan Patten regularly advises governmental and quasi-governmental agencies and real estate clients on the implementation and utilization of the full range of public financing resources available for both rental and homeownership projects. We routinely represent clients in closing transactions involving multiple sources of funds from various governmental and quasi-governmental agencies. Our attorneys were instrumental in the design and implementation of the MassDocs program, which helps to streamline the closing of multi-layered governmental loans by utilizing a single set of financing documents.

In particular, Nolan Sheehan Patten has extensive experience with the following programs:

- Affordable Housing Trust Fund
- Commercial Area Transit Node Housing Program
- Community-Based Housing Program
- Community Development Block Grant
- Capital Improvement and Preservation Fund
- Facilities Consolidation Fund
- HOME Investment Partnerships Program
- Housing Innovations Fund
- Housing Stabilization Fund
- MHP Subsidy Program
- Transit-Oriented Development Infrastructure and Housing Support Program

OUR CLIENTS

As noted above, our clients include:

- Banks
- Community Development Entities
- Syndicators of Tax Credits
- Developers
- Governmental Agencies/Housing Authorities
- Quasi-Governmental Agencies
- Housing Advocacy Organizations
- Community Development Corporations
- Tax Credit Investors

Some representative clients are listed below:

- Massachusetts Housing Investment Corporation
- Massachusetts Housing Equity Fund, Inc.
- Coastal Enterprises, Inc.
- Mission First Housing Development Corporation
- Planning Office for Urban Affairs, Inc.
- Stratford Capital Group

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- Massachusetts Department of Housing and Community Development
- Community Economic Development Assistance Corporation
- Massachusetts Development Finance Agency
- Massachusetts Affordable Housing Trust Fund
- Berkshire Housing Development Corporation
- Citizens Housing and Planning Association
- Capital Link, Inc.
- Cambridge Housing Authority
- Boston Private Bank and Trust Company
- Massachusetts Housing Partnership Fund
- BlueHub Capital
- Brookline Bank
- Rockland Trust Company
- Affirmative Investments, Inc.
- Homeowner's Rehab, Inc.
- Urban Edge Housing Corporation
- East Boston Community Development Corporation
- Massachusetts Housing Finance Agency
- Development Fund of the Western Reserve, Inc.
- Preservation of Affordable Housing, Inc.
- JN Juhl and Associates LLC
- TD Bank, N.A.
- Brookline Housing Authority
- Evernorth and Vermont Rural Ventures
- Wells Fargo Affordable Housing Community Development Corporation
- Boston Housing Authority



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Stephen Nolan's practice focuses on affordable housing and community development, especially involving the federal Low Income Housing Tax Credit, Historic Rehabilitation Tax Credit and the New Markets Tax Credit. He is one of a small number of attorneys nationally who are recognized as technical specialists in creating complex legal and financial structures for real estate developments using the New Markets Tax Credit program. Steve has represented numerous community development entities in closing New Markets Tax Credit financings for a broad range of projects, including health care facilities, youth centers, commercial facilities, theaters and performing arts centers, manufacturing plants, office and retail buildings, senior care facilities, community centers and mixed use projects.

Steve has handled numerous syndications of real estate limited partnerships and limited liability companies for both direct purchasers and syndicators of low-income housing and historic tax credits. He is experienced in representation of both developers and lenders in commercial and governmental mortgage loan transactions, including loan document drafting and negotiation, opinion writing, and title matters. Steve has represented syndicators in forming more than a dozen blind pools for investment in low-income housing and historic tax credit projects.

Prior to founding Nolan Sheehan Patten, Steve was a Partner at DLA Piper LLP (US) in Boston and at Hill & Barlow, P.C. in Boston. He also clerked for Chief Judge Levin Campbell of the United States Court of Appeals for the First Circuit.

Education

- University of Michigan School of Law (J.D. *magna cum laude* 1983); Contributing Editor, *University of Michigan Law Review*
- Northwestern University (B.S. in Environmental Engineering with highest distinction 1980)

Admissions

- Massachusetts (1984)
- First Circuit Court of Appeals (1984)

Community Service and Professional Activities

- Board of Directors and Past President, Lawyers Clearinghouse on Affordable Housing and Homelessness
- Board of Directors, National Housing and Rehabilitation Association
- Pro Bono Counsel for Museum of African American History

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MIRIAM VOCK SHEEHAN

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Miriam Sheehan has a broad based federal income tax practice that focuses on partnership taxation and taxation of exempt organizations. Her practice has particular emphasis on the use of federal and state tax credits to promote development and financing of projects with significant community benefit. She regularly provides tax advice to syndicators, developers, equity investors, community development entities, governmental authorities and lenders in transactions that use the Low-Income Housing Tax Credit, the Historic Rehabilitation Tax Credit, and the New Markets Tax Credit.

Miriam was a partner in the tax group at DLA Piper LLP (US) from 2003 to 2009. Prior to that, she was a partner and chair of the tax department at the Boston law firm of Hill & Barlow where she practiced from 1980 until 2003.

Education

- University of California at Berkeley, Boalt Hall School of Law (J.D., Order of the Coif, 1980)
- Stanford University (A.B. 1977)

Admissions

- Massachusetts (1981)
- California (1982)
- First Circuit Court of Appeals (1982)
- Federal Tax Court (1984)

Civic, Charitable and Professional Activities

- New England Women in Real Estate.
- The Boston Tax Forum
- Pro Bono tax advice to numerous non-profit organizations

Recent Presentations

- Lawyers Clearinghouse on Affordable Housing and Homelessness
 - *Historic Boardwalk Decision Update: the IRS Guidelines and What They Mean for Community Development in Massachusetts*
- National Housing & Rehabilitation Association
 - *New Markets Tax Credit Financing for Health Care Facilities and Nursing Homes*
 - *Combining New Markets Tax Credits with Tax Exempt Bonds*
 - *New Markets Tax Credits and Green Buildings*
- The Boston Tax Forum
 - *An Overview of Tax Penalties*
 - *The Partnership Merger Regulations*
 - *Investing in State Tax Credits*
- Reznick Group Seminars
 - *Combining New Markets Tax Credits with Tax Exempt Bonds*
 - *The Profit Motive and Tax Credit Investments*

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BRIAN C. PATTEN

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Brian Patten focuses his practice on real estate transactions, specifically in the area of affordable housing and community development. He represents nonprofit and for-profit developers, equity investors, syndicators, community development entities, and lenders in transactions involving various public and private financing sources. He assists clients and provides advice pertaining to the use of state and federal low income housing tax credits, historic tax credits and New Markets Tax Credits. Brian is also experienced in general commercial real estate financing, including loan document drafting and negotiation, as well as purchase and sale transactions, zoning and permitting matters, and conveyancing and title matters.

Along with Stephen Nolan and Miriam Sheehan, Brian is a founding member of Nolan Sheehan Patten. His prior experience includes practicing in the real estate group at DLA Piper LLP (US) in Boston, where he focused on affordable housing and community development, general real estate development, leasing, conveyancing, finance, and permitting; and working as a real estate Associate at Hill & Barlow, P.C. in Boston.

Education

- Northeastern University School of Law (J.D. 2000)
- University of Kentucky (B.A. *summa cum laude* 1997)

Admissions

- Massachusetts (2001)

Community Service and Professional Activities

- Active member of Real Estate Bar Association Affordable Housing Committee, and Affordable Housing Committee of the Boston Bar Association
- Pro bono representation of Lovelane Special Needs Horseback Riding Program, Inc., an organization that provides therapeutic horseback riding to children with special needs
- Pro bono participation with The Advocates for Human Rights for the Liberian Truth and Reconciliation Commission Diaspora Project

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HANNAH L. KILSON

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Hannah L. Kilson concentrates her practice on real estate transactions, particularly in the area of affordable housing and community development. She represents nonprofit and for-profit developers, borrowers, equity investors, syndicators and lenders in transactions involving various financing sources. Hannah is experienced in commercial real estate transactions, including land acquisition and disposition matters, leasing, and permitting.

Prior to joining Nolan Sheehan Patten LLP, Hannah was the Deputy General Counsel of Massachusetts Development Finance Agency, the Commonwealth's largest economic development authority, where she was responsible for the day-to-day management of the Agency's Legal Department and handled legal matters associated with the Agency's redevelopment and financing efforts, including the redevelopment of the former Leverett Saltonstall State Office Building and the redevelopment of the former Northampton State Hospital site into a mixed use, planned village community. Prior to MassDevelopment, Hannah practiced in the real estate group at DLA Piper LLP (US) in Boston and at Hill & Barlow P.C. in Boston, and clerked for Judge William G. Young of the U.S. District Court of the District of Massachusetts.

Education

- Harvard University Law School (J.D., *cum laude*, 1997)
- Harvard University Graduate School of Education (M.Ed. 1993)
- Amherst College (B.A., *cum laude*, 1988)

Admissions

- Massachusetts (1997)

Civic, Charitable and Professional Activities

- Member of the Massachusetts Interest on Lawyers Trust Accounts Committee
- Former Co-Chair of the Affordable Housing Committee of the Real Estate Committee of the Boston Bar Association (June 2011 – June 2013)
- St. Mary's of the Assumption School, Brookline, MA, Basketball coach
- The Advent School, Board of Trustees, Co-Chair of the Education Committee and the Diversity Committee (June 2007 - June 2010)
- Lawyers Clearinghouse on Affordable Housing and Homelessness, Director (January 2004 – 2006)
- The Museum of African American History, Director (January 2000 - 2006)
- Boston City-wide Dialogues on Racial and Ethnic Diversity, Urban League of Eastern Massachusetts, Facilitator
- 2002 Recipient of Boston Business Journal's "Forty under Forty" award

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BRET L. HENDRICKSON

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Bret Hendrickson concentrates in affordable housing and community development real estate transactions, particularly those involving the New Markets Tax Credit. Bret has represented community development entities, borrowers and investors in closing New Markets Tax Credit financings for a broad range of projects, including community centers, manufacturing plants, health centers, educational facilities, mixed-use office and retail buildings, forestland, a youth center and a youth hostel. He also has experience with financing structures that combine the New Markets Tax Credit and the Historic Rehabilitation Tax Credit.

Bret is also experienced in general commercial real estate financing, acquisitions, dispositions, zoning, permitting, conveyancing, commercial leasing and title matters. He represents developers, borrowers, equity investors and lenders in transactions involving public and private financing sources.

Prior to joining Nolan Sheehan Patten, Bret practiced in the real estate group at DLA Piper LLP (US) in Boston where he focused on mortgage lending, mezzanine lending, commercial leasing and conveyancing.

Education

- Northeastern University School of Law (J.D. 2005)
- University of Notre Dame (B.B.A. 1999)

Admissions

- Massachusetts (2005)

Community Service and Professional Activities

- Member of American Bar Association Forum on Affordable Housing & Community Development Law, Co-Chair of the New Markets Tax Credit Committee
- Member of the Affordable Housing Committee of the Boston Bar Association
- Pro bono representation of tenants in summary process proceedings through the Volunteer Lawyers Project of the Boston Bar Association
- Pro bono representation of families in connection with summary process proceedings through the Medical-Legal Partnership
- Pro bono representation of clients in connection with probate and housing matters through the Massachusetts Legal Clinic for the Homeless
- Pro bono representation of victims of Hurricane Katrina with FEMA appeals

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VANESSA L. CARNES

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Vanessa Carnes focuses her practice on federal and state tax advice and planning for businesses (both for-profit and exempt organizations) and their owners in connection with a wide variety of business transactions, including choice of entity analysis, structuring, and documentation of routine and complex partnership and corporate transactions. Vanessa's experience extends to the representation of taxpayers in connection with tax issues and structuring arising in tax credit transactions. Vanessa has also represented business owners and corporations on the design and implementation of equity incentive compensation plans for new and existing business ventures, including analysis of 409A issues, as well as general tax planning for executives in negotiating or upon receipt of equity incentive compensation.

Prior to joining Nolan Sheehan Patten, Vanessa was a junior partner at Nutter McClennen & Fish LLP and Of Counsel in the tax groups of Boston law firms Goulston & Storrs PC and Posternak Blankstein & Lund LLP. Vanessa began her career in Philadelphia where she practiced at KPMG Peat Marwick LLP and Stradley Ronan Stevens & Young LLP.

Education

- Villanova University School of Law (L.L.M. in Taxation 1996)
- Villanova University School of Law (J.D. 1994)
- Villanova University, Villanova School of Business (B.S. cum laude 1991)

Admissions

- Pennsylvania (1994)
- New Jersey (1994)
- Massachusetts (1995)
- Federal Tax Court (1996)

Community Service and Professional Activities

- Pro bono representation of homeless individuals through the Lawyers Clearinghouse on Affordable Housing and Homelessness
- Pro bono representation of tax exempt organizations
- Member of the Tax Section and the Affordable Housing Section of the American Bar Association
- Member of the Tax Section, Tax Exempt Organizations Section and Real Estate Section of the Boston Bar Association

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KRISTOPHER GOSSELIN

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Kristopher's practice focuses on real estate transactions, specifically in the area of affordable housing and community development, including the New Markets Tax Credit, where he represents developers and lenders in transactions involving a variety of public and private financing sources.

Prior to joining Nolan Sheehan Patten and during law school, Kristopher worked as a legal intern at Klein Hornig LLP, a Boston-based law firm specializing in affordable housing development, and The Community Builders, Inc., a national non-profit housing developer.

Education

- Northeastern University School of Law (J.D. 2017)
- Northeastern University (B.S. 2010)

Admissions

- Massachusetts (2017)

Community Service and Professional Activities

- Pro bono representation of homeless individuals through the Lawyers Clearinghouse on Affordable Housing and Homelessness
- Member of the American Bar Association
- Member of the Boston Bar Association

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COLETTE IRVING

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Colette's practice focuses on real estate transactions, specifically in the area of affordable housing and community development, where she represents developers and lenders in transactions involving a variety of public and private financing sources.

Prior to joining Nolan Sheehan Patten, Colette worked as Research Analyst & Legal Counsel for the Massachusetts Joint Committee on Housing where she focused on legislation related to the Massachusetts low income housing tax credit, bond financing, public housing, rental vouchers and homelessness. Colette also received the 2014 BC Law Public Service Fellowship, allowing her to serve as a one year fellow for the Massachusetts Law Reform Institute.

Education

- Boston College Law School (J.D. 2014)
- Boston College (B.A. 2007)

Admissions

- Massachusetts (2014)

Community Service and Professional Activities

- Member of the Boston Bar Association
- Member of the American Bar Association
- Member of Real Estate Bar Association
- Member of CHAPA Production and Housing Preservation Committee
- Pro bono representation of clients through the Lawyer's Clearinghouse on Affordable Housing and Homelessness
- Volunteer at the West End House Boys and Girls Club

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JESSICA RUBINE

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Jessica's practice focuses on real estate transactions, specifically in the area of affordable housing and community development, where she represents developers and lenders in transactions involving a variety of public and private financing sources.

Prior to joining Nolan Sheehan Patten, Jessica served as a judicial clerk for the Honorable Michael D. Vhay, Associate Justice of the Massachusetts Land Court.

Education

- Northeastern University School of Law (J.D. 2018)
- Tufts University (B.A. 2013)

Admissions

- Massachusetts (2018)

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COLLINS CANNON

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Collins's practice focuses on tax matters, including various tax credit programs related to creation of affordable housing and community development.

Prior to joining Nolan Sheehan Patten, Collins worked as a senior associate in international tax and financial services at PwC.

Education

- Boston University School of Law (L.L.M., International Tax 2014)
- Boston University School of Law (J.D. 2014)
- Brigham Young University (B.A. 2009)

Admissions

- Massachusetts (2014)



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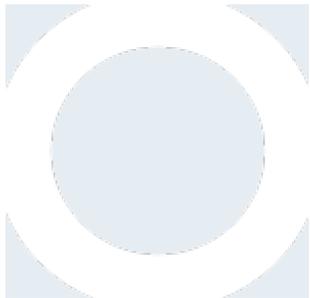
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**CONSTRUCTION COST
CONSULTANT:
WaypointKLA**



In House Expertise

- Architecture
- Engineering
- Construction Management
- Permitting

Waypoint KLA provides a wide range of consulting and management services for owners, operators, and developers of commercial, residential, industrial, and mixed-use real estate and development projects. We bring unparalleled visibility to every aspect of a construction project – from pre-design to final completion – providing oversight, accountability, and control that ensure projects are completed on time and on budget.

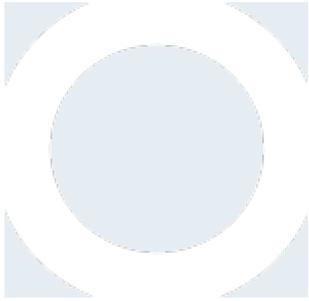
Our capabilities include due diligence, pre-development, development consulting, project management, sustainability planning, move coordination, and lender representation. We offer a full range of services within each of these categories, from high-level strategy and consulting to project management services and other daily processes.

WaypointKLA's principals – each with deep expertise and more than 25 years of experience in architecture, construction management, engineering, investment, and other real estate-related disciplines – are active participants in every project. Their cross-disciplinary, total-project perspective brings new ideas to our work, and fosters an entrepreneurial culture where projects are staffed, planned and managed according to the needs of each client. And we actively collaborate with all members of the client, design, construction, and approvals team, involving them in every step of the process. It is an approach that results in more successful project planning and execution.

We provide the expertise, resources, and focus required to manage real estate and development projects in today's highly complex construction market. By offering complete technical and financial visibility, we minimize cost overruns, drive projects to completion, and protect the reputation and financial interests of our clients. They stay focused on their core competencies, confident that their valuable investment is being overseen by a true industry leader.



WHY WE ARE DIFFERENT



With you every step of the way

Our capabilities encompass every aspect of a real estate and development project, from pre-planning and design to construction and closeout. We offer a full range of services in each of these areas, including high-level consulting and planning, and more tactical construction oversight and administration activities. We're able to partner with clients through every phase of a project, providing greater visibility, accountability, and control.

Multi-disciplinary + entrepreneurial

WaypointKLA's principals have deep expertise in architecture, construction, and engineering. As active participants in every project, they take a multi-disciplinary, total-project approach to their work, bringing fresh ideas and perspectives and sharing them with clients. And because no two projects are quite alike, we foster a flexible, entrepreneurial work culture where each is staffed, planned and managed according to its specific needs and requirements.

Committed to true collaboration

Projects succeed when every stakeholder feels invested and heard, and we collaborate with all members of the client, design, construction, and approvals team, forming relationships built on trust and mutual respect. Their input allows us to plan and execute the best possible project.

We do our homework, and we do it up front

We believe that opportunities and concerns are best addressed when identified early on. Whether it is our Project Diagnostic, a rigorous preliminary analysis that we complete as soon as we begin working with a client, or early review of industry best practices, strategies, and trends that might impact design and construction, we perform insightful, thorough research at the earliest stages of a project to manage costs and improve the design and construction process.



Development consulting

As sole representative throughout design, development, and construction delivery, we provide project management, owners' representation, tenant representation, clerk of the works activities, and dispute resolution support. With deep hands-on experience in entitlement, procurement, design, construction buy out, project management, and close out, we identify and manage resources and milestones to achieve budget, schedule, and quality control goals.



Pre-development

We believe that project opportunities and concerns are best managed when they are identified at the inception of a project. We offer a range of predevelopment capabilities, including constructability review, quality control of contract documents, contract negotiation, permitting, and variance negotiation.

Due diligence

We support clients at every phase of the due diligence process, including project feasibility assessment, development strategy, and planning. We provide Property Condition Assessments (PCA) and Replacement Reserve Studies; manage entitlement assessment preparation, budgets, cash flows, and project analysis/evaluation schedules; and have decades of experience working with the individuals and agencies that often govern project development.

Owners Project Management

OPM services represent WaypointKLA's commitment to the work we produce, as well as improving the ways we work with our clients. Relationships are important to us, and with open and innovative lines of communication, we will establish a forum to exchange ideas, facilitate alternative solutions, and listen to both the financial and technical needs for every client we service.

OPM Solutions

- Bidding & Contractor Procurement
- CM-at-Risk Management
- Construction Oversight
- Cost Estimating & Controls
- Designer Selection & Design Management
- Negotiation & Contract Administration
- Program Adherence & CO Reviews
- Commissioning & Turnover

Lender representation

We represent investors, banks, mortgage and long-term lenders, financial institutions and other construction lenders, providing a thorough review of existing properties and proposed projects, and ongoing monitoring of projects during the design and construction process

Our deep experience and multidisciplinary approach allows us to provide our clients with consulting, management, and oversight for a wide range of one-time and ongoing tasks related to project planning, execution, and completion.

MANAGEMENT PRINCIPALS

WaypointKLA maintains a project management system that is adaptable and flexible to the nuances of a given project, while providing a clear armature for budget management, quality assurance, and full team collaboration. Just as our work with clients is collaborative and consensus based, our management approach is built on collaboration and trust. We follow the principals of integrated project delivery.

- Mutual Respect and Trust
- Mutual Benefit and Reward
- Collaborative Innovation and Decision Making
- Early Involvement of Key Participants
- Early Goal Definition
- Intensified Planning
- Open Communication
- Appropriate Technology
- Organization and Leadership

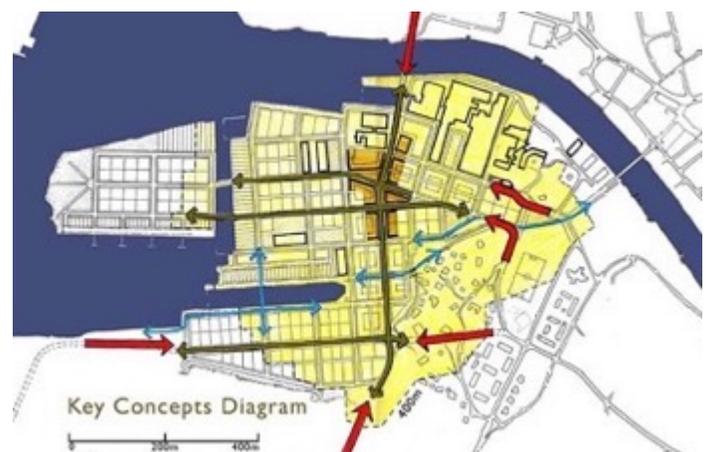


THE PROJECT DIAGNOSTIC

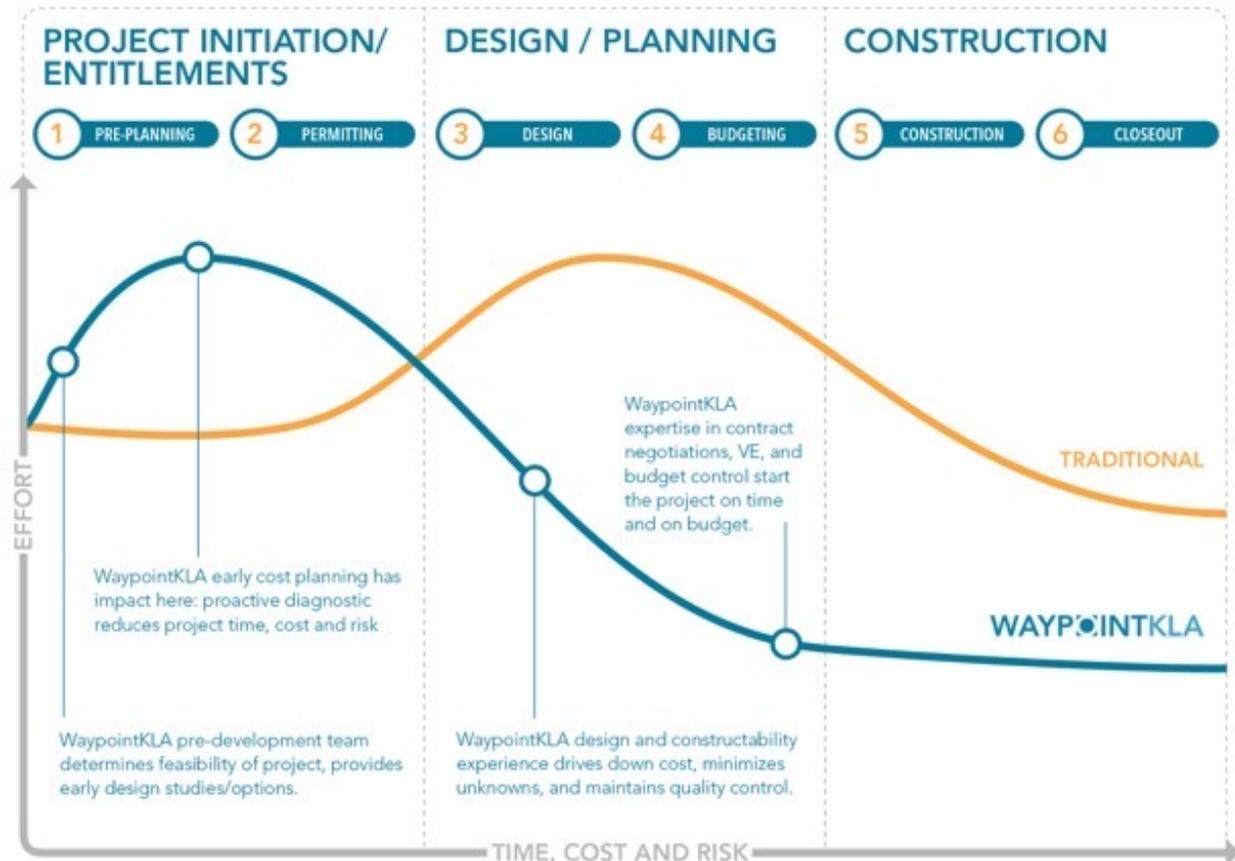
From the earliest stages of our project involvement, we collaborate with our clients to complete a comprehensive review known as the Project Diagnostic. This rigorous analysis closely examines a range of different considerations that might influence a project's design, schedule, total cost, or viability. Examining these factors before our work begins gives our team the information and insight it needs to ensure project success. It is a crucial first step that will impact the entire project plan, and sets the stage for an open, honest, collaborative working process with our clients.

Factors examined vary by project, but often include:

- | | |
|-----------------|------------------------|
| Abutters | Budget |
| Special permits | Schedule |
| Utilities | Mechanical systems |
| Zoning | Lighting |
| Site impacts | Boards and commissions |



COST PLANNING FROM THE START



Cost planning is an essential part of our process. The volatile market and overall state of the economy require that we take aggressive action in developing and monitoring project costs. During the pre-development phase a projection of overall project costs is prepared which is based on the client's proforma and project programming objectives. Our cost analysis focuses not only construction but also "soft costs" that are directly attributed to the project including FF&E, fees, back charges and appropriate contingencies to cover the design to cover design and program variables, escalation of costs due to market conditions and probable unknowns.

WaypointKLA recommends that estimates of probable construction cost be developed at major milestones of each project. Such estimates may be done by independent estimators working for WaypointKLA, the CM working on the project or both.

We have found that a process of milestone estimates, reconciliation of estimates, and setting contingencies to match a job's definition and progress all work toward assuring the greatest value for the resources spent. This leads to a design solution and finished project that reflects our client's budget and goals.

PRINCIPALS

Jim Mitrano

Jim has over 30 years of construction management and project management experience on a wide variety of commercial, industrial, municipal, housing and retail projects throughout the United States. He has served as Senior Project Manager for various general contractors including Shawmut Design and Construction, Metric Construction, Charlesgate Construction and Aberthaw Construction where he assumed responsibility for turnkey delivery of complex projects. Jim served as Vice President of Operations for Charlesgate, a rapidly growing general contractor whose focus was commercial and government based projects. There, he implemented and refined the framework for cost control and management systems to accommodate increasing volume. Jim's focus is on process management, including project planning and scheduling, budgeting and estimating, field supervision, subcontractor relations, cost claims analysis and ongoing issue resolution. As a principal at Waypoint, Jim works closely with owners and contractors to implement and refine cost control and management systems to successfully manage multi-project programs. Jim holds a Masters Degree in Civil Engineering/Construction Management from Worcester Polytechnic Institute and a Bachelor of Science degree in Civil Engineering from Wentworth Institute of Technology.



Ray Mitrano

Ray has been practicing architecture and project management for almost 30 years, managing a variety of client and building types including multi-unit housing, historic tax credit projects, institutional buildings, public projects, retail, and commercial office buildings. As a licensed architect, Ray has extensive experience in design/construction planning, value engineering, contract relations, project development/implementation, and consultant coordination. His primary focus over the past several years has been working with developers in strategically repositioning urban adaptive re-use projects and providing technical and administrative support throughout the construction process. Ray holds a Bachelor of Architecture degree from Wentworth Institute of Technology.

Jim Koningisor

Jim's diverse real estate experience spans over 40 years and includes office, retail, manufacturing, R & D, medical, institutional, hospitality, and multi-family properties. He specializes in permitting and development issues, including extensive experience with Comprehensive Permits in Massachusetts under MGL Chapter 40B. He also specializes in dispute resolution and contractual issues, with a deep understanding and working knowledge of AIA design and construction documents. Jim holds a Master's Degree in Construction Management from Massachusetts Institute of Technology, and a Bachelor's Degree in Civil and Environmental Engineering from Clarkson University. He has served as an expert panelist at the Harvard Graduate School of Design, and is known regionally as an expert in real estate development, permitting, and construction management.

Dave Luciano

Dave's construction experience includes direct supervision and management of many diverse projects including office buildings, schools, tenant fit-up, high-bay warehouses, libraries, manufacturing facilities, luxury condominiums, rental apartments, waste water treatment facilities, hotels, luxury homes and retail complexes. Dave's experience includes due diligence investigations, including multi-year capital assessments, for many successful acquisitions and renovations. Dave holds a Bachelor's of Science Degree in Civil and Environmental Engineering from Clarkson University. He has appeared as a featured speaker for the Associated General Contractors; he is known regionally for his experience in construction planning and scheduling, as well as his expertise in architectural concrete, wood frame, and masonry construction for both high rise and low rise applications.



TAI TUNG VILLAGE

BOSTON, MA

CLIENT

Beacon Communities, Boston, MA

ARCHITECT

Bruner/Cott & Associates, Cambridge, MA

GENERAL CONTRACTOR

TBD

- Senior Affordable Passive Housing
- 80-Unit, 6-Story
- Community Room, Fitness Center



MATTAPAN STATION

BOSTON, MA

CLIENT

Preservation of Affordable Housing, Boston, MA

ARCHITECT

The Architectural Team, Cambridge, MA

GENERAL CONTRACTOR

Dellbrook Construction, Quincy, MA

- 211,670 SF Affordable Passive Housing
- 134-Unit, 540 Parking Spaces, 10,000 SF First Floor Retail
- Community Space, PHIUS and LEED Certified



OLD COLONY APARTMENTS 3C

BOSTON, MA

CLIENT

Beacon Communities, Boston, MA

ARCHITECT

The Architectural Team, Cambridge, MA

GENERAL CONTRACTOR

Dimeo Construction, Boston, MA

- 51,372 SF Affordable Housing
- 55-Units, 4-Floors
- Common Area, Laundry, Bike Storage





OLD COLONY HOUSING - PHASE 1 SOUTH BOSTON, MA



CLIENT

Beacon Communities, Boston, MA

ARCHITECT

The Architectural Team, Cambridge, MA

GENERAL CONTRACTOR

Suffolk Construction, Boston, MA

- 147,536 SF 6-Story Mid-Rise Multi-Family Affordable
- 82-Unit, 34 Townhouses and Community Room
- Daycare, LEED Certified, Affordable Tax Credits



OLD COLONY HOUSING – PHASE 2A SOUTH BOSTON, MA



CLIENT

Beacon Communities, Boston, MA

ARCHITECT

The Architectural Team, Cambridge, MA

GENERAL CONTRACTOR

Suffolk Construction, Boston, MA

- 50,000 SF Multi-Family Affordable Housing
- 169-Units
- LEED Certified, Affordable Tax Credits



OLD COLONY HOUSING – PHASE 3A SOUTH BOSTON, MA



CLIENT

Beacon Communities, Boston, MA

ARCHITECT

The Architectural Team, Cambridge, MA

GENERAL CONTRACTOR

Cranshaw Construction, Newton, MA

- 157,000 SF Multi-Family Affordable Rentals
- 135-Units, 4-Story Wood Frame Ground-Up, Management Office
- LEED Silver Certified, Neighborhood Development, Courtyard



SERENITY APARTMENTS

BOSTON, MA

CLIENT

Cedar Valley Holdings - Longwood Group, Brookline MA

ARCHITECT

Prellwitz Chilinski Associates, Cambridge, MA

GENERAL CONTRACTOR

Suffolk Construction, Boston, MA

- 150,000 SF Multi-Family Affordable Housing
- 195-Unit High-Rise Apartment Tower
- 32-Larger Units in a Low-Rise Building



MONTAJE

SOMERVILLE, MA

CLIENT

Federal Realty Investment, Somerville, MA

ARCHITECT

Stantec, Boston, MA

GENERAL CONTRACTOR

Callahan Construction, Bridgewater, MA

- 768,000 SF High-Rise/Low-Rise Mixed-Use Development
- 447-Units, 7-Story Precast Garage
- 40,000 SF Ground Floor Retail, 2.7 Acres, New Construction



45 MARION STREET

BROOKLINE, MA

CLIENT

The Danesh Group, Brookline, MA

ARCHITECT

Cube3 Studio, Lawrence, MA

GENERAL CONTRACTOR

Cranshaw Construction, Newton, MA

- 66,235 SF Multi-Family Affordable/Market Rate Housing
- 65-Unit, 5-Story Open Shop, Ground Up Apartment Building
- 25-Space, 1 Floor Underground Covered Parking Garage



THE ABERDEEN

BRIGHTON, MA

CLIENT

Westbrook Properties, Boston, MA

ARCHITECT

Tise Design Associates, Newtonville, MA

GENERAL CONTRACTOR

Dellbrook Construction, Quincy, MA

- 49,769 SF Multi-Family Housing
- 40-Units, 80 Parking Spaces
- 2400 SF Retail, Lobby and Fitness Center



839 BEACON STREET

BOSTON, MA

CLIENT

Miner Realty, Boston, MA

ARCHITECT

Prellwitz Chilinski Associates, Cambridge MA

GENERAL CONTRACTOR

Kaplan Construction, Brookline, MA

- 57,000 SF Market Rate Rentals
- 45-Unit, 30 Parking Spaces
- Ground Floor Retail



455 HARVARD STREET

BROOKLINE, MA

CLIENT

The Danesh Group, C/O Allied Capital Properties, Boston, MA

ARCHITECT

Cube3 Studio, Lawrence, MA

GENERAL CONTRACTOR

Kaplan Construction, Brookline, MA

- 26,400 SF 17-Unit, Mixed-Use/Market
- 4-Story, 1, 2, & 3 Bedrooms, 12 Car On-Site Parking
- Open Kitchen/Living Areas, Retail on Ground Level



HARBOR PLACE

HAVERHILL, MA

CLIENT

Planning Office for Urban Affairs, Boston, MA

ARCHITECT

The Architectural Team, Chelsea, MA

GENERAL CONTRACTOR

Dellbrook Construction, Quincy, MA

- 175,000 SF Multi-Family Affordable Housing
- 80-Units, Waterfront Location on Merrimack River
- 57,000 SF Commercial and Common Space



ELIZABETH STONE HOUSE

ROXBURY, MA

CLIENT

Elizabeth Stone House, Roxbury, MA

ARCHITECT

The Narrow Gate, Boston, MA

GENERAL CONTRACTOR

Dellbrook Construction, Quincy MA

- 56,204 SF Affordable Housing
- 32-Units, Top Three Floors are Housing
- 21,600 SF Commercial/Preschool, First Level/Ground Floor



JACKSON SQUARE

JAMAICA PLAIN, MA

CLIENT

Mass Housing, Boston, MA

ARCHITECT

ADD, Boston, MA

GENERAL CONTRACTOR

Walsh Brothers Construction, Boston, MA

- 167,000 SF Multi-Family Affordable Industrial Renovation
- 103-Unit, Parking/Commercial Space
- LEED, Historic Mixed Use Transit Oriented Development



REPRESENTATIVE PROJECTS

ACADEMIC:

- Fintech Village, Hartford, CT, Campus Development Project
- Charles River School, Dover, MA, New Middle School
- Hebrew Newton Campus, Relocation, Newton, MA
- Hillel Student Center, Brown University, Providence, RI
- Mass Maritime Academy, Admirals Hall, Bourne, MA
- Mass Maritime Academy, Company 4 Dormitory, Bourne, MA
- Mass Maritime Academy, Companies 1-6 Dormitory Renovation, Bourne, MA
- Mass Maritime Academy, Dining Hall Expansion, Bourne, MA
- Mass Maritime Academy, Upgrades to Wastewater Treatment Facility, Bourne, MA
- MSCBA MMA Food Service Addition, Buzzards Bay, MA, Kitchen Building Expansion
- Self Help Head-Start School, Brockton, MA
- Solomon Schechter Day School, Newton, MA
- St. Mary's High School, Lynn, MA
- St. Michael's Country Day School, Newport, RI
- Temple Tiferet Shalom, Renovations
- THOM Infant and Toddler Services Center, Westfield, MA
- Worcester State College, Chandler Village, Worcester, MA
- Worcester State College, Dowden Hall, Worcester, MA

HOUSING:

- 12 Roxanna Street, Framingham, MA
- 16-18 Eliot Street, Cambridge, MA, 11,935 SF, 12,262 SF Retail
- 30 Thorn Street, Boston, MA 38,760 SF, 45-Units
- 40A Gerry Road Apartments, Brookline, MA
- 40b Puddingstone Apartments
- 41 LaGrange Street, Boston, MA
- 45 Marion Street, Brookline, MA 66,235 SF, Market Rate
- 48 Boylston Street, Boston, MA, 40,535 SF, Mixed Use
- 66 So. 6th Street, Columbus, OH
- 72 Burbank Street, Boston, MA
- 89 Brighton Ave, Allston, MA, 130-Units
- 111 Elm Street, Newton, MA, Mixed-Use
- 140 Clarendon Street, Boston, MA
- 170 W. Broadway, Boston, MA, 65,290 SF, Luxury Condos
- 225 Center Street, Boston, MA, 100-Unit Market/Affordable Rental
- 233 Hancock Street, Dorchester, MA, Mixed-Use
- 300 State Street, New Haven, CT
- 370 Harvard Street, Brookline, MA 32,5000 SF, 62-Units
- 455 Harvard Street, Brookline, MA, 26,400 SF, Mixed-Use
- 501 Dorchester Ave. Boston, MA, Mixed-Use, 40,000 SF, Retail
- 599 & 607-627 Columbus Ave, Boston, MA
- 700 Harrison Ave. Condominiums, Boston, MA, 84-Units, Retail
- 742 Chapel Street, New Haven, CT
- 808 Memorial Drive,, Cambridge, MA
- 839 Beacon Street, Boston, MA, 49,000 SF Multi-Family Affordable
- 1035 River Street, Boston, MA, 14-Unit, Ground-Up
- 1202 Commonwealth Ave, Allston, MA, 61-Units
- 2072 Mass Ave., Cambridge, MA
- Abington Commons, Abington, MA, 192-Units
- Ames Shovel Works, Easton, MA, 119-Units
- Amherst Mill, Amherst, MA, 140,000 SF, Market Rate
- Anderson Park Apartments, Boston, MA, 35,000 SF, 64-Units
- Arch Apartments, Boston, MA 77-Units, Occupied Rehab

HOUSING: (CONT')

- Assisted/Independent Living Facility, Winchester, MA, Renovation
- Autumn Glen at Dartmouth, Dartmouth, MA, Phase I, 20,000 SF Dementia Care Facility Addition to Existing 60-Unit Assisted Living Facility.
- Autumn Glen at Dartmouth, Dartmouth, MA, Phase II, New Ground-Up 52-Unit Independent Care Facility in Design.
- Avita Hanover: Hanover, MA, 48,000 SF, 65-Unit Dementia Care Assisted Living Facility
- Aviv Centers for Living, Peabody, MA, 80-Unit Assisted Living Facility, New Construction
- Bancroft Dixwell Apts, Roxbury, MA 78-Units
- Barrington Cove Apartments, Barrington, RI, 60-Unit Historic Restoration.
- Bayou Crossing Apartments, Tampa, FL, 290-Units
- Baystate Place, Springfield, MA, 224,000 SF, 346-Units
- Beacon House Square Apartments, Baltimore, MD
- Bear Hill Apartments, Waltham, MA, 324-Units
- Beechwood Apartments, Narragansett, RI
- Brisas Del Mar, Miami, FL, 256-Units, 14-Story High-Rise
- Briscoe School Apartments, Beverly, MA
- Brooke Avenue Apartments, Boston, MA, 56-Units
- Burbank Gardens, Boston, MA, 32,780 SF, Multi-Family Housing
- Cambridge Oxford Apartments, New Haven, CT, 85-Units
- Camden Apartments, Boston, MA
- Carriage House, Wayland, MA, 60-Unit Assisted Living Facility, 29-Memory Care Units.
- Carter School, Leominster, MA, 39-Unit, Historic, Adaptive Use
- Cathedral Townhouses, Jacksonville, FL
- Cedar Forest Apartments, Tampa, FL, 200-Units
- Cefalo Memorial Complex, Melrose, MA,
- Charleston Place, Holly Hill, FL, 216-Units
- Chestnut Farm, Raynham, MA, 240-Units
- Chestnut Hill Ave Apartments, 61-Units, Brighton, MA
- Cimarron Apartments, Seabrook, NH, 388-Units
- Club at Sugar Mill, Port Orange, FL, 168-Units
- Coleman House Apartments, Newton
- Coral Place, Miami, MA, 100-Units, 13-Story High Rise
- Cortes Street, Boston, MA, 15,000 SF
- Cote Village, Mattapan, MA
- Creekside Apartments, Chattanooga, TN
- Crossings at Indian Run, Stuart, FL, 344-Units
- Dorado, Yonkers, NY, 89-Units Affordable, Occupied Rehab
- Edith Johnson Towers, New Haven CT
- Emerald Terrace, Miami, FL, 124-Units, 13-Story High Rise
- Flagler Crossing, West Palm Beach, FL, 154-Units
- Fountain Hill Condominiums, Roxbury, MA, 50-Unit Condos
- Franklin Commons, Franklin, MA, 108-Units
- Franklin Manor, Columbus, OH
- Frost Terrace, Cambridge, MA, 43-Units, Ground-Up
- Genesis House, Brighton, MA, Occupied Rehab
- Greene Hill Estates, Springfield, VA, 20-Townhouse Buildings
- Golda Meir Apartments Expansion, Newton
- Hanover Kennedy Building, Hanover, MA, 58,375 SF
- Harbor Place, Haverhill, MA, 54-Unit, Market Rate
- Harris Music Loft, West Palm Beach, FL, 34-Units & Retail
- Health Center Development and Construction, Framingham, MA, New Construction
- Health Centers, Four Health Centers in New England, New Construction and Renovation

REPRESENTATIVE PROJECTS

HOUSING: (CONT')

- Hearth at Four Corners, Dorchester, MA , Mixed-Use
- Hedgewood Apartments, Norwich, CT, 100-Units
- Heritage at Green Cay, Palm Beach, FL
- Highpoint Towers, Erie, PA
- Hospital Expansion, Milton, MA
- Hospice Facility, Danvers, MA, KLA
- Island Creek Village, Duxbury, MA, 80-Units
- Jewish Rehabilitation Center for the Aged of the North Shore, Swampscott, MA, Nursing Home Renovation and Expansion
- Kingswood Apartments, Willimantic, CT, 110-Units
- Kings View Estates, Fresno, CA, 120-Units
- Kings View Manor, Fresno, CA, 100-Units
- Lafayette Plaza, Miami, FL, 146-Units, 16-Story High Rise
- Lafayette Square, Miami, FL, 160-Units, 19-Story High Rise
- Landing 53, Braintree, MA, 98,940 SF, Mixed-Use
- Laurentide at Mashpee Commons, Mashpee, MA, 70-Apartments, State-of-the-Art, New Construction Assisted Living
- Lee Fort. Terrace Apartments, Salem, MA
- Lenox Apartments, Boston, MA
- Lionhead Apartments, Dorchester, MA, 85,265 SF, Townhouses
- Lippett Mill Apartments, West Warwick, RI
- Longhorne Pavilion Apartments, Palmdale, CA, 304-Units
- Lydia Square Apartments, Rockland, MA, 44-Units
- Lynn Artist Lofts, Lynn, MA, 31-Units
- Mandela, Boston, MA, 286-Units Affordable, Occupied Rehab
- Mattapan Heights, Boston, MA, 133-Units, Market-Rate
- Mattapan Station, Affordable Housing, Boston, MA
- McElwain School, Bridgewater, MA
- Miami River Apartments, Miami, FL, 212-Units, 14-Story
- Mid City Towers, Erie, PA
- Montaje, Somerville, MA, 768,000 SF High-Rise/Low-Rise
- Montgomery Mill, Windsor Locks, CT, Historic
- Morton Station Village, Boston, MA
- Nantucket Bay Apartments, Tampa, FL, 180-Units
- Negley Residences, Pittsburgh, PA
- Newport Landing Village, Tampa, FL, 122-Units
- New York Housing Authority, New York, NY. 2600-Units & 1700-Units
- Nineteen Father Gilday St Condominiums, Boston, MA, 8-Units
- Ninth Square Apartments, 72-Units, Multi-Family Affordable
- Northbridge, Burlington, VT
- Northbridge Pinehills, Plymouth, MA, 90-Unit Assisted Living
- North Stoughton Village Apartments
- Facility, 29-Memory Care Units.
- North Square at the Mill District, Amherst, MA, 140-Units
- Oasis Club Apartments, Orlando, FL, 220-Units
- Ocean Shore Condominiums, Marshfield, MA, 90-Units
- Old Colony Housing, Phase I, South Boston, MA, 116-Units
- Old Colony Housing, Phase II, South Boston, MA, 127-Units
- Oxford Land, Providence, RI
- Palmer Green, Palmer, MA, 135,000 SF
- Parkside Village, Brandord, MA
- Patriots Home, Boston, MA, 21,228 SF
- Port Landing, Cambridge, MA, 31,100 SF
- Quail Run Apartments, Stoughton, MA, 132-Units
- Redstone Gardens, Bristol, CT, 132-Units

HOUSING: (CONT')

- Residences at Birmingham Condos, Brighton, MA, 118,000 SF
- Residences off Baker, West Roxbury, MA
- Repton Place Condominiums, Watertown, MA, 385-Units
- Richford Arms, Erie, PA
- Rose Harbor, Tampa, FL, 240-Units
- Rosemary Apartments, West Palm Beach, FL, 53-Units
- Sargent Pond & Roadway Rehab, Brookline, MA
- Senior Residences of the Machon, Swampscott, MA
- Senior Residences of South Brookline, Brookline, MA
- Serenity Apartments, Boston, MA, 150,000 SF
- Sherburne Commons, Nantucket, MA, 50,000 SF, 62-Units
- Silver Pond Apartments, Wallingford, CT, 160-Units
- Sleeping Giant Apartments, Vernon, CT, 106-Units
- Solemar West, South Dartmouth, MA
- Southford Park Apartments, Waterbury, CT, 212-Units
- Springbrook Commons Apartments, W. Palm Beach, FL, 144-Units
- Stafford Hill, Plymouth, MA
- Stanwood Street, Dorchester, MA
- St Stephens, Lynn, MA, 130-Unit Occupied Affordable Rehab
- Stonegate Assisted Living, Burlington, MA, 94,000 SF, 110-Unit
- Stone House, Roxbury, MA, 56,204 GSF, 21,600 SF Commercial
- Assisted Living Facility, 29-Memory Care Units.
- Stratton Hill Park Apartments, Worcester, MA, 156-Units, Affordable Housing, Occupied Rehab.
- Stroudwater Landing, Westbrook, ME, 71-Unit Memory Care, 114-Units Independent Living Facility
- Susse Chalet, Waltham, MA, Renovation
- Tai Tung Village, Boston, MA 80-Units
- Terrapin Ridge Housing Community, Sandwich, MA
- The Aberdeen, Boston, MA, 49,769 SF, Multi-Family Housing
- The Coolidge at Sudbury, Ph. 2, Sudbury, MA, 56-Units
- The Cordovan, Haverhill, MA, 146-Unit Historic Restoration
- The Eco, Allston, MA, 93,260 SF, Market Rate
- The Edge, Allston, MA, 83,500 SF, Market Rate
- The Element, Allston, MA, 99,649 SF, Luxury Apartments
- The Lofts Condominiums, Haverhill, MA, 32-Units Artists Lofts
- The Mariners Marblehead, Peabody, MA, Assisted Living
- The Preserve, Walpole, MA, 300-Units
- The Residence at Highland Glen, Westwood, MA
- The Residences of Ninth Square, New Haven, CT
- The Residences of South Brookline, Brookline, MA
- The Woodlands at Abington Station, Abington, MA
- Tuscan View, Miami, FL, 175-Units, 13-Story High Rise
- Uphams's Crossing/St. Kevin's, Dorchester, MA, 80,000 SF
- Vendome Condominium, Boston, MA, Three Renovation Projects
- Vilna Shul Capital Improvements, Boston, MA, Historic Renovation
- Vine Street Multi Family Development, Everett, MA
- Viva at Bridgewater, Bridgewater, MA, 300-Unit Rentals
- Walkover Commons, Brockton, MA, 80-Units
- Wayside Youth & Family Services, Framingham, MA, 60,000 SF, Youth Residential Campus
- Wilber School Apartments, Sharon, MA, 79-Units
- Williams Landing Apartments, Tampa, FL, 144-Units
- Willow Crest Apartments, Middletown, CT, 151-Units Health Center Development and Construction, Framingham, MA, New Construction

REPRESENTATIVE PROJECTS

COMMERCIAL:

- Willow Trace Apartments, Plainville, MA, 88-Units
- 4 Pond Park Road, Hingham, MA, 3-Floor, 123-Parking Spaces, Core & Shell Renovation
- 6-8 Bedford Road, Bedford, MA, Due Diligence, Purchase Negotiation, Capital Budgeting, Core and Shell Renovation, Tenant Fit-Up
- 133 Federal Street, Boston, MA, Due Diligence, Purchase
- Negotiations, Capital Budgeting, Core and Shell Renovation, Tenant Fit-Up
- 270 Bridge Street, Dedham, MA, 274,000 SF Commercial Renovation Project
- Bishop Street Facility, Framingham, MA, Relocation Development Project
- Bridgewater Office Building, Bridgewater, MA, 25,000 SF, 3-Story Brick Building, Parking, Health Club
- Charles River Speedway, Boston, MA, 22,000 SF Commercial
- Cold Storage Facility, South Boston, MA
- Corporate Administration Offices, Framingham, MA, Renovation
- Corporate Headquarters/Parking Garage Construction, Wakefield, MA, New Construction
- Corporate Headquarters, Mansfield, MA, Renovation
- Corporate Office Facility, Portland, ME, New Construction
- Corporate Sales Offices, New York, New Jersey, Boston
- Crosstown Center, Boston, MA: 250,000 SF, Medical Office Bldg. Four Winds, Fall River, MA
- Framingham Community Center, Framingham, MA, Renovations, Sports Facility, Indoor Pool, Childcare Center
- HVD Community Center
- Independence Wharf, Boston, MA, 350,000 SF Class High-Rise Office Building on Boston's Fort Point Channel.
- Motor Mart Garage, Boston, MA, Historical Renovation, 50,000 SF of First-Class Retail and Restaurant Space.
- Oak Grove Club House, Renovations, Melrose, MA
- The Linx, Watertown, MA, 185,000 SF Office Building Complex
- Two Charlesgate West, Boston, MA, Renovation
- Windsor Village Clubhouse Fitness, Waltham, MA

PUBLIC SECTOR:

- Airport Terminal, Worcester, MA, New Construction
- Deaconess Concord Water Treatment Facility, Concord, MA, New Water Treatment and Pumping Facility for the Town of Concord.
- Library, Weston, MA, New Construction
- Neponset Water Treatment Facility-01, Canton, MA, New Water Treatment and Pumping Facility for the Town of Canton.
- North Chelmsford Water Treatment Facility, Chelmsford, MA, New Water Treatment and Pumping Facility for the Town of Chelmsford, MA

RETAIL:

- Allen Edmonds Corporation, Various Locations
- Amherst Plaza, Amherst NH
- Boston Wax Museum, Boston, MA
- Brooklyn Jazz Restaurant, Newark, NJ

RETAIL:(CONT')

- Coolidge Corner Theater, Brookline, MA
- Finale Dessert Restaurant, Boston, MA
- Hermes of Paris, Boston, MA
- J Fitness Center, Providence, RI
- Levi Strauss & Co., Various Locations
- LL Bean, Orange, CT
- Marche Restaurant, Boston, MA
- Panera Bread, Various Locations
- Slidell Shops, Slidell, LA
- Tedeschi Food Shops, Various Locations
- The Weston Golf Club, Weston, MA
- Under Armour, Various Locations
- Whole Foods Markets, Jacksonville FL, West Palm, FL

HOSPITALITY:

- Brookline Hotel, Brookline, MA
- Colonnade Hotel, Boston, MA
- Courtyard by Marriott, Waltham, MA, 72,000 SF, 5-Story
- Hampton Inn Arsenal Yard, Watertown, MA, 37,325 SF Hotel Expansion
- Hilton Garden Inn, Brookline, MA
- Hilton Homewood Suites, South Bay, Boston, MA
- Holiday Inn Express, Boston, MA
- Homewood Suites, Arlington, MA, 22,000 SF Hotel Expansion
- Hyatt Place, Needham, MA
- Inn at Longwood, Boston, MA
- Marriott AC, Glastonbury, CT
- Marriott Residence Inn, Watertown, MA, 150-Room
- The Colonnade Hotel, Boston, MA
- Viva at Bridgewater, Bridgewater, MA

HEALTHCARE:

- Brockton Community Health Center
- Madison Center Mental Health Hospital, South Bend, IN
- Milford Regional Medical Center, Milford, MA
- Revolution Labs, Lexington, MA
- The Philip T. and Susan M. Ragon Institute of MGH, MIT and Harvard Basic Services, Phase 1, 2A, and 2B
- Wayside Youth and Family Services, Framingham, MA
- Worcester Triage and Assessment Facility, Worcester, MA

HOUSING:

- 2Life Communities
- Abrams Management
- Aceto, Bonner & Prager, PC
- Anderson Park Apartments
- Beacon Communities
- BlackRock Real Estate
- BlueHub Capital
- Blue Sky Communities
- B'nai B'rith Housing
- Capstone Communities
- Caritas Communities
- Cathexis - SunCal
- Chartwell Holdings
- Eden Properties
- Elizabeth Stone House
- Elm Trust
- Equity Resource Investments
- Essex Junction Senior Housing
- Federal Realty
- Fenway CDC
- Forest Properties Management
- Greater Boston Properties
- Grossman Companies
- Housing Trust Group
- Jewish Community Housing for the Elderly
- Longwood Group
- Mayo Group
- Miner Realty
- Newgate Housing
- NewVue Communities
- NGP Management
- Northbridge Communities
- Oxbow Urban
- Planning Office For Urban Affairs
- Preservation of Affordable Housing
- Residence of Birmingham Condominiums
- Sargent Road Trust
- Second and Vine
- South Middlesex Non-Profit Housing Corp
- The Danesh Group
- The Mount Vernon Group
- Torrington Properties
- Trinity Financial
- Urban Edge
- Westbrook Partners

COMMERCIAL:

- A.W. Perry, Inc.
- Affirmative Investments
- Architectural Heritage Foundation
- Boston Community Capital
- Equity Resource Investments
- GID
- Hearth
- Historic Speedway
- Marwick Associates
- Parsons Commercial Group

COMMERCIAL (CON'T)

- Rhode Island Convention Center
- Trans National Group
- Worcester Art Museum

ACADEMIC/CULTURAL:

- Brown Hillel - Brown University
- Congregation Kehillath Israel
- Hebrew College
- Ideanomics
- Jewish Community Center of Rhode Island
- Mass State College Building Authority
- Massachusetts Institute of Technology
- Needham Bank
- Self Help, Inc.
- Solomon Schechter Day School
- St Mary's High School – Lynn
- Temple Tiferet Shalom
- Vilna Shul

HOSPITALITY:

- Becker & Frondorf
- Boylston Properties
- Claremont Companies
- Jiten Hotel Management
- Park Lodge Hotel Group
- The Druker Company
- University Club of Boston
- Westbrook Properties

RETAIL/RESTAURANT:

- Allen Edmonds
- Boston Wax Museum
- Clarke Kitchen and Design Showroom
- Coolidge Corner Theater
- Finale Deserts
- H&M
- L.L. Bean
- Levi Strauss & Co.
- Panera Bread
- Sherman Plaza
- Tedeschi Food Shops, Inc.
- Under Armour
- Vicente Supermarket Corp
- Weston Golf Club
- Whole Foods Market

HEALTHCARE:

- Chelsea Jewish Foundation
- Coastal Streets
- Corcoran Jennison Companies
- Kalandavis, Inc.
- Milford Regional Medical Center
- Northbridge Companies
- Partners Healthcare
- Revolution Labs Owner
- Thom Child & Family Services
- Wayside Youth & Family Services

SURVEY:
Bryant Associates

FIRM PROFILE | SURVEY

Founded in 1976, Bryant Associates, Inc. (Bryant) is a professional consulting firm that provides civil, structural and traffic engineering, water resources, construction management and surveying services to public and private clients throughout the Northeast, Midwest and Mid-Atlantic regions.

Bryant is a minority and disadvantaged business enterprise (MBE/DBE) certified by various states, government agencies, counties, cities and towns. Our public sector clients include local, state and federal environmental management agencies, facility management agencies, housing authorities, parks and recreation departments, public works agencies, municipalities and transportation agencies. Our private sector clients include architects, contractors, developers, engineering firms, corporations and institutions.

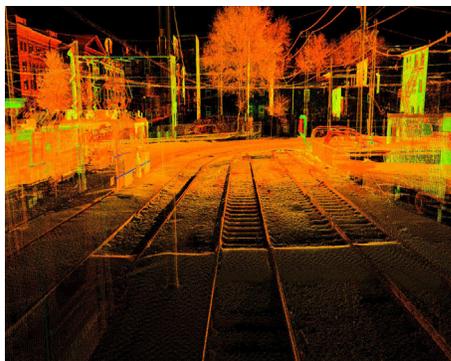
For over four decades, Bryant has been providing surveying services for a wide range of site/civil, transportation and structural engineering projects, including the preparation of topographic plans with utilities and property surveys. Bryant is also capable of performing surveys, as outlined below.

Survey

- 3D Laser Scanning
- Aerial Photogrammetry
- Airport Runway Surveys
- ALTA Surveys
- As-Built Surveys
- Construction Layout
- Control/Location Surveys
- Environmental/Hazmat
- Expert Testimony
- GIS Data Capture
- Global Positioning Systems
- Bathymetric
- Interior and Exterior Building Survey
- Property Line/Right-of-Way
- Rail Survey
- Settlement/Monitoring
- Topographic and Utility Surveys
- Wetlands and Resource Surveys

Clients choose Bryant because of our commitment to quality, our knowledge of their needs, standards and constraints, and our proficient and thoughtful professional team of Professional Land Surveyors and skilled and creative technical staff, who perform their work utilizing the latest software, including AutoCAD® Civil 3D®. Our professional staff is complemented by our seasoned field crews who have experience working on active highways, roads, subways, railroads and terminals, have attended agency and OSHA safety courses and are certified in Confined Space Entry using in-house equipment. Our field crews are equipped with total station instruments with data collectors and GPS equipment, which are routinely maintained and calibrated.

We regularly work both as a prime and subconsultant and often collaborate with professional peers and organizations that complement our skills and experience, to build teams with diverse capabilities. We are quality driven and our leadership team is accessible, involved and available.



Locations

NORTHEAST

Boston, MA (headquarters)
Lincoln, RI
Rocky Hill, CT

MID-ATLANTIC

Landover, MD
Baltimore, MD

MIDWEST

Louisville, KY

Capabilities

Civil/Site Engineering
Construction Management
Structural Engineering
Water Resources Engineering
Survey & Mapping
Transportation & Traffic Engineering
Permitting

Executives

Jeffrey C. Bryant, PE
Chief Executive Officer
(617) 603-2372
jcbryant@bryant-engrs.com

Gary J. Hamilton, PLS
Corporate Director of Survey
(617) 603-2364
ghamilton@bryant-engrs.com

Certifications

Minority & Disadvantaged
Business Enterprise

DBE in 237110, 541990,
236220, 541330, 237310,
237990 and 541370

CRAIG A. VANCURA, PLS, EIT

SENIOR PROJECT SURVEYOR



Mr. Vancura has been with Bryant for over two decades and has 35 years of industry experience. He contributes his broad-base of technical, legal and logistical expertise to managing all aspects of complex surveying projects. Mr. Vancura's responsibilities include overseeing boundary, topographic and hydrographic surveys; geodetic and photogrammetric projects; as well as GPS and construction layout services. He is trained and equipped with state-of-the-art equipment, software and GPS.

Relevant Projects

Boston Housing Authority 125 Amory Street | Boston, MA

Provided existing conditions, utility, and property surveys for the construction of a new police station. Provided full topographic and utility survey for an addition to an elder services office building. Also provided construction layout which included the parcel of land surrounding the office building.

Cambridge Housing Authority House Doctor, Task Order 100 | Cambridge, MA

Senior Project Surveyor responsible for ALTA and existing conditions survey at Russell Apartments. The surveys performed were in support of the Cambridge Housing Authority's plan to undergo selective modernization work.

2419 Mass Ave & 19-29 Camp Street | Cambridge, MA

Prepared a subdivision and update plan to reflect improvements of Camp Street.

BRA Charlestown Parcel #0201701020, Medford Street | Charlestown, MA

Senior Project Surveyor responsible property line plan survey of Parcel #0201701020 located next to 320 Medford Street.

BRA Parcel X-26-1 Field Staking | Boston, MA

Senior Project Surveyor oversaw the field crews conducting bound survey of the southwesterly property line; completed calculations.

Dudley Square Redevelopment | Boston, MA

Performed an existing conditions field survey with base mapping, utility research, and records research for the redevelopment of Dudley Square, which included improvements to streetscapes, ADA compliance, and new roadway design.

BPDA Parking Garage Extension | Boston, MA

Working as a subconsultant for the Boston Planning & Development Agency, Mr. Vancura performed a survey for property line, topography, utilities and garage floor elevations; also research property line and research utilities.

House Doctor Consultant Services, FY2016-2019 | Boston, MA

Senior Project Surveyor performed survey and mapping services including topographic, property and site surveying on a work order basis. Survey included certifiable property and/or site survey and topographic survey.

Encore Resort Casino Offsite Mitigation Survey | Revere and Medford, MA

Provided survey for the design of off-site transportation improvements to Route 16 in Medford for five intersections. Improvements were made to accommodate the construction of a nearby casino and hotel complex and will help reduce accidents and maintain capacity on the newly improved roadway and sidewalk surfaces.

DCR Melnea Cass Recreation Center | Roxbury, MA

Provided survey and base plan and prepared as-built drawings for the conversion of an old skating rink into a year-round indoor recreational facility.

Education

BS, Civil Engineering,
Pennsylvania State University, 1984

Professional Registrations

Professional Land Surveyor:
Massachusetts #36127

Training

OSHA 10-hour Construction Safety
and Health

Mass Coastal Railroad RWP

MassDOT Keolis RWP

MBTA ROW

GPS For Land Surveyors Seminar

GPS Software and Hardware
Training

Land Court Panel & Review Seminar

Loss Prevention/Risk Management
Seminar

MassHighway Law & ANR Approval
Issues Seminar

Professional Liability Seminar

Memberships & Affiliations

Massachusetts Association of Land
Surveyors and Civil Engineers

DEVELOPMENT CONSULTANT:
Schwarzschild
Consulting, LLC

Schwarzschild Consulting LLC

Nina Schwarzschild, Real Estate Development Consultant

150 Upland Road, Cambridge, Massachusetts 02140

617-945-3222 (t) 617-945-3221 (f) 617-947-0587 (c)

nina@nschwarzschild.com

Description

Nina Schwarzschild, Principal of Schwarzschild Consulting provides real estate development consulting services, with a focus on development advising and development project management for private for-profit developers and non-profit developers in the development of affordable and mixed-income condominiums, rental apartments and mixed-use real estate projects and community and children's centers.

Services

- Negotiate site acquisitions, coordinate land assembly, and manage land and building use approvals for all permitting and zoning.
- Structure and secure financing, including investment partnerships, private debt, and public loans and grants.
- Direct physical planning and building design.
- Oversee building, site and infrastructure construction.
- Coordinate marketing, leasing and sales, and property management.
- Lead development teams including design and construction, finance, property management, and marketing.

Partial Client List

- Inquilinos Boricuas en Accion (IBA), Boston, MA
- Madison Park Development Corporation, Boston, MA
- Hebrew SeniorLife, Inc., Boston, MA
- Nuestra Comunidad Development Corporation, Boston, MA
- Urban Edge Housing Corporation, Boston, MA
- Planning Office for Urban Affairs, Boston, MA
- North Shore Community Development Coalition, Salem, MA
- Mitchell Properties LLC, Boston, MA
- Maloney Properties, Inc., Wellesley, MA
- The Community Builders, Boston, MA
- YWCA of Greater Lawrence, Inc., Lawrence, MA
- Stow Community Housing Corporation, Stow, MA

Education

- 1988-1990, Harvard Graduate School of Business Administration, Boston, MA. Awarded Master's in Business Administration degree. Concentrated in Real Estate.
- 1977-1982, Harvard-Radcliffe Colleges, Cambridge, MA. Awarded Bachelor of Arts in American History. Honors included: Dean's List, National Merit Scholar, Connecticut State Scholar.

Employment

- 2000-present, Schwarzschild Consulting LLC, Cambridge, MA. Real Estate Development Consultant-Principal. Provide real estate development consulting services, with a focus on development project management for private for-profit developers and non-profit developers in the development of community and children's centers, affordable and mixed-income condominiums, rental apartments and mixed-use real estate projects.
- 1998-2000, Beacon Residential Properties and Beacon/Corcoran Jennison Partners, Boston, MA. Development Director. Directed \$65 million development of HOPE VI master-planned residential community of rental units and homes for sale, totaling 420 units.
- 1993-1997, The Community Builders, Boston, MA. Project Manager. Managed the development of a \$30 million, 200+ unit HOPE VI master-planned community. Directed the redevelopment of nine rental apartment complexes totaling 1,200 units, including building acquisitions, financing, design, and rehabilitation.
- 1990-1992, TCW Realty Advisors, Boston, MA. Associate. Evaluated commercial properties as potential investments and recommended acquisitions for public and private pension funds.
- 1986-1988, Allston Brighton Community Development Corporation, Boston, MA. Executive Director. Managed \$3 million redevelopment of a 34-unit mixed-income apartment building and initial phase of \$13 million resident acquisition of a 235-unit apartment complex in 10 buildings.
- 1984-1986, City of Boston Neighborhood Development Agency, Boston, MA. Project Manager, Housing Division. Analyzed financial feasibility of renovation projects and negotiated financial terms with developers. Authorized loans totaling over \$4 million and arranged leveraging of \$35 million in private third-party financing for over 400 privately developed residential units.
- 1982-1984, Smith Barney, Harris Upham & Co., New York, NY. Financial Analyst. Contributed to underwriting of over \$8 billion in municipal bonds for state and local government housing finance and economic development finance agencies.

Nina Schwarzschild-Real Estate Development Consultant

Nina Schwarzschild has over 30 years of experience in real estate and community development in the Boston area, and since 2000, has worked as a real estate development consultant for non-profit and other developers in Massachusetts doing affordable or mixed-income housing projects. Prior to that, she worked at Beacon/Corcoran Jennison as Development Director (1998-2000); at The Community Builders as Project Manager (1993-1997); at TCW Realty Advisors as Associate (1990-1992); at Allston Brighton Community Development Corporation as Executive Director (1986-1988); and at the City of Boston's Neighborhood Development Agency as Project Manager (1984-1986). Ms. Schwarzschild received her bachelor's degree in History from Harvard-Radcliffe Colleges and a Master's in Business Administration (MBA) degree from Harvard Business School.

She has served as project manager or hands-on development consultant for dozens of projects that cover a wide range of sizes, types, financing sources (including LIHTC and other tax credits), and challenges. These include two large, mixed-finance HOPE VI projects: (1) the \$65 million, 420-unit master-planned redevelopment of the Elm Haven property in New Haven, CT, which she worked on while at Beacon/Corcoran Jennison; and (2) the \$30 million, 200+ unit Phase II of the Park DuValle HOPE VI in Louisville, KY, which she worked on while at The Community Builders. At TCB, she served as project manager for 9 other projects with a total of 1,200 rental units, managing building acquisition, financing, design, and renovation work.

As a consultant, her clients have included community development organizations (Madison Park Development Corporation, Urban Edge, North Shore CDC, Stow Community Housing Corporation, and IBA), other non-profits (The Community Builders, YWCA of Greater Lawrence), and for-profit housing organizations (Mitchell Properties, Maloney Properties), as well as extensive experience partnering with public housing authorities including Boston Housing Authority, New Haven, CT and Louisville, KY. Her services cover the full range of real estate project management activities, including team assembly and coordination, land assembly, permitting/zoning approvals, financial structuring, design management, construction oversight, and coordination of marketing and lease-up.

Schwarzschild has managed projects for multiple developers and owners. For example:

- *West Newton Rutland Apartments* (closed 2019 and in construction) with Inquilinos Boricuas en Accion, Inc.: 146 units, \$72.8 million, including 4% federal LIHTC, federal historic tax credits, state historic tax credits and HUD Rental Assistance Demonstration;
- *Cote Village* (closed 2019 and in construction) with Planning Office for Urban Affairs: 76 units, \$48.6 million, twinned 4% federal LIHTC and 9% federal LIHTC, multiple State of Massachusetts funding sources and City of Boston funding sources.
- *Smith House/DeWitt Community Center* (closed 2016, completed 2019) with Madison Park Development Corporation: 132 units, \$58.4 million, federal 4% LIHTC syndication, tax-exempt bonds.
- *Pilot Grove II* (2014) with Stow Community Housing Corporation: 30 units, \$10.2 million, including federal 9% LIHTC, State funding via HOME, Affordable Housing Trust, and Housing Stabilization Fund; 40B with heavy community review process; Energy Star Plus Indoor Air Package, energy-efficiency upgrades, use of healthy building materials;
- *Dudley Greenville Apartments* (2014) with Madison Park Development Corporation: 43 units, \$18.8 million, with federal 4% LIHTC, tax exempt bonds, State Affordable Housing Trust, City HOME and Neighborhood Housing Trust;
- *Madison Park IV* (2013) with Madison Park Development Corporation: 143 units, \$51.4 million, with federal 4% LIHTC and tax exempt bonds; community review with residents very involved in all

aspects of rehab planning; occupied rehab; energy-efficiency upgrades, including high-efficiency heating systems and high-performance insulation;

- *LBB Apartments* (2012) with Lena Park CDC and Urban Edge: moderate occupied rehab, 103 scattered-site units in Dorchester and Mattapan; federal 4% LIHTC and tax-exempt bonds;
- *West Fenway Elderly Apartments* (2012) with Fenway Community Development Corporation: 48 units, \$13.8 million, federal 4% LIHTC syndication, State and local HOME, tax exempt bonds; occupied rehab;
- *The Hayes at Railroad Square* (2011) in Haverhill, with Planning Office for Urban Affairs: 57 mixed-income units, \$20 million, federal and state historic tax credits, federal LIHTC, state and local funds.

LIST OF RELEVANT PROJECTS

Nina Schwarzschild

Nina Schwarzschild has extensive knowledge of the Massachusetts Qualification Plan, Federal and State Low Income Housing Tax Credits, and the various Massachusetts Department of Housing and Community Development funding programs. Schwarzschild has successfully consulted to numerous owners and developers in securing these critical resources for affordable and mixed-income residential projects and mixed-use projects. The team has successfully secured HUD approvals for multiple projects over the past several decades. SCLLC is working now on the new construction project Bartlett Station A in Boston and is engaged in coordinating design and construction issues with financial structuring. Schwarzschild has developed new construction projects for over 20 years starting with Park DuValle in Louisville, KY as the project director overseeing all aspects of this HOPE VI project.

Project Name/ Location/ Developer/Year Completed	Number of Units	Development Cost/Major Sources of Financing	SCLLC Role in Project Name of General Contractor Name of Architect	Project Type
Bartlett Station Building A Boston, Massachusetts Developer: Nuestra Comunidad Development Corporation and Windale Developers Closing projected 2020	60	\$35,560,000 Federal 4% LIHTC syndication and Federal 9% LIHTC syndication, Tax exempt and Taxable bonds, Massachusetts State Low Income Housing Tax Credits, City and State Subordinate Debt, MassHousing Workforce Funds	Development Consultant NEI General Contracting Davis Square Architects	New Construction, Affordable and Workforce Rental, Commercial
Cote Village Boston, Massachusetts Developer: Planning Office for Urban Affairs Closed 2019, In Construction	76	\$48,600,000 Federal 4% LIHTC syndication and Federal 9% LIHTC syndication, Tax exempt and Taxable bonds, Massachusetts State Low Income Housing Tax Credits, City and State Subordinate Debt, MassHousing Workforce Funds	Development Consultant Bilt-Rite Construction Davis Square Architects	New Construction, Mixed Income Rental
West Newton Rutland Apartments Boston, Massachusetts Developer: IBA-Inquilinos Boricuas en Acción, Inc. Closed 2019, In Construction	146	\$72,770,000 Federal 4% LIHTC syndication, Tax exempt bonds, Federal Historic Tax Credits, Massachusetts Historic Tax Credits	Development Consultant/Project Manager Bilt-Rite Construction	Affordable Rental, HUD Rental Assistance Demonstration, Preservation, Historic Preservation

			Davis Square Architects	
Victoria Apartments Boston, Massachusetts Developer: IBA-Inquilinos Boricuas en Acción, Inc. Closed 2019	190	\$50,000,000 HUD Risk Share/Treasury loan through Massachusetts Housing Partnership	Development Consultant/Project Manager	Affordable Rental, Preservation
Haynes House Boston, Massachusetts Developer: Madison Park Development Corporation Closed 2019, In Construction	131	\$58,570,000 Federal 4% LIHTC syndication, Tax exempt bonds, MassHousing Housing Opportunity Fund, DHCD Capital Improvement and Preservation Fund.	Development Consultant Dellbrook JKS Davis Square Architects	Affordable Rental 13A Preservation
Viviendas Apartments Boston, Massachusetts Developer: IBA-Inquilinos Boricuas en Acción, Inc. Closed 2017, Completed 2018	181	\$56,100,000 HUD Risk Share/Treasury loan through MassHousing	Development Consultant/Project Manager NEI General Contracting Davis Square Architects	Affordable Rental, Preservation
Cohen Residences Brookline, Massachusetts Developer: Hebrew SeniorLife, Inc. Closed 2017, Completed 2019	98	\$50,572,000 Federal 4% LIHTC syndication, Tax exempt bonds	Development Consultant/Project Manager Knollmeyer Building Corp. Davis Square Architects	Affordable Rental, Senior, Preservation
Smith House/DeWitt Community Center Boston, Massachusetts Developer: Madison Park Development Corporation Closed 2016, Completed 2019	132	\$58,400,000 Federal 4% LIHTC syndication, Tax exempt bonds	Development Consultant Dellbrook JKS and Landmark Structures Icon Architecture and Stull and Lee	Affordable Rental, Senior Community Center, Preservation of Residential, New Construction of Community Center
Pilot Grove Apartments II Stow, Massachusetts Developer: Stow Community	30	\$10,200,000 Federal 9% LIHTC syndication, State HOME, State Affordable Housing Trust,	Development Consultant/Project Manager	Affordable Rental, Production

Housing Corporation Completed: 2014		State Housing Stabilization Fund, Town Community Preservation Funds	NEI General Contracting The Architectural Team	
Dudley Greenville Apartments Boston, Massachusetts Developer: Madison Park Development Corporation Completed: 2014	43	\$18,800,000 Federal 4% LIHTC syndication, Tax exempt bonds, State Affordable Housing Trust Fund, City HOME and Neighborhood Housing Trust	Development Consultant Landmark Structures The Narrow Gate	Affordable Rental, Production
Madison Park IV Boston, Massachusetts Developer: Madison Park Development Corporation Completed 2013	143	\$51,391,000 Federal 4% LIHTC syndication, Tax exempt bonds	Development Consultant Dellbrook JKS Elton + Hampton Architects	Affordable Rental, Preservation
LBB Housing Boston, Massachusetts Developer: Lena Park Community Development Corporation Completed 2013	103	\$20,102,000 Federal 4% LIHTC syndication, Tax exempt bonds	Development Consultant/Project Manager NEI General Contracting Eisenberg Haven Architects	Affordable Rental, Preservation
West Fenway Elderly Apartments Boston, Massachusetts Developer: Fenway Community Development Corporation Completed 2012	48	\$13,800,000 Federal LIHTC syndication, State HOME, Local HOME, Tax exempt bonds	Development Consultant Vertec Corp. Davis Square Architects	Affordable Rental, Senior, Preservation
The Hayes at Railroad Square Haverhill, Massachusetts Developer: Planning Office for Urban Affairs	57	\$20,100,000 Federal and State Historic Tax Credits, Federal LIHTC syndication, State HOME, Local HOME, State Affordable Housing Trust Fund, State Housing Stabilization	Development Consultant/Project Manager Dellbrook	Mixed Income Rental, Historic, Production

Completed 2011		Fund, State Community Based Housing	The Architectural Team	
The Coolidge Watertown, Massachusetts Developer: Mitchell Properties LLC Completed 2009	38	\$15,000,000 Tax exempt bonds, LIHTC syndication, State HOME, Local HOME, MassHousing Priority Development Fund, State Affordable Housing Trust Fund	Development Consultant/Project Manager CWC Builders The Architectural Team	Affordable Rental, Senior, Historic, Production
700 Harrison Avenue Boston, Massachusetts Developer: Mitchell Properties LLC Completed 2008	84	\$40,000,000 State HOME, Local HOME, State Affordable Housing Trust Fund, City of Boston Neighborhood Housing Trust, MassDevelopment, private mortgage financing	Development Consultant Payton Construction ADD Inc.	Mixed Income Homeownership, Production
YWCA Fina House Lawrence, Massachusetts Developer: YWCA of Greater Lawrence Completed 2005	24	\$5,400,000 9% LIHTC syndication, State HOME, Local HOME, State Housing Innovations Fund, HUD McKinney, Federal Home Loan Bank AHP, private mortgage financing	Development Consultant/Project Manager Eckman Construction Company Horne & Johnson Architects	Affordable Rental, New Construction
Plantation Apartments Stow, Massachusetts Developer: Stow Elderly Housing Corporation Completed 2005	50	\$6,100,000 Tax exempt bonds, LIHTC syndication, private mortgage financing	Development Consultant/Project Manager Quality Construction Horne & Johnson Architects	Affordable Rental, Preservation
Fortes House Boston, MA Developer: Inquilinos Boricuas	44	\$7,477,000 Tax exempt bonds, 4% LIHTC syndication.	Development Consultant/Project Manager	Affordable Rental, Senior, Preservation

en Acción Completed 2004			CWC Builders Davis Square Architects	
Highland Homes Boston, Massachusetts Developer: Madison Park Development Corporation Completed 2004	18	\$5,500,000 State Affordable Housing Trust Fund, City of Boston Leading the Way, Local HOME, MassDevelopment Brownfields, private mortgage financing	Development Consultant Knollmeyer Building Corp. Davis Square Architects	Affordable Homeownership, New Construction
Quimby Street Condominiums Watertown, Massachusetts Developer: Watertown Community Housing, Inc. Completed 2002	4	\$1,100,000 State HOME, Local HOME, Watertown Affordable Housing Trust, State Lead Funds, private mortgage financing	Development Consultant	Affordable Homeownership
Monterey Place New Haven, Connecticut Developer: Beacon Corcoran Jennison Partners Completed 2002	455	\$70,000,000 HUD HOPE VI, public housing capital funds, Federal Home Loan Bank AHP, LIHTC syndication, State Housing Finance Agency mortgage financing	Development Director for Developer Corcoran Jennison Fletcher-Thompson Inc.	Affordable Homeownership, Affordable and Market Rental
Park DuValle Louisville, Kentucky Developer: The Community Builders 1998	200	\$30,000,000 HUD HOPE VI, public housing capital funds, LIHTC syndication, private mortgage financing	Project Manager for Developer William Rawn Associates and Stull and Lee	Affordable Rental and Affordable Homeownership

LEED CONSULTANT: New Ecology

NEW ECOLOGY

WHO WE ARE

Founded in 1999, New Ecology, Inc. (NEI) is an innovative, nationally-recognized Green Building and Sustainable Design non-profit consulting firm. We work with our clients to develop and implement practical, cost-effective ways to reduce energy and water use, improve indoor air quality and occupant health, and make buildings more durable, resilient, and less costly to maintain.



NEI has greened over 158,000 units of housing and helped owners articulate and achieve their sustainability goals in settings including schools, day care centers, health care facilities, office buildings and community centers. The common thread among these projects is that they are better buildings—for owners, for residents, for the environment—because of NEI’s involvement.

WHAT WE DO

NEI’s services include:

- Integrated Green Design
 - Charrette Facilitation
 - Peer Review
 - Contractor Training and Field Inspections
 - Life Cycle Cost Analysis
- Audits and Analysis
- Green Building Certification
 - HERS Rating
 - Energy Star
 - LEED
 - Enterprise Green Communities
 - Passive House
 - NGBS Green Verifier
- Renewable Energy
- Energy Modeling
- Remote Monitoring and Optimization
- Rebates and Incentives
- Operations and Maintenance Planning and Training
- Owners Representative Services

"New Ecology has an amazing team of experts who optimize our systems by contributing to the efficient design of buildings, assisting with heating system upgrades, and applying for large energy rebate programs. We have worked with other energy consultants that are basically in the business to produce reports- New Ecology does much more than that- they are true partners in our efforts and go the extra mile to get it done right."

*~Frank Alvarez, Sr. Vice President,
Beacon Communities*



Orient Heights

Phase 1 of the Orient Heights public housing site redevelopment includes an 88-unit midrise and four 8-unit townhomes.

- 32% projected total energy savings over ASHRAE baseline (midrise)
- 16,000 BTU/SF reduction in energy projected (midrise)
- Over \$215,000 in efficiency rebates



EAST BOSTON, MA • TRINITY FINANCIAL

- LEED v2010 Platinum for Midrise certifiable, LEED for Homes v2008 certifiable for townhomes
- Energy Star v3.1 certification for townhomes
- Enterprise Green Communities certifications (anticipated)

The Mastlight

A development of 2 buildings containing 252 units, located on a decommissioned naval air station. NEI assisted with greening strategies and LEED certification. They hope to become a smart city, with residential and commercial developments, open space, and hiking and biking trails.

- 22% energy savings compared to ASHRAE 90.1-2007 (50 Patriot)
- 25% energy savings compared to ASHRAE 90.1-2007 (10 Patriot)
- 42% water savings compared to baseline fixtures



WEYMOUTH, MA • CORCORAN MANAGEMENT COMPANY

- LEED NC Silver (50 Patriot Parkway)
- LEED NC Silver (10 Patriot Parkway)

HOW WE GET RESULTS

NEI works as an integrated part of the project team, providing the technical expertise and capacity to ensure that the project achieves its sustainability and energy-efficiency goals in the most cost-effective and complementary way possible. We are constantly refining our knowledge and approach based on what we learn and the results we measure and achieve. We are not merely advisors; we do the actual work of ensuring that the team's green and sustainability goals are clear and well communicated, adequately documented, and built as designed. We are expert in achieving the highest certification levels attainable for a project and in qualifying for the maximum incentives and rebates. Whether the design team has chosen to build a conventional high performance building or to break new ground as an early adopter, the NEI team has a track record of delivering cost-effective results.

TRAFFIC CONSULTANT:
Fraser Engineering
Services

MAKING IMPOSSIBLE, POSSIBLE

Our professional yet out-of-the-box solutions help make the seemingly impossible possible. Founded in 2009, Fraser Engineering Services has grown into a firm that offers comprehensive project planning, design, and implementation services to different industries, both public and private.



What We Do

1. Traffic and transportation engineering
2. General civil engineering design
3. Surveying services
4. Geographic information system applications
5. Feasibility Study

Project Experience

- 93 Centre Street - Traffic Impact Study, City of Brockton
- Broadway Village - Traffic Impact Study, Town of Dracut
- Island Foods - Traffic & Civil Engineering Feasibility Study, Martha's Vineyard
- Church Street at Main Street - Traffic Signal Improvement, Town of Winchester
- Low Stress Bicycle Network Design, Town of Winthrop
- Pleasant Street at Main Street - Intersection Improvement, Town of Winthrop
- Grove Street - Traffic Signal Improvement, Town of Brookline
- "Using Traffic Signals to Limit Speeding Opportunities on Arterial Roads" - MassDOT Grant Proposal

Differentiators

Experienced engineering staff - Ability to collaborate with multi-disciplined engineering firms and staff - Ability to take projects from initial concept to completion

Firm Information

- Certified Minority Business Enterprise
- Professional Engineer MA #49843
- Professional Engineer NY #091405
- Duns #078600469
- EIN #26-4290451
- IMSA Work Zone Temporary Traffic Control Technician (Cert #ZZ_101723)
- IMSA Traffic Signal Technician Level I (Cert #AA_101723)
- OSHA 30 Hour Certification

Staff & Network Include:

- Registered Professional Engineers, Land Surveyors and Architects
- Professional Traffic Operations Engineers (PTOE)
- PHD and M.S in Civil Engineering

INTERIOR DESIGN: A Square Design



**Anddie Chan-Patera & Angela Zhang
Principals & Co-Founders**

Tel: 339.222.7613
anddie1982@gmail.com
angelaqds@gmail.com

COMPANY OVERVIEW

A SQUARE DESIGN, LLC, a 100% minority- and woman-owned firm, is committed to create beautiful, functional, and timeless spaces for people from all walks of life. We believe good design should be shared and enjoyed not by a few but by all. We are a full-service, Boston-based interior architecture firm, offering high quality design services and project management. We are committed to work collaboratively, creatively, and efficiently with our clients to achieve their project goals. We consistently meet or better our timeline and budget on all design projects.

The two founders have worked together and independently on dozens of projects throughout Boston, including mixed-used multi-family housing, private residences (condos and single family homes), furniture design, retail stores, cafes, medical facilities, and senior housing. The company works with a network of highly specialized professionals, including skilled trades, craftspeople, and furniture designers & makers, as well as vendors and suppliers.

Recent and on-going projects in Boston include 132 Washington Street, 566 Columbus Avenue, Cote Village and Cote Village Townhomes, Morton Station Village, and Caribbean Integration Community Development Office.

Anddie Chan-Patera, Principal & Co-Founder

Anddie graduated from the Boston Architectural College with a Master's in Interior Architecture. She started her own firm upon graduation. Anddie founded her second firm, A SQUARE DESIGN, with her long-time friend and former classmate, Angela Zhang. Anddie finds it rewarding and exhilarating working with clients to achieve high quality interior design within a prescribed budget. Anddie's clients truly appreciate her creativity and innovative design sense, as well as her commitment to ensure all projects meet deadlines and budget. Anddie has worked on private residences, cafes, retail stores, K-12 campuses, and multi-family projects. Anddie is experienced with AutoCAD, Revit, Photoshop, Illustrator, InDesign, and Rhino.

Anddie had a successful career in higher education and international business before starting her interior architecture career. Anddie was one of the founding directors of the Singapore-MIT Alliance (SMA) at the Massachusetts Institute of Technology (MIT), a groundbreaking online education program for advanced degrees in five engineering disciplines. Anddie served as the first Assistant Director of the program and oversaw the \$100 million budget with over 40 MIT faculty and hundreds of students. She was instrumental in participating in the design and construction of several remote-learning classrooms and lecture halls. Prior to joining MIT, Anddie worked in the banking industry where she led several innovative technology and marketing projects.

Anddie is a member of the Architecture Committee of the Neighborhood Association of Back Bay, a member of the Boston Architectural College's Alumni Advisory Council, and a member of the College Club of Boston. Anddie is fluent in Cantonese Chinese, and has a working knowledge of Mandarin Chinese and French.

Angela Zhang, Principal & Co-Founder

Angela started working in the Interior Design industry as a Lighting Designer in China before immigrating to the US. Angela worked on a wide range of interior design projects while attending the Boston Architectural College. One of her class projects was selected by the Dean of Interior Architecture of BAC to represent the school in a National Interior Design Competition. Angela is passionate about design and thrives on the challenges her clients present to her. Angela establishes and maintains long-term working relationships with her clients, including J.Garland Enterprises, Stanton Schwartz Design, and ACP Design Studio. Angela is an experienced interior designer with strong skills in many software systems used in the architecture and design fields, including AutoCAD, Revit, Photoshop, Illustrator, InDesign, SketchUp, Rhino, and 3D Max. Angela holds a Bachelor's Degree in Interior Architecture from the Boston Architectural College, and an Associate Degree in Mathematics from Springfield Technical Community College. Angela is fluent in Mandarin Chinese (speaking and writing).

LETTER OF SUPPORT

To whom ever it may concern,

St. Katharine Drexel Parish in the Archdiocese of Boston constitutes the former St. Francis de Sales-St. Philip Parish in the Roxbury Crossing neighborhood, and St. John - St. Hugh Parish in the Grove Hall area of Dorchester. As a Black Catholic parish, we celebrate our Catholic faith from an Afrocentric perspective. The designation of Black does not pertain exclusively to the population as all are welcome to attend and participate. It is, rather, the cultural context of our spiritual expression.

As the flagship Black Catholic Parish in the Archdiocese of Boston, the development opportunity of the property that is the Parish Center and the abutting Crescent Parcel affords St. Katharine Drexel Parish the privilege of following more intensely the commands of Jesus Christ by meeting the needs of the citizens of the Nubian Square area of Roxbury. Working with the Planning Office of Urban Affairs, we believe that this effort is fully attainable.

There are two primary guiding principles that motivate the participation of St. Katharine Drexel Parish to work in collaboration with the Planning Office of Urban Affairs to develop the properties, those being the twenty-fifth Chapter of the Gospel of Mathew, in which we are commanded to serve God by meeting the needs of God's people, and the Nguzo Saba principle of Ujima, Collective Work and Responsibility.

An essential aspect of Black culture is centered on the concept of the village. The vision of St. Katharine Drexel Parish for the Crescent Parcel is born from the village spirit of community. Our concept of Drexel Village is built upon the experience of Sacred Scripture, African culture, and the memory of the enslaved Africans and all African Americans gathered around the Welcome Table.

The Catholic influence would locate the chapel as the heart of the community, and the altar, which would be visible from the exterior, would be the Welcome Table. The community in this context is not relegated solely to residents of this new development, but to the entire neighborhood. However, the newly erected edifices and open area spaces would symbolize the spirit of the Village.

The Drexel Village concept has a tremendous opportunity to provide Nubian Square and lower Roxbury, not just housing, retail, and programmatic space, but a spiritual presence that will complement and imbue the neighborhood with stronger material elements for what Reverend Doctor Martin Luther King, Jr. described as the Beloved Community.



Reverend Oscar J. Pratt, II
Pastor

400 The Fenway
Boston, Massachusetts
02115



EMMANUEL COLLEGE

617 277-9340
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April 2021

Teresa Polhemus
Executive Director/Secretary
Boston Planning and Development Agency
Boston City Hall, Room 910
Boston, MA 02201

Re: Letter of Support for Drexel Village

Dear Ms. Polhemus:

I am writing to express my strong support for the proposal by the Planning Office for Urban Affairs and J. Garland Enterprises to create Drexel Village on the Crescent Parcel and the St. Katharine Drexel parcel. Emmanuel College's School of Education has a long history of working with the St. Katharine Drexel Parish community and serving the Nubian Square community. We believe that the Drexel Village development will provide further economic, cultural and community service investment in the neighborhood and build on our years of service.

The School of Education's outreach both in the Timothy Smith Center working with Senior Citizens by providing computer tutoring and in the Sister Mary Hart After School Reading Program by providing tutoring is an extension of the School of Education Mission statement to prepare future educators to be leaders in creating and sustaining a culture of collaborative inquiry that is centered on students, their learning and their healthy development.

For twenty years we have been involved with Saint Katharine Drexel community and we look forward to our continued relationship. The School of Education supports the Drexel Village development and will continue to provide outreach to the Saint Katharine Drexel's community.

If you have any questions, please feel free to contact me.

Sincerely,

Sister Karen Hokanson

Sister Karen Hokanson SND, Ed.D.
Associate Dean: School of Education
617-735-9976 | hokanson@emmanuel.edu



Local

Emmanuel students help seniors get connected

By

Posted: 12/14/2007



Emmanuel College freshman Megan Clary helps a senior citizen use the Internet at St. Katharine Drexel Parish in Roxbury. Pilot photo/ Courtesy Emmanuel College

BOSTON -- As part of her First Year Seminar (FYS) course this semester, assistant professor of education Sister Karen Hokanson, SND has instituted a unique opportunity for Emmanuel College students to provide service to the local community.

Through a partnership with St. Katharine Drexel Parish in Roxbury, Sister Karen and students from her "Courses in Society: Global Connections" class provide assistance to the parish's Cyber Cafe Program, an Internet and computer education program for senior citizens.

For two hours every other Friday throughout the fall semester, students travel to the parish center's computer room to tutor senior citizens on basic computer and Internet operations. The idea, which was originally generated by Senior Associate Dean of Academic Advising Carolyn Caveny, has been in the works since last spring, when Sister Karen and two students piloted the program and gauged interest from members of St. Katharine's community.

"We worked with senior citizens to determine what they felt their needs were and from there we developed a computer skills workbook over the summer," said Sister Karen. "I put it into my first year seminar because I thought it was a beautiful way to help educate senior citizens in the use of the Internet so they could stay in touch with grandchildren and great-grandchildren."

During registration, which is free for all seniors citizens, those interested are asked to fill out an information sheet, which asks if they have use of a personal computer at home and what knowledge they would like to gain from the program. From there, Emmanuel students help guide them through a variety of lessons included in the workbook, beginning with basic topics such as "Anatomy of a Computer" and "Intro to the Internet" and developing into more advanced training in PowerPoint and various Windows features.

So far, the program has proven very helpful for the elders involved.

"Most of these folks are between the ages of 70 and 90 years old, so the Internet came out after they had retired," said Sister Karen. "What they wanted was to learn computer skills in order to be able to keep up."

For many of the students, the program has also turned out to be beneficial in a number of ways. For instance, Emmanuel College junior Rachel Peritore, who serves as the

instructional assistant for Sister Karen's FYS course, has learned much about patience when it comes to teaching -- a lesson she plans to utilize after graduation. Peritore plans to teach English at the middle school or high school level.

"It is easy to forget how much technology we take for granted," she said. "Many of the senior citizens did not even know how to turn a computer on, let alone send an e-mail. I have learned a new patience for teaching and explaining things which will definitely help me in the long run."

Freshman Luis Diaz, meanwhile, has enjoyed the interaction with his two tutees: Francis, who shares his strong interest in sports; and Sister Mary, who like him, grew up in Lawrence.

"Helping senior citizens is the best feeling in the world," he said. "You not only become a mentor, but a friend. And for them to have a college student as a friend is special to them."

With the fall semester coming to a close, Sister Karen hopes to continue the program through the spring on a volunteer basis. For students looking for another way to make the city of Boston their extended classroom, the Cyber Cafe Program can prove educational for all involved. As freshman Jordan Dunne has discovered, there is much wisdom to attain from spending some time with elders.

"I've learned that people never outgrow their desire to learn new things and that it's never wrong to seek help," she said.



April 15, 2021

Teresa Polhemus

Executive Director/Secretary
Boston Planning and Development Agency
Boston City Hall, Room 910
Boston, MA 02201

Re: Letter of Support for Drexel Village

Dear Ms. Polhemus:

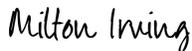
I am writing to express my strong support for the proposal by the Planning Office for Urban Affairs and J. Garland Enterprises to create Drexel Village on the Crescent Parcel and the St. Katharine Drexel parcel. The Timothy Smith Network has a long history of working with the St. Katharine Drexel Parish and serving the Nubian Square community. We believe that the Drexel Village development will provide further economic, cultural and community service investment in the neighborhood and build on our years of service.

The Timothy Smith Network seeks to bridge the digital divide by creating opportunities for people of all ages to access technology and technology education with the goal of preparing them for higher education and futures in today's 21st century tech-driven workforce. These skills and opportunities are especially important today. The inclusion of new space for TSN to expand the services it provides in the community will support our efforts to continue to empower individuals to access and use cutting-edge technology.

In addition, we are excited by the community benefits, amenities and resources that Drexel Village will bring to the community. Drexel Village will provide a myriad of community and public benefits, including the development of new affordable rental and homeownership units, the creation of community amenities, such as public open space areas, and the provision of commercial, educational and cultural space that will improve and enrich the neighborhood. We believe that Drexel Village will be a great addition to the community.

If you have any questions, please feel free to contact me.

Sincerely,

DocuSigned by:

78A473353713466...

Milton Irving
Executive Director



HLC & ASSOCIATES, LLC

William Grogan
President
Planning Office Urban Affairs, Inc.
84 State Street
Suite 600
Boston, MA 02109

Re: Proposal for Crescent Parcel, Roxbury, MA 02119

Dear Mr. Grogan,

My name is Hector Cruz. I am currently a Divisional Vice President at Winn Companies and have managed properties in the Dorchester and Roxbury neighborhoods for nearly 30 years. I have built my career and more importantly, my reputation on understanding the community and cultivating important relationships within them.

Upon my retirement from Winn this month, I am excited to leverage this experience. With the launch of my consulting firm, HLC & Associates, part of my mission is to identify and create opportunities for people of color. Designing programs that support growth and career development in the areas of maintenance and property management will play an integral role in fostering community pride.

After reviewing the proposal for Crescent Parcel, I believe your goals are in direct alignment with the services HLC & Associates can provide and I respectfully submit this letter of interest for your consideration. I welcome the opportunity to discuss in greater detail how my firm can support this project.

Respectfully,

Hector L. Cruz,
President & CEO
HLC & Associates, LLC

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hlcandassociates@gmail.com
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INTRODUCTION/DEVELOPMENT TEAM

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- **Attorney | Goulston & Storrs + Nolan Sheehan Patten**

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INTRODUCTION/DEVELOPMENT TEAM

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DEVELOPMENT CONCEPT

DEVELOPMENT CONCEPT

The gateway prominence of Drexel Village will anchor and transform the Melnea Cass Boulevard/Tremont Street corridor with a dynamic mixed-use residential and commercial project. The development program celebrates the history of Lower Roxbury as a vibrant residential neighborhood, while also honoring its cultural and artistic heritage. Just as importantly, the project's homeownership units, along with a comprehensive community economic benefits package and diversity and inclusion goals, will generate critical wealth creation benchmarks. Moreover, the economic and community benefits package will build upon the long history and legacy of St. Katharine Drexel's broad array of economic development, job training, and social service programs that have been offered to the neighborhood for over 20 years. Drexel Village will also broaden the inventory of affordable and market-rate housing in the neighborhood with no displacement of neighborhood residents.

Drexel Village will be comprised of 300,000 gross square feet (GSF) across two buildings on a combined 2.46-acre site that integrates the Crescent Parcel site and the site owned by Archdiocese of Boston. The development program includes the components outlined in the subsequent chart

DEVELOPMENT PROGRAM

Development Program

PROJECT COMPONENT	SQUARE FOOTAGE
Building 1	
Housing: 164 mixed-income residential rental units	155,000+/- sf
Residential Amenity Space:	5,000+/-sf
Community/Retail/Cultural/Parish/Social Service Space	31,350+/-sf
<ul style="list-style-type: none"> • ABCD Space • Community/Retail Space • Parish/Social Service Space 	8,770+/- sf 3,223+/- sf 19,350+/- sf
Parking:	94 parking spaces
Building 2	
Housing:	
<ul style="list-style-type: none"> • 42 mixed-income residential rental units • 11 two-BR affordable townhouse homeownership units 	
Residential Amenity Space	2,000+/- sf
Open Space:	65,000 sf of Park/Open/Green Space

Development Program Summary

PROJECT COMPONENT	DIMENSIONS
Housing	205,000+/- sf
<ul style="list-style-type: none"> • 206 mixed-income rental units • 11 affordable townhouse homeownership units 	Mix of 1-BR to 4BR units 2-BRs
Residential Amenity Space	5,000+/- sf
Community/Retail/Cultural/Parish/Social Service Space	31,000+/-sf
TOTAL SQUARE FOOTAGE	300,000+/-sf

GENERAL BENEFITS

As described throughout this proposal, the Drexel Village development will offer a comprehensive community benefits package that combines some of the existing programs offered by St. Katharine Drexel with other innovative benefits that will build a broader and stronger foundation of amenities for the neighborhood. The benefits include the creation of an expansive open/green space/park environment, income-restricted rental and homeownership housing opportunities, construction, and permanent job creation opportunities that will have a long-lasting impact by making connections with training programs and community-based organizations, and asset and wealth building opportunities. The development team is committed to an aggressive local recruitment strategy and plans to provide employment opportunities throughout the construction and operations of Drexel Village. By working closely with Janey Construction Management and UHM Properties throughout this process, the development team will be deliberate and intentional in the creation of new jobs and M/WBE opportunities during the lifecycle of Drexel Village.

REGULATORY APPROVALS

While it is not possible to definitively identify all public approvals at the conceptual stage, public approvals likely to be required for the proposed project are addressed below.

1. Zoning Compliance

(a) Districts. The Project site is entirely in the Multifamily Residential Subdistrict (the “MFR Subdistrict”) within the Roxbury Neighborhood District, governed by Article 50 of the Boston Zoning Code (the “Code”), and also entirely in an Urban Renewal Area Overlay District and partially in the Boulevard Planning Overlay District adjoining Melnea Cass Boulevard and Tremont Street. The Proponent will work with the Inspectional Services Department (“ISD”) to treat the contiguous lots comprising the Project as one zoning lot in common ownership.

(b) Uses. The ground floor of the Project includes General and Local Retail, Office, Place of Worship, Residential Town Home, Community Center, Open Space and Accessory Parking uses. The upper floors will consist of Place of Worship, Multifamily Residential and Residential Town Home use. In the MFR Subdistrict, ground floor General and Local Retail each require a conditional use permit; otherwise both uses are forbidden. In the MFR Subdistrict, Office use is forbidden and will require a variance. All other uses are allowed as of right in the MFR Subdistrict.

(c) Dimensional Requirements. All buildings comprising the Project are designed to comply with the 120-foot height limit, and the Project has also been designed to comply with the 3.0 floor area ratio (“FAR”) limit established by the RFP. With approximately 219 units on a 107,546 square-foot (“SF”) site, the Project will likely require zoning relief for minimum lot area per dwelling unit. While the Project has been designed with requirements for usable open space per dwelling unit, minimum lot width and lot frontage and front, rear and side yards minimums in mind, specific instances of nonconformity requiring zoning relief may arise as the Project design progresses.

(d) Design Requirements. The Project has been designed to comply with the Roxbury Neighborhood District and Boulevard Planning District design guidelines, including standards for display window area under Section 50-40 of the Code and screening and buffering requirements under Section 50-41 of the Code. Design review, including signage requirements, will be conducted during the Urban Design Component of Large Project Review (“LPR”). The Project will take into account the design recommendations for the “Ruggles cluster” of Plan: Nubian Square.

(e) Off-Street Parking and Loading. The Project proposes a total of approximately 94 accessory parking spaces for 219 residential units and for approximately 31,343 SF of non-residential uses. Under Section 50-43, off-street parking and loading requirements for projects are determined through the LPR process. For Roxbury sites within a 10-minute walk of an MBTA station, the BTG Guidelines suggest a ratio of 0.75 – 1.25 spaces per 1,000 SF of non-residential space and per dwelling unit.

2. Urban Renewal Area

The Project site is located partially in the South End Urban Renewal Area and partially in the Campus High School Urban Renewal Area. Minor modifications to the South End Urban Renewal Plan and the Campus High School Urban Renewal Plan allow for “School, Residential and/or Commercial” as permitted land uses. The Project will accordingly require that the Boston Planning & Development Agency (“BPDA”) proclaim a minor modification to the South End Urban Renewal Plan and the Campus High School Urban Renewal Plan consistent with the Project use parameters.

REGULATORY APPROVALS

3. Large Project Review

Because the Project will exceed 50,000 SF of gross floor area (“GFA”), it will be subject to LPR under Article 80B of the Code and the Proponent will file a Letter of Intent with the BPDA summarizing the Project and a Project Notification Form (“PNF”) summarizing the Project proposal. The Mayor may appoint an Impact Advisory Group made up of over 50% neighborhood residents to advise throughout the LPR process. The Proponent will also submit questionnaires on a number of topics including: (i) Article 37 LEED Checklist; (ii) Climate Change Preparedness and Resiliency Checklist; (iii) Accessibility Questionnaire; (iv) Smart Utilities; and (v) Carbon Neutral Building Assessment. LPR will likely also result in a: (i) Cooperation Agreement (including Boston Residents Construction Employment Plan); (ii) Affordable Housing Agreement; (iii) Transportation Access Plan Agreement; and (iv) Construction Management Plan.

4. Inclusionary Development Program (“IDP”) Compliance

The Project will be subject to the Mayor’s IDP and is in Zone C. The Project will comply with the RFP requirements concerning affordable housing, which currently exceed the IDP affordable housing requirements.

5. Boston Civic Design Commission (“BCDC”) Review

As the Project is greater than 100,000 SF of GFA, it will be subject to review by the BCDC in conjunction with LPR.

6. Massachusetts Environmental Policy Act (“MEPA”) Review

The Project involves a transfer of land from MassDOT, which would place the Project into MEPA jurisdiction. If the Project exceeds applicable MEPA thresholds, the Proponent would seek to complete MEPA review on a parallel track with LPR.

7. Historic Reviews

Since the Proponent will be applying for state and possibly federal affordable housing resources, the Project will potentially be subject to State Register Review and/or review under Section 106 of the National Historic Preservation Act, conducted by the Massachusetts Historical Commission (“MHC”), if it could have an adverse effect on the National Register of Historic Places (“National Register”) or the State Register of Historic Places (“State Register”). Based on state historical records obtained from the Massachusetts Cultural Resource Information System (“MACRIS”), however, no existing structures on the property are listed in the National or State Registers nor on the Inventory of Historic Assets of the Commonwealth, nor designated a Boston Landmark or located within a local historic district. The Lower Roxbury National Register Historic District is located across Melnea Cass Blvd. and Tremont Street from the Project. St. Katharine Drexel Parish Center, though not included in the Inventory, was built in 1934, thus making its proposed demolition subject to demolition delay review by the Boston Landmarks Commission under Article 85 of the Code.

8. Parks and Recreation Commission Review

Pursuant to Section 4.11 of Chapter 7 of the City of Boston (the “City”) Ordinances, the Boston Parks and Recreation Commission must approve any building or structure erected or altered within one hundred feet (100’) from a park or parkway. The Whittier Playground, across Ruggles Street, and the South Bay Harbor Trail, across Melnea Cass Blvd., may be within 100 feet of the Project Site and

REGULATORY APPROVALS

may be protected open space. If this is confirmed, the Project will be subject to Parks and Recreation Commission Review.

9. Transportation Approvals

All of the streets surrounding the Project are public ways under the jurisdiction of the City. Accordingly, one or more approvals may be required from the Public Improvement Commission and Department of Public Works for curb cuts, sidewalk and street reconfigurations, or above- or below-grade discontinuances. The Project's underground parking garage will require an inflammable storage license and parking garage permit, both granted by the Committee on Licenses of the City of Boston Public Safety Commission. The Project is located within the City's first fire district and is not subject to the garage permit limitation in Chapter 577 of the Acts of 1913.

10. Water-Related Approvals

According to the Federal Emergency Management Agency ("FEMA") map as part of the National Flood Insurance Program (the "FEMA FIRM"), the Project is entirely in an "Area of Minimal Flood Hazard". Given the Project's location and its FEMA designation, the Project is unlikely to be subject to the Massachusetts Wetlands Protection Act, the City's proposed Coastal Flood Resilience Overlay District and the City's "Ordinance Protecting Local Wetlands and Promoting Climate Change Adaptation in the City of Boston." The Project is likely to require permits from the Boston Water and Sewer Commission related to the construction and operation of the Project and may be subject to an infiltration and inflow assessment.



DEVELOPMENT PLAN

DEVELOPMENT PLAN

Drexel Village LLC is pleased to present the “Drexel Village” development vision for the neighborhood. Located on the prominent corner of Melnea Cass Boulevard and Tremont Street and Tremont Street and Ruggles Street, Drexel Village will serve as a new gateway to Nubian Square that builds on the history of St. Katharine Drexel Parish’s service to the community and brings together affordable and mixed-income housing, commercial, educational and cultural services in a mixed-use development that will improve and enrich the neighborhood, and provide new and enhanced community amenities, such as expansive public open space areas, that will benefit residents and the broader community. Drexel Village is uniquely positioned to leverage both the development of the Crescent Parcel and the adjacent property owned by the Roman Catholic Archbishop of Boston (the “Archdiocese Parcel”), over which the Proponent has site control. By combining these two properties into Drexel Village, the Proponent will maximize the transformative impact of the redevelopment of the Crescent Parcel and transform these properties into a development that will build on a legacy of programmatic service to the community, create increased economic development, community and cultural benefits, provide new affordable income-restricted rental and homeownership opportunities and create an unprecedented amount of open space and public realm/art placemaking opportunities.

To this end, the master planning and design of Drexel Village, in the heart of Nubian Square, will embody best design practices for creating an exciting and dynamic mixed-use multifamily and community-based development that celebrates and honors the rich cultural and artistic heritage of the community-at-large, while meeting the economic, inclusion and social benchmarks, goals, and objectives of PLAN: Nubian Square and the RFP. In developing the vision for Drexel Village, we have been guided by PLAN: Nubian Square, the Roxbury Strategic Master Plan and the de-

sign guidelines outlined in the RFP. In creating a new gateway to Nubian Square, Drexel Village will offer a new foundation from which to address the current needs of the community for sustainable economic development, affordable and income-restricted housing, expansive open space, and public realm/art space in a coordinated and integrated manner, enabling Drexel Village to become a central place for people to reside, recreate and engage with each other in a meaningful way. This holistic design approach will create a memorable gateway to Nubian Square that brings together affordable and mixed-income housing, commercial, educational, and cultural services that will improve and enrich the neighborhood and create a vibrant destination with a compelling and expansive public open space.

By combining both the Crescent Parcel and the Archdiocese Parcel, Drexel Village will maximize the community benefits including education, commercial, open space, community-service and retail enterprises and significantly broaden the affordability of housing in the neighborhood. In doing so, Drexel Village will build on the St. Katharine Drexel Parish’s (Parish) long history of presence and service in the Nubian Square community, dating back to the 1860s and the establishment of the St. Frances de Sales Parish. More recently, the Parish grew out of the community’s desire to create a Black Catholic Parish that would serve and meet the community’s needs. The vision of Drexel Village builds on this history by expanding and enhancing the broad range of educational and programmatic services and connections to the community facilitated through the Parish. In order to carry out these objectives, the Proponent will also be ground leasing the adjacent Archdiocese Parcel in order to leverage both the Crescent Parcel and the Archdiocese Parcel in a manner that will maximize the community benefits, amenities and resources that Drexel Village will bring to the community.

DEVELOPMENT PLAN

Drexel Village will be a mixed-use and mixed-income development that respects the community's goal of providing affordable and income-restricted housing, builds on the legacy of service in the community by expanding neighborhood uses that reflect the characteristics of the area, establishes expansive spaces for public art that are informed by the community and creates significant public open space – taken together, all of these amenities and services will establish Drexel Village as a new gateway to Nubian Square.

Drexel Village Public Open Space and Plaza/Placemaking Opportunities

With the inclusion of both the Crescent Parcel and the Archdiocese Parcel in the overall development, Drexel Village will emphasize multi-generational use and universal access to create a variety of expansive, vibrant community open spaces that will include passive and active recreational spaces for outdoor seating or gatherings, as well as landscaped open green space. Such spaces play an important role in resident and community health by providing opportunities for physical activity, facilitating socialization, reducing heat island effects, and reducing stress. Studies have also found that playgrounds, parks, and other spaces support economic development by increasing patronage at nearby businesses. With this in mind, the prominent location of the Crescent Parcel and the Archdiocese Parcel provides an opportunity for new, innovative open spaces that will create a neighborhood placemaking strategy and an enhanced pedestrian-focused public realm.

Drexel Village will create an innovative park project with over 65,000 square feet of publicly accessible open space offering public benefits such as flexible-use outdoor space; urban heat island cooling strategies; resiliency infrastructure; community-oriented public art; and other public spaces that can be programmed in a variety of ways to serve community needs and residents.

The development team has not only preserved all of the trees designated in the RFP but also provided significantly more open space than required under the RFP as a result of the inclusion of the Archdiocese Parcel. The park and public realm space will allow for community and public art displays at various locations of the site to establish a strong community identity for Drexel Village. The central park will feature a raised amphitheater-type plaza and green space surrounded by a planted landscape perimeter that will buffer the open space from traffic on nearby streets. In addition, the open, green space will provide walkways through the site to enhance pedestrian connections through other areas of the community to provide a more fully connected open space.



DEVELOPMENT PLAN



Drexel Village has also incorporated a number of opportunities for community engagement, including naming opportunities, a time capsule and areas for placemaking opportunities, with public art that can be designed through a community engagement process. Recognizing the importance of the history of the Parish and the larger Nubian Square community, Drexel Village will honor the past through a variety of community engagement efforts. First, the development team will work with the Parish and the community to create a time capsule that will be placed in a prominent location within Drexel Village in order to tangibly link Drexel Village to the past and realize its promise for the future. Second, the development team will create a naming committee for neighborhood residents to actively participate in linking the various programmatic elements of Drexel Village to the community. Finally, the design of Drexel Village incorporates several placemaking opportunities located across the site, and we will be engaging with the community to design public art displays that reflect the history and character of Nubian Square, and the neighborhood's rich cultural history and legacy. As an example of this commitment, the development team and the Parish have engaged in conceptual thought conversations

with the Social Justice Archive Network (SJAN) at the Elma Lewis Center at Emerson College. The prominent corner of Melnea Cass and Tremont Street has an expanded hardscape area that could be an excellent location for a public art display. Currently, SJAN is working on the Elma Lewis Living Stories Project, and these conversations have included the exploration of incorporating design and/or statues to honor Elma Lewis, Ruth Batson and Melnea Cass at this location.

By incorporating the Crescent Parcel with the adjacent Archdiocese Parcel, Drexel Village represents a unique and unprecedented opportunity to develop a matrix of spaces and community uses in the park that will serve as a dynamic and vibrant gateway to Nubian Square. The site's open space network, with its variety of public spaces, is designed to provide universal access to multiple generations of visitors who wish to gather, rest, play and celebrate throughout the seasons. The layered flexibility of the design ensures its ability to memorialize the history of the property and Nubian Square and engage with the community to change and grow with the needs and desires of the residents and the community for decades to come.

DEVELOPMENT PLAN

Affordable, Workforce and Mixed-Income Housing Opportunities in a Sustainable Development

Drexel Village will provide a unique mix of affordable and workforce housing rental and homeownership units at a variety of income tiers to ensure that units are affordable to a broad range of community residents. Of the 217 units that will be created at Drexel Village, over 70% of the units will be income-restricted at various levels. In addition to income-restricted rental units, Drexel Village will also include income-restricted homeownership units to provide wealth and equity

building opportunities for residents. In addition to a variety of income ranges, Drexel Village will provide an assortment of housing types in order to meet the needs of the community. The units at Drexel Village will range from 1-bedroom units to 4-bedroom units. Additionally, recognizing the need for larger units in the community, more than 67% of the units will be 2+ bedrooms, more than 15% of the units will be 3+ bedrooms and 5% of the units will be 4-bedroom units. In doing so, Drexel Village will include a wide range of unit types and target income levels to satisfy a variety of housing needs of families.

Rental Housing Units - Summary

	Affordable <50% AMI	Affordable/Moderate 51%-80% AMI	Moderate 100% AMI	Market	TOTAL
1 Bedroom	22	24	2	21	69
2 Bedroom	29	40	4	33	106
3 Bedroom	11	6	1	3	21
4 Bedroom	6	4	0	0	10
Total	68 33%	74 36%	7 3%	57 28%	206

Homeownership Housing Units - Summary

	Affordable 80% AMI	Moderate 100% AMI	TOTAL
2 Bedroom	8 73%	3 27%	11

Drexel Village will have over 70% of the rental units be income-restricted and 100% of the homeownership units be income-restricted. A preliminary market study reveals that this type of mix of rental and sales prices will ensure that rental and homeownership opportunities meet the needs of Roxbury residents. Thus, with the development of Drexel Village, there will be a broad range of new, affordable rental and homeownership housing opportunities introduced into the community.

One of the main benefits of income-restricted homeownership housing is that it provides households with an opportunity to build wealth,

while at the same time, creating an affordable housing option for community residents. All of the homeownership units at Drexel Village will be income-restricted in order to provide wealth and asset building opportunities. At the same time, POUA has initiated a targeted asset and wealth building and financial education program at a number of properties in its portfolio, and will be bringing that program and services to Drexel Village. For residents in the affordable units who participate in this program, the Proponent is committing \$100,000 of its developer fee to match the savings of residents in order to help all households build wealth and equity.

DEVELOPMENT PLAN

The development of Drexel Village will also support the community's and City's goals for sustainable, resilient, and healthy new construction and will target net zero-carbon performance and incorporate strategies into the design in support of the City's Carbon Neutral Boston 2050 commitment. The construction of the two new buildings that comprise Drexel Village will be designed as green, low-energy buildings, and will be designed to accommodate solar renewable energy generation. The intent and goal for Drexel Village is to implement measures that reduce energy and water consumption, improve the efficiency and useful life of building systems and infrastructure, and to reduce the burdens imposed by this development on the environment, and the public health. As further evidence of this commitment to integrate green building components in our design, we have included a nourishing rooftop garden that will provide fresh, local produce to support the Parish's Food Pantry and the larger community. This garden will help reduce Drexel Village's carbon footprint and result in increased green space and reduced energy use.

Cultural, Community, Commercial, and Parish Programs and Services

St. Katharine Drexel Parish has a long history and legacy of community service in the Nubian Square community, and Drexel Village will build off of this history by expanding the scale and scope of services available to the community. The Parish will live at the center of the design – as the hub of activity and community focus. The Parish currently supports and houses a variety of programs and services that benefit the community, including ABCD, The Timothy Smith Network, the Sr. Mary Hart Children's Program, and the Parish food pantry. Drexel Village will create new, prominent presence in the community for the Parish, as well as expanded educational, childcare and program space to enable these organizations and programs to continue to deliver and expand their services and connections to the community. Drexel Village will include new, modern space for these programs, to build on this legacy of service

and ensure that these programs can continue to serve the community in the future.

These important community services include ABCD, which has served the Nubian Square community with its Head Start program for the last decade. The ABCD Head Start program helps prepare children for preschool and kindergarten using activities and experiences that develop their cognitive and emotional skills and has been an important community resource over this period of time. The inclusion of new space for ABCD will support our efforts to continue to provide these critical services to families in the neighborhood.

Another impactful community service is the Sr. Mary Hart Children's Program which was established as part of the services offered by St. Francis DeSales. St. Katharine Drexel continues this legacy of service that was established over 40 years ago with the establishment of the After School and Summer Camp to support the educational success of the children of Lower Roxbury, including families from Whittier Street and Madison Park Housing. Due to the COVID-19 shutdown, and the displacement of many families due to the ongoing construction of the Whittier Choice project, the Parish has provided a virtual "Zoom After School" Program until the full services can be provided again.

ABCD IS A NONPROFIT HUMAN SERVICES ORGANIZATION THAT EACH YEAR PROVIDES MORE THAN 100,000 LOW INCOME RESIDENTS IN THE GREATER BOSTON REGION WITH THE TOOLS AND RESOURCES NEEDED TO TRANSITION FROM POVERTY TO STABILITY AND FROM STABILITY TO SUCCESS.

DEVELOPMENT PLAN



The St. Katharine Drexel Food Pantries represent a ministry that offers food assistance to develop meals. The Food Pantry is provided to individuals and families in our neighboring communities. The program began many decades ago in the food pantries of St. Francis de Sales/St. Philip and St. John/St. Hugh. When these parishes merged in 2005 and became St. Katherine Drexel Parish, the ministry of reaching out to and assisting others continued to be a priority. Throughout the year, the food pantries provide healthy and nourishing choices for meal preparation to neighbors. At Thanksgiving and Easter, the Parish distributed turkeys and hams. Before the COVID-19 Pandemic shutdown, the Parish pantries provided weekly support to hundreds of families. During the challenging months that followed, dry foods and canned goods are packaged and distributed on a call-in basis. The Parish food pantries are located at the Parish Center (175 Ruggles Street, Roxbury), and the Parish Church (517 Blue Hill Avenue, Dorchester.)

The Timothy Smith Network (TSN) is another example. TSN seeks to bridge the digital divide

by creating opportunities for people of all ages to access technology and technology education with the goal of preparing them for higher education and futures in today's 21st century tech-driven workforce. These skills and opportunities are especially important today. The inclusion of new space for TSN to expand the services it provides in the community will support our efforts to continue to empower individuals to access and use cutting-edge technology.

In addition, the development team has incorporated creative design elements – such as a nourishing rooftop garden that will directly provide resources for the food pantry – to further integrate and enhance the variety of services provided to the community. The commercial, cultural and community space aspects of Drexel Village will be a significant economic driver for the development, as well as play an economic development role in contributing to the local economy.



DEVELOPMENT PLAN



Enabling Asset Building and Wealth Creation for Residents and the Community

The Proponent is committed to assisting residents and business in asset building and wealth creation in a number of creative and innovative ways. First, POUA has initiated a targeted asset and wealth building and financial education program at a number of properties in its portfolio, and we will be bringing that program and services to Drexel Village. For residents in the affordable units who participate in this program, the Proponent is committing \$100,000 of its developer fee to match the savings of residents in order to help all households build wealth and equity. Second, the Proponent will be setting aside an additional \$150,000 of its development fee to support local job training programs, community organizations

and the integration of community-based services into the larger development. As an example, the Proponent will work with community-based job training programs and organizations to provide training and employment opportunities for residents. This contribution would be set aside pending identification of appropriate community organizations following a community-based process. The Proponent will work with the community to outline a process for selecting appropriate organizations so that the services can be provided when the development is complete. Finally, the Proponent will commit another \$100,000 of its developer fee to subsidize the commercial space and activate the community and park space at Drexel Village and \$50,000 to support landscaping of the park and community placemaking opportunities.

DEVELOPMENT PLAN

Development Goals

We believe that Drexel Village presents a development plan and vision that reinforces the RFP goals and, by combining the Crescent Parcel and the adjacent Archdiocese Parcel, will provide an unprecedented level of benefits and opportunities for the community, including the following:

- Creates a true mixed-use development that includes income-restricted housing, a variety of community services and programs, including educational and childcare program and an expansive public park and open space that is impossible to replicate in other areas of the community;
- Develop a new, expansive open and green space that maximizes the preservation of existing trees, establishes new pedestrian connections throughout the site and introduces the opportunity for place-making opportunities that are community-based and focused, including partnerships with the Social Justice Archive Network (SJAN) at the Elma Lewis Center at Emerson College.
- Provide permanent income-restricted affordable rental and homeownership opportunities, with a broad range of housing options at different income tiers and with different unit types;
- Builds on the Parish's history and legacy of community service by providing an expansion of space and opportunities for community, cultural and commercial spaces;
- Establishes an opportunity for small business and community-based organizations to be firmly rooted in the community;
- Provides significant, meaningful participation by M/WBE businesses during the development, construction, and operations of Drexel Village; and
- Introduces asset building and wealth creation opportunities for new residents in Drexel Village.

TAKEN TOGETHER, DREXEL VILLAGE IS A UNIQUE OPPORTUNITY TO HAVE A TRANSFORMATIVE IMPACT ON CRITICALLY IMPORTANT PARCELS IN NUBIAN SQUARE AND CREATE A NEW GATEWAY TO THE NUBIAN SQUARE COMMUNITY.

OPERATIONAL PLAN

OPERATIONAL PLAN

The Proponent will oversee the overall operations of Drexel Village. As one of the principals of the Proponent, POUA has a long history of overseeing a strong, stable residential housing and mixed-use portfolio similar to Drexel Village. While the current COVID-19 crisis has created stresses on housing and mixed-use developments across the industry, POUA is proud that its property portfolio has remained healthy and strong during these challenging times. POUA has nearly 1,000 housing units, comprised of over 20 properties across Massachusetts, under active asset management. Across all metrics, POUA's performance exceeds industry benchmarks, with a focus on ensuring resident and community needs, and services are met on an ongoing basis and to ensure their long-term financial success.

Drexel Village will be managed by UHM, one of the leading minority property management companies in Massachusetts. UHM currently manages 21 properties consisting of over 1,400 residential units and 215,000 sf of commercial space in greater Boston. The residential properties that UHM manages include 12 with 100% Section 8 contracts, and seven of the remaining nine all have affordability components. UHM has a wealth of experience in properties with low-income housing tax credits, similar to Drexel Village. In addition, UHM has the capacity and expertise to manage housing and commercial properties owned by local not-for-profits as exhibited by its customer base, which includes Dorchester Bay EDC, Habitat for Humanity, VBCDC, The City of Boston, and the Boston Housing Authority. Financing for these properties consists of many typical lenders found in the local affordable housing arena, including HUD-insured mortgages, MassHousing, MHIC, MHP, and con-

ventional lenders, which are also the expected financing sources for Drexel Village.

The Proponent and UHM have structured the financing and operations of Drexel Village to be feasible and sustainable on a long-term basis. The ongoing costs to operate and maintain Drexel Village as an important neighborhood and community resource and benefit will be supported by a combination of income from the various housing components of the development and resources that each of POUA and UHM will bring to Drexel Village. Recognizing the importance of

providing services to residents that are responsive to their needs, POUA has developed several recent initiatives to make connections between residents and health care organizations and financial institutions to assist in meeting a variety of needs. For example, POUA has initiated partnerships with a number of financial institutions to help residents at its properties develop financial skills to achieve financial well-being and economic mobility.

70%

of the residents and community members who have participated in leadership and personal empowerment initiatives through NNC are graduates or are currently in schools of higher education.

Furthermore, UHM will also coordinate services for residents and the community through The Neighborhood Network Center (NNC). NNC is a registered 501c3 organization that works with community partners to further carry out UHM's mission to positively impact the lives of residents and the surrounding community. NNC is under the direction of the UHM's Resident Services Department and is actively engaged in building partnerships and soliciting financial and in-kind contributions that round out the offerings to residents and others in the surrounding neighborhood in need of support.

Finally, Drexel Village will create lifecycle diversity and wealth creation in several unique and

OPERATIONAL PLAN

innovative ways. First, POUA has initiated a targeted asset and wealth building and financial education program at a number of properties in its portfolio, and will be bringing that program and services to Drexel Village. For residents in the affordable units who participate in this program, the Proponent is committing \$100,000 of its developer fee to match the savings of residents in order to help all households build wealth and equity and to promote upward mobility. Second, as one of the largest minority property management firms in the area, UHM is committed to wealth creation for local M/WBE businesses and community partners. Together with UHM, the development team will conduct a comprehensive level of outreach in an effort to identify qualified businesses in advance of contracting opportunities for property operations, in order to broaden the pool of M/WBEs that can be engaged for the work. With this type of structure, the Proponent and UHM will all play active roles in the long-term management and operations of Drexel Village, thereby ensuring that Drexel Village is a vibrant, dynamic part of the Nubian Square community.



UHM will bring to Drexel Village its strong history and experience in providing a variety of services to meet the needs of the residents and the community. Specifically, the Resident Services Department of UHM provides services that fall into three main categories:



01 YOUTH DEVELOPMENT

Children's Defense Fund Freedom Schools Summer Program, summer youth employment opportunities, and HoodFit Immersion Programs



02 AGING IN PLACE

Golden Academy, Wellness checks, and Transition to Home Case Management.



03 STABILIZATION AND SELF-SUFFICIENCY

Case management & referrals (Early Childhood Education Vouchers, Rent Assistance Programs, Employment & Education services, and other programs), Resident Programs & Activities (Thanksgiving Turkey Giveaway, Toys for Tots, Resident meeting, and other programs), and Workshops and Training (Eviction Prevention, Financial Literacy and Stability, and other programs).

BOSTON RESIDENTS JOB POLICY

BOSTON RESIDENTS JOBS POLICY

The development team is deeply committed to providing meaningful and inclusive employment opportunities for Boston residents, people of color and women in both the development phase and operations phase of Drexel Village. Together, our team has the experience, expertise, and resources necessary to successfully meet and exceed the City of Boston Residents Jobs Policy goals, as well as our own team diversity goals. The development team is committed to providing economic opportunities to Boston residents, people of color, and women in both the development phase and operations phase of the Project.

Our diversity and inclusion plan, which has been developed by Beverley Johnson, includes the Boston Residents Job Policy goals and outlines the development team's approach for meeting those goals. All of the team members, including POUA, Janey Construction and UHM Management, have a long history and proven track record of meeting BRJP goals and demonstrates an understanding of M/WBE businesses, and hiring a diverse workforce.

To successfully implement this plan, Beverley Johnson will oversee compliance on all strategy and implementation matters. All contractors will be required to submit diversity plans that are subject to the review and approval of Beverley Johnson, Janey Construction and the Developer, and the team will be working with the contractors to ensure compliance. The development team will track compliance with these goals and requirements on a weekly basis and will review data, track progress, and monitor regular compliance. In this manner, the development team will be able to ensure that Drexel Village is a model for inclusion and diversity and resident engagement.

GOOD JOBS STRATEGY PLAN

GOOD JOBS STRATEGY PLAN

Drexel Village will support the community's priorities to create and sustain good permanent jobs in all phases of the development and operations of Drexel Village. The development team is committed to being deliberate in the creation of jobs and partnering with a variety of community-based organizations. With the assistance of Beverley Johnson, the development team will be implementing a Diversity and Inclusion Plan that will also include the following good jobs standards:

- At least 51% of the total employees working on Drexel Village will be bona fide Boston residents. The development team has already begun the process of engaging with and discussing partnership arrangements with community partners.
- At least 51 % of the total employees working on the Project will be people of color.
- At least 51% of the total employee working on Drexel Village will be women.
- All employees will be paid a good wage, defined as a salary or hourly wage equal to or greater than the Boston Living Wage, which shall be defined as \$17.62 as of January 1, 2019 and thereafter increasing annually by the rate of inflation.
- At least 75% of all employees working on Drexel Village, and at least 75% of all employees of each lessee, sub-lessee, or tenant working on the Property, shall be full-time employees. Full time shall mean at least 30 hours per week.
- All employees shall work a stable shift, which includes a predictable schedule that is appropriate for the particular field of work. Such a work schedule allows employees to reasonably schedule other family care, educational, and work obligations. A schedule that does not include on-call time and has a set weekly pattern that does not change more than two times per year shall be deemed stable.
- All full-time employees will be offered benefits, defined as the opportunity to opt into a company sponsored health insurance plan with coverage that meets Massachusetts Minimum Creditable Coverage.

The development team's strategies are similar to those outlined in the diversity and inclusion plan and also include the following:

- Working with a diverse group of M/WBE trade and hiring partners.
- Engaging with community-based organizations and job training partners.

By working together to implement these strategies, Drexel Village will help create meaningful and productive jobs that will spurring economic development in the area and, in doing so, help increase opportunities for nearby businesses.

UHM Properties, the property manager for Drexel Village, brings extensive experience in managing affordable and market-rate housing in the neighborhoods of Boston. UHM also brings diversity and inclusion to the project that will remain well into the future. As an organization, UHM has a diverse staff of 65; many live within the communities of the properties we manage. This diversity extends to the choices that are made with hiring vendors. Attached is a chart that shows how much UHM has spent over the past four years hiring MBE and WMBE businesses. This type of deliberate hiring increases the vendor's ability to grow and provides an economic boost to the neighborhoods they live in and spend their money. By managing Drexel Village, UHM will continue to hire local MBE and WMBEs to allow those businesses to continue to grow as we grow.

UHM PROPERTIES MWBE SPENDING

Total 2017-2020

	MBE	MWBE	W	Total MWBE	Total Spending	Total Non Discretionary Spending	Total Discretionary Spending	% MWBE
2017	7,007,317	1,763,266	335,232	9,105,815	38,205,935	13,933,276	24,272,659	37.51%
2018	8,521,796	2,092,919	165,615	10,780,330	32,146,753	16,032,215	16,114,538	66.90%
2019	8,992,391	1,545,868	302,784	10,841,043	27,514,340	10,276,096	17,238,244	62.89%
2020	9,674,457	1,109,719	286,169	11,070,345	26,855,684	9,779,878	17,075,806	64.83%
	34,195,961	6,511,772	1,089,800	41,797,533	124,722,712	50,021,465	74,701,247	55.95%

DIVERSITY AND INCLUSION PLAN

DIVERSITY PLAN

The purpose of this Diversity Plan is to maximize economic opportunity for local residents and Minority/Women Business Enterprises (M/WBE) through the development of the Morton Station project. This Diversity Plan reflects the developer's commitment to achieve, and to the greatest extent feasible, exceed the employment and business participation goals required by Federal, state, and local government entities.

Accordingly, a core component of the Diversity Plan involves working with Janey Construction to develop and implement a comprehensive outreach and recruitment plan well in advance of construction start. Janey Construction will also be responsible for monitoring subcontractor efforts to recruit and maintain the diversity goals of the construction workforce and M/WBE participation throughout the construction phase of the project.

PROGRAMS | FEDERAL, STATE, AND LOCAL DIVERSITY REQUIREMENTS

HUD Section 3 Program

The purpose of the HUD Section 3 Program is to foster local economic development opportunities, along with economic improvement, and individual self-sufficiency. The program requires developers who are receiving certain HUD financial assistance to provide job training, employment, and contracting opportunities for low-or very-low-income residents. To the greatest extent feasible, Drexel Village LLC and Janey Construction will provide preference to Section 3 residents and businesses located in the neighborhood where the project will be constructed or renovated. This preference includes construction jobs, job training, and subcontracting opportunities.

Section 3 Residents

Section 3 residents are defined as public housing residents or persons who live in the area where a HUD-assisted project is located and who have a household income that falls below HUD's income limits.

Section 3 Business Criteria

- Section 3 businesses must complete the Section 3 Business Self-Certification Form.
- Section 3 business concerns are companies that are 51% or more owned by Section 3 residents;
- Businesses that employ Section 3 residents as at least 30% of their full-time, permanent staff; or
- Businesses that provide evidence of a commitment to subcontract 25% or more of the dollar amount of the awarded contract to Section 3 business concerns.

Minimum Required Goals for Section 3 Businesses

- Award 10% of construction contracts and 3% of non-construction contracts to Section 3 businesses.
- New hires must represent at least 30% of the workforce.

DIVERSITY PLAN

Required Outreach to Section 3 Businesses

- Publish ads for business contracting opportunities in the Boston Globe and the Bay State Banner.

Section 3 Workforce Opportunities

- Notify the following community-based organizations regarding workforce opportunities: Youth Build Boston, Building Pathways, Madison Park Technical High School, Action for Boston Community Development (ABCD), Center for Youth & Families
- Post job opportunities and job applications at the job site.
- Advertise in local newspapers and public housing projects.
- Identify other qualified candidates available for work.
- Janey Construction will serve as the liaison with Youth Build Boston to consider graduates for work.
- Janey Construction will designate a Compliance Coordinator to take referrals, and interview any applicants and walk-on candidates.

City of Boston Ordinance

Boston Residents Job Policy: Construction Workforce Requirements

- At least 51% Boston Residents
- At least 40% minority residents
- At least 12% female residents.

Drexel Village LLC and Janey Construction Establishment of Neighborhood Workforce Goals

- In addition to the above-referenced workforce requirements, Drexel Village LLC and Janey Construction have established a neighborhood workforce goal of 25%.
- The Drexel Village LLC and Janey Construction will establish a definition of the neighborhood based on zip codes of the adjacent neighborhoods of Roxbury, Mattapan, Dorchester, and Hyde Park.

City of Boston Construction Workforce Referrals

- The Boston Residents Jobs Bank shall refer City residents, people of color, and women to Janey Construction.

DIVERSITY PLAN

City of Boston Required Workforce Outreach

- Janey Construction will conduct regular outreach prior to the start of construction and during construction with the above-identified Section 3 community organizations, along with outreach to union hiring halls, Business Agents, and General Contractors/Construction Managers.
- Additionally, Janey Construction will conduct regular outreach with Roxbury-based community organizations.

Developer Commitment to Construction Workforce Outreach

Drexel Village LLC has established a goal to hire a minimum of 50 walk-on applicants as workforce employees. Janey Construction will conduct any necessary Workforce Outreach necessary to achieve the City of Boston requirements and developer goals, including:

- Scheduling at least one local job fair.
- Providing an on-site kiosk for walk-on applications
- Processing of applications by Janey Construction's Compliance Officer
- Referring applicants to subcontractors for interviews, and following up with subcontractors on the status of referred applications.

City of Boston Compliance Monitoring and Reporting

- City of Boston Office of Economic Development (BRJP Office) and/or
- Boston Planning & Development Agency (BPDA)
- Janey Construction will be required to submit all necessary written reports to the BRJP and the BPDA.

State and Municipal Compliance Monitoring and Reporting

- Janey Construction will monitor subcontractor workforce participation levels and maintain compliance records.
- Janey Construction will be required to submit all necessary written Compliance Monitoring reports to states and municipalities, and also provide copies and summary reports to the owner on a monthly basis. Specific requirements will be described in the Construction Contract and may include:
 - City of Boston Office of Economic Development (BRJP Office)
 - Boston Planning & Development Agency (BPDA)
 - Massachusetts Department of Housing and Community Development (DHCD)

DIVERSITY PLAN

M/WBE Contract Award Goals (subcontract dollars)

- MBE: in excess of the City of Boston requirements
- WBE: in excess of the City of Boston requirements
- Section 3: in excess of the City of Boston requirements

Janey Construction to Maximize M/WBE Business Participation

- Janey Construction Referrals

- Outreach to local M/WBE Advocacy Groups, such as the Massachusetts Minority Contractors Association (MMCA), and the Black Economic Council of Massachusetts (BECMA). This outreach shall include providing these organizations with copies of the project buyout lists.

- Business marketing events

- Newspaper ads

- Email buyout lists to M/WBE advocacy groups

Contract Award to M/WBE Firms

- Janey Construction will provide a list of all subcontractor bids, with recommendations regarding their hiring preference. In each instance, Janey Construction will justify why they are or are not recommending contract award to specific M/WBE firms on the basis of scope of work, budget, track record, and M/WBE certification.

- Drexel Village LLC will create and maintain a database of M/WBE subcontractors that were awarded contracts on previous jobs. The database will be used to create a pipeline of M/WBE firms that will be given an opportunity to bid on future projects.

Contract Award to M/WBE Firms

- Janey Construction will monitor the achievement of workforce and M/WBE goals, and maintain compliance records.

- Additional compliance monitoring may be required by DHCD or others to be described in the Construction Contract.

DEVELOPER QUALIFICATIONS, EXPERIENCE AND REFERENCES

41 LAGRANGE STREET

Mixed-income housing in the heart of downtown Boston

The Planning Office for Urban Affairs (POUA), working in partnership with St. Francis House (SFH), will be developing 41 LaGrange Street, a new mixed-income community in downtown Boston on a portion of the property formerly owned by the Boston Young Men’s Christian Union. 41 LaGrange Street will be a 19-story, 126-unit development in the heart of a rapidly gentrifying neighborhood in downtown Boston and will provide a mix of studio, one- and two- bedroom units in a newly constructed building and offer mixed-income housing opportunities for a wide range of individuals and households, from affordable housing that will serve the homeless population, to workforce housing opportunities, to market-rate housing within a diverse community.

Located in a critically important area of the City of Boston, between the Boston Public Garden and the Chinatown community, this building and property have an important link to the City’s history. With the continued revitalization of Boylston Street, Chinatown, and the lower- Washington Street neighborhood, including the construction of roughly 2,000 units of market-rate and luxury housing, there is a critical need to expand affordable housing and homeless housing opportunities in this area. Our goal is to help this area remain vibrant by providing housing options for a diverse group of people, from Boston’s working families to lower- income men and women who are currently served by the community but seek opportunities for long-term secure housing. The construction of housing on a currently underutilized parcel will activate the surrounding area and create increased foot traffic on a key block in the heart of downtown. The City of Boston and the Boston Planning and Development Agency have demonstrated their strong support for the project with the commitment of financial resources and the granting of zoning and permitting approvals to enable this development to move forward. 41 LaGrange Street will create housing opportunities that are disappearing from this urban neighborhood, and it will add to the diminishing stock of high-quality affordable and workforce housing that is available to a wide range of households to bridge the existing income gap in the neighborhood.



Proposed Design

THE UNION AT 48 BOYLSTON

The adaptive reuse of a historic building in the heart of a rapidly gentrifying neighborhood in Boston

The rehabilitation of the former Boston Young Men’s Christian Union building located at 48 Boylston Street converted a vacant historic building into 46 units of affordable housing and approximately 12,000sf of space for St. Francis House administrative offices and commercial space that will provide opportunities for homeless individuals. Located in a critically important area of the City between the Boston Public Garden and the Chinatown community, this development represents a key opportunity to balance the effects of gentrification in one of Boston’s most significant neighborhoods.

For generations, the area around 48 Boylston Street has provided homes to lower-income families and ethnic groups, and support to homeless individuals. Over the past several years, a number of luxury housing properties have been built. With that, there is a dramatic need to build new affordable housing for the community and permanent housing for the homeless. Twenty-six of the housing units are targeted to those who have experienced homelessness, and the remaining units are available to residents earning up to 60% of the area median income. St. Francis House will deliver comprehensive supportive services for residents of The Union at 48 Boylston.



Photos: Rich Pizzuti; Christoph Gervais



Developers: Planning Office for Urban Affairs; St. Francis House

Architect: The Architectural Team

Contractor: Gilbane Building Co.

Attorney: Nixon Peabody LLP

Manager: Maloney Properties, Inc.

Financing:
 Commonwealth of Massachusetts:
 Department of Housing &
 Community Dvlpmt.
 Community Economic Dvlpmt.
 Assistance Corp.
 MassHousing Finance Agency

City of Boston:
 Department of Neighborhood
 Development
 Neighborhood Housing Trust
 Massachusetts Historical Commission
 National Park Service
 Bank of America Merrill Lynch
 Eastern Bank
 Federal Home Loan Bank of Boston

THE UNION AT 48 BOYLSTON

The award-winning adaptive reuse of a historic building in the heart of a rapidly gentrifying neighborhood in Boston

Preservation Massachusetts Charles Eliot Award, 2020

The Charles W. Eliot Award is given to organizations with exceptional vision and excellence in planning for preservation

Affordable Housing Finance Readers' Choice Award, 2019

Best Historic Rehab Project (National award)

Novogradac Journal of Tax Credits Historic Rehabilitation Award, 2019

Residential Development That Overcame Significant Obstacles

The Novogradac Journal of Tax Credits Historic Rehabilitation Awards honor outstanding achievement in the rehabilitation of historic properties by recognizing development teams for excellence in the creative use of the historic tax credit

Massachusetts Historical Commission Award Preservation Award, 2019

Suffolk University's Moakley Public Service Award, 2019

150 RIVER STREET VILLAGE (age restricted housing—in development)

Construction of thirty (30) units of age-restricted housing to enable aging in place

150 River Street Village, projected to begin construction in 2023 and open in 2024, is comprised of 30 units of mixed-income age restricted studio and one-bedroom rental units, serving households with incomes ranging from 30% AMI to 70% AMI. The development will be located at 150 River Street, Mattapan, MA, which is currently owned by the City of Boston and was the home to a nursing home prior to its demolition in 2012. The Planning Office for Urban Affairs, and its co-development partner, Caribbean Integration Community Development, will be re-activating the Property and converting it into a restful and regenerative senior building, with a shade garden and community garden.

POUA and CICD were selected as the Co-Developers by the City of Boston, and after undergoing an extensive community engagement process, the project received Article 80 approval from the Boston Planning and Development Authority in February 2020 and zoning approval from the the Board of Appeals in Spetoomber 2020. The building and units will be designed to focus on aging in place while ensuring residents have access to on-site services, passive open space, and community spaces.

Developers:

Planning Office for Urban Affairs, Inc.
 Caribbean Integration Community Development, Inc.

Property Owner:

City of Boston

Architects:

J. Garland Enterprises
 DMS Design

Manager:

Maloney Properties



Rental Unit Summary				
	30% AMI, HUD 202	60% AMI, LIHTC	70% AMI	TOTAL
0 Bedroom	1	1	1	3
1 Bedroom	10	14	3	27
TOTAL UNITS	11	15	4	30

MORTON STATION VILLAGE (family housing and public park)

Vacant, former Mattapan Boston Police Department land to be converted to mixed-tenure housing and public park

Morton Station Village is a transit-oriented development that includes a public park—the Stephen P. Odom Serenity Garden—that will create opportunities for tenure and wealth building through a combination of rental and homeownership housing. With all of its financing secured and in place, the housing component of Morton Station Village is schedule to start construction in June 2021 and be completed by the Summer of 2022. The development consists of 40 units of mixed-income, mixed-tenure housing — 31 rental apartments and 9 affordable homeownership units — to be built in a four-story building on the long vacant site that was formerly the home of the Boston Police Department. Morton Station Village will provide much needed housing for a diverse range of households, with incomes from 30% AMI to 100% AMI. Located adjacent to the Morton Station MBTA Fairmount Line station at 872 Morton Street in Mattapan, Morton Station Village will represents not only provide critically needed affordable rental and homeownership housing opportunities but also re-activate a long vacant site. Morton Station Village will also include significant community space that will be connected to a unique feature—the creation of a new passive Boston Parks’ Department designed public space to be known as the Stephen P. Odom Serenity Garden.

Homeownership Units

	80% AMI	100% AMI	TOTAL
1 Bedroom	2	1	3
2 Bedroom	3	3	6
TOTAL UNITS	5	4	9

Rental Units

	MRVP	30% AMI	50% AMI	60% AMI	80% AMI	100% AMI	TOTAL
1 Bedroom / 1Ba	2	0	1	5	2	1	11
2 Bedroom / 1Ba	4	0	2	7	1	2	16
3 Bedroom / 1.5Ba	1	0	1	1	0	1	4
TOTAL UNITS	7	0	4	13	3	4	31

Developers:

Planning Office for Urban Affairs, Inc.
Caribbean Integration Community Development

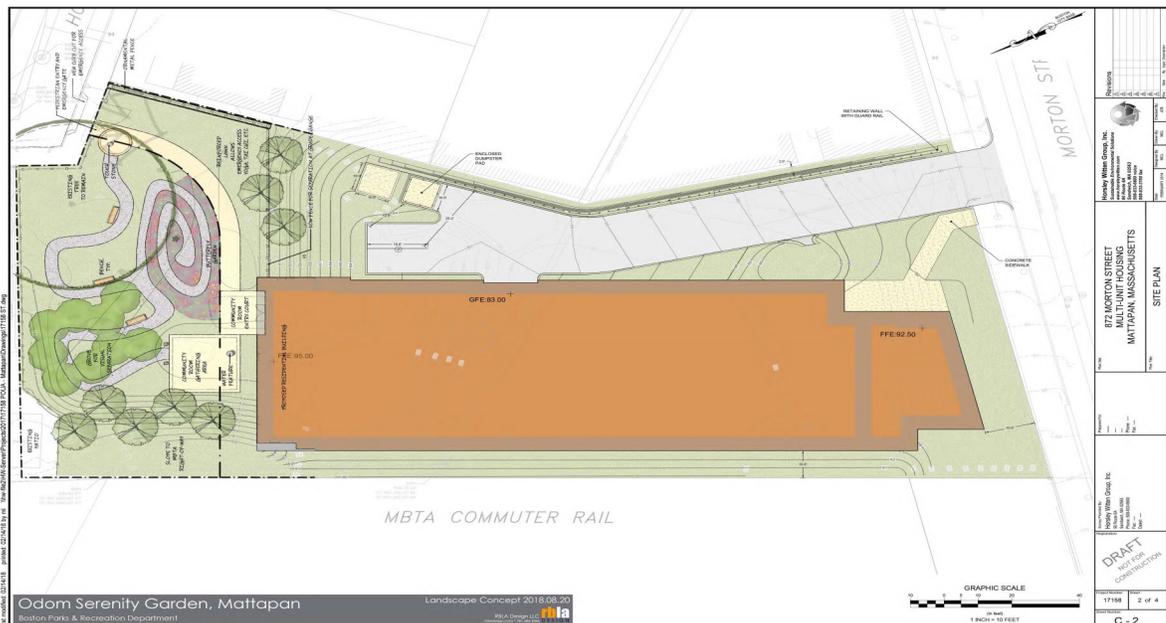
Property Owner:

City of Boston

Architect: Davis Square Architects

Financing Partners:

City of Boston
MA Department of Housing & Community Development
MassHousing



COTE VILLAGE

Mixed-income family housing as a neighborhood catalyst

The development of Cote Village by the Planning Office for Urban Affairs, Inc. (POUA), and the Caribbean Integration Community Development (CICD) is a unique partnership between two non-profit organizations who share a commitment and vision to increase affordable and workforce housing opportunities and generate economic benefits in the development of residential and mixed-use projects in Boston’s neighborhoods. POUA and CICD have come together to combine their collective expertise and vision in redeveloping the former Cote Ford Dealership into a vibrant and welcoming destination that will convert a vacant, abandoned property into a thriving part of the Mattapan neighborhood. The development is in close proximity to transit, as it is adjacent to the Blue Hill Avenue station on the Fairmount Line.

POUA and CICD will create a mixed-income, mixed-use development that is comprised of 76 units of affordable and workforce housing, commercial space, and community-oriented activity space. The 76 homes are part of 5 buildings with a mix of 1-bedroom, 2-bedroom and 3-bedroom units. Cote Village will also include a rental office, community room, ground-floor commercial spaces, and 84 parking spaces. Twelve units will be for residents with incomes below 30% of the area median income (AMI). Of these 12 units, 8 units will be set aside for formerly homeless individuals and families; 2 units will be for residents with incomes below 50% AMI; 42 units will be for residents with incomes below 60% AMI; 12 units will be for residents with incomes below 80% AMI; 8 units will be for residents with incomes below 100% AMI.

At a time when we are in the midst of a housing crisis, POUA and CICD will create a true mixed-income community that will provide housing opportunities to a diverse range of households in an integrated setting. This new, inclusive community will contribute to the vitality and prosperity of the neighborhood. As such, Cote Village represents an important step in creating new housing opportunities across Boston’s communities.



Developers:

Planning Office for
Urban Affairs
Caribbean Integration
Community
Development

Architect: Davis Square
Associates

Contractor: NEI General
Contracting

Attorney: Nolan Sheehan
Patten

Manager: Maloney Properties

HARBOR PLACE

Transformative mixed-income housing in downtown Haverhill

Harbor Place was developed by Merrimack Street Ventures (MSV), a joint venture between The Planning Office for Urban Affairs and the Greater Haverhill Foundation, working together to transform a significant portion of downtown Haverhill. Together, they developed 80 units of affordable and mixed-income housing for households earning from 30% AMI to market-rate and featuring six different income-tiers. Harbor Place includes Harbor Place Residences, the 80 units of housing, with over 12,000 s.f. of ground floor commercial/retail space; a 5-story commercial/retail/educational building that includes two floors for the University of Massachusetts Lowell, a bank headquarters, a media company and office space; a 145-space below-grade parking garage; and a spacious new public plaza, complete with outdoor dining and performance areas, and a grand 15' wide boardwalk that runs the entire length of the site and beyond. The boardwalk is accessed by three pedestrian walkways that run through the development, bringing residents to the Merrimack River in this section of downtown Haverhill for the first time in over eighty years.



Photos: Gustav Hoiland

Developers:

Planning Office for Urban Affairs
Greater Haverhill Foundation

Architects:

The Architectural Team
Copley Wolff Design Group

Contractor: Dellbrook Construction Company

Owner's Project Manager: WaypointKLA

Attorneys:

Nolan Sheehan Patten LLP
Richard Sheehan, Esq.
Goulston & Storrs P.C.

Property Management:

Peabody Properties

Financing:

Commonwealth of Massachusetts: Exec. Office of
Housing & Economic Dvlpmt; MassWorks; Dept. of
Housing & Community Dvlpmt; MassHousing;
Mass. Housing Partnership Fund;
MassDevelopment; CEDAC

City of Haverhill
North Shore HOME Consortium
Bank of America
Pentucket Bank & Haverhill Bank

HARBOR PLACE

An award-winning transformative mixed-income housing development in downtown Haverhill

Urban Land Institute Excellence in Affordable and Workforce Housing Award, 2018

Recognizes best practices in the development of housing that is affordable to people with a broad range of incomes

Multifamily Executive Awards, 2018

Project of the Year: Mixed Income (National award)

PRISM Award For Achievement in Building and Design: Silver Winner, 2017

ROLLINS SQUARE

Bridging the income gap with broad economic diversity

Rollins Square is a 184-unit mixed-income development built on a two-acre site in Boston's South End neighborhood. Of the units: 20% are low-income rental apartments, 40% are moderate-income first time homebuyer units and 40% are market-rate condominiums. This vibrant community offers high quality housing units for people with a broad range of incomes, providing economic diversity in a neighborhood that had luxury condos and public housing, but little in between. Rollins Square, which opened in 2004, sets a new standard for affordable housing development in the Boston area.

Rollins Square was built on land acquired from the Boston Redevelopment Authority and integrates two distinct styles of the neighborhood in its design: low-scale brick townhouses mimic the South End's attractive 19th century residential streets, while taller buildings with larger windows at the edge of the property are inspired by the neighborhood's warehouse buildings. The grounds include a landscaped park, 6,000 square feet of retail space and an underground parking garage.

Rollins Square has received the FNMA Maxwell Award of Excellence, the Builder's Choice Grand Award, the Charles Edson Tax Credit Award, the Boston Preservation Alliance Award and the John Clancy Award for Socially Responsible Housing. It has been recognized by the Urban Land Institute, Harvard University, Boston College, the University of Pennsylvania and at numerous national conferences.

The development is even innovative in its operations: the condominium association recently installed a co-generation unit for the development, saving \$75,000 per year in energy costs.



Photos: Robert Benson

Developer: Planning Office for Urban Affairs

Development Consultant: Development Synergies LLC

Architect: Childs, Bertman, Tsekaris, Inc.
CBA Landscape Architects

Contractor: Suffolk Construction

Manager: Maloney Properties, Inc.

Financing:

Bank of America/Fleet Boston Financial

Commonwealth of Massachusetts:

Department of Housing & Community Development

Massachusetts Department of Environmental Protection

MassHousing

City of Boston: *Boston Redevelopment Authority*

Department of Neighborhood Development

Neighborhood Housing Trust

AFL-CIO Investment Trust

Federal Home Loan Bank of Boston

Highland Street Foundation

ROLLINS SQUARE

Bridging the income gap with broad economic diversity

John M. Clancy Award for the design of socially responsible housing, 2005

Boston Preservation Alliance, Preservation Achievement Award, 2005

In recognition of notable new construction in harmony with Boston's built environment

Fannie Mae Foundation, Fifteenth Anniversary Maxwell Awards of Excellence, 2004

10th Annual Charles L. Edson Tax Credit Excellence Awards, 2004

Metropolitan/Urban Housing, Honorable mention

Builder's Choice Award, Builder magazine, 2004

THATCHER STREET HOUSING DEVELOPMENT

Mission-Driven, Smart Growth Redevelopment in Brockton

Since the 1940s, the Poor Sisters of Jesus Crucified and the Sorrowful Mother, Inc. (the “Sisters”) have been the owners and occupants of a 14-acre parcel on Thatcher Street (the “Property”) in Brockton. The Property, which had been the poor farm for the City prior to the Sister’s acquisition, has a long history of service and ministry to the poor. Over the past several years, POUA has been working closing with the Sisters on a mission-driven redevelopment plan that continues the legacy of the Sisters, respects the Property’s location and presence in Brockton and will provide much-needed affordable and mixed-income housing in a sustainable, vibrant and diverse community. Recognizing the ability of the Property to be redeveloped in a “smart growth” manner to support workforce affordable housing, the City of Brockton included the Property in a Chapter 40R District that was approved by the Massachusetts Department of Housing and Community Development and the City Council. Consistent with the requirements of the 40R District, POUA is proposing to develop the Property into a 160-unit mixed-income residential development in a campus-like setting (the “Development”). The current COVID-19 health crisis underscores the critical importance of developing stable, high-quality housing that is affordable to households across a broad range of incomes. The redevelopment of the Property will help provide for this critically important housing in an attractive and convenient setting. The

Development will make at least 81 of the 160 residential units, or 51% of the units, affordable to households whose annual income is less than 80% of the area median income, which will provide significant affordable housing opportunities for local residents. In addition, the Development will include 192 parking spaces, landscaped open spaces for residents and accommodations for an internal bus stop. The site design is compatible with the neighborhood, located near residential and educational uses, incorporates public transportation access, and provides new, affordable, and mixed-income housing in a neighborhood-like setting.



Developer:

Planning Office for Urban Affairs, Inc.

Property Owner:

Poor Sisters of Jesus Crucified and the Sorrowful Mother, Inc.

Architect:

The Architectural Team

Civil Engineer:

Horsley Witten Group

Unit Breakdown

	Studio	1-BR Flat	2-BR Flat	2-BR Duplex	3-BR	TOTAL
Existing Convent	4	32	1	0	2	39
Building B.2	0	0	4	10	1	15
Building C.1	0	7	18	0	3	28
Building C.2	0	20	52	0	6	78
TOTAL UNITS	4	59	75	10	12	160



UPHAMS CROSSING

Affordable family housing as neighborhood catalyst

Uphams Crossing consists of 80 units of affordable workforce housing for families earning up to 60% AMI; 20 of these units are set-aside to provide permanent housing for formerly homeless families and the remaining 60 provide affordable workforce housing. Uphams Crossing is home to residents employed at over 35 local businesses and institutions, filling the need for affordable housing for lower and middle-income households. The homeless families moved from 7 emergency shelters in Boston, and now have permanent affordable homes along with an on-site full time Licensed social worker to ensure that each family gets the services they need. This supportive services program includes evening and weekend programming for families living at and around the development.



Uphams Crossing is the re-development of the former St. Kevin's Parish in the Uphams Corner neighborhood of Dorchester. The development incorporated the adaptive reuse of one of the three existing buildings at 516 Columbia Road and the new construction of two buildings, at 530 Columbia Road and 35 Bird Street. The development contains significant open space along with resident and public gathering spaces and amenities, including a resident fitness center, community meeting room, computer/study room, café and lounge area.

Developer:

Planning Office for Urban Affairs

Services/Co-Sponsor:

St. Mary's Center for Women & Children

Architectural:

The Architectural Team; Bellalta 3 Design

Contractor: Bilt-Rite Construction

Attorney: Klein Hornig LLP

Property Manager:

Corcoran Management Company

Financing:

MA DHCD

City of Boston

CEDAC

Bank of America

MassHousing; MassHousing Partnership Fund

Federal Home Loan Bank of Boston

Federal Home Loan Bank of Atlanta

U.S. Department of Housing & Urban Development



Photos: Gustav Hoiland

UPHAMS CROSSING

An award-winning affordable family housing development as neighborhood catalyst

Preservation Massachusetts Mayor Thomas M. Menino Legacy Award, 2017

In the spirit of Mayor Menino, this award celebrates projects that are transformative, catalytic, embrace the community, create partnerships and revitalize the best of the past to make something good for the future

Affordable Housing Finance Readers' Choice Awards, 2016

Best Family Project (National award)

CONTACTS AT LENDING INSTITUTIONS

<i>Contact Name</i>	<i>Organization & Address</i>	<i>Phone #</i>
Mary Thompson	Bank of America One Federal Street Boston, MA 02110	614-346-5242
Mike Gondek	Life Initiative 420 Boylston Street Boston, MA 02116	617-536-2850
Mark Curtiss Alma Balonen-Rose	Massachusetts Housing Partnership 160 Federal Street Boston, MA 02110	617-330-9955
Pat Capalbo	Eastern Bank 63 Franklin Street Boston, MA 02110	617-478-4000
Cynthia LaCasse	MassHousing One Beacon Street Boston, MA 02108	617-854-1000

**DEVELOPMENT
WITHOUT
DISPLACEMENT PLAN**

DEVELOPMENT WITHOUT DISPLACEMENT PLAN

“AT THE HEART OF THE CITY
AND HOME TO THE REGION’S
BUSIEST BUS STATION,
NUBIAN SQUARE IS A
PRIME CORRIDOR FOR JOB
CREATION, COMMERCE, AND
TRANSIT-ORIENTED DEVELOPMENT.”

Drexel Village will serve as an important community need by providing a range of new, affordable, and mixed-income rental and homeownership opportunities and, in doing so, directly address the objectives in the City of Boston’s Housing Boston 2030 plan and PLAN: Nubian Square and enable current Roxbury residents to remain in the community. The City’s 2018 Update of the Housing Boston 2030 plan set new goals for housing production, which included the development of income-restricted housing designed to be affordable to a range of incomes and increasing homeownership housing opportunities. PLAN: Nubian Square underscored the importance of creating a diverse range of affordable housing options to strengthen the cultural fabric in the community. Specifically, it recognized that the creation of new income-restricted housing helps address potential displacement, and by introducing housing options at a range of incomes, housing would support the growth of local businesses and service providers. Additionally, the introduction of homeownership housing would provide opportunities for families to build wealth and equity through real estate.

The vision for Drexel Village has these goals and objectives in mind, and the housing opportunities created will help meet the needs of the Roxbury residents.

Providing a Broad Range of New, Affordable Rental and Homeownership Housing Opportunities

Drexel Village will provide 217 units of new affordable and mixed-income housing opportunities across two buildings. In the building that fronts Tremont and Ruggles Street, there will be 164 residential rental units that will be targeted to a wide range of income groups, from households earning 30% of the area median income (AMI) to market-rate units in order to create a diverse, integrated community. Within the building, there will be income-restricted housing at a range of different income tiers to provide as many options as possible for residents. The building that fronts on Melnea Cass Boulevard and Raynor Circle will contain 53 units of affordable and mixed-income housing, with 11 of those units being two-bedroom townhouse units. All of these townhouse

DEVELOPMENT WITHOUT DISPLACEMENT PLAN

units will be income-restricted homeownership housing opportunities, with 8 of the units available for households earning below 80% and the balance of the units available for households earning less than 100% AMI. Thus, with the de-

velopment of Drexel Village, there will be a broad range of new, affordable rental and homeownership housing opportunities introduced into the community, and a summary of the various levels of affordability is outlined below:

Rental Housing Units - Summary

	Affordable <50% AMI	Affordable/Moderate 51%-80% AMI	Moderate 100% AMI	Market	TOTAL
1 Bedroom	22	24	2	21	69
2 Bedroom	29	40	4	33	106
3 Bedroom	11	6	1	3	21
4 Bedroom	6	4	0	0	10
Total	68 33%	74 36%	7 3%	57 28%	206

Homeownership Housing Units - Summary

	Affordable 80% AMI	Moderate 100% AMI	TOTAL
2 Bedroom	8 73%	3 27%	11

Drexel Village will have over 70% of the rental units income-restricted and 100% of the homeownership units will be income-restricted. A preliminary market study reveals that this type of rental mix and sale prices will ensure that rental and homeownership opportunities meet the needs of Roxbury residents.

One of the main benefits of income-restricted homeownership housing is that it provides households with an opportunity to build wealth, while at the same time, creating an affordable housing option for community residents. All of the homeownership units at Drexel Village will be income-restricted in order to provide wealth and asset building opportunities. At the same time, POUA has initiated a targeted asset and wealth building and financial education program at a number of properties in its portfolio, and will be bringing that program and services to Drexel Village. Additionally, for residents in the affordable units who participate in this program, the Proponent is committing \$100,000 of its developer fee to match the

savings of residents to help all households build wealth and equity.

A Diversity of Housing Types to Meet Community Needs

In addition to a variety of income ranges, Drexel Village will provide an assortment of housing types to meet the needs of the community. The units at Drexel Village will range from 1-bedroom units to 4-bedroom units. Additionally, recognizing the need for larger units in the community, more than 67% of the units will be 2+ bedrooms, more than 15% of the units will be 3+ bedrooms, and 5% will be 4-bedroom units. Our preliminary market study indicates that there are very few 3- and 4-bedroom units in the community, so we have specifically incorporated a higher percentage of these unit types in order to be responsive to resident needs. By providing a variety of unit types, Drexel Village will help ensure that current residents who want to remain in the neighborhood will have different options to meet their needs.

DEVELOPMENT WITHOUT DISPLACEMENT PLAN

By proposing a mix of rental and homeownership housing that will be affordable to a wide range of households, Drexel Village will create a truly economically and socially integrated community, promote diversity and inclusion, and provide a variety of housing opportunities for neighborhood residents in terms of the number of available units and unit types. This mix of rental and ownership housing will help build an economically and socially integrated vibrant and strong community.

An Experienced Developer and Property Manager to Support Residents and Prevent Evictions

POUA and UHM have a long history of providing extensive supports and services to residents to help them be successful in their tenancies and remain permanently housed. Since the beginning of the COVID-19 pandemic, POUA has been at the forefront of advocating for an eviction morato-

rium and additional financial resources to support residents. Immediately following Governor Baker's declaration of a state of emergency in March 2020 and in response to the public health emergency caused by COVID-19, POUA issued a directive to all of its property managers to immediately suspend the filing of eviction actions. Over the past year, POUA has worked with the City of Boston, Metro Housing Boston, and other organizations to ensure that residents in its housing have access to rental assistance funds; in some cases, this has involved working closely with residents to complete the paperwork necessary and in other cases, it has involved advocating on behalf of residents with various organizations to secure resources. Housing stability is critical to maintaining good health, securing employment, and ensuring that children have access to education, and at Drexel Village, we will show the same commitment to ensuring the housing stability of residents.



PERMITS/LICENSES

Office of Consumer Affairs and Business Regulation
1000 Washington Street - Suite 710
Boston, Massachusetts 02118
Home Improvement Contractor Registration

GREGORY JANEY
236 HUNTINGTON AVE. SUITE 417
BOSTON, MA 02115

Type: Individual
Registration: 176637
Expiration: 11/03/2021

Update Address and Return Card.

Office of Consumer Affairs & Business Regulation
HOME IMPROVEMENT CONTRACTOR

TYPE: Individual
Registration: 176637
Expiration: 11/03/2021

GREGORY JANEY

Registration valid for individual use only
before the expiration date. If found return to:
Office of Consumer Affairs and Business Regulation
1000 Washington Street - Suite 710
Boston, MA 02118



GREGORY JANEY
236 HUNTINGTON AVE. SUITE 417
BOSTON, MA 02115

Edward A. Sallusti
Undersecretary

Not valid without signature

CITY OF BOSTON
BOARD OF EXAMINERS
Mayor Martin J. Walsh

Lic No: B34321



THIS CERTIFIES		
GREGORY B JANEY		
IS DULY LICENSED TO TAKE CHARGE OF WORK UNDER PROVISIONS OF THE ACTS OF 1938 CHAPTER 479 AS AMENDED		
ABC	11/6/2020	11/6/2021
Class of Lic	Date Issued	Exp. Date

11/6/2020 **11/6/2021**
Date Issued Exp Date

B34321

GREGORY B JANEY
42 ST. JAMES STREET
ROXBURY MA 02119

Remarks

Dig Safe Call Center
(888) 344-7233

SUBCONTRACTORS OR PARTNERSHIPS

SUBCONTRACTORS/PARTNERSHIPS

JANEY provides the General Contracting & Project Management services on behalf of the owner giving leadership to the project team toward the planning, organizing, coordinating and controlling the construction of any facility through the effective utilization of resources. As construction consultants we will advise and make recommendations on design improvements, construction technology, economic time frame and community outreach. JANEY conducts feasibility studies and establishes the project budget and duration providing the Client with the necessary information to make critical project decisions.

JANEY is committed to building & managing projects successfully by working with highly qualified professionals. Utilizing the latest Project Control technology, such as Primavera, Prolog and e-builder assures the clients that our team is dedicated to delivering projects on time and within budget.

The JANEY Team specializes in creating tailored Project Schedules and Job Cost Analysis Reports designed to monitor project cost, time and resources. In conjunction with utilizing the latest information technology, our customized reports keep clients informed of last minute updates and the overall progress of the project.

COMMUNITY BENEFITS PLAN

COMMUNITY BENEFITS

The Drexel Village project offers a comprehensive community benefits package that combines some of the existing programs offered by St. Katharine Drexel with other innovative benefits that will build a broader and stronger foundation of amenities for the neighborhood. The components of the Community Benefits package are summarized below.

Educational Benefits

1. Sr. Mary Hart Children's Program

Based on neighborhood need identified over 40 years ago, the Sr. Mary Hart Children's Program was started by Sister Mary, a Pastoral Assistant at the former St. Francis de Sales Parish. The programmatic mission is to address the needs of the neighborhood, specifically as they relate to the educational success of the children of Lower Roxbury, including families from Whittier Street Housing and Madison Park Village.

The program provides a safe, supportive and nurturing daycare, After-School, and Summer Camp environment for the children of the immediate neighborhood and beyond. Mothers in the neighborhood have held permanent jobs to provide staff assistance for both the After-School and Summer Camp Programs. Additionally, teen counselors are hired as Summer Camp counselors and future camp leaders. Further educational staffing for the After-School Program and Summer Camp is provided by Emmanuel College students who work as volunteers to the Parish After-School Program, as part of their Service-Learning Class, and provide a one-week STEM Summer Program for the summer campers along with summer fellowship grants.

2. Timothy Smith Network

The Timothy Smith Network (TSN) of Roxbury operates the Computer lab located in the Parish Center. The after-school students and summer camp participants have access to the computers. The Parish also offers STEM programs, such as Lego Robotics and Astro-Net. Additionally, TSN introduces the students to the Northeastern Engineering Department and the University's Chapter of Sigma Xi, a nationally recognized honor society for scientific research and the Think Like a Scientist Program.

3. Action for Boston Community Development

Action for Boston Community Development (ABCD) has served the Nubian Square community with its Head Start program for the last decade. The ABCD Head Start program helps prepare children for preschool and kindergarten using activities and experiences that develop their cognitive and emotional skills and has been an important community resources over this period of time. The inclusion of new space for ABCD will support our efforts to continue to provide these critical services to families in the neighborhood.

4. St. Katharine Drexel Food Pantry

The St. Katharine Drexel Food Pantry offers food assistance to individuals and families in neighboring communities, a ministry that began many decades ago in the food pantries of St. Francis de Sales/ St. Philip and St. John/ St. Hugh. When these parishes merged in 2005 and became St. Katharine Drexel Parish, the ministry of reaching out to and assisting others continued to be a priority.

COMMUNITY BENEFITS

Throughout the year, the Parish's food pantries provide healthy and nourishing choices for meal preparation to its neighbors, and at Thanksgiving and Easter volunteers distribute the turkeys and hams, along with special gifts from generous donors including students from Bishop Fenwick High School, parishioners from the Lexington Catholic Collaborative, and the monthly monetary support from individuals.

Before the COVID-19 Pandemic shutdown, the Parish's pantries provided weekly support to hundreds of families, and during the challenging months which followed, dry foods and canned goods are packaged and distributed on a call-in basis.

Economic Benefits

The Drexel Village economic benefits plan will create a substantial level of economic sustainability for local residents. These benefits will include recruitment of local small and disadvantaged businesses to lease the commercial space that will be available as part of the project, M/WBE contract opportunities during the pre-construction and construction phases of the project, a diverse construction workforce, and permanent jobs. Key components of the Economic Benefits plan are summarized below.

Project Team

Based on our commitment to diversity and inclusion, more than two-thirds of the project team is comprised of local M/WBE firms. This highly-skilled team will provide their expertise during the pre-construction, construction, and post-construction phases of the project, depending on the professional discipline that they represent. The attached Development Team Flow Chart depicts the range of professional expertise provided by the project team.

Construction Opportunities: M/WBE Construction Trades

Having one of the top minority General Contractors as a member of the Drexel Village project team will provide a unique opportunity to maximize the level of M/WBE subcontractors on the project. Additionally, the development team plans to aggressively recruit the construction trades through outreach to organizations such as the Massachusetts Minority Contractors Association (MMCA) and scheduling specific marketing events.

Construction Workforce

The project developer and construction manager have a solid track record of exceeding City of Boston local workforce requirements based on a solid commitment to diversity and inclusion. Both the developer and construction manager typically use aggressive outreach strategies to recruit local construction workers including newspaper ads and construction job fairs. The Diversity and Inclusion Plan to recruit M/WBE firms and the construction workforce is attached. In addition, the developer and construction manager will be working with job training program and community-based organizations to maximize local hiring and participation by residents.

Post-Construction M/WBE Opportunities

United Housing Management (UHM), one of the largest minority-owned property management firms, will be the manager of Drexel Village. UHM brings extensive experience in managing affordable and market-rate housing in the neighborhoods of Boston. UHM also brings diversity and inclusion to the

COMMUNITY BENEFITS

project that will remain well into the future. As an organization, UHM has a diverse staff of 65; many live within the communities of the properties it manages. This diversity extends to the choices that are made with hiring vendors. Attached is a chart that shows how much UHM has spent over the past four years hiring MBE and M/WBE businesses. This type of deliberate hiring increases the vendor's ability to grow and provides an economic boost to the neighborhoods they live in and spend their money. By managing Drexel Village, UHM will continue to hire local MBE and W/ M/WBEs to allow those businesses to continue to grow as the organization grows.

Diversity and Inclusion Plan

The attached Diversity and Inclusion Plan, depicts the developer's commitment to diversity and inclusion which spans across numerous neighborhood-based projects that we have developed over the years. This commitment represents the spectrum of development-related opportunities, ranging from equity development partnerships with MBE firms to maximizing M/WBE subcontracting opportunities, and a diverse construction workforce on projects. Our approach to diversity and inclusion on the Drexel Village project represents a commitment to support the growth and prosperity of M/WBEs. To that end, J. Garland Enterprises, a MBE firm, is one of the development partners for the Drexel Village Project. Additionally, more than two-thirds of the project team is comprised of M/WBE firms as evidenced by the attached Project Team Roster. In addition to the representation of the project team, the developer is committed to maximizing M/WBE and local workforce opportunities during the construction phase of the project as reflected in the attached Project Diversity and Inclusion Plan. For example, UHM has a long history and successful track record of employing M/WBE firms in its operational work, having spent over 55% of its operating spending on M/WBE firms. With the presence of MBE firms on the construction and management side of Drexel Village, the development team will ensure that there is diversity throughout the lifecycle of the Drexel Village, from construction to operations.

Development without Displacement

The Lower Roxbury neighborhood reflects the historic culture and diversity of the community, and POUA and St. Katharine Drexel's goal is to provide more housing opportunities for residents of the neighborhood. To that end, the housing program includes affordable, market-rate and homeownership units, as more particularly described in the Development without Displacement section.

UHM PROPERTIES MWBE SPENDING

Total 2017-2020

	MBE	MWBE	W	Total MWBE	Total Spending	Total Non Discretionary Spending	Total Discretionary Spending	% MWBE
2017	7,007,317	1,763,266	335,232	9,105,815	38,205,935	13,933,276	24,272,659	37.51%
2018	8,521,796	2,092,919	165,615	10,780,330	32,146,753	16,032,215	16,114,538	66.90%
2019	8,992,391	1,545,868	302,784	10,841,043	27,514,340	10,276,096	17,238,244	62.89%
2020	9,674,457	1,109,719	286,169	11,070,345	26,855,684	9,779,878	17,075,806	64.83%
	34,195,961	6,511,772	1,089,800	41,797,533	124,722,712	50,021,465	74,701,247	55.95%

**DREXEL VILLAGE
SUMMARY OF COMMUNITY AND ECONOMIC BENEFITS**

COMMUNITY BENEFITS
St. Katharine Drexel Parish Programs
❖ Food Pantry
❖ Sr. Mary Hart Children’s Program
❖ Timothy Smith Network
ABCD Head Start Program
United Housing Management Resident Services Programs
POUA Asset/Wealth Creation and Financial Education Programs
Roof Top Food Garden to support the Food Pantry
Open Space Network
Public Art
ECONOMIC/WEALTH CREATION BENEFITS
Creation of Rental and Homeownership Units
Developer contribution of \$100,000 to help households build wealth and equity
Developer contribution of \$150,000 to support local job training and community programs.
Developer contribution of \$100,000 to subsidize the commercial space and open space activation.
Developer contribution of \$50,000 to support landscaping and placemaking
M/WBE Contract Opportunities through all phases of the project (Pre-construction; Construction; Project Operations)
Construction Workforce Diversity

ADDITIONAL DATA

Management Plan For Crescent Development

UHM Properties LLC (UHM) has demonstrated a consistently sound approach to management policies and procedures, which result in the effective and efficient management of real estate. Its long-term commitment to property investments is evidenced by the superior level of property management throughout its portfolio and by an unblemished record of dealings with its bankers, lenders, and Federal and State Housing agencies. The following sections describe the way UHM Properties generally provides Management services to its developments; while this is a general description of our procedures, the company will work with the Crescent Development ownership entity to review the same and modify the plan where appropriate.

I. Management Procedures

UHM has implemented an Operations Manual which provides a system for rent collections, filing, recertification process, waiting list, marketing, unit inspections, work order, etc... All administrative policies and systems have been developed, implemented and adjusted to accommodate the needs of the residents. In addition, UHM will be responsible for all aspects of the operation at Crescent Development. All maintenance operations and resident contact will be conducted at the Management Office. A 24-hour, 365-day answering service will be maintained to respond to emergency services after normal business hours.

UHM's responsibilities include the following:

- a. Marketing, Resident Selection and Unit Turnover
- b. Rent Collection, Evictions, and related reports
- c. Supervise repairs, contractors, and preventive maintenance
- d. Monitor accounting reporting and annual budget
- e. Prepare required owner, agency and internal reports
- f. Coordinating community and resident relations in conjunction with resident's service coordinator
- g. Conduct annual/interim recertification, annual unit inspections.
- h. Hire, train and supervise all personnel assigned to the development.

A. Management Fee

UHM will receive a base fee of **5%** of the gross rent collections at **Crescent Development** for its management services.

- a. All bookkeeping, clerical, and other management overhead expenses (including, but not limited to, costs of office supplies and equipment, data processing services, postage, transportation for supervisory management personnel, and telephone services) shall be reimbursed by the Owner to the Agent and will be treated as project expenses.

B. Staffing

The proposed staff for **Crescent Development** will be as follows: (1) Property Manager, and (1) Assistant Manager, (1) Maintenance Technician, and a part-time resident service coordinator.

C. Security

Security issues are of a great concern for the owner, management and the residents alike. UHM will work with the **Crescent Development** residents to establish a security task force as appropriate. It is essential that the residents, management, the contracted security service and area police work together to ensure the quality of life for the development. In order to achieve this goal, a security taskforce will be established. Designated members will chair this task force and the membership will be composed of residents, staff members, security personnel and an assigned representative from the Boston Police Department.

D. Preventive and Schedule Maintenance Systems

The Agent will cause the Project to be maintained and repaired in accordance with state and local codes, in a condition at all times acceptable, including but not limited to cleaning, painting, decorating, plumbing, carpentry, ground care, and such other maintenance and repair work as may be necessary. The Agent shall implement a preventative maintenance system acceptable to Local, State and Federal standards.

All maintenance requests whether originating from a resident or an employee will be recorded in the One Site Facilities Management System. One of the most important responsibilities of the maintenance staff is to establish a control system to ensure an orderly flow of maintenance requests and to allow a thorough means of follow-up on all outstanding requests. The procedures described below have proven to be very successful. The following paper flow procedures are used:

- Upon receiving a maintenance request over the telephone, the maintenance request must be entered into the One Site System with as much detail as possible. Phone numbers and permission to enter must be noted on each request.

- A copy of the maintenance request form will be placed on the “To-Do” board for the Superintendent and maintenance staff to pick up each morning.
- Another copy will be placed on the “Control Board”. The board is necessary for the manager or the superintendent to know at all times what maintenance requests are outstanding and how long they have been outstanding. It is the policy of **UHM** to respond to all maintenance requests within 48 hours.
- The Maintenance staff will return the completed work request each evening and place it on the completed board. The maintenance supervisor will close out the work order in One Site and file the original in the unit history file. The maintenance staff must note all completed maintenance requests.
 - - a. The nature of the problem
 - b. Materials used to complete the job.
 - c. Time necessary to complete the job
- Maintenance requests which were not completed due to the lack of parts, ability and or access, etc. should be placed on the “Pending Board” until the work is completed. The pending board is updated on a daily basis to ensure that all pending requests are completed in a timely fashion..
- The Agent will contract with qualified independent contractors for extraordinary repairs beyond the capability of regular maintenance.
- The Agent is authorized to purchase all materials, equipment, tools appliances, supplies and services necessary for proper maintenance and repair in accordance with the budget established with the Owner.
- The Agent may be required to obtain written approval from the lender for disbursements from the Replacement Reserve Escrow prior to commencing work when the cost of the replacement item (s) including labor and materials, exceeds \$2,000, unless the replacement involves manifest danger to persons or property or required to avoid suspension of any necessary service to the Project.

The Property Manager has an excellent opportunity to further public relations with the residents by properly using the completed maintenance requests. Periodically, the manager should randomly select completed maintenance requests, contact the resident and inquire if the work was completed satisfactorily. This will enhance Management /Resident communication and is vital to the success of any apartment community, as well as giving the management staff the needed control over the daily performance of the Maintenance Staff.

Please Note: If the residents have a maintenance request, they must call and notify the Management Office .The Maintenance Team will process the work order accordingly.

In addition, the residents are instructed not to give their requests to our maintenance staff while they are working on the property; rather, they are to notify the office of their request.

Preventive Maintenance System

UHM will strive to provide professional timely maintenance services to all **Crescent Development** residents. The firm delivers Maintenance services, through a clearly defined maintenance system. The system is made of several components; among them is the preventive maintenance system - the latter ensures that the preventive measures are taken as follows:

I. Unit Preventive Maintenance

The Company's policy is to inspect each unit per year to ensure that the unit meets all health and safety guidelines. While conducting inspections the staff will also perform tasks that will extend the life of appliances, mechanical, safety and electrical systems. A unit preventive Maintenance Inspection form is to be used for all inspections and deficiencies reported on the form must be written on a work order prior to be submitted to the staff.

The Manager's inspects the overall condition of the unit, especially the paint, floors, bathroom walls and all appliances. The findings are reported on the inspection form in order to monitor the long term capital needs of the property. In addition, a quick view of basic items such as thermostat. Smoke detector testing, cleaning of smoke detector, caulking or re-grouting tubs and servicing boilers are noted. These items are forwarded to the Maintenance Department to be completed later the same day or at a future date depending on the nature of the work.

a. Painting of Apartments

All occupied units are to be painted entirely after five (5) years of occupancy by the current resident. In the event that the resident has painted their unit in an alternative color that must be removed, stain-killed or requires more than one coat of paint, the resident will be charged for the extra labor.

b. Maintenance Schedule

The work requests are scheduled as follows:

- Requests from tenants who do not allow Management to access their units will be placed on the schedule work order section.
- Work orders from routine and emergency will be scheduled as well.
- On occasions, seasonal work/special project such as landscaping, carpentry project or re-decorating are planned and completed as a one-time operation.

Upon receiving the maintenance request, the work order will be entered into the One Site Facilities Management System with as much details as possible. The service request will be placed on the "To Do" board for the Maintenance Supervisor and maintenance staff to pick up. A copy will be placed on the "Control Board". The latter is necessary for the manager to know at all times that maintenance requests are outstanding and how long they have been outstanding.

c. Quality of Work

If contractors are assigned to perform a particular job, supervisory staff members must make periodically spot checks to ensure that all work is performed satisfactorily. Prior to making a payment to a contractor, the supervisory staff member must sign that all work is acceptable. If the work order is repeated, the supervisor must follow up on the same to determine the cause and correct the issue. The site manager is to discuss all problems caused by the resident or their family, visitors, or guests with the resident with any associated repair costs that are billed to the resident. The latter will be kept as a record in the resident's file.

In order to determine the level of resident satisfaction with any work performed, Management conducts random surveys sent to the various residents where work was recently performed. The site manager is responsible for all work performed at its properties.

II. Building Preventive Maintenance

Preventive maintenance consists of the annual scheduled inspections and services of both residents' units and building systems. At least once yearly, every site's operational system, i.e. heating plant and electrical system are inspected. Following the inspection, a work order to address the findings is regenerated.

Building Preventive Maintenance Systems is performed to prevent unnecessary repair and failure of the building system components. The supervisory staff will conduct routine inspections of the building systems (i.e., roof, building envelope, mechanical, etc.) and write up all required work on the work order request. (Please refer to the work order and preventive maintenance systems for more details).

E. Tenant Selection Plan

A approved Tenant Selection Plan will be utilized.

F. Plan for Training and Hiring Residents in the Management and Maintenance of the Property

UHM's mission is not simply to provide affordable real estate services, but also to work to benefit the broader community with permanent resources and opportunity, which will provide jobs for the residents of our community.

G. Residents Services Plan addressing the needs of both family and elderly residents.

UHM's goal for the **Crescent Development** Residents is to build a self-reliant neighborhood that meets the needs of the families and seniors living in the development to utilize techniques of organizing and collective action to mobilize residents to engage actively in decisions affecting their housing and their neighborhood and to establish a social atmosphere which encourages and supports personal growth. The Resident Services Department offers several services to the children, youth, adults, and to the senior population. The youth will have the opportunity to participate in extended learning opportunities during school vacation and throughout the summer. We offer families comprehensive support throughout the year to locate and access resources for every member of their household. Our signature youth development program model is the Children's Defense Fund Freedom Schools. The Golden Academy is our aging in place initiative which provides services and programming with a clear focus on addressing social isolation and early onset dementia.

1. **Senior Population**
 - United Housing Management will develop services by recruiting volunteers
 - Provide home visits, information, referrals and advocacy as needed.
 - Develop a senior information newsletter.
 - Develop a senior hour weekly to meet to discuss issues surrounding healthcare, social security, and safety issues with the assistance of staff from the Mayor's Seniority Program.

2. **Children from zero to five years**
 - Resources for parent in need of day care will be developed (Information and referrals).

3. **Children from six to thirteen years**
 - Information on after school programs, summer camps, educational activities, health care and health insurance will be developed.

4. **Youth from fourteen to eighteen years**
 - Information on Summer Employment, ABCD Summer Employment Program, and other agencies providing summer and year round employment for youth.
 -

5. **Teen Parent Population**
 - Offer support by providing information and making referrals for childcare services, parenting classes, advocacy, teen parent, support group, alternative education assistance, etc..

- 6 **Resident Services**

UHM recognizes the delicate role that a site manager has in relation to the various social issues, residents sometimes experience. Management personnel are not expected to diagnose or treat a resident's problem, however, they are expected to take the necessary steps to protect the rights to safety and peaceful enjoyment when another resident's action interferes with that right. There are times when a person will benefit from the assistance of outside social services or a reasonable accommodation in order to maintain their tenancy. Lease violations which threaten the health and safety of individual or other residents will be addressed with the resident in a concerned confidential manner intended where possible to preserve the continued occupancy of the residents (please see attached house rules)

The Resident Service Coordinator serves as the site's liaison among property manager, residents, social service agencies and the community. This person documents by use of detail reports designed to assist residents in acquiring the services they require. Provide home visits and advocacy as needed, make referral and provide information to residents on employment opportunities, training programs, educational opportunities, childcare etc...

In addition to the above, residents' meetings will be scheduled on a monthly basis to hear residents' concerns. The Resident Service Coordinator will work closely with other agencies, educational institutes, and healthcare providers in the Greater Boston Area to provide information on services that are available to the Community residents.

H. Resident Relations

UHM's commitment to the economic development and empowerment of the residents in the community extends our responsibility to residents beyond the limits of just maintaining the property. Encouraging communication, providing social activities and social service referral assistance are a normal part of our management operations. The Company believes that all residential environments are to exhibit a strong sense of community, in which each member is given an opportunity to excel. To achieve this goal, the resident service coordinator will work to develop a plan, which will focus on the young residents and seniors, where the following issues will be addressed: crisis intervention, advocacy/community resources, education and self-improvement.

I. Personnel

UHM will provide the most effective and efficient management services for the development. The Company will do the hiring and conduct the investigation process, which include a criminal background check and substance abuse test. The selection of staff will be done on the basis of experience, reliability, personal character and ability to meet and relate to the residents and their concerns while possessing competence in their vocations.

J. Rent up Plan for vacant units

UHM will implement an approved lottery system for the initial placement of applicants on a waiting list in compliance with the Department of Housing and Urban Development (HUD) Handbook 4350.3, Local, State and Federal guidelines in accordance with the Tenant Selection Plan. The following steps will be observed after a lottery has been conducted and applicants have been placed on the waiting list.:

- All applicants on the existing waiting list will be informed of availability of units and eligibility requirements. They will be notified promptly regarding status of their applications during the rent-up of the vacant units.

- If interested, selected applications will be pulled for processing. Third party income verification, credit check that includes rental, eviction history, Cori request and other documentation will be processed.
- The waitlist specialist will conduct interviews with applicants explaining procedures and answering questions on operational features of the apartments. Topics covered will include rent and maintenance policies as well as planned activity programs and services.
- If selected applicants are rejected, the applicants will be given the reason for rejection in writing, with the MHFA Conference Procedure attached; and the rejected application, with the reason for rejection noted thereon, will be kept on file for three (3) years. A current list of prospective tenants will be maintained by date of application in accordance with MHFA approved priorities. The site manager will initiate ongoing marketing to assure an adequate applicant pool to fill the vacancies promptly...

K. Budget

The budget is the financial plan for the development for the upcoming year. Budgets are prepared annually 60 days in advance of the fiscal year and contain complete documentation of income and expense projections on a monthly basis. The Property Manager is responsible for the initial preparation of the budget reflecting and owner and regulatory requirements for the property. The Chief Operating Officer and the Chief Financial Officer then review it before it is final approval.

The Property Manager is expected to perform within the approved budget at all times. Budget compliance is monitored monthly through the financial reports.

L. Rent Collection Procedures

Rents are due and payable on or before the first of each month. Payments must be made by check or money order and mailed to the Managing Agent at a designated location. If individual problems occur (for example, social security or assistance checks arriving later in the month), etc.... they will be worked out on an individual basis. Residents in arrears on the fifth (5th) of the month will be contacted to secure payment – Residents in arrears on the tenth (10th) of the month will be served with a Fourteen Day Notice to Quit and if necessary, further legal action will be brought for eviction. The Manager will make every effort to secure voluntary compliance by each resident with the terms of his or her occupancy agreement. If a resident's financial situation changes resulting in hardship, the Manager will, if appropriate, inform the residents of recertify or will counsel the resident and make referrals to community agencies so that involuntary termination of tenancies may be avoided. For lease violations other than non-payment of rent, management will take the following actions:

Upon verification that a resident has violated a provision of their lease, management will send an infraction letter to the resident stating each concern or issue. The resident will have the opportunity to respond in writing and/or meet with the manager to resolve and/or clarify the issue in question.

Upon continued or repeated violations, a second notice will be sent to the resident clearly stating that she/he is in violation of his/her lease. Management will inform the owner of all potential evictions and will provide the supporting documentation. Owner and Agent will determine if the eviction process should commence.

Computerized accounting services will be performed in the Managing Agent's Central Office. Monthly reports will be generated. These reports track monthly expenditures and income by account and compare monthly and year to date results with the annual budget. Computerized bookkeeping services is designed to aid and expedite and volume and flow of reporting, that would be performed by a staff member. The Managing Agent will prepare in a timely fashion monthly and annual reports as required by the regulatory and management agreements, in conformance with federal, state and local agency requirements or the requirements of the property's owner.

M. Plan for Training and Hiring Residents in the Management and Maintenance of the Property

UHM's mission is not simply to provide affordable real estate services, but also to work to benefit the broader community with permanent, successful business, which will provide jobs for the residents of our community. This has been and will continue to be achieved by creating jobs, training, and utilization of community contractor and vendor contracts for which our local economy benefits and grows. Our common goal with 2147 Washington Street is to assure that residents are provided with the foundation and tools to become successful.

N. Energy Conservation

The conservation of energy will be an ongoing concern. Residents will be instructed on the proper use of all appliances and heating units to ensure maximum comfort and efficiency. Energy consumption will be closely monitored and compared to existing records and/or industry standards to determine if excessive energy is being used, and if so, what can be done to remedy the situation.

An aerial photograph of a university campus, overlaid with a semi-transparent yellow filter. The image shows various buildings, parking lots, and green spaces. In the foreground, there is a large, oval-shaped athletic field with a red track. The text "DESIGN SUBMISSION" is prominently displayed in the center-right of the image in a large, white, sans-serif font.

DESIGN SUBMISSION

DESIGN NARRATIVE

DESIGN NARRATIVE

Meeting the Development Objectives + Design Guidelines for PLAN: Nubian Square + Drexel Village

The design team has a 50-year history of dedication and commitment to creating vibrant, equitable communities through innovative design solutions that address key issues impacting urban livability. As the world emerges from a year of pandemic and economic challenges, these opportunities have become even more vital. The past five decades have brought a remarkable urban resurgence for cities like Boston. The transformative power of architecture has the ability and obligation to accelerate efforts to create prosperous communities, by repurposing underutilized assets in the pursuit of more resilient, equitable, sustainable, and enriching development.

To this end, the master planning and design of Drexel Village, in the heart of Nubian Square in the Roxbury Neighborhood, will embody best design practices for creating an exciting and dynamic mixed-use multifamily and commercial development that celebrates and honors the rich cultural and artistic heritage of the community-at-large, while meeting the economic, inclusion and social benchmarks, goals, and objectives of PLAN: Nubian Square and the RFP. The holistic design approach is to create a memorable gateway to Nubian Square that brings together affordable and mixed-income housing, commercial, educational, and cultural services that will improve and enrich the neighborhood and create a vibrant destination with a compelling and expansive public open space. Designing these varied uses in a coordinated and integrated manner, Drexel Village will become a central place for people to reside, recreate, and receive critical community services 24/7.

By leveraging both the Crescent Parcel and the Archdiocese Parcel, the design will maximize the community benefits including arts, education, commercial, open space and retail enterprises and significantly broaden the affordability of housing in the neighborhood, without displacement – a key measure of the development’s success. Having designed more than 40,000 units of affordable housing and more than 150,000 units of mixed-income housing over the firm’s history, we are extremely sensitive to the citizen decision-making in socially sensitive housing processes, experienced at designing in a way to encourage residents to “stay local” and adept at transforming troubled commercial corridors into creative public realms by bringing back main street.

The design process and approach for Drexel Village involves inclusive planning and equitable development considerations; an emphasis on economic opportunities; authentically creating a culture of community and belonging; and respectfully engaging with the arts and neighborhood development organizations to define the community’s soul and spark revitalization.

Creativity + Culture Contribute to Community

Mindful of the rich cultural history of this important neighborhood, the design will prioritize the promotion of the arts, culture, education, commercial, and retail enterprise in the area through stakeholder engagement, and bringing local artists and residents into the design conversation to build a useful, equitable and healthy community. In this way, the design will support and celebrate the unique and important strengths of Nubian Square and the greater Roxbury neighborhood, by leveraging existing assets such as St. Katharine Drexel Parish and its long history and legacy of community service, including ABCD, The Timothy Smith Network, the Sr. Mary Hart Children’s Program and the Parish food pantry. Drexel Village will be designed as a modern, approachable and inviting space for these

DESIGN NARRATIVE

programs to flourish, now and into the future. Creative design elements will include a participatory and nourishing rooftop garden on Building One that will supply resources for the food pantry.

More than 30,000 square feet will be designated space for community, retail, cultural and Parish-related activities and services. Specifically, the proposed design strategically places active uses along the sidewalks, inclusive of community space, resident amenities, and lobby, St Katharine Drexel chapel, retail, ABCD services, and direct-entries to a portion of residential units. The chapel will be visible from the exterior to amplify transparency and vistas to the public amenity spaces.

New Affordable + Income Restricted Housing Opportunities

The importance of innovative affordable housing designs for sustainable living cannot be overstated. While a shortage of affordable housing options continues to plague American cities, we have an opportunity with Drexel Village to design a decidedly different alternative solution to the outdated models of the modernist era.

By merging contemporary aesthetics with advanced design solutions, Drexel Village will provide a mix of affordable and workforce housing rental and homeownership units at a variety of income tiers to ensure that the units are affordable to a broad range of community residents. Of the 217 units created, 70% of the units will be income restricted. Two-thirds of the units will be two-bedroom+ units with a significant mix of three and four-bedroom units to achieve an unmet demand in the community. In doing so, the design will support a wide range of unit types and target income levels to satisfy a variety of housing needs of families.

The combined parcels are artfully connected by an expansive public open space which gives way to two multifamily mixed-use buildings:

Building One | At-a-glance

- Situated at the corner of Tremont and Ruggles Streets
- Higher scale: 10-stories stepping down to 6-stories
- A total of 150,000 square feet
- One- to four-bedroom units
- 5,000+ square feet of amenity space
- 3,000+ community, retail, cultural, Parish + social services
- 94 onsite parking spaces

Building Two | At-a-glance

- Situated along Melnea Cass Boulevard and Raynor Circle
- Direct-entry home units on levels one + two
- Lower scale: 6-stories
- A total of 52,000 square feet
- One- to four-bedroom units
- 2,200 square feet of amenity space
- 11 income-restricted townhome ownership units

DESIGN NARRATIVE

The Parish will live at the center of the design – as the hub of activity and community focus. Building massing intentionally steps down from the highest, elevated corner of Tremont and Ruggles Streets to the lower residential scale of Raynor Circle.

More than simply creating decent spaces for living, the approach will incorporate sustainable features wherever possible that reduce the cost of construction maintenance, technologies to connect residents to outside resources, and greater reverence for human scale and connection to the street.

Access, Circulation, Connectivity, and Continuity

The new Drexel Village master plan orients the buildings strategically to make easy connections through the site to nearby community amenities such as Ruggles Station, Northeastern University's campus, Madison Park, and the South Bay Harbor Trail running along the Melnea Cass corridor. The design strengthens major public corridors by extending generous landscaped open space at the corner of Tremont Street and Melnea Cass Boulevard to enhance pedestrian activity and connectivity, encourage use of public transit, and promote bicycle use. The design will reinforce Ruggles Street as a multi model connection from Ruggles Station to Nubian Square. Additionally, general and service vehicular access from Raynor Circle will be thoughtfully designed to minimize the impacts on the residential neighborhood, with vehicle access from Raynor Circle.

The design includes building-integrated parking so as not to break the continuity of the street frontage or create exposed parking areas along the street frontage.

Massing, Height, and Orientation

The proposed building heights ranging from six to 10-stories fall within the specified range between 50 and 120 feet. Designed to thoughtfully reinforce the surrounding physical characteristics and step down in massing from the Tremont street corridor to the lower scale Raynor Circle neighborhood expressing the gateway location as well as recognizing the scale of the adjacent residential developments. The variability of setbacks and building heights are employed to create volumes that are articulated, and dynamic, reinforcing special views and corridors and existing street wall conditions. The buildings' massing are configured to allow ample natural light down to the street and into open spaces allowing the preserved mature trees to thrive. Building One's articulation at its upper floors along Tremont Street breaks down the massing but its angled setback also allows more natural light to reach the public open space.

Architectural Design + Character Development

The design contributes to building a strong architectural identity at this gateway location, by not only recognizing the urban context of the area, but by material use as well. The use of more solid masonry along the base ground the building, with lighter materials used on the upper floors. Changes in materials and fenestration patterns provide cues to the different programs included within the development. Ground level retail, commercial and residential amenity spaces include masonry with large amounts of full height glazing to provide transparency to activate the pedestrian experience along the sidewalks. The ABCD space along Ruggles Street includes a contextual brick field punctuated by vertical slot windows with a touch of playful, energized colors.

DESIGN NARRATIVE

The centerpiece and hub of the development is the St Katharine Drexel Parish located within Building One. Standing front and center at the project's most prominent corner of Tremont and Ruggles Street, the Parish lobby is grounded by a landscaped plaza which serves as an extension to the public plaza directly across Tremont street leading to Ruggles Station. The Parish's dynamic glazed 2-story curtainwall provides views through the lobby to the chapel space within. The chapel itself provides further transparency through the building to the open space beyond. Above the lobby, the façade is marked by its white color that gradually transitions to gray tones through its subtly folded skin.

Building Two is intentionally more subdued, located within a park-like setting addressing the open space, Melnea Cass Boulevard and Raynor Circle. Entirely residential, its ground floor direct entrance home ownership units fit well within its context.

Color plays an important role throughout with quieter contextual colors providing background, hints of brighter colors to note special program elements within and white accents note locations of more public areas and entrances.



REGULATORY APPROVALS

While it is not possible to definitively identify all public approvals at the conceptual stage, public approvals likely to be required for the proposed project are addressed below.

1. Zoning Compliance

(a) Districts. The Project site is entirely in the Multifamily Residential Subdistrict (the “MFR Subdistrict”) within the Roxbury Neighborhood District, governed by Article 50 of the Boston Zoning Code (the “Code”), and also entirely in an Urban Renewal Area Overlay District and partially in the Boulevard Planning Overlay District adjoining Melnea Cass Boulevard and Tremont Street. The Proponent will work with the Inspectional Services Department (“ISD”) to treat the contiguous lots comprising the Project as one zoning lot in common ownership.

(b) Uses. The ground floor of the Project includes General and Local Retail, Office, Place of Worship, Residential Town Home, Community Center, Open Space and Accessory Parking uses. The upper floors will consist of Place of Worship, Multifamily Residential and Residential Town Home use. In the MFR Subdistrict, ground floor General and Local Retail each require a conditional use permit; otherwise both uses are forbidden. In the MFR Subdistrict, Office use is forbidden and will require a variance. All other uses are allowed as of right in the MFR Subdistrict.

(c) Dimensional Requirements. All buildings comprising the Project are designed to comply with the 120-foot height limit, and the Project has also been designed to comply with the 3.0 floor area ratio (“FAR”) limit established by the RFP. With approximately 219 units on a 107,546 square-foot (“SF”) site, the Project will likely require zoning relief for minimum lot area per dwelling unit. While the Project has been designed with requirements for usable open space per dwelling unit, minimum lot width and lot frontage and front, rear and side yards minimums in mind, specific instances of nonconformity requiring zoning relief may arise as the Project design progresses.

(d) Design Requirements. The Project has been designed to comply with the Roxbury Neighborhood District and Boulevard Planning District design guidelines, including standards for display window area under Section 50-40 of the Code and screening and buffering requirements under Section 50-41 of the Code. Design review, including signage requirements, will be conducted during the Urban Design Component of Large Project Review (“LPR”). The Project will take into account the design recommendations for the “Ruggles cluster” of Plan: Nubian Square.

(e) Off-Street Parking and Loading. The Project proposes a total of approximately 94 accessory parking spaces for 219 residential units and for approximately 31,343 SF of non-residential uses. Under Section 50-43, off-street parking and loading requirements for projects are determined through the LPR process. For Roxbury sites within a 10-minute walk of an MBTA station, the BTD Guidelines suggest a ratio of 0.75 – 1.25 spaces per 1,000 SF of non-residential space and per dwelling unit.

2. Urban Renewal Area

The Project site is located partially in the South End Urban Renewal Area and partially in the Campus High School Urban Renewal Area. Minor modifications to the South End Urban Renewal Plan and the Campus High School Urban Renewal Plan allow for “School, Residential and/or Commercial” as permitted land uses. The Project will accordingly require that the Boston Planning & Development Agency (“BPDA”) proclaim a minor modification to the South End Urban Renewal Plan and the Campus High School Urban Renewal Plan consistent with the Project use parameters.

REGULATORY APPROVALS

3. Large Project Review

Because the Project will exceed 50,000 SF of gross floor area (“GFA”), it will be subject to LPR under Article 80B of the Code and the Proponent will file a Letter of Intent with the BPDA summarizing the Project and a Project Notification Form (“PNF”) summarizing the Project proposal. The Mayor may appoint an Impact Advisory Group made up of over 50% neighborhood residents to advise throughout the LPR process. The Proponent will also submit questionnaires on a number of topics including: (i) Article 37 LEED Checklist; (ii) Climate Change Preparedness and Resiliency Checklist; (iii) Accessibility Questionnaire; (iv) Smart Utilities; and (v) Carbon Neutral Building Assessment. LPR will likely also result in a: (i) Cooperation Agreement (including Boston Residents Construction Employment Plan); (ii) Affordable Housing Agreement; (iii) Transportation Access Plan Agreement; and (iv) Construction Management Plan.

4. Inclusionary Development Program (“IDP”) Compliance

The Project will be subject to the Mayor’s IDP and is in Zone C. The Project will comply with the RFP requirements concerning affordable housing, which currently exceed the IDP affordable housing requirements.

5. Boston Civic Design Commission (“BCDC”) Review

As the Project is greater than 100,000 SF of GFA, it will be subject to review by the BCDC in conjunction with LPR.

6. Massachusetts Environmental Policy Act (“MEPA”) Review

The Project involves a transfer of land from MassDOT, which would place the Project into MEPA jurisdiction. If the Project exceeds applicable MEPA thresholds, the Proponent would seek to complete MEPA review on a parallel track with LPR.

7. Historic Reviews

Since the Proponent will be applying for state and possibly federal affordable housing resources, the Project will potentially be subject to State Register Review and/or review under Section 106 of the National Historic Preservation Act, conducted by the Massachusetts Historical Commission (“MHC”), if it could have an adverse effect on the National Register of Historic Places (“National Register”) or the State Register of Historic Places (“State Register”). Based on state historical records obtained from the Massachusetts Cultural Resource Information System (“MACRIS”), however, no existing structures on the property are listed in the National or State Registers nor on the Inventory of Historic Assets of the Commonwealth, nor designated a Boston Landmark or located within a local historic district. The Lower Roxbury National Register Historic District is located across Melnea Cass Blvd. and Tremont Street from the Project. St. Katharine Drexel Parish Center, though not included in the Inventory, was built in 1934, thus making its proposed demolition subject to demolition delay review by the Boston Landmarks Commission under Article 85 of the Code.

8. Parks and Recreation Commission Review

Pursuant to Section 4.11 of Chapter 7 of the City of Boston (the “City”) Ordinances, the Boston Parks and Recreation Commission must approve any building or structure erected or altered within one hundred feet (100’) from a park or parkway. The Whittier Playground, across Ruggles Street, and the South Bay Harbor Trail, across Melnea Cass Blvd., may be within 100 feet of the Project Site and

REGULATORY APPROVALS

may be protected open space. If this is confirmed, the Project will be subject to Parks and Recreation Commission Review.

9. Transportation Approvals

All of the streets surrounding the Project are public ways under the jurisdiction of the City. Accordingly, one or more approvals may be required from the Public Improvement Commission and Department of Public Works for curb cuts, sidewalk and street reconfigurations, or above- or below-grade discontinuances. The Project's underground parking garage will require an inflammable storage license and parking garage permit, both granted by the Committee on Licenses of the City of Boston Public Safety Commission. The Project is located within the City's first fire district and is not subject to the garage permit limitation in Chapter 577 of the Acts of 1913.

10. Water-Related Approvals

According to the Federal Emergency Management Agency ("FEMA") map as part of the National Flood Insurance Program (the "FEMA FIRM"), the Project is entirely in an "Area of Minimal Flood Hazard". Given the Project's location and its FEMA designation, the Project is unlikely to be subject to the Massachusetts Wetlands Protection Act, the City's proposed Coastal Flood Resilience Overlay District and the City's "Ordinance Protecting Local Wetlands and Promoting Climate Change Adaptation in the City of Boston." The Project is likely to require permits from the Boston Water and Sewer Commission related to the construction and operation of the Project and may be subject to an infiltration and inflow assessment.



SUSTAINABILITY PLAN

The following describes the project's overall approach to sustainable design, construction, and operation. The sustainable approaches outlined below ensure that the project will meet LEED for Homes Midrise v4 certifiability at a minimum Silver threshold level, striving for Gold. Additionally, the project will pursue Energy Star Multifamily New Construction v1.1 certification and utilize the principles and practices of the Passive House Institute US's PHIUS certification.

3.1 Regulatory Context

3.1.1 Massachusetts Stretch Energy Code

The Project is located in Roxbury, MA which has adopted the Massachusetts Stretch Energy Code (Stretch Code) and is required to comply with the City of Boston Article 37 requirements. Due to these requirements, the project will show compliance with the applicable energy savings requirements via ASHRAE 90.1 energy modeling. Both buildings will demonstrate a minimum of 20% energy cost reductions below the applicable ASHRAE baseline for LEED-required modeling (2010). The larger building will strive for a minimum 20% reduction below the applicable Stretch Code ASHRAE baseline (2013) and the smaller building will strive for a minimum 10% reduction below the applicable Stretch Code ASHRAE baseline (2016).

Additionally, the project will document compliance with the following Article 37 requirements: A Carbon Neutral Building Assessment (which a preference and desire to utilize all-electric systems), a Green Building Report including LEED certifiability and the Climate Changes and Resiliency Checklist, and compliance with the stretch energy code as stated above.

3.2 Sustainability/Green Building Design Approach

The Project will incorporate sustainable principles into its design, construction, and continued operation activities. Additionally, the project will strive to include all-electric systems, in support of the recent commitment for Net Zero Carbon by 2050.

3.2.1 General Sustainability Approach

The following sustainability goals will be incorporated into the project's design, construction, and operation:

- An integrated and embedded development team, members of which will collaborate throughout the design and construction process;
- Enhancing the neighborhood by improving a previously underutilized site;
- Environmentally friendly site design and consideration of landscaping and heat island effect to benefit both residents and the surrounding neighborhood;
- A neighborhood with a high degree of walkability, bike-ability, and proximity to public transportation and local amenities, as well as a covered bicycle storage space for each unit;
- Non-residential space for St. Katherine Drexel Parish, providing chapel space, classrooms/training, as well as a sustainable food pantry for local residents;

SUSTAINABILITY PLAN

- Childcare space for local resident families;
- Efficient water use that minimizes waste and maximizes available technology for both indoor and outdoor water systems;
- Energy efficiency through a high-performance envelope, installation of high-efficiency equipment, and a right-sized system design with a preference for electric options over gas;
- Healthy materials and finishes throughout all interior spaces, reducing health risks for residents;
- Preparation for future solar photovoltaics; and
- Design and installation of a rooftop garden to support a food pantry available to the public.

3.2.2 Energy Star Multifamily New Construction v1.1

The Project will certify under the Energy Star Multifamily New Construction (ES MFNC) v1.1 pathway via ASHRAE modeling and compliance with all applicable Energy Star checklists. Certification will be confirmed via design review and construction inspections to confirm installation according to all applicable ES MFNC requirements.

3.2.3 Passive House Institute US (PHIUS)

The Project will strive to utilize applicable PHIUS design and construction principles to provide an efficient and healthy indoor environment for all residents.

3.2.4 LEED for Neighborhood Development v4

Given the location of the project, adjacent to the ongoing Whittier Neighborhood Redevelopment, the project will explore compliance pathways with the LEED for Neighborhood Development (ND) v4 certifiability. This compliance will help the Crescent Parcel blend with the neighboring developments and expand the benefits of the LEED ND rating system being utilized at the Whittier site.

3.2.5 LEED for Homes Midrise v4

The Project will meet the requirements for minimum Silver level (with a goal of Gold) certification through the United States Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) Building Design and Construction Homes Midrise Multifamily rating system Version 4 (LEED Midrise). Details regarding LEED compliance are discussed below.

3.2.5.1 Integrative Process

The Project will have an integrative Project Team that will include skill sets in architecture, civil engineering, sustainable design, systems integration, and mechanical/electrical/plumbing (MEP). The integrative Project Team will meet consistently and will be involved from schematic design through construction.

SUSTAINABILITY PLAN

3.2.5.2 Location and Transportation

The Project will be constructed on land that is greater than 75% previously developed and greater than 75% of the land surrounding the project is also previously developed; the Project is not being developed on land that lies within a flood plain hazard area as identified by the Federal Emergency Management Agency (FEMA). The Project is within ½ mile walking distance of numerous community resources, open space, and public transportation options.

3.2.5.3 Sustainable Sites

The Project intends to develop plans to conform to the requirements of the EPA Construction General Permit and is designed to use no invasive plant species. Additionally, during construction, all cracks, penetrations and entry points will be appropriately sealed to minimize bulk water leakage and reduce the likelihood for future pest intrusion. Management will also develop and implement a LEED-compliant Integrated Pest Management Policy throughout the development.

3.2.5.4 Water Efficiency

The Project is designed to incorporate high-efficiency water fixtures to reduce indoor water consumption. The Project is expected to exceed a 35% annual potable water use reduction for interior water use and sewage conveyance using low-flow/high-efficiency plumbing fixtures.

3.2.5.5 Energy & Atmosphere

Per Stretch Code requirements, the project will demonstrate a minimum of 10% energy reduction as compared to the ASHRAE 90.1 baseline energy model. In addition to the point for Annual Energy Savings, bonus LEED points will be achieved for small unit sizing via the LEED H Home Size Adjustment calculation. The Project will adhere to the requirements of all the Energy Star Multifamily New Construction v1.1 checklists and the Project will strive for reductions in overall energy consumption and carbon production through measures such as including an electricity meter for each apartment and prioritizing electric-only systems. The Project will provide the owner with an operations and maintenance manual with all LEED/sustainability related requirements.

3.2.5.6 Materials and Resources

The Project will commit to using non-tropical woods, or when tropical woods are required, to use only FSC certified or reclaimed wood. Additionally, the Project will commit to using local and recycled products wherever possible. Local aggregate will be sourced for the foundation concrete and concrete will contain fly ash or slag. Prior to construction, a construction waste management plan will be developed to ensure that at least 75% of construction waste is diverted toward recycling for at least four different material types. During construction, the Project will retain the services of a third party verification team to confirm that designed durability measures have been installed correctly.

The Project will commit to complying with this prerequisite to promote durability and performance of the building enclosure and its components and systems through compliance with the ES Water Management System Builder Checklist, and through measures as outlined by the USGBC, including the following:

- Use of non-paper faced backer board in bath and shower areas;

SUSTAINABILITY PLAN

- Use of water-resistant flooring in kitchen and baths;
- No carpet within three feet of exterior entry doors;
- Direct exhaust of all conventional clothes dryers; and
- Installation of drain/drain pans, or stainless-steel braided mesh water supply lines, for all clothes washers and water heaters installed over living spaces.

3.2.5.7 Indoor Environmental Quality

The Project will utilize low-emitting materials to provide a healthy indoor environment for all occupants and visitors. The Project will be designed so that all in unit spaces comply with the requirements of ASHRAE 62.2-2010 and all common area spaces comply with the requirements of ASHRAE 62.1-2010. Each unit will have a carbon monoxide detector and all gas combustion on-site will be sealed. At a minimum, MERV 8 filters will be installed at all air handling units and ventilation system(s). Low emitting products will be specified and installed for paints and coatings, flooring, adhesives and sealants, and insulation.

The Project will utilize continuous ventilation to exhaust air from bathrooms and kitchens and the system will be balanced by providing fresh air to each residential unit. Testing at the end of construction will ensure that ventilation rates meet the design.

The Project will be designed and constructed to minimize leakage between units. Maximum allowable leakage rate will be 0.30 CFM50 per square foot of enclosure for unit types (1-bedroom and 2-bedroom types) with an average unit size below 1,200 square feet (per LEED Interpretation #10465) and 0.23 CFM50 per square foot of enclosure for unit types (3-bedroom and 4-bedroom types) with an average unit size above 1,200 square feet. Compartmentalization testing will be completed to verify performance at the end of construction.

Smoking will be prohibited throughout the Project, including within the living units. No smoking will be permitted within 25 feet of all entries, outdoor air intakes, and operable windows. Signage will be installed, and language will be included in rental agreements to communicate this to the potential residents.

The Project is in EPA Radon Zone 1, so it is not required to adhere to the Radon-Resistant Construction prerequisite.

3.2.5.8 Innovation Design

At a minimum, the Project will develop a preliminary checklist (LEED prerequisite), include a LEED Accredited Professional on the team (optional point), and achieve two (2) Exemplary Performance Credits for Compact Development and Community Resources. The Project will pursue additional Innovation Credits that are feasible and cost effective.

OPEN SPACE



A PARK FOR EVERYONE

Emphasizing multigenerational use and universal access, this innovative park project in the Roxbury neighborhood of Boston will provide over 65,000 square feet of publicly accessible open space. With the preservation of existing mature trees and the planting of new trees across the site as a design focus, the park network will provide building residents and the broader Roxbury community lively and flexible public amenity spaces in which to play, relax, and celebrate throughout the seasons.

PLAY.
RELAX.
CELEBRATE.

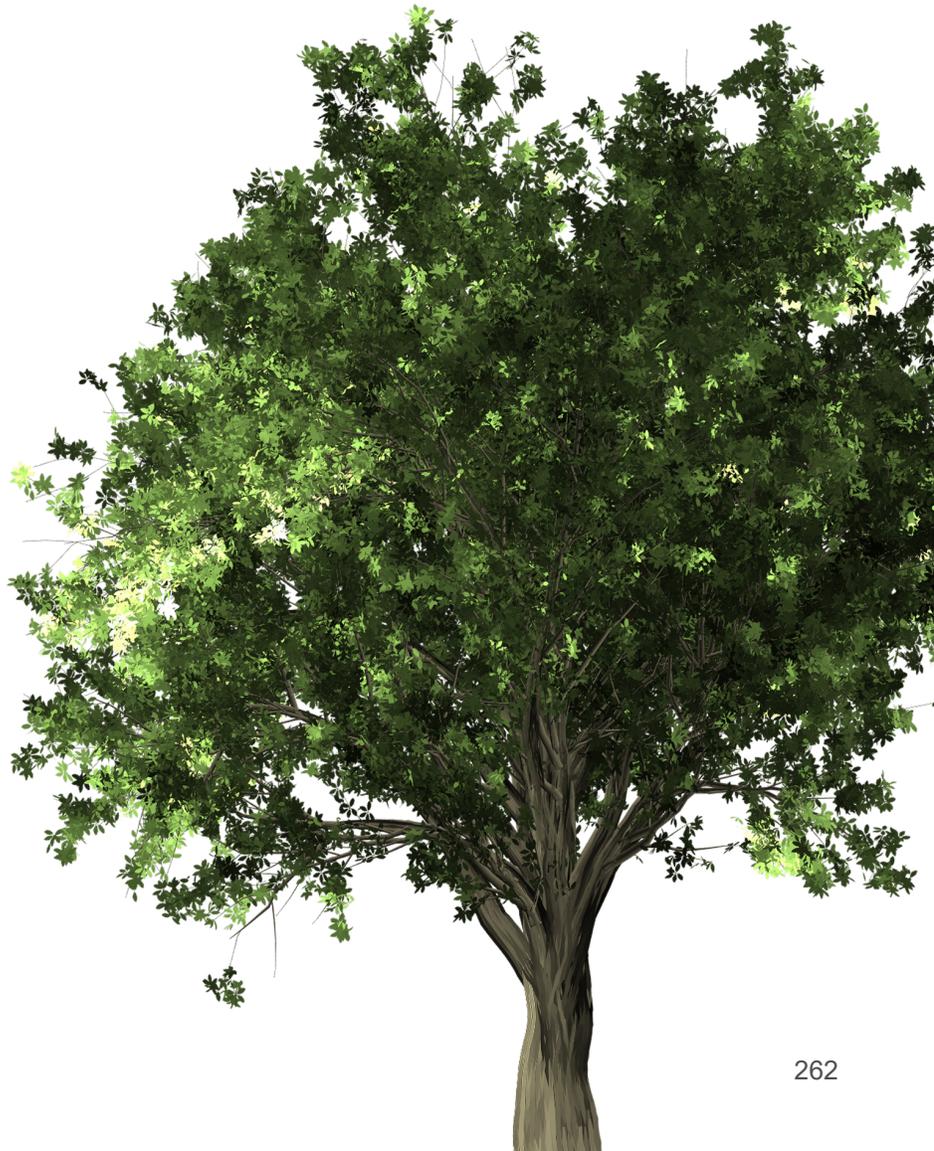
OPEN SPACE: DESIGN

The development's open space is organized into various broad moves which collectively celebrate the cultural and historic vibrancy of the area and create a dynamic gateway to Nubian Square. A passive green park allows access across the site while a verdantly planted streetscape peppered with seating areas and anchored by corner plazas allows for both informal and planned gatherings. Outdoor amenities are associated with the community spaces and residential buildings, like the children's play area for the youth at ABCD. A new hybrid plaza area at the end of Raynor Circle anchors the project. The streetscape improvements along Ruggles Street, including a new bike lane, facilitate access to the park and help create community connectivity throughout the site and beyond.

The perimeter of the project is surrounded by a robust and rich streetscape with generous, wide walkways, new street trees, planted green areas, and seating moments. The corners of the site provide deeper opportunities for placemaking and community engagement. At the corner of Tremont and Ruggles Streets, the buildings step back to create a large plaza with the potential for community-initiated placemaking endeavors. In this multi-use space, outdoor seating rests alongside an indoor café, while dynamic planting softens the hardscape. The prominent corner of Melnea Cass and Tremont Street also has an expanded hardscape area that could be an excellent location for a permanent public art display (developed through a community engagement process), as well as art opportunities that celebrate the rich cultural history of the area. For example, as described earlier in our proposal, the development team has engaged in conceptual thought conversations with the Social Justice Archive Network at the Elma Lewis Center at Emerson College to explore the incorporation of designs and/or statues that would honor Elma

Lewis, Ruth Batson, and Melnea Cass at this location.

The central park area will primarily serve as a quiet green space for sitting, walking, relaxing, and passive recreation. This space features the preservation of 10 existing mature canopy trees, the overall site design preserves 23. Additionally, numerous new trees will be planted throughout the site to create urban nature and reduce Heat Island conditions. The current design includes a seating area within the park, ringed with understory flowering trees and a circle of benches. This sitting area is just off the major pathway connection from the corner of Tremont and Melnea Cass to Raynor Circle. Within the park, a dynamic children's play area has been programmed for use by ABCD and, during times it is not being used by ABCD, the community-at-large.



OPEN SPACE: DESIGN



Adjacent to the residential building and community space will be outdoor seating areas and flexible hardscape areas for various activities such as outdoor dining, movies, and dance classes, which can be associated with the indoor programs. Planted buffers create a delineation where residential units directly abut the street. These areas will also feature passive stormwater gardens that are both performative and educational. Community gardens on the roof of the building along Ruggles Street will promote healthy living and provide fresh produce and supplies for the Parish's food pantry and provide opportunities for the community and residents to grow vegetables and flowers.

The existing cul-de-sac roadway at the end of Raynor Circle will be transformed into a paved flexible pedestrian plaza for everyday passive use, which can also be used for large community events such as farmer's markets and community cookouts. This area, along with the paved plaza from the parking to the residential building is

primarily pedestrian, but also allows for emergency vehicle access. A small convenience outdoor parking area has been provided off Raynor Circle; the majority of parking for the building tenants will be located underground.

By incorporating the Crescent Parcel with the adjacent Archdiocesan parcel, Drexel Village represents a unique and unprecedented opportunity to develop a matrix of spaces and community uses in the park that will serve as a dynamic and vibrant gateway to Nubian Square. The site's open space network, with its variety of public spaces, is designed to provide universal access to multiple generations of visitors who wish to gather, rest, play, and celebrate throughout the seasons. The layered flexibility of the design ensures its ability to memorialize the history of the property and Nubian Square and engage with the community to change and grow with the needs and desires of the residents and the community for decades to come.



LEED v4 for Building Design and Construction: Multifamily Midrise
Project Checklist

Project Name: Crescent Parcel
Date: 4/20/21

Y	?	N		
1		1	Credit	Integrative Process

15 0 0 Location and Transportation 15

Y			Prereq	Floodplain Avoidance	Required
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PERFORMANCE PATH

			Credit	LEED for Neighborhood Development Location	15
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PRESCRIPTIVE PATH

8			Credit	Site Selection	8
3			Credit	Compact Development	3
2			Credit	Community Resources	2
2			Credit	Access to Transit	2

1 0 6 Sustainable Sites 7

Y			Prereq	Construction Activity Pollution Prevention	Required
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Y			Prereq	No Invasive Plants	Required
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		2	Credit	Heat Island Reduction	2
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		3	Credit	Rainwater Management	3
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1		1	Credit	Non-Toxic Pest Control	2
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6 0 6 Water Efficiency 12

Y			Prereq	Water Metering	Required
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PERFORMANCE PATH

6		6	Credit	Total Water Use	12
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PRESCRIPTIVE PATH

			Credit	Indoor Water Use	6
			Credit	Outdoor Water Use	4

24.5 3 9.5 Energy and Atmosphere 37

Y			Prereq	Minimum Energy Performance	Required
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Y			Prereq	Energy Metering	Required
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Y			Prereq	Education of the Homeowner, Tenant or Building Manager	Required
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24.5		5.5	Credit	Annual Energy Use	30
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	2	3	Credit	Efficient Hot Water Distribution	5
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	1	1	Credit	Advanced Utility Tracking	2
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5 0 4 Materials and Resources 9

Y			Prereq	Certified Tropical Wood	Required
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Y			Prereq	Durability Management	Required
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1			Credit	Durability Management Verification	1
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2		3	Credit	Environmentally Preferable Products	5
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2		1	Credit	Construction Waste Management	3
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9.5 4 5.5 Indoor Environmental Quality 18

Y			Prereq	Ventilation	Required
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Y			Prereq	Combustion Venting	Required
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Y			Prereq	Garage Pollutant Protection	Required
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Y			Prereq	Radon-Resistant Construction	Required
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Y			Prereq	Air Filtering	Required
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Y			Prereq	Environmental Tobacco Smoke	Required
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Y			Prereq	Compartmentalization	Required
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3			Credit	Enhanced Ventilation	3
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	0.5	2.5	Credit	Contaminant Control	2
--	-----	-----	--------	---------------------	---

1		2	Credit	Balancing of Heating and Cooling Distribution Systems	3
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	3		Credit	Enhanced Compartmentalization	3
--	---	--	--------	-------------------------------	---

2			Credit	Enhanced Combustion Venting	2
---	--	--	--------	-----------------------------	---

1			Credit	Enhanced Garage Pollutant Protection	1
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1.5	0.5	1	Credit	Low Emitting Products	3
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1			Credit	No Environmental Tobacco Smoke	1
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3 2 1 Innovation 6

Y			Prereq	Preliminary Rating	Required
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2	2	1	Credit	Innovation	5
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1			Credit	LEED AP Homes	1
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4 0 0 Regional Priority 4

1			Credit	Regional Priority: Specific Credit	1
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1			Credit	Regional Priority: Specific Credit	1
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1			Credit	Regional Priority: Specific Credit	1
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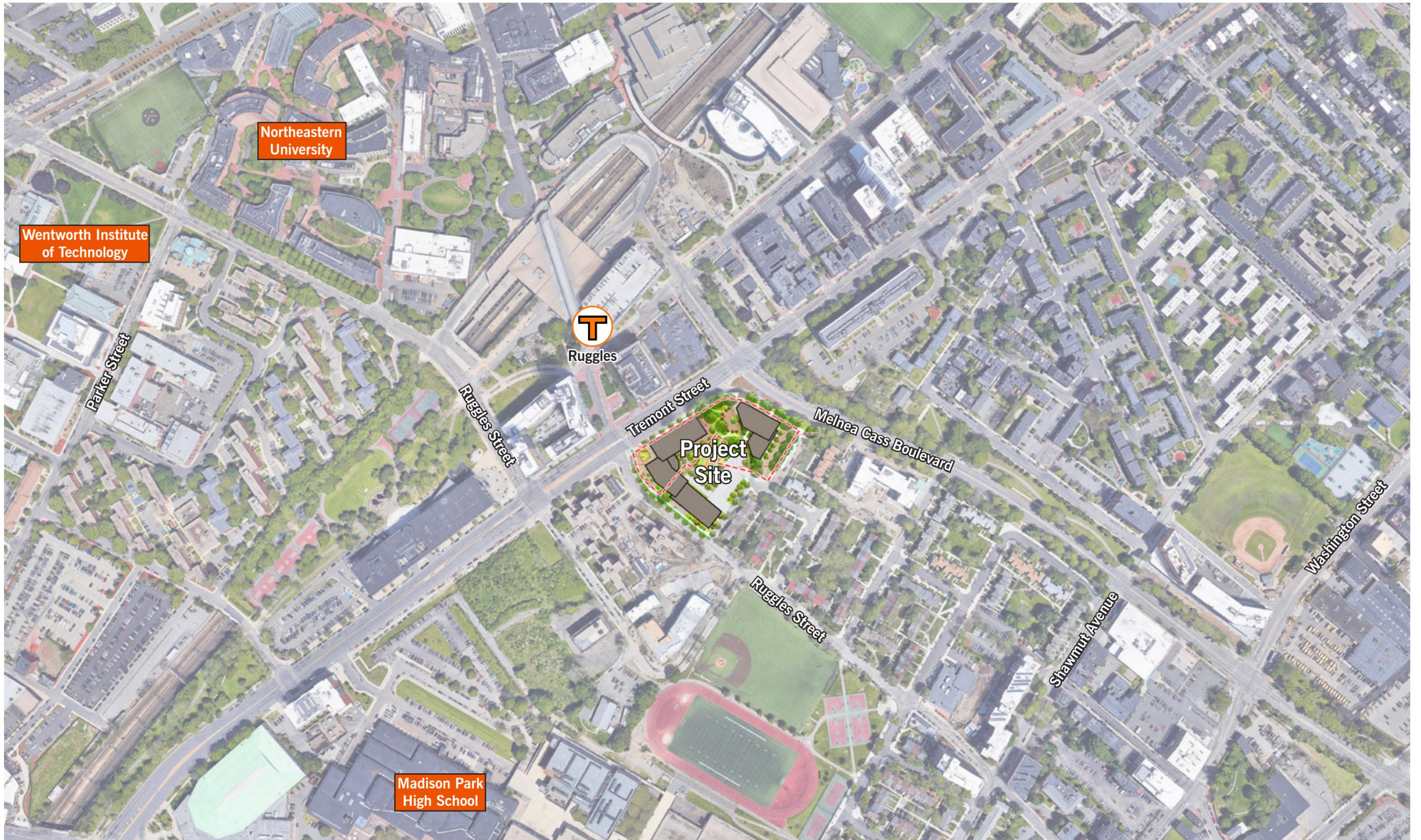
1			Credit	Regional Priority: Specific Credit	1
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69.0 9.0 33.0 TOTALS Possible Points: 110

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

111.0

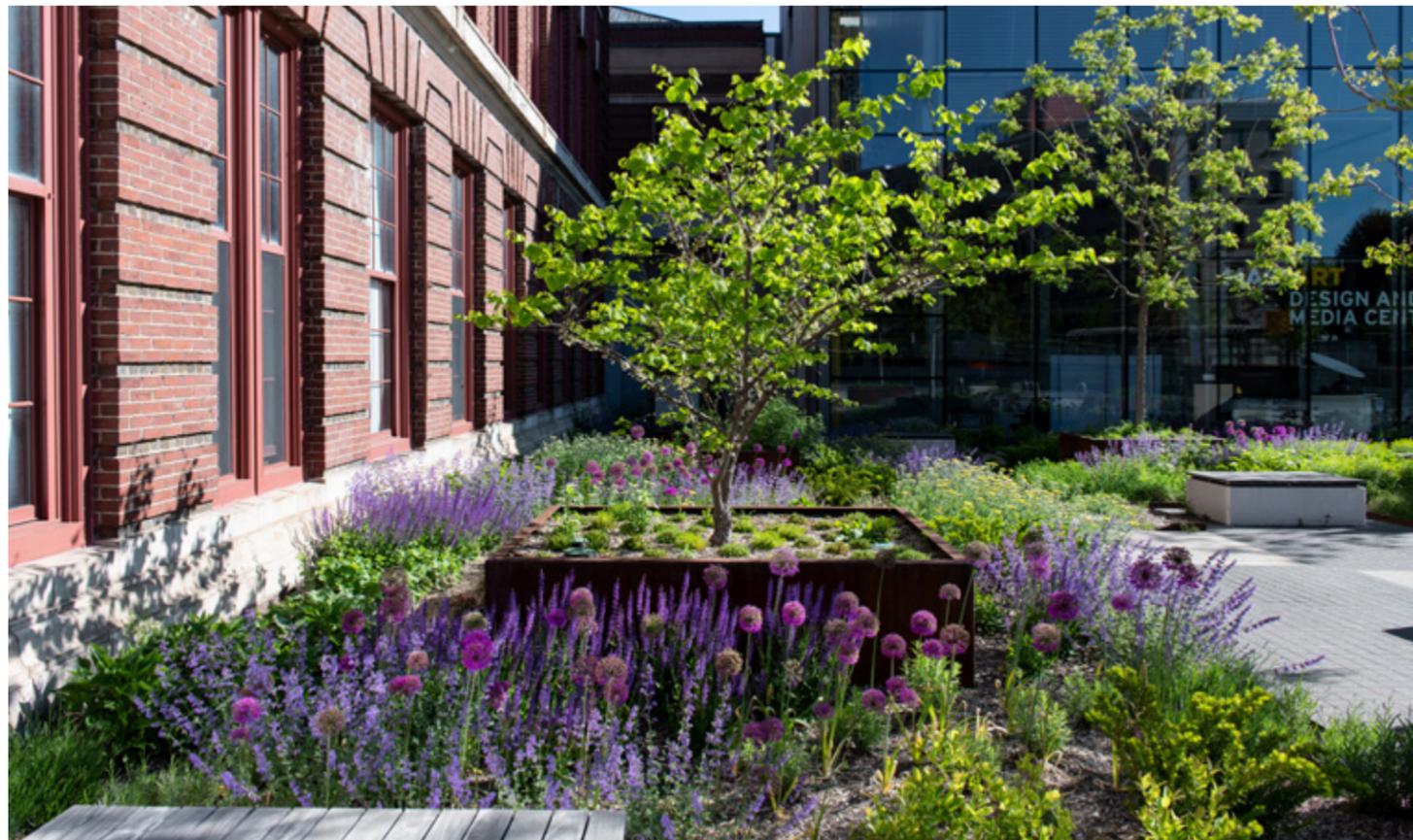
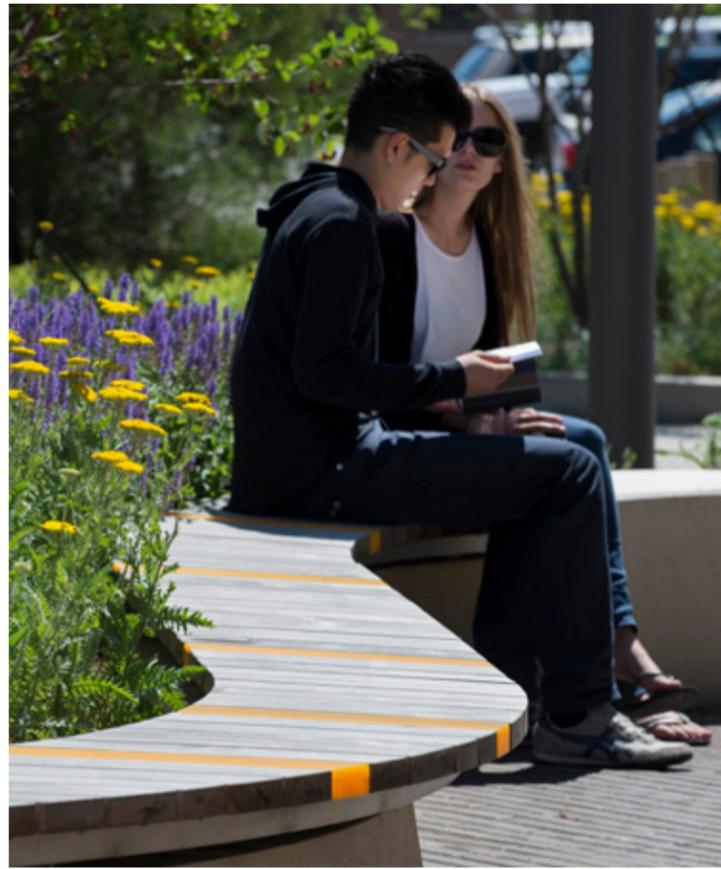
DESIGN DRAWINGS

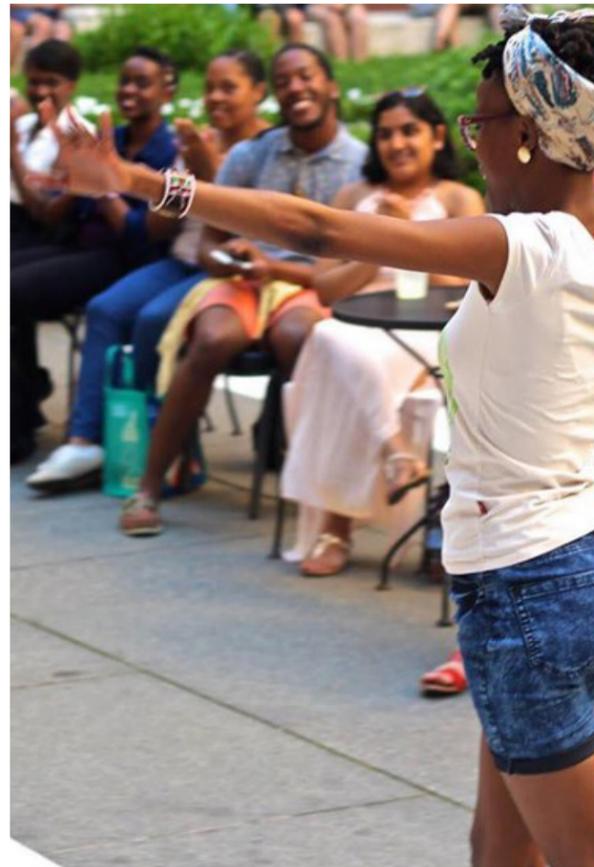




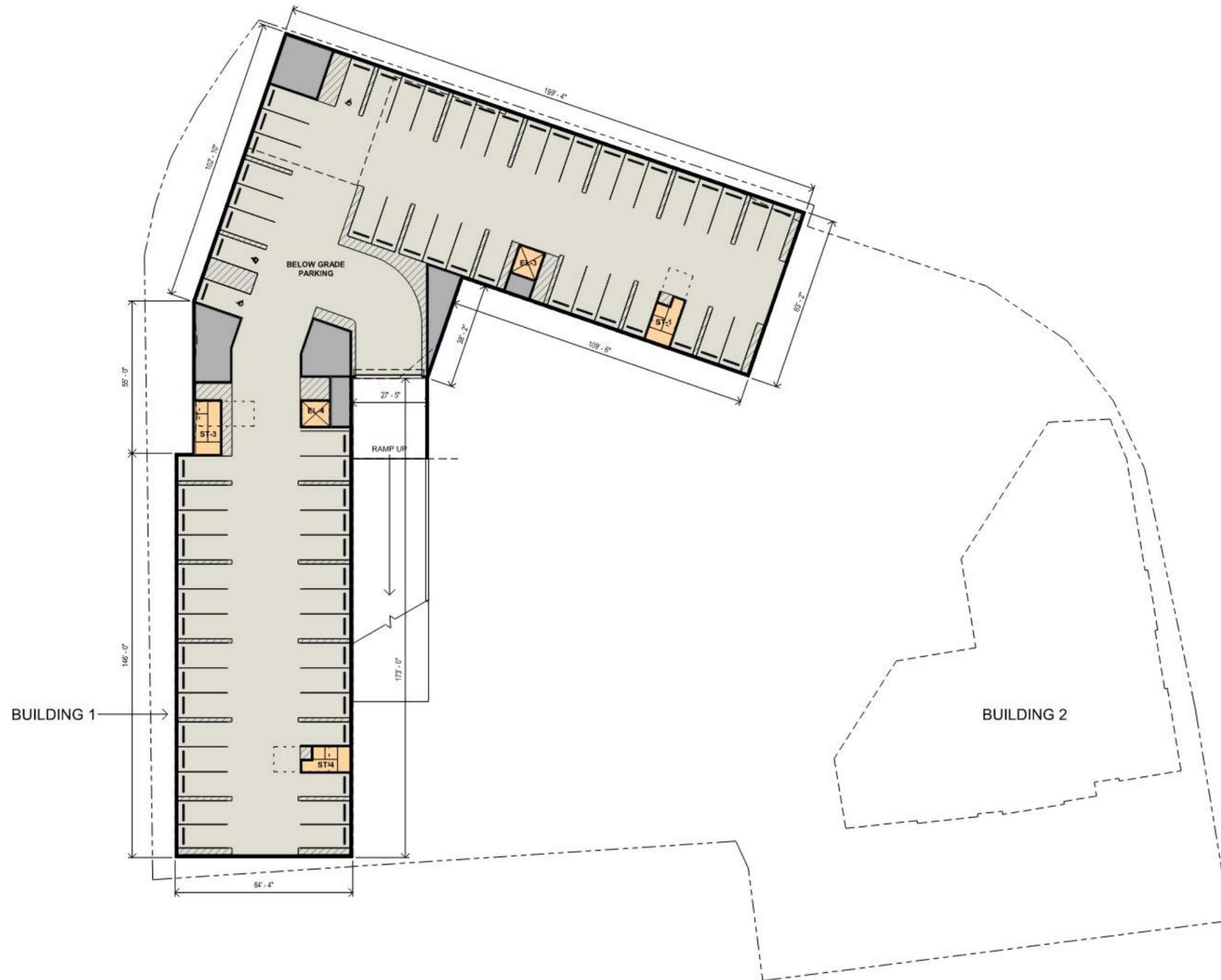




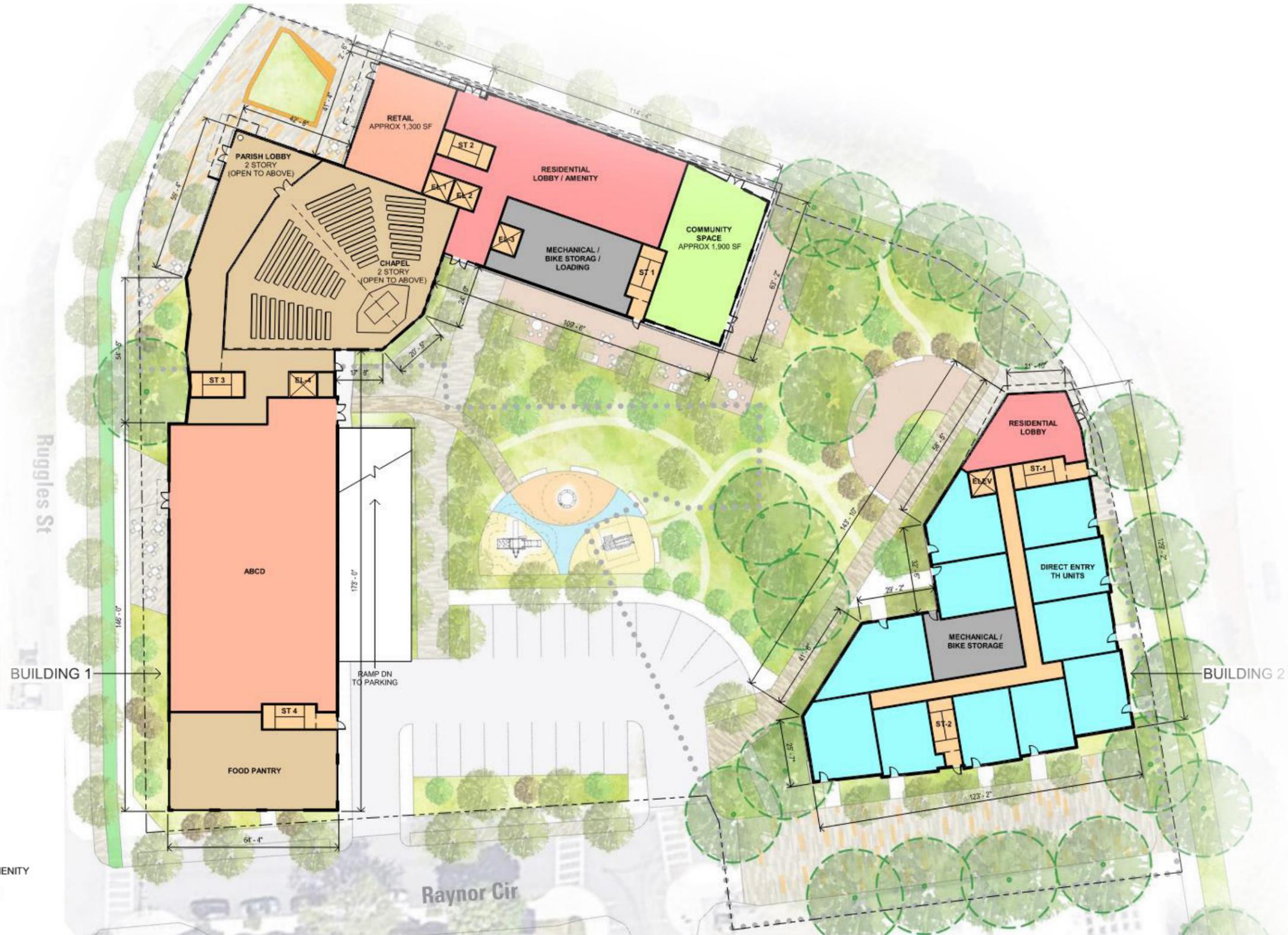








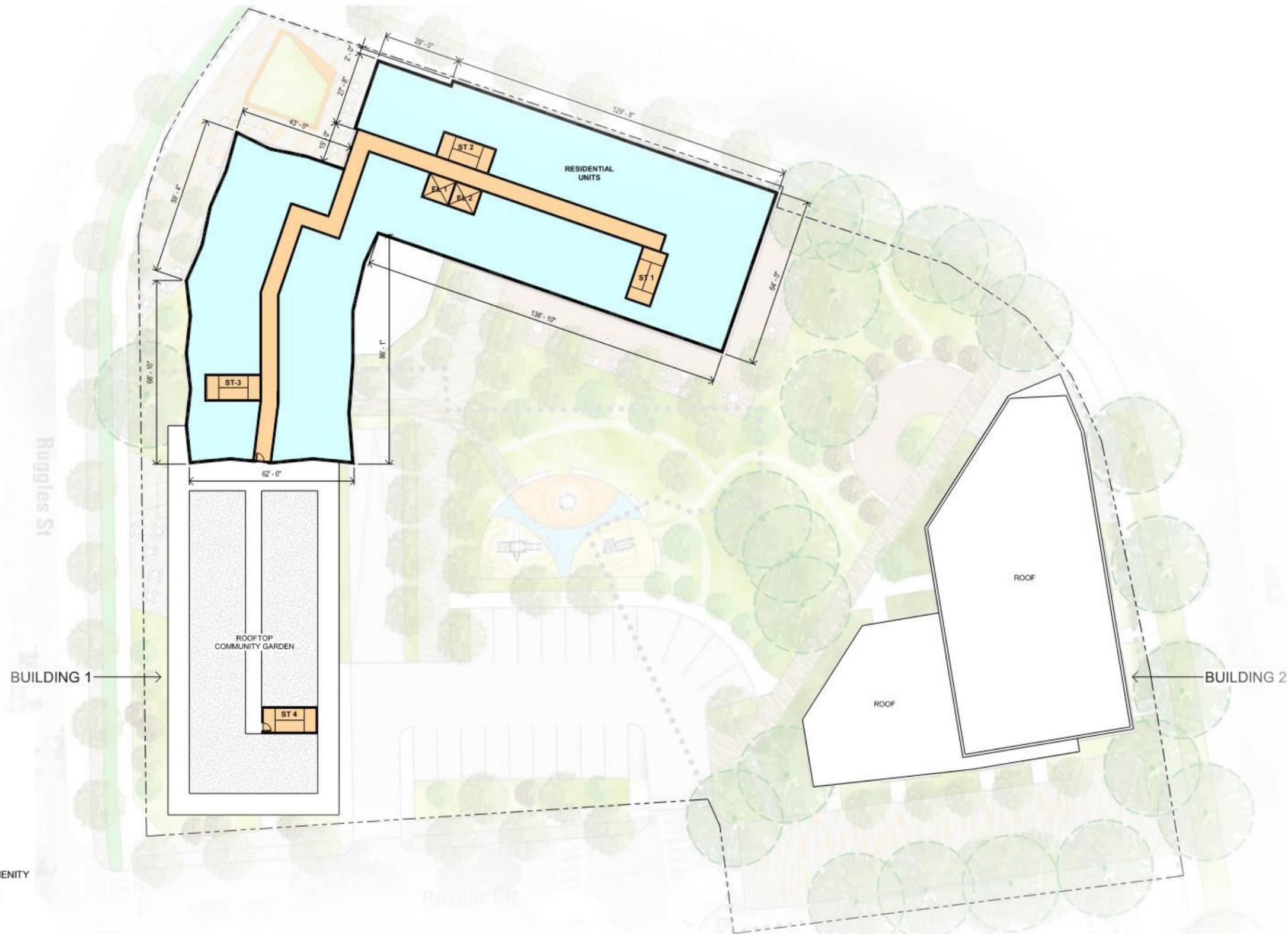
- LEGEND**
- CIRCULATION
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 - ABCD
 - COMMUNITY SPACE
 - RETAIL
 - RESIDENTIAL LOBBY / AMENITY
 - DIRECT ENTRY TH UNITS
 - MECHANICAL SPACE



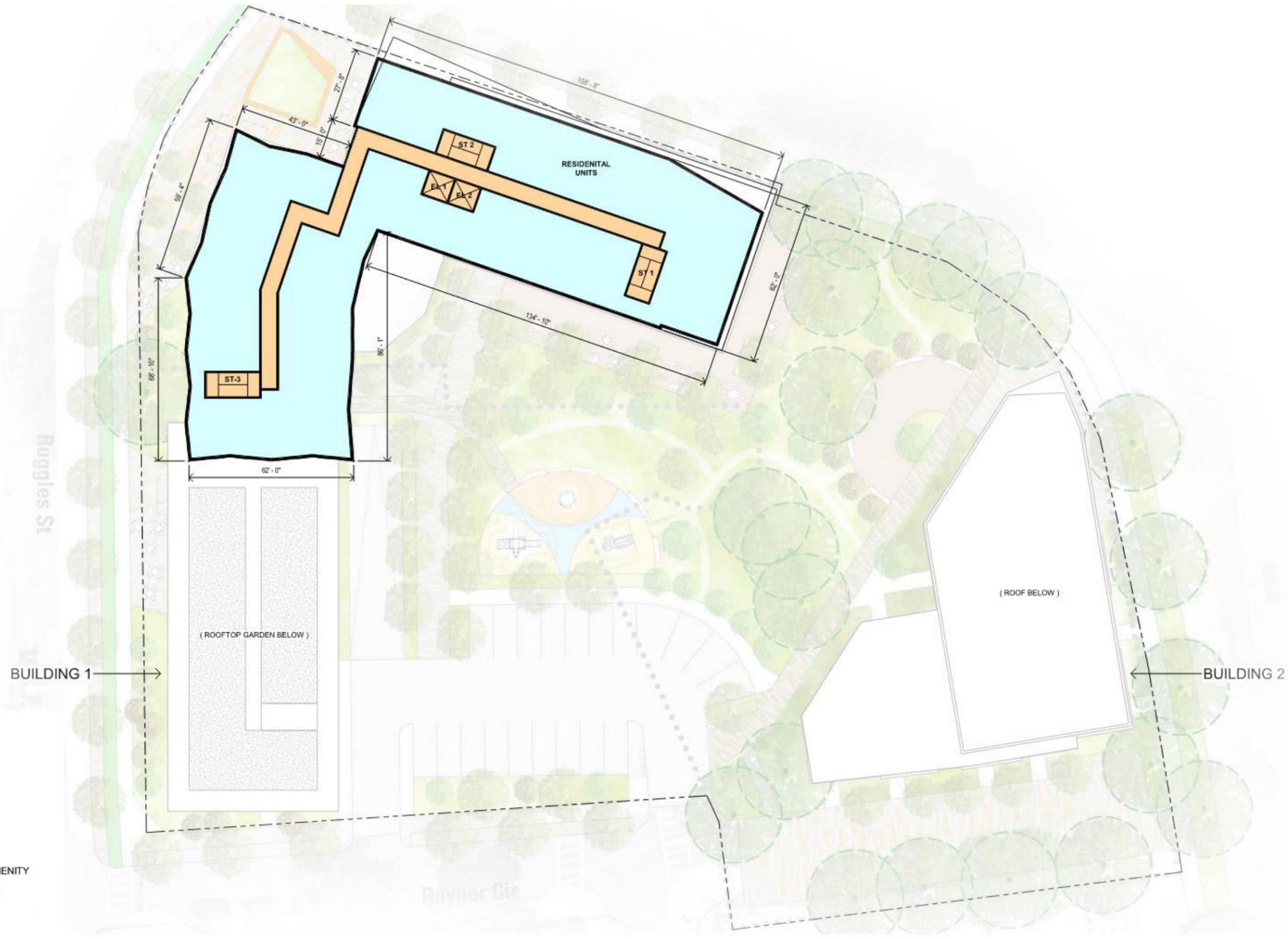


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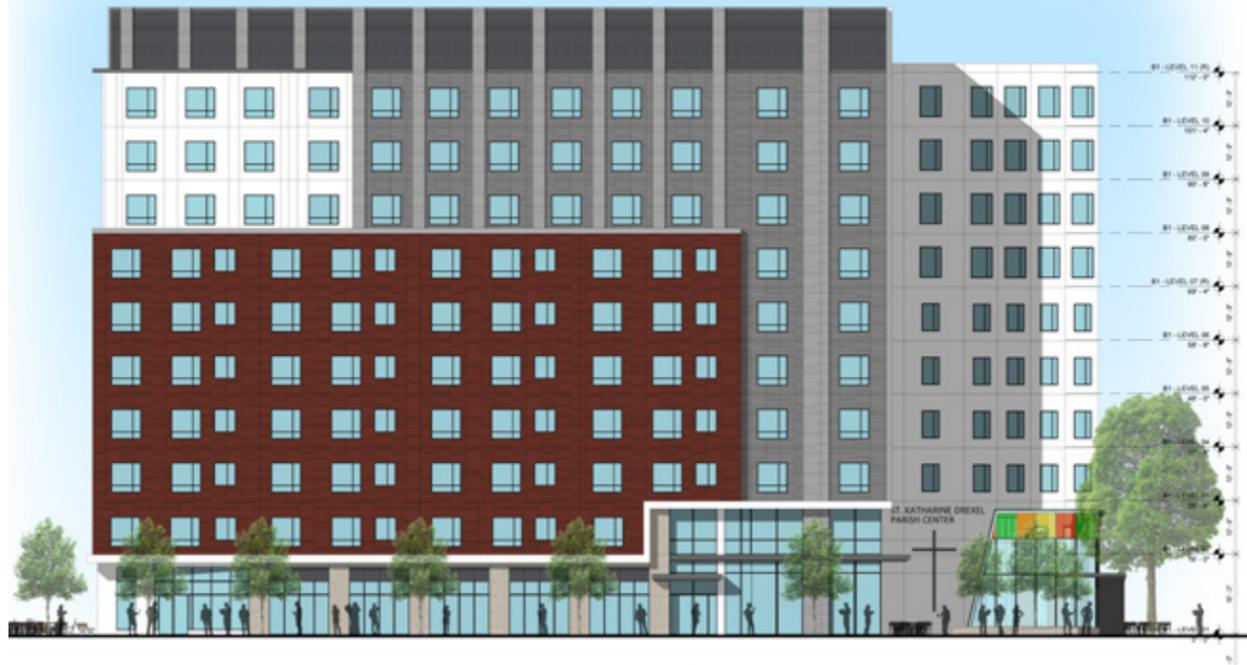


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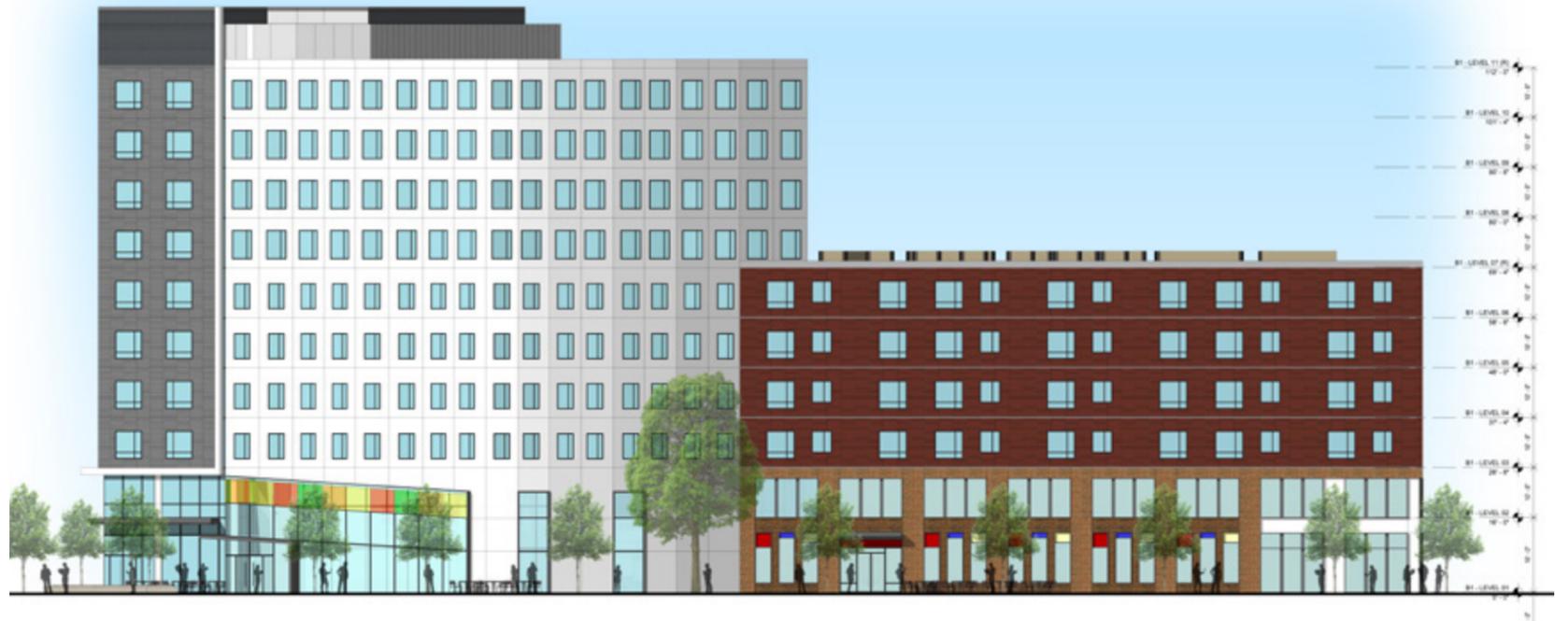


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 - MECHANICAL SPACE





Northwest Elevation (Tremont Street)



Southwest Elevation (Ruggles Street)



Southeast Elevation (Raynor Circle)



Northeast Elevation (Courtyard)



Northeast Elevation (Melnea Cass Boulevard)



Southeast Elevation



Southwest Elevation (Courtyard)



Northwest Elevation (Tremont Street)











