



**NUBIAN**  
S Q U A R E

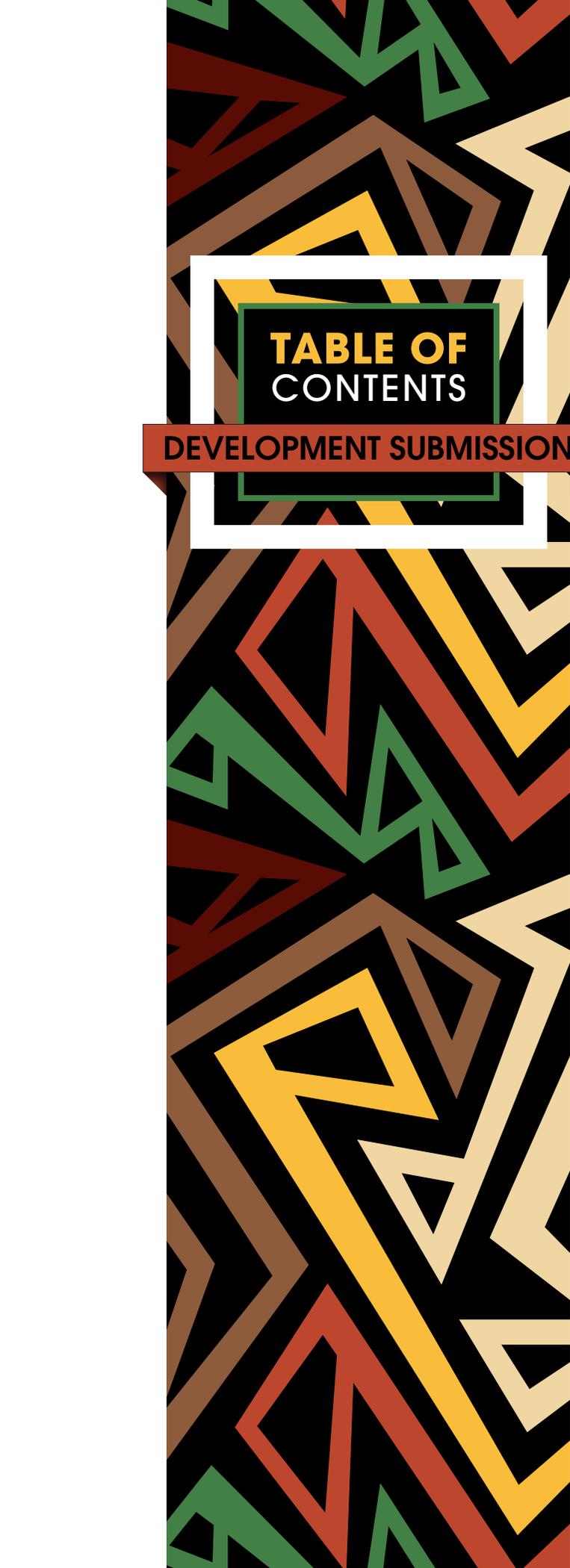
**ASCENDS**

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**DEVELOPMENT SUBMISSION**

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# 01

## INTRODUCTION TO DEVELOPMENT TEAM

Ms. Teresa Polhemus  
Executive Director/ Secretary  
Boston Planning & Development Agency  
Room 910, Boston City Hall  
One City Hall Square  
Boston, MA 02201

Dear Ms. Polhemus,

Our team is delighted to submit this comprehensive development proposal that we believe meets, if not exceeds, the Development Objectives and Design Guidelines promulgated by the extensive work completed by "PLAN: Dudley Square", "Roxbury Strategic Master Plan" and "Dudley Vision," as well as those drafting this RFP. Moreover, our thinking has also been informed in part by the extensive experiences of the owners & curators of Black Market and Nubian Square Development (owners of the Nubian Gallery, formerly the Hammill Gallery) who have been living and conducting business in Nubian Square and the Greater Roxbury area.

Our approach has been to embrace and amplify the Roxbury Cultural District by proposing a market place & culinary center, office building, cultural hall, Artist Live/Work space, parking and public open space – all combined to attract purchasing power to Nubian Square to support existing & new businesses from the community anxious to participate in the Ascension of Nubian Square. Our office building reflects the need for new jobs, expanded employment and more consumer power to complement those that work in the Bolling Building to ensure more spending for our local community based businesses.

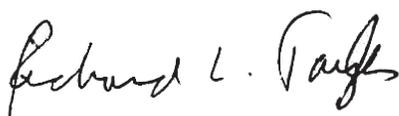
In addition, we have addressed the desperate need for parking in the Square by proposing a 340 car garage which will not only replace the existing ninety- four (94) spaces but also allow for customer parking, employee parking, entertainment parking, valet parking and parking for the anticipated growth in the Square by the new Marriott Hotel, the planned Rio Grande, the planned Ben Franklin Institute of Technology and more. Our recommendations on public realm include public art, exhibition spaces and a much needed ambitious "art streetscape plan" branded as Art Starts the Party and inspired by the City of Boston's public art work outlined for Ruggles Street!

Similar to Richard Taylor's involvement in the Omni Hotel, minority individuals and groups will be invited to invest in the development in a series of tranches that directly spread the wealth created by Nubian Ascends, so that the success of Nubian Square stays within Roxbury as much as possible. Our plans to seed "investment accounts" for many of the children living close to the Square as well as our planned Community Equity Fund permitting investing from those in the community ensure that some of the economic upside promised by the project over time will benefit local residents.

**In sum, we are excited about the opportunity to provide some of the much needed development and program elements to make sure that Nubian Square is not just a symbolic name change but the beginning of an economic, cultural and equitable Ascension that all of its stakeholders will enjoy.**

Sincerely,

The Nubian Square Development, LLC Team



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# THE NUBIAN ASCENDS DEVELOPMENT PARTNERSHIP

## OUR SHARED INVESTMENT

The Development team was organized around the desire to merge the strengths of our three established entities into one compelling proposal to reinvigorate this community. Each of our unique skill sets weave into a perfectly suited partnership to pursue this project.

### MARIO SAN JACINTO

Mario San Jacinto of Almarinata Capital has extensive global experience developing food, hospitality and placemaking experiences and will be a vital investor of this project. Mario will also work closely with Jen Fagel of Commonwealth Kitchen to plan and program the Culinary Center at Nubian Market.

### KAI & CHRIS GRANT

Kai & Chris Grant of are deeply rooted in the community as the owners and curators of Black Market which offers local micro-businesses, largely owned by women and people of color, a means to participate in our city's shared economic prosperity and provides training and job opportunities for skilled entrepreneurs while fostering the artistic and cultural vibrancy of the area.

### RICHARD TAYLOR

Richard Taylor brings a deep understanding the development process and solid relationships with the philanthropic community. Richard has a wealth of experiences spearheading efforts to raise minority investment capital led for development initiatives. Most notably, Richard raised \$7 million dollars from minority investors for the Omni Boston Seaport Hotel.

*"Our hope is to develop Nubian Square into a destination place that will attract visitors from all over the city to come and patronize the community based art, culture, shops, businesses and to enjoy our entertainment. We can once again bring back the Square to its former commercial glory. Please join us." – Richard Taylor*

As the owner of the Nubian Gallery, formerly Hamill Gallery, Richard has begun programming and curating events, exhibits, lectures, photo shoots, short films and maker space as an anchor and firm rooting for the creative class anxious to work in the Square. In collaboration with Black Market in August 2019, with additional support from the Department of Neighborhood Development, several hundred Boston residents joined fifteen artists in a "Summer Fest" of food, painting, fashion making and community enrichment. With such success, we hope this will become an annual event that will grow and evolve with the neighborhood.

We believe that our development team has a significant depth of knowledge and expansive experience in all components we propose in our plan for this site. We believe that in conjunction with our advisory & management team and our design team we will succeed in executing our goals and transforming Nubian Square; facilitating its return to commercial glory that so many crave.

# 2

## DEVELOPMENT PLAN

# 2

## DEVELOPMENT PLAN

# 02

## DEVELOPMENT PLAN

### DEVELOPMENT OBJECTIVES

The “Nubian Square Ascends” development proposal and program by the Nubian Ascends Partners is a direct response to several historical elements of the Square; a strategic vision that grasps some of the most immediate needs driven by the comprehensive thinking from the PLAN: Dudley Square reports. We believe the approximately 87,879 SF of Blair Site – comprising the land on Washington, Palmer, Harrison and Eustis Streets – represents a once in a life time opportunity to restore some Nubian Square’s glory and simultaneously respond to some of the challenges facing the Square.

By controlling both the Nubian Gallery and the Black Market buildings, the development team is unique in its ability to create a holistic vision of active retail, restaurants, arts, and cultural uses that are literally connected to each other. Nubian Square ASCENDS also accomplishes a major urban design goal of the RFP, which is to have the Blair Site fill in the street walls of Washington, Eustis Street and Harrison Avenue with building masses that are sensitive to the scales of the surrounding neighborhood, while simultaneously allowing pedestrian paths through the site.

### HISTORICAL CONTEXT

Some history is helpful to establish a framework for our submission. Washington Street ran from downtown Boston across the “Neck” to the mainland at Roxbury and was the only route into and out of the city for a long time. For this reason, Roxbury evolved as an important nexus for business and travel from an early date, as the first mainland stop travelers from Boston would encounter.

Among the early establishments that grew up along this route are The Orienta Block, the Roxbury Theater and the Bacon’s Building. The Orienta and Bacon buildings were both important local fixtures constructed by a builder named Samuel Felton; they housed important meeting places and businesses in the aftermath of the Revolutionary War. The Rugby Building, also on Washington Street, would turn from a high end clothier to a hotel in the early 1900’s. Around the same time, The Boston Elevated Railway opened the Main Line Elevated in 1901 – the original Orange Line. The elevated division ran from Sullivan Square to Dudley and the line was expanded from Dudley to Forest Hills in 1909.

The land connections, elevated train transportation, development of the aforementioned buildings, and housing combined to make then Dudley Square a robust commercial and shopping district in early twentieth century Boston. A lively collection of retail stores, hotels, movie theaters, a bowling alley and the Ferdinand Building – home to New England’s largest furniture retailer. The Blair’s supermarket, Morse Shoes, Frugal Fannie, and the Dudley Theater were once part of this commercial zone. A thriving bustling center of commerce gave way to several transformative factors.

Like many urban centers Roxbury lost population due to urban renewal, the exodus of population to the suburbs, redlining and housing segregation, and the dismantling of the elevated train station in 1987. This combination of life style, transportation and public policy initiatives contributed to chronic disinvestment in urban neighborhoods like Roxbury. In addition, the advent of shopping malls and the heavy use of automobiles exacerbated this decline.

### PRESENT DAY

Dudley Square has been in an upward trend over the past five to seven years. A comprehensive community process to PLAN: Dudley Square, The Roxbury Strategic Master Plan, the opening of the Bruce B. Bolling Building in 2015, the 2017 designation of the Roxbury Cultural District by the Massachusetts Cultural Council and the recent designation by DND and the BPDA of four strategic parcels of land for development have been significant events and initiatives in laying a foundation for a resurging Dudley Square.



Perhaps the most recent sign of progress has been the success of The Nubian Square Coalition's five-year education campaign to Roxbury residents resulting in a successful vote to rename Dudley Square to Nubian Square. This change allows for a fresh start and blank canvas for the image, anticipated new development and the opportunity to re-establish a sense of pride and respect for the Square and the community. It is upon this framework that the Nubian Ascends Partners will advance our vision for the Blair Lot.

## **NUBIAN SQUARE ASCENDS: OUR PROPOSAL**

Our primary goal, which weaves into several Development Objective and Design Guideline initiatives, is to ignite the Cultural District, providing spaces for local artists, community based entrepreneurs, culinary and entertainment professionals, and more to create a visible presence of consumer options in the Square. The recent four designations by DND and BPDA of developments that are largely residential based will add to the purchasing power of the Square. But what is needed as a result is the "pull" of arts, culture and entertainment to attract outside purchasing from adjacent neighborhoods of South End, Jamaica Plan, Mission Hill, Fenway as well as visitors and Boston tourists.

Our development components are as follows:

### **MARKETPLACE AND CULINARY CENTER**

In a signature, iconic building across from the Bolling Building and at the end of the Ruggles Street view corridor, Nubian Square Ascends proposes a multi-layered mixed-use program that includes a 48,000 SF marketplace for artisans and makers, beside a food hall that showcases chefs from the on-site culinary arts program.

The value of creating a permanent venue for local artisan and culinary talent here cannot be overestimated – it contributes to creating a unique culturally-based identity that people from around the City will identify with this location, and it helps to grow talent from current and future generations that will spread to other storefronts in and around the Square

### **OFFICE**

Occupying the top 5 floors of our signature building will be 135,000 SF of office space for entrepreneurs and various-sized companies.

The office space will be the economic engine for this project. It can be financed separately and without significant City or State subsidies, thus speeding up the transformation of Nubian Square. It will be self-supporting and income-producing, contributing to the economic viability of this overall proposal. It will pull people from the Dudley Square Bus Station along Washington Street toward the Haley House and Tropical Foods toward the Melnea Cass Hotel and the South End. AND it will add over one thousand working people to the daily occupants of the Square, helping Nubian Square shops and food outlets survive and thrive

### **CULTURAL HALL**

Tucked between (and connected to) the Market Place and the Nubian Gallery is a 25,000 SF multi-purpose cultural hall that can host performances, conferences, children's programs, and grand galas.

### **ARTIST RESIDENTS**

19,000 SF of Artist housing and a 5,500 SF Art Lab complete the south side of the Blair Site, in keeping with the scale and residential character of Harrison Avenue.

### **PARKING GARAGE**

The public and private developments in the area will all necessitate parking requirements in the Square. We have proposed a 340-car parking garage to accommodate not only the replacement parking but also provide space to those coming to the Square for entertainment, shopping and office visits. Moreover, the garage itself will be covered with art/murals to add to the creative class and will have a multi-purpose roof deck that will be open for entertainment in the summer months.

### **OPEN SPACE**

Critical to the improvement of the Blair Site's public realm and achieving safe and inclusive public spaces, our public realm spaces include the larger public space between the Blair's Lot and the Mr. G's building as well as the public space facing the Bolling Building. The ground level open space on the Blair Lot is to be energized, truly public and seamlessly connected to

the indoor activities. The public realm will include a large flexible plaza for everyday and special events, the Artist Alley branching off the plaza between Mr. G's and the Artist Lofts, wide shaded streetscapes and small mini-plazas in front of the Cultural Hall on Washington and potentially beside the Cultural Hall on Eustis. Rooftop terraces on the Market Building and the Cultural Hall will activate the upper levels of the block and even the rooftop of the parking garage can host large temporary outdoor events.

## OUR COLLECTIVE DEVELOPMENT GOALS

We believe that Nubian Ascends Partners presents a development plan and vision that reinforces the RFP goals and provides the following benefits and opportunities;

- Leverage the Roxbury Cultural District by creating a critical mass of arts, entertainment and cultural activities that will enliven the Square into the evenings and weekends
- Create opportunities for local artists, small businesses and those community based creative class stakeholders to have a firmly rooted presence in the Square
- Provide permanent ownership space for artists so that too will remain in the Square
- Provide new jobs and new M/WBE opportunities with both the Office Building and Market Place
- Create a public realm that will permit community residents to enjoy the benefit of the Cultural District
- Provide opportunities for Public Art
- Expand and maximize the hiring of community based M/WBE businesses
- Expand and maximize hospitality and food training through the Market Place and Culinary Center
- Provide parking for the entire Square which is critical for Nubian Square to thrive during all "day parts" and Weekends for all community stakeholders
- Promote local employment
- Provide increased property taxes and create an economic "multiplier" for dollars to stay in the community



**PLEASE REFER TO OUR DESIGN SUBMISSION PACKAGE FOR DETAILED DRAWINGS AND EXPLANATIONS OF THE NUBIAN SQUARE ASCENDS URBAN DESIGN, BUILDING DESIGN, AND SUSTAINABILITY APPROACHES**



PROPOSED TIME SCHEDULE (ADDRESS TASKS IN DEVELOPMENT TIMETABLE)

<b>BLAIR LOT — PRELIMINARY DEVELOPMENT SCHEDULE</b>	
<b>DEVELOPMENT MILESTONES</b>	<b>TARGET DATES</b>
<b>PRE-SELECTION PHASE</b>	
Project Submission	2/19/20
BPDA and Community Review/Public Meeting Process	3/1/20-5/31/20
BPDA completes review process	6/8/20
<b>SELECTION PROCESS</b>	
BPDA Board awards Tentative Designation	6/18/20
Article 80 and Zoning Process & MEPA Environmental Review Process	8/28/20–1/21/21
Complete Schematic Design Phase	1/15/21
Design Development Phase	1/15/21-7/15/21
Early Permits	3/1/21
Construction Documents/GMP	3/15/21-5/17/21
Complete public and private financing	6/15/21
Construction Loan Closing	8/25/21
Building Permits	9/15/21
<b>CONSTRUCTION START</b>	<b>9/30/21</b>
<b>PROJECT COMPONENTS</b>	
Garage	
Multi-Purpose Culture Space	
Office Space & Blair's Market	
Artist Live/Work Spaces	
<b>CONSTRUCTION DESCRIPTION</b>	
Building Foundations	
Super Structure	
Waterproofing	
Building Enclosure	
Roofing System	
Interior Construction	
Building Systems	
Interior Finishes/FF&E	
Exterior Finishes	
<b>CONSTRUCTION COMPLETION</b>	<b>9-30-24</b>
Occupancy Permits	12/15/24

**BLAIR LOT  
ARTICLE 8o PRELIMINARY SCHEDULE**

MILESTONE TASKS	TARGET COMPLETION DATES
<b>Pre-File Phase</b>	
1. Attend BPDA Pre-File Meeting #1 (Up to four meetings may be required)	6/22/20
2. Attend BPDA Design Review Meeting #1 (Up to four meetings may be required)	6/29/20
3. Prepare <i>Community and Political Engagement Plan</i>	6/29/20
4. Conduct project briefings with elected officials	7/7-9/20
5. Attend BPDA Pre-File Meeting #2	7/13/20
6. Attend BPDA Design Review Meeting #2	7/16/20
7. Meet informally with site abutters and other key neighborhood groups	7/20-8/20/20
8. Attend BPDA Pre-File Meeting #3	8/24/20
9. File Project Letter of Intent (LOI)	8/28/20
<b>Filing Phase</b>	
10. BPDA establishes Impact Advisory Group (IAG) to review the project on behalf of the neighborhood	9/7/20
11. Project Team submits Expanded Project Notification Form (EPNF) to the BPDA for Article 8o and Zoning review and submits Expanded Environmental Notification Form (EENF) to MEPA for Environmental review.	9/14/20
12. Project Team places ad in the Boston Herald informing the public of its submission of the EPNF to the BPDA	9/14/20
13. BPDA establishes 45-day public comment period	9/15/20
14. BPDA convenes Project Scoping session to highlight City of Boston comments	9/28/20
15. Attend BPDA Design Review Meeting #3	10/5/20
16. BPDA convenes IAG/Public Meeting #1	10/15/20
17. Attend BPDA Design Review Meeting #4	10/21/20
18. Project Team presentation of the project to the Boston Civic Design Commission (BCDC) for design review	11/3/20
19. Project Filing with Inspectional Services Department (ISD), if zoning relief is required	11/9/20
20. Attend BCDC Design Committee Working Session #1 for more in-depth design review	11/10/20
21. Attend BCDC Design Committee Working Session #2	11/24/20
22. BCDC votes to approve the project	12/2/20
23. BPDA convenes IAG/Public Meeting #2	12/7/20
24. BPDA convenes IAG/Public Meeting #3	1/11/21
25. Completion of Project Schematic Design Phase	1/18/21
<b>Approval Phase</b>	
26. Project Team obtains Letters of Support	1/18-21/21
27. BPDA Board approval of Article 8o and Zoning Recommendation	1/21/21
28. ZBA Hearing for approval or Zoning Commission Approval, depending on the zoning plan	2/3/21
29. BPDA issues Scoping Determination Letter and Public Notice waiving further review under Article 8o	2/8/21
30. The BPDA prepares draft Article 8o Large Project Review Agreements (Co-op Agreement, Affordable Agreement.	2/15/21
31. ZBA Statutory 20-day Appeal Period	2/23/21
<b>Post-Approval Phase</b>	
32. Project Architect prepares Design Development and CD Drawings,	2/25-8/20/21
33. BPDA issues Certificate of Compliance per Article 8o Large Project Review	9/13/20
34. Public Improvement Commission (PIC) Submission/Approval	9/15-10/15/21
35. Submit Transportation Access Plan Agreement & Construction Management Plan to Boston Transportation Department for reviewed and approval	10/15/21
36. Zoning Opinion Letter is issued	10/15/21
37. ISD reviews working drawings and issues Building permits	11/15/21

Bevco

2/3/20

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# 3

## OPERATIONAL PLAN

# 3

## OPERATIONAL PLAN

# 03

## OPERATIONAL PLAN

### MARKET PLACE AND CULINARY CENTER

The Market Place and Culinary Center will be managed by the principals of Nubian Ascends Partnership including Black Market, Mario San Jacinto and with input from Commonwealth Kitchen.

### OFFICE BUILDING

The Office Complex will be managed by Nubian Ascends Partners including Richard Taylor and Mario San Jacinto as well as the commercial brokerage firm of Newmark Grubb Knight Frank.

### CULTURAL HALL

The multi-purpose community center will be operated by a non-profit, The Greater Roxbury Arts and Cultural Center, Inc. This entity will work closely with Black Market, Lisa Simmons of the Roxbury Film Festival and we have sought technical assistance from the leadership of Arts Emerson.

### ARTIST WORK/LIVE

The Artist Work/Live homeownership units will be governed by a typical homeowners association in conjunction with Black Market and the Roxbury Cultural District leadership relating to artist exhibits and programs.

### PARKING

The parking structure will be managed by a partnership between VPNE Parking Solutions and Prive Parking a minority owned valet and parking company in Boston. In conjunction with the Nubian Square Main Streets and the community we will develop pricing policies that will accommodate all stakeholders including commuter parking, retail shopping, valet/entertainment/employee parking and by local government entities among others.

### FACILITIES MANAGEMENT — DEVELOPMENT OVERALL

The facilities management for the entire development will be operated by UHM Properties, formerly United Housing. This experienced, Roxbury-based firm is led by Kevin Bynoe and the leading minority facilities management firm in the state.



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# 4

## BOSTON RESIDENTS JOBS POLICY

# 4

## BOSTON RESIDENTS JOBS POLICY

# 04

## BOSTON RESIDENTS JOBS POLICY

Our team has a multi-stage process focused on the compliance of the Boston Jobs and Residency Policy, the pipeline of diverse tradespeople, and creating a welcoming work environment to retain this diverse workforce.

### OUR GOALS

Below are goals to ensure that goals for the Boston Jobs and Residency Policy are met:

The Nubian Ascends 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.

We will strive to **meet and exceed** the following goals contained in the Boston Residents Job Policy as follows:

- at least **51%** of the total work hours of journey people and **51%** of the total work hours of apprentices in each trade must go to Boston residents and ;
- at least **40%** of the total work hours of journey people and **40%** of the total work hours of apprentices in each trade must go to people of color and ;
- at least **12%** of the total work hours of journey people and **12%** of the total work hours of apprentices in each trade must go to women.

These goals will be included in all relevant contracts for the project.

### OUR STRATEGIES

Below are strategies to ensure that goals for the Boston Jobs and Residency Program are met:

#### EQUITY COMPLIANCE MANAGER

**Hire an Equity Compliance Manager to develop pre-construction written agreements with explicit language on the workforce goals, with signatories committed to meeting those goals.**

The commitment will come via a project labor agreement or PLA, a type of pre-hire collective bargaining agreement that commits all the contractors and unions on this project to a set of work standards. The PLAs on the project will be explicitly committed to the workforce goals established by a City of Boston ordinance.

#### WATCHDOGS

**Watchdogs who are granted authority.**

For success in compliance, we must work closely with the Roxbury Strategic Master Plan Oversight Committee who has guaranteed authority in regards to the Boston Residency and Jobs Policy on the building site, which aims to exceed the minority and women numbers for the project. Our team will hire an equity director whose responsibility will be to immerse themselves in the detailed hiring and operations of the project.

#### GENERAL CONTRACTORS

**General contractors enforce compliance of subcontractors.**

The general contractors for the project often has compliance staff focused on meeting workforce goals. The goal is to have contractors integrate the compliance staff into the management structure of the companies, giving them more authority and resources to advance the project goals. Other practices will include hiring general contractors that include planning for compliance during the bidding process, tracking workforce numbers of their subcontractors on a weekly or even daily basis, and bringing subcontractors into meetings with unions when they were not meeting goals.



## CALCULATE PROJECTIONS

### **Develop Excel spreadsheets that break down every component of the job to calculate projections.**

The goal is to know exactly how many carpenters, painter hours, etc. and how long it will take to complete projects in order to project the number of minority and female hours to develop a body count for our workforce, and whatever we need, we can advertise and train to build the numbers.

## WORK WITH UNIONS

### **Work with Unions.**

Unions have an important role namely to meet with General Contractor/subcontractors early on to walk through specific workforce projections and identify the core crew. The unions then know who was already trained and helped create accurate workforce projections which is not only critical for compliance, but gives a clearer understanding of how many new hires the project needs.

## MAINTAIN ACCOUNTABILITY

### **Regular meetings of all stakeholders to maintain accountability.**

Attend the Roxbury Strategic Master Plan Oversight Committee meetings to maintain accountability to meeting the workforce goals. Unions, contractors, government officials, and community members take part in the meeting. The Roxbury Strategic Master Plan Oversight Committee is composed of a range of stakeholders. The Committee meets monthly to review workforce data, track progress, and engage in honest conversations that allow for productive troubleshooting work to deter non-compliance.

## ADVERTISE

### **Advertise.**

A number of tradespeople hear about jobs through the local newspaper (the Baystate Banner) and signage around with the site stating "actively seeking" women and people of color was an effective recruitment tool.

## TRACK "WALK-ONS."

### **Track "walk-ons."**

The general contractor will manage and track walk-ons understanding that a high percentage of local, female and minority workforce hours occur when a staff person conducting regular outreach to "walk-ons," and can be hired on-site. They will be required to keep them on a call list and reach out whenever new job opportunities open up during construction.

# 5

## GOOD JOBS STRATEGY PLAN

# 5

## GOOD JOBS STRATEGY PLAN

# 05

## GOOD JOBS STRATEGY PLAN

This proposal supports the community's expressed priorities regarding the creation and sustainability of good permanent jobs in all phases of the development. The project standards are informed by realities like Boston's racial wealth disparity – Boston's median net worth among white households is \$247,500, compared with just \$8 in median net worth among black households, according to a study by the Federal Reserve Bank of Boston.

- The Nubian Square Ascends team is developing and implementing good job standards including, but not limited to:
- All employees shall be paid a good wage salary starting at \$18.00
- 900: amount of end user jobs projected to be created in the project
- Fair hiring process with a non-discrimination policy will be put into place and practice
- At least **51%** of total employees working on the parcel shall be people of color and **12%** of total employees shall be women
- All employees shall work stable shifts with include a predictable schedule
- All full-time employees shall be offered benefits

### STRATEGIES WILL INCLUDE

- Marketed job fairs seeking applicants that are from or live within one mile radius of Nubian Square and within the City of Boston
- Marketed construction recruitment fairs seeking applicants that are from or live within one mile radius of Nubian Square and within the City of Boston

Nubian Square is a main street district with 100's of small businesses. It's often stated that small businesses are the backbone of the economy – which may have been the case prior to the Amazon Age – however, in Nubian Square, the narrative has shifted and is trending towards a focus on the micro-business community. Nationally, micro-businesses yield \$25.5 million or 88% of the country's businesses. In the past 90 days, over a dozen micro-businesses were displaced inside of the Mr. G's building that abuts the Blair Lot. This backbone receives little to no institutional support – especially for Founders from areas like Nubian Square/Roxbury. Investment in the micro-business field is less than 3% of what's invested by venture capitalists. Most efforts to help Nubian Square entrepreneurs are focused energy without cultural or historical competency. Every entrepreneur wants to launch the next big thing, but only 1% of those businesses will actually scale and employ more than 10 people. Micro-businesses don't hire another person because of a tax credit or a visa, they hire another person because they have more business, more customers, more demand.

Our team is making a good faith effort to create opportunities for micro-businesses that have part-time positions and putting them on full-time workforce hiring trajectories. We have been preparing very small businesses with three basic things to scale into – business coaching and training, connections to customers and this year, small amounts of capital through Nubian Square banking partners with the intention of preparing founders to scale and rent space in our project. The goal is to have 15-30 micro-business retail tenants lease space with 60 new jobs created. Our recruitment strategy is currently to reach out to the 300+ founders in our micro-business bank and host quarterly micro-business fairs in Nubian Square..

### PHASE I

#### CONSTRUCTION JOBS CREATED:

Phase I Construction jobs will be 50 plus on the core buildings , plus another 25 on interior finishes



## PHASE II

### OVERALL RETAIL JOBS CREATED:

Operations and Retail, Parking 8 full time, 4 part time , Food/Culinary approximately 110 from community based businesses. Office building assume approximately 180 people per floor, a total of 900 job. Community Artist and BPS students implementing the Art Starts the Party streetscape and mural project approximately 30 jobs. Approximately 30 more part time jobs when the Square has special events, festivals like the International Roxbury Film Festival. This does not include the "economic multiplier" for the restaurants, apparel, vendors and other businesses in Nubian Square that will benefit from the significant commercial activity resulting from the consumer traffic.



DIVERSITY & INCLUSION  
PLAN



DIVERSITY & INCLUSION  
PLAN

# 06

## DIVERSITY AND INCLUSION PLAN

The Nubian Ascend Partners are committed to maximizing the participation by minority and women owned businesses in all phases of the development and operations. In addition, we are committed to providing an investment opportunity for community based residents.

### 1 OWNERSHIP

- Nubian Square Development, LLC
- Almiranta Development and Capital
- Black Market Development are entities that are 100% minority controlled

In addition, we will be creating an investment vehicle that will allow local Roxbury, Dorchester and Mattapan residents to invest as Community Equity Partners for as little as \$1,000. Thereby spreading the long term economic prosperity of this project to community residents.

### 2 DESIGN

The project architect role is a collaboration between Stantec and Dream Collaborative.

The Stantec team, led by Tamara Roy, will be responsible for the office building, marketplace, associated back of house and service areas, and the parking garage.

The Dream Collaborative (MBE) team, lead by Gregory Minott, will be responsible for the cultural hall and the artist live/work spaces.

Ground, Inc (WBE) will be the landscape architect.

VHB (MWBE) will be the civil engineer.

### 3 CONSTRUCTION

Consigli is a second generation construction firm that will be committed to working with Richard Taylor in identifying minority prime and second tier contractors to work on the project.

### 4 DEVELOPMENT APPROVALS

Beverly Johnson of Bevco and Associates a minority and woman owned business will be responsible for the Article 80 process as well as interfacing with community stakeholders in public meetings.

### 5 LEGAL

Attorney Joseph Feaster of McKenzie and Associates, will handle all legal, zoning and contract matters for the project.

### 6 FINANCING

Finance Boston will be managing the applications for public funding and tax credit programs and all have specific goals and tracking requirements for M/WBE participation.

### 7 OPERATIONS MANAGEMENT

UHM Properties, formerly United Housing is a minority owned firm located in Roxbury.



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# 7

DEVELOPER QUALIFICATIONS,  
EXPERIENCE & REFERENCES

# 7

DEVELOPER QUALIFICATIONS,  
EXPERIENCE & REFERENCES

# 07

## DEVELOPER QUALIFICATIONS, EXPERIENCE AND REFERENCES

### CORE DEVELOPMENT TEAM

#### DEVELOPMENT PARTNERS

NUBIAN SQUARE DEVELOPMENT, LLC

RICHARD TAYLOR

ALMIRANTA CAPITAL, LLC

MARIO SAN JACINTO

BLACK MARKET DEVELOPMENT, LLC

KAI & CHRIS GRANT

### DEVELOPMENT TEAM MEMBERS

#### FINANCIAL ADVISOR

MTR ADVISORY

MICHAEL RUH

#### FINANCING

FINANCE BOSTON

FERGAL WOODS & BRIAN ROONEY

#### ATTORNEY

MCKENZIE & ASSOCIATES, P.C.

JOSEPH FEASTER

#### FACILITIES MANAGEMENT

UHM PROPERTIES

KEVIN BYNOE

#### PERMITTING & ARTICLE 80

BEVCO ASSOCIATES INC

BEVERLY JOHNSON

#### RESIDENTIAL BROKER

ENGEL & VOLKERS

ELISA DALEY

#### CULINARY CENTER

COMMONWEALTH KITCHEN

JEN FAIGEL

#### COMMERCIAL BROKER

NEWMARK GRUBB KNIGHT FRANK

#### GARAGE MANAGEMENT

VPNE

#### PRIVE PARKING



# NUBIAN SQUARE DEVELOPMENT, LLC

DEVELOPER

Richard L. Taylor has over thirty years experience in the development, construction, marketing and management of residential/commercial properties throughout the New England area. Its record of success provides operational and financial expertise necessary to develop strategies and techniques to ensure successful completion of all development initiatives in the most cost-effective fashion possible, on time and within budget.

Our projects have included single-family homes; multi-family subsidized and market rate housing, mixed-use projects, and medical/office facilities. In addition, the firm provides an array of advisory services for lending institutions and other private/public clients. For lenders we perform due diligence services related to their construction lending activities. For private/public clients we perform a range of development services including everything from site assembly, financial feasibility to complete project management of development and leasing process. In addition, our firm also operates a very active commercial brokerage service.

## THE TEAM

### RICHARD TAYLOR

#### PARTNER

Richard Taylor has over twenty years experience in the Real Estate field as a developer of single-family, multi-family and retail properties. He has worked closely with community and government entities throughout his career. His particular focus has been on developing projects that increase homeownership and provide retail services to urban markets.

His development projects have include the Douglass Park - mixed-use development, Olympia Tower - elderly housing, Fountain Hill - condominiums, and Bradford Estates - condominiums. In addition he has been responsible for management of the firms commercial brokerage operation. Mr. Taylor has also been a general partner of a group involved in the master leasing of retail establishments located along the Orange and Red Line MBTA stations.

In his early real estate career, Taylor was vice president of development at FMR Properties Inc., where he helped convert the old Commonwealth Pier in Boston Harbor into Boston's World Trade Center. During the real estate recession in the 90s, Taylor joined Governor Bill Weld as his first secretary of transportation. For his two-year period, he was very active in "horizontal construction," reestablishing rail service from Worcester to Boston and overseeing much of the construction of the Ted Williams Tunnel. He was also instrumental in the redevelopment of the Dudley Station Bus Terminal and construction of the Reggie Lewis track at Roxbury community College.

Taylor has also had broad civic involvement in the Boston community. He has served as deputy Chair of the Board of the Federal Reserve Bank of Boston, President of the Boston Ballet. He is past chairman of the Urban League of Eastern Massachusetts, past president of the Boston Ballet, and the founding president of the Minority Developers Association. He has been deputy chair of the board of the Federal Reserve Bank of Boston and chairman of the board of the MBTA. Taylor also completed a six-year term as a gubernatorial appointment to the Board of Higher Education for the Commonwealth of Massachusetts. He has served on the board of overseers for the Huntington Theater and as a Trustee at Boston University and currently is Director for Real Estate at Suffolk University.

# ALMIRANTA CAPITAL, LLC

DEVELOPER & INVESTOR

Almiranta Capital is a boutique Private Equity Advisory Firm founded in 2008 with world-class experience in premium Real Estate, Hospitality & Resort, Bio-Energy, Infrastructure, Industrial, Leisure and Sports.

The team at Almiranta believes that: "Only leading Projects, Partners and Investors who trust each other and work together with courage and temperance are able to have the vision to produce new standards in each market and outperform the returns"

## THE TEAM

### MARIO SAN JACINTO

#### FOUNDER & MANAGER

Mario San Jacinto is Founder & Manager of Almiranta Capital LLC, a senior real estate professional and banker with 30 years of international real estate experience.

Mario applies his wide track-record as a builder, architect, project manager, developer, banker and visionary thinker into providing an unique approach to distressed-value asset and repositioning/re-launching investment opportunities.

### SOLITA COHEN

#### COLLABORATOR OF ALMIRANTA CAPITAL

Art collector Solita Cohen remembers with great pride how her parents instilled in her a passion for art. The Cohens have been long time art collectors and have amassed an impressive selection of 19<sup>th</sup> and 20<sup>th</sup> century masterworks by Chagall, Renoir, Picasso, Botero, Manolo Valdés and many others.

She keeps close relationships as a member of the acquisition committees or boards of prestigious art institutions like the MoMA, Tate Modern, Jacobo Borges Museum in Caracas, Montreal's Museum of Contemporary Art, Israel Museum in Jerusalem, CIFO Miami, Bogota's Art fair artBO, Museum of Latin American Art and is a friend of the Museo Nacional del Prado in Madrid.

### ALVARO CÁRDENAS

#### COLLABORATOR OF ALMIRANTA CAPITAL

Alvaro Cárdenas is an experienced business development executive with over 20 years' experience in global strategy, finance management, and real estate development with strong market and brand development skills. Specific strengths in identifying profitable/high-growth market segments and developing and delivering on global brand expansion initiatives.

# BLACK MARKET DEVELOPMENT, LLC

## DEVELOPER & CHEIF CURATORS

Black Market is an emerging-artisan marketplace that provides a platform for underserved members of the creative economy in the Dudley Square commercial district of Roxbury, Massachusetts. It was founded in 2017 by experienced entrepreneur and lifelong Roxbury resident, Kaidi Grant, along with her husband Chris Grant. Black Market was designed as a direct response to the glaring wealth gap that besets the City of Boston, which currently looms at nearly a quarter of a million dollars in asset disparity, per family, between Black and White families long residing in the area.

## THE TEAM

### KAI & CHRIS GRANT

#### CO-OWNERS & CURATORS

The founders have a wealth of experience working to combat the social and economic injustices affecting the Boston community through provision of innovative programs designed to serve both youth and adult populations. In addition to operating Black Market, for example, Mrs. Grant is the Founding Executive Director of Diamond Girls Boston, a Roxbury-based 501(c)(3) with a mission to provide teens, ages 11-17, with the tools for self-sufficiency through entrepreneurial thinking and action. To Chris and Kaidi Grant, it was paramount that Black Market opened its doors in Roxbury and continues to serve the economic development interests of the neighborhood. Mr. and Mrs. Grant have owned a home in John Eliot Square for over 20 years, raising four sons there and contributing to the culture and economic vitality of the neighborhood in diverse ways. Mrs. Grant grew up in Roxbury with her parents and grandmother in the 1970s. She also has strong roots in the neighborhood through a great-grandmother who lived on top of Fort Hill in the 1930s. Black Market has obtained all necessary licensing for this unique concept with the help of, and effusive encouragement from, the community that they call home. Many local residents, community leaders, and other stakeholders serve as both vendors and patrons of Black Market.

# MTR ADVISORY

## FINANCIAL ADVISOR

MTR Advisory LLC works with clients to provide accounting and financial solutions to match their business and personal needs. Our partners have years of experience in public accounting and private industry to provide clients with top of the line financial expertise. Whether you're looking for an accountant to assess reporting processes or a financial adviser to forecast future results, we can guide you every step of the way to help make the right financial decisions.

### MODELING AND DUE DILIGENCE

#### **Know Where You're Headed**

Whether you are applying for a loan, presenting to potential investors, or acquiring a new asset, knowing financial projections is crucial when considering planning for the future. MTR Advisory specializes in compiling financial models that give insight for future performance.

### ACCOUNTING ADVISORY

#### **Optimize Your Business**

Reporting can be a tedious process, yet it is the only way to monitor company performance. MTR Advisory implements sound reporting processes and controls to ensure company metrics are complete and accurate. In conjunction, we offer financial consulting to assess company performance allowing business owners to keep a pulse on current operations.

### PERSONAL FINANCIAL PLANNING

#### **Control Your Money**

There isn't a "one size fits all" approach to personal finance. Optimal investing, savings, and retirement plans are different for everyone. MTR Advisory assists clients in making a customized plan to eliminate financial stress.

## THE TEAM

### MICHAEL RUH

#### OWNER

Mike Ruh is a Real Estate Investor and CPA specializing in financial modeling, investor presentations, and financial advisory. Mike began his career auditing real estate and private equity branches of large financial institutions while working for PwC. In 2016 he bought his first investment property in Quincy, MA and has worked to expanding his portfolio ever since. After providing consulting for several years, Mike officially established his firm, MTR Advisory, in 2018. In conjunction with his consulting practice, Mike is a financial analyst for Hexagon Properties, a real estate development company located in the Back Bay.

# FINANCE BOSTON

## FINANCING

FinanceBoston, a commercial real estate capital advisory firm, provides expertise in commercial real estate services, commercial real estate investment finance, and commercial real estate debt and equity financing.

FinanceBoston prides itself on its ability to create inventive and unique capital solutions for the financing needs of its clients. No matter how complicated, FinanceBoston creates valuable solutions out of complex challenges.

We are a relationship driven firm. When we take on a financing challenge for our clients, we commit to delivering the best possible outcome, regardless of the challenge. Through steady focus on this mission, we find that our clients continually rely on us for all of their commercial real estate financing needs as their portfolios grow.

## THE TEAM

### FERGAL WOODS

#### MANAGING PARTNER

Fergal founded FinanceBoston in 2004 and is the Managing Partner. He leads the team by developing long term relationships with his clients, assisting them to grow their portfolios and to develop more ambitious projects. Fergal works closely with clients and is actively involved with their projects. He has financed a broad array of sophisticated real estate transactions both domestically and internationally.

Prior to FinanceBoston, Fergal was Vice President at Century Bank & Trust. Earlier in his career, he was an Assistant Vice President at USTrust Bank. Fergal also served as the President of the Boston Irish Chamber of Commerce.

Fergal earned a Bachelor of Business Studies degree from Dublin City University and an MBA from the Carroll School of Management at Boston College. In his spare time and on holidays, Fergal enjoys reading, skiing, and spending time with family.

### BRIAN ROONEY

#### SENIOR ASSOCIATE

Brian joined the firm in 2013 and has since become a Senior Associate. Brian primarily focuses on securing commercial construction mortgages for development clients. Brian also provides valuable knowledge in the Boston real estate market as he has developed a network of key local brokers and real estate professionals.

Prior to FinanceBoston, Brian worked at Lidl Ireland GmbH in the Finance & Accounting department. Brian's professional experience allows him to provide FinanceBoston with a valuable combination of real estate, finance and accounting expertise.

Brian received a Bachelor degree in Accounting & Finance from the National College of Ireland and a Master's degree in Business Management from National University of Ireland, Maynooth. In his personal time, Brian enjoys golfing, snowboarding and travelling back home to Ireland.

# MCKENZIE & ASSOCIATES, P.C.

ATTORNEY

McKenzie & Associates, P.C. is New England's oldest African-American owned law firm. Since 1984, the Firm has served the legal needs of individuals, families & their businesses; government agencies; and non-profit & private corporations throughout Boston, New England, the United States, and the world. Our practice areas include: Business Litigation; Finance, Bankruptcy & Creditors Rights; Corporate Counseling & Transactions; Estate Planning & Probate; Real Estate & Development; Zoning & Licensing; and Faith-based Organizations & Non-profit.

McKenzie & Associates has significant experience in zoning and licensing matters in the City of Boston and surrounding communities. The Firm has provided representation to clients before state and local administrative bodies such as the Zoning Board of Appeal, Boston Planning & Development Agency (BPDA), Inspectional Services Department (ISD), the Licensing Board, the Alcoholic Beverages Control Commission, the Cannabis Control Commission, and the Consumer Affairs Division.

## THE TEAM

### JOSEPH D. FEASTER, JR ATTORNEY

Attorney Joseph D. Feaster, Jr. is Of Counsel to the Firm and leads the Zoning & Licensing practice. He has been practicing law for nearly 40 years, during which time he has developed an expertise in numerous areas of the law, including corporate, employment and labor, real estate, contract, licensing and zoning, and probate. Attorney Feaster formerly served on the Boston Board of Appeal for 11 years, 3 of which he served as Chair. He has over 20 years of zoning and licensing practice experience. Attorney Feaster has also served as Interim Administrator of the Boston Housing Authority and is widely regarded as an expert on zoning and affordable housing matters.

Attorney Feaster is also the Senior Vice President of Victory Group, a government and community relations firm, and is also President of Feaster Enterprises, a strategic planning, organizational development, and community outreach consulting firm. He has served as an adjunct professor in Northeastern University's Master in Public Administration program, as a research associate at the William Monroe Trotter Institute at the University of Massachusetts at Boston.

Attorney Feaster received his Juris Doctor from Northeastern University School of Law. He has also completed programs at the Massachusetts Institute of Technology's Center for Real Estate Development and Harvard University's John F. Kennedy School of Government. Attorney Feaster is admitted to practice before the courts in Massachusetts, the U.S. District Court of Massachusetts, the First U.S. Circuit Court of Appeal, and the U.S. Supreme Court.

# UHM PROPERTIES

## FACILITIES MANAGEMENT

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 20 properties consisting of 1,394 units in greater Boston and concentrated in the Grove Hall area. The 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 affordable housing properties owned by local not-for-profits as exhibited by our customer base which includes Dorchester Bay EDC, Habitat For Humanity, VBCDC and also 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 conventional lenders.

## THE TEAM

### 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 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.

# BEVCO ASSOCIATES INC

## PERMITTING & ARTICLE 80

Bevco was established in 1994 as an urban planning firm that provides land use planning and development services on large, complex real estate and transportation projects in the Boston metropolitan area. The core services provided by the firm offer a broad range of specialties including:

- Zoning and Permitting Strategies
- Preparation of Article 80 Permitting Submittals for City of Boston review
- Public Land Acquisition
- Public Financing
- Pre-construction project management, and
- Community and Government Relations

The firm is currently engaged in a number of large, complex urban projects including:

- The Rio Grande Mixed-Use Commercial and Residential Tower
- The Mattapan Station Mixed-Use Commercial and Residential Project
- The 45 Townsend Street Mixed-Use Commercial and Residential Project (former Jewish Memorial Hospital)
- The 48 Boylston Street Residential Tower
- The redevelopment of the former Boston State Hospital site

## THE TEAM

### BEVERLY JOHNSON

#### PRESIDENT

Beverly Johnson, President of Bevco, will serve as a Community Relations expert and use this expertise to conduct interviews for the Disparity Study. She has expertise in community outreach, government relations, and advocacy for minority and women business enterprises. Previous clients include the Massachusetts Bay Transportation Authority (MBTA), the Massachusetts Department of Transportation (MassDOT), and a broad variety of non-profit and for-profit real estate developers. In January 2014 to the present, Ms. Johnson has served as the first female President of the Massachusetts Minority Contractors Association (MMCA), leading the organization's advocacy to increase business opportunities for minority contractors and professional service firms in the City of Boston.

Prior to starting her firm, Ms. Johnson was appointed as the Assistant Director of Institutional Planning & Development at the Boston Planning and Development Agency (BRA). During her tenure at the BRA, Ms. Johnson had the following areas of responsibility.

# ENGEL & VOLKERS

## RESIDENTIAL BROKER

At Engel & Völkers our passion is exceeding client expectations, so it's only natural we align ourselves with exceptional real estate professionals to serve clients across the globe. It's why we don't simply have agents, but rather, trusted advisors to guide clients through their home journey with precise knowledge, distinguished care ... and a bit of fun.

With a refined brand and innovative team, we're here not only to buy and sell homes, but to help our clients discover the fullness of life found in their next move—whether it's a first home, dream home, or even a castle (we can help with those, too). From Miami to Majorca, Boston to Belize, and everywhere in between, our people possess a shared passion for all that we do.

## THE TEAM

### ELISA DALEY

#### ADVISOR

Elisa's credibility, reputation and market knowledge are some of the reasons why she has been chosen to join the Engel & Völkers Boston office. Elisa has over 25 years of experience as a licensed Real Estate Agent in Massachusetts. Elisa has enjoyed successfully opening access to home ownership in new markets in urban neighborhoods throughout Greater Boston.

Engel & Völkers - Elisa Daley benefits from having the support of a globally recognized lifestyle brand, with over 800 brokerages in 30 countries spanning five continents, specializing in the provision of high quality residential Real Estate in the premium segment.

Elisa has earned a reputation as a trusted advisor for leading real estate developers and consumers in the Greater Boston market. She has demonstrated a solid track record as Top Listing, Selling and Rental Agent in Boston during up and down markets. She partners with her clients from conception to closing and is available 24 hours a day, 7 days a week. She is a savvy negotiator.

Her business experience includes being a Buyer in high-end retail and contract management. She has also served as a Boston Public School High School teacher. She actively participates on two Boston Main Street Boards: Washington Gateway Main Street and Dudley Main Street that focus the economic revitalization and sustainability of urban communities. She welcomes the opportunity of working with you to define and assess your needs. She is always available to discuss any aspect of Boston's Real Estate market. She is a proud alumnus of Howard University with a BS in Marketing.

# COMMONWEALTH KITCHEN

CULINARY PARTNER

We are a community of individuals with unique skill sets and passions who come together collectively to help food entrepreneurs realize their dreams.

## VISION

WE BELIEVE that an equitable and resilient local economy requires closing Boston's growing wealth divide by PROMOTING INCLUSIVE ENTREPRENEURSHIP and CREATING SUSTAINABLE EMPLOYMENT, with a focus on people who have been impacted by racial, social, and economic inequality.

## MISSION

CommonWealth Kitchen is a collaborative community, providing shared kitchens combined with business assistance to help aspiring entrepreneurs build great food companies, create jobs, improve healthy food access, and strengthen our regional food economy.

## THE TEAM

### JEN FAIGEL

#### EXECUTIVE DIRECTOR & CO-FOUNDER

Jen Faigel is a co-founder of the former CropCircle Kitchen, now CommonWealth Kitchen, and stepped in as Executive Director in 2014. Jen is responsible for setting organizational strategy, raising funds, wrangling staff and businesses, developing and managing strategic partnerships, and generally managing the chaos. Jen's background is in real estate and community economic development. She was the lead real estate consultant for the \$15 million Pearl project, which is now home to CWK's flagship kitchen operation. In her career, Jen has developed more than 400 affordable homes and over 225,000 SF of commercial real estate - worth over \$200m - as a means to create jobs and economic opportunity. Her motto in life is- "If you can't ride two horse at the same time, then you shouldn't be in the circus!" Jen's all-time favorite food is white clam pizza from Pepe's in New Haven.

# VPNE & PRIVE PARKING

## GARAGE MANAGEMENT

### VPNE

VPNE Parking Solutions is a Boston based, family owned company that helps organizations overcome today's complex parking challenges, gain a competitive edge, build market share and thrive in the communities where we live, work and play.

Founded in 1990, VPNE Parking Solutions is uniquely positioned to deliver outstanding service, drive financial results and provide strategic insight into people-intensive, service-based operations.

As the world becomes more complex, organizations are looking to VPNE Parking Solutions to achieve outstanding results while delivering award-winning service. VPNE provides strategic solutions for premier Hotels, Residential Communities, Corporations, Commercial Real Estate, Healthcare and Event Services.

### THE TEAM

VPNE is dedicated to contributing to and creating jobs for our community, our more than 1,600 team members in and around Boston come from many diverse backgrounds with over 80% identifying as a minority. We are proud to take an active role in giving back to our community by donating 10% of net profits yearly to charities like: Boys & Girls Club of Boston, Big Brothers Big Sisters, Somali Youth League, and Camp Harborview to name a few.

### PRIVÉ PARKING

At Privé Parking, we guarantee safe drivers, quality customer service, standardized operations, and a high level of professionalism for your establishment or special events. We provide an innovative approach to best suit the needs of our clients by understanding operations and creating the most effective solutions for each individual customer.

### THE TEAM

Ricardo Louis founded Privé Parking in 2012. After graduating from the University of Massachusetts Dartmouth and working in finance, Ricardo saw an opportunity to have a profound impact on the valet parking industry. With a focus on the customer experience, Ricardo offers and identifies parking solutions to a variety of clients. He is driven by the mission to leave the best "first and last" impression for every customer. From your local neighborhood restaurant to car dealerships, Ricardo's dedication to his customers and his craft is an undeniable value added to your business.

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## **RICHARD L. TAYLOR, NUBIAN SQUARE DEVELOPMENT, LLC**

Richard Taylor is the Co-Developer with New Boston Hospitality in developing the 1,000 key Omni Boston Hotel at the Seaport including team members, Larry Smith, Stull/ Lee, Moody Nolan, Greg Janey and so many other minority firms. In addition, this team raised \$7 million dollars from people of color for the project all establishing this project as the very first to have minority ownership and equity in a Seaport project.

The Richard L. Taylor Group has expertise in all phases of Real Estate Development, Construction Management and Compliance, Commercial Brokerage and Property Management.

TSG's development activity include the following:

- Development of significant residential and retail projects most notably the "Douglass Park" mixed-use apartments, condominium, retail complex located in Boston's Lower Roxbury/South End section and the "Fountain Hill Townhouse Apartments" located in Boston's Roxbury section.
- Commercial Brokerage services includes the sale of the Renaissance Charter School in Boston's Park Square section and the representation of local and national tenants including Dunkin Donuts and City Convenience.
- Construction Management and Compliance Consultations for major contractors such as Skanska and Turner on the One Lincoln Tower, Terminal A and Terminal E at Logan International Airport, two Blue Cross Blue Shield campuses in Boston and in Hingham, MA and the new WGBH Channel 2 Headquarters Complex in Brighton, MA.

Richard's additional project experience can be found in Section 12 "Additional Data".



## OMNI HOTEL

Omni Boston Hotel was a joint venture between Taylor Smith Properties, The Davis Companies, Robin Brown and the Omni Hotels. This team is converting the former D2 site across from the Massachusetts Convention Center into a 1050 key hotel with food and beverage amenities and one of the largest ballrooms in the city. This project responded to Massport's RFP calling for significant economic diversity on development teams.

Our proposal included minority business participation from Janey Construction, Stull/Lee and Moody Nolan architects among others. Equally as important our team raised \$7 million dollars of minority equity investors making this the very first real estate project in the Seaport with Black ownership thereby establishing a model for future Massport projects. The Concord Baptist Church Economic Development Corporation invested one this project securing more profits to put into affordable housing. The Hotel will open in Q1 of 2021.



### Location

Boston, MA

### Project Type

Hotel

### Developer

Taylor Properties

### Team Members

Richard L. Taylor

### Client

The Boston Land Company

### Reference

Jon Davis

CEO

The Davis Companies

(617) 731-0064

[jdavis@thedaviscompanies.com](mailto:jdavis@thedaviscompanies.com)



## FREDERICK DOUGLAS PARK

The Frederick Douglass Park project was a joint venture between Larry Smith, Taylor Properties, Inc. and the Boston Land Company with Concord Baptist Church as the community sponsor. It was the first real estate new construction project in Lower Roxbury in decades that provided affordable housing, including family units on the first floor, along with market rate rentals and homeownership with underground parking. The project also included the establishment of the church economic development corporation so that a portion of their proceeds would be used for affordable housing.

Douglas is 122 Apartments, 33 condos, 7,000 sq. ft. of Retail with 146 underground parking space



### **Location**

Boston, MA

### **Project Type**

Mixed Use

### **Developer**

Taylor Properties

### **Team Members**

Richard L. Taylor

### **Client**

The Boston Land Company

### **Reference**

Robert Kargman  
CEO

Boston Land Company  
(617) 731-0690  
bob@kargman.com



## FOUNTAIN HILL SQUARE HOMES

This project was the very first project in the City of Boston to receive "linkage funds" to assist community residents to purchase homes. The Boston Linkage Fund was established as a result of then City Councilor Bruce Bolling's legislation.



### **Location**

Boston, MA

### **Project Type**

Condos

### **Developer**

Taylor Properties

### **Team Members**

Richard L. Taylor

### **Client**

Saak Realty

### **Reference**

Sharif Abdul Khallaque

Saak Realty

(617) 733-0938

sharifak@aol.com

## **MARIO SAN JACINTO, ALMIRANTA CAPITAL LIMITED**

Our investments are designed to preserve and grow our investors capital, providing financial security for individual and institutional investors, and contribute to overall economic growth.

We seek to create positive economic impact and long-term value for our investors, the projects and companies we invest in, and the communities in which we work.

Our group of Principals and Advisors bring together extraordinary global expertise in finance, real estate, hospitality and technology. With major people and network connections in the Americas, Europe, Asia Pacific and Africa.

We manage unique investment opportunities on a global scale with superior risk-adjusted returns.

Mario's additional project experience can be found in Section 12 "Additional Data".



## W PARIS HOTEL, APPLE FLAGSHIP STORE, GARNIER OPERA

Mario San Jacinto (MSJ) founder and manager of Almiranta Capital LLC structured what is the current W-Paris Hotel (former Marriott Edition) + Apple Flagship Store in front of Opera Garnier in Paris (France).

Mr San Jacinto conceptualized the strategy for every component and the combined scheme, designed the business plan, bespoke the acquisition terms, defined the financing terms, mastered the capacity plan, acquired the property supported by family-office funds, signed management contract with Marriot for an Edition Schrager and best-lease-ever with Apple Computers.

Having the project completely structured the investors instructed to sell as it happened to an investment fund that carried out the transformation works and changed the flag to W on same business basis.

The project was refinanced in 2009-2010 under a very difficult market but benefited by the clever financing structure in place. Exit value of circa Euro +150 million has superseded the targeted amount being almost 2x the acquisition cost into one of the most competitive real estate market in Paris.



### **Location**

Paris, France

### **Services**

Development

### **Project Size**

700,000 SF

### **Team Members**

Almiranta Capital LLC

### **Reference**

Thomas Hoeller  
Former Executive Board Member  
Pramerica Financial  
t.w.hoeller@gmail.com  
+49 173 2847330  
13 Maximilianstrase  
Munich 80539  
Germany



## CANALEJAS MADRID PORTFOLIO SANTANDER BANK SPAIN

**Awarded by Expansion Financial Newspaper as “the 2012 best real estate deal in Spain”**

Mario San Jacinto (MSJ) founder and manager of Almiranta Capital LLC has structured the 2012 awarded best real estate deal of the year in Spain, Santander Bank Madrid Canalejas Portfolio transaction, an Euro 500 million investment for a 700,000 sqf of mixed-use complex comprising brand new +200-key Four Seasons Hotel, 21 serviced residences, ultra high-end retail center, Santander Bank #1 branch office and parking facilities.

Mr San Jacinto conceptualized the strategy for every component and the combined scheme, designed the business plan, bespoke the acquisition terms, defined the financing terms, mastered the capacity plan, collected the interest and support of Four Seasons Hotels & Resorts, identified the Sponsors and provided the vision to the development branch of listed OHL Group, etc. Teamed with the Sponsors and helped complete the analysis, due diligence, acquisition and closing processes, hired the international consultants and remains as Business Advisor for the Project and for OHL, one of his first clients since 2008 when he started his independent investment advisory activity.

### **Location**

Madrid, Spain

### **Services**

Development

### **Project Size**

700,000 SF

### **Team Members**

Almiranta Capital LLC

### **References**

#### **Wilke See-Tho**

Former Head of BD

Four Seasons Hotels, Resorts & Residences

wilke.seetho@gmail.com

(917) 292-3005

Suite 401 485 Lexington Avenue,

New York, NY 10017

#### **Enrique Benjumea**

Head of BD / Business Director

Obrascon Huarte Lain Desarrollos,  
benjumea@ohl.es

+34 609 756 874 | +34 913 484 214

Torre Espacio 259 D Paseo de la Castellana, Madrid, Spain



## THE OLD WAR OFFICE

Mario San Jacinto, founder and manager of Almiranta Capital LLC and Almiranta Capital Limited, supported OHL and Hinduja Groups during the competition process, conceptualization, exclusivity period and closing in Dec-2014 upon successfully winning the acquisition of the Old War Office building at 57 Whitehall, Westminster, London.

The Project comprises the change of use of a Grade II\* listed iconic building from office headquarters of the Ministry of War in WWI and WWII into to a newly converted mixed-use Grand Hotel, high-end residential units and related facilities, everything at the very heart of Whitehall.

Mr San Jacinto has helped to manage the project from day one supporting on all levels as: conceptualization, positioning, selection and negotiation of hotel operator, residential business, corporate, taxes, insurance, financial, planning, construction, heritage, procurement, construction, branding, sales and marketing, etc.

Mr San Jacinto is Business Manager and long-term and close advisor for this Project.

### Location

Westminster, London

### Services

Project Management

### Project Size

580,000 SF

### Team Members

Almiranta Capital LLC

### Completed

Ongoing

### References

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London SW1Y 4TE, UK

## KAI & CHRIS TAYLOR, BLACK MARKET DEVELOPMENT, LLC

Black Market is an emerging-artisan marketplace that provides a platform for underserved members of the creative economy in the Dudley Square commercial district of Roxbury, Massachusetts. It was founded in 2017 by experienced entrepreneur and lifelong Roxbury resident, Kaidi Grant, along with her husband Chris Grant. Black Market was designed as a direct response to the glaring wealth gap that besets the City of Boston, which currently looms at nearly a quarter of a million dollars in asset disparity, per family, between Black and White families long residing in the area.

The founders have a wealth of experience working to combat the social and economic injustices affecting the Boston community through provision of innovative programs designed to serve both youth and adult populations. In addition to operating Black Market, for example, Mrs. Grant is the Founding Executive Director of Diamond Girls Boston, a Roxbury-based 501(c)(3) with a mission to provide teens, ages 11-17, with the tools for self-sufficiency through entrepreneurial thinking and action. To Chris and Kaidi Grant, it was paramount that Black Market opened its doors in Roxbury and continues to serve the economic development interests of the neighborhood. Mr. and Mrs. Grant have owned a home in John Eliot Square for over 20 years, raising four sons there and contributing to the culture and economic vitality of the neighborhood in diverse ways. Mrs. Grant grew up in Roxbury with her parents and grandmother in the 1970s. She also has strong roots in the neighborhood through a great-grandmother who lived on top of Fort Hill in the 1930s. Black Market has obtained all necessary licensing for this unique concept with the help of, and effusive encouragement from, the community that they call home. Many local residents, community leaders, and other stakeholders serve as both vendors and patrons of Black Market.

Black Market offers local micro-businesses, with a particular emphasis on businesses owned by women and people of color, a means to participate in our city's shared economic prosperity. Black Market contributes to local consumerism, providing training and job opportunities for skilled entrepreneurs while playing an important role in fostering the artistic and cultural vibrancy of the area. It was formed in response to the glaring wealth gap that currently looms at nearly a quarter of a million dollars in asset disparity, per family, between Black and White families long residing in Boston (Johnson, 2017). Black Market helps to diminish this wealth gap by empowering hundreds of local entrepreneurs to sell their one-of-a-kind wares—including art, fashion, accessories, food, and home goods—in an innovative, cooperative marketplace setting. The consortium of diverse artisans benefits from the shared open market structure, which ensures that each one enjoys low overhead, high customer exposure, maximum profit, and judicious expenditure of tightly-constrained resources. Since the moment Black Market opened its doors in June 2017 it has garnered remarkable results, including amassing over \$650,000 in gross revenue generated for over 250 local vendors, and welcoming more than 15,000 customers to its doorstep.

At Black Market, hundreds of local entrepreneurs are invited to sell their one-of-a-kind wares—including art, music, fashion, accessories, food, and home goods inspired by the African Diaspora—in a collaborative marketplace setting. The consortium of diverse artisans benefits from the shared open market structure, which ensures that each one enjoys low overhead, high customer exposure, maximum profit, and judicious expenditure of tightly-constrained resources. Black Market is not only doing its part to ensure that minority-owned businesses, homegrown businesses, and women-led businesses have a platform to participate in the City of Boston's shared economic prosperity, but it is also contributing to local consumerism, providing job opportunities for skilled workers, and playing an important role in shaping the artistic and cultural vibrancy of the Dudley Square area.

Black Market is uniquely positioned to deliver these services due to its authentic positioning within the Dudley Square community and existing relationships with over 250 small businesses that are currently owned and operated by members of these target populations. In just two years of operation, Black Market has already achieved notable outcomes in service to these groups, as evidenced by the stories of a number of partnering entrepreneurs. Andrew and Ana, as one example, are Ugandan immigrants who sell handmade artisanal soaps and beauty products. In June 2017, just days before Black Market's launch, they had almost decided to give up on their business. After



seeing a recruitment post on Black Market's Facebook platform, the duo decided to register. The resources and benefits of collocation made possible by Black Market enabled them to enjoy a very successful first weekend, bringing in \$900 that allowed them to pay their family's mortgage. In their second weekend, they generated another unprecedented profit just shy of \$1,000. By September 2017, Andrew and Ana had generated enough income to secure a brick-and-mortar business location of their own.

Black Market also works in partnership and has had communication with a variety of other businesses, organizations, thought leaders, and city agencies that have a shared interest in expanding economic opportunity for marginalized groups in Boston. These partnerships include: the Boston Ujima Project; The Mayor's Office of Resilience and Racial Equity; Haley House Bakery and Cafe, Dudley Cafe; and the Roxbury Cultural District, to name a few.

Black Market has also benefited from some charitable investments provided by local funders. In 2018, two foundations made a donation to Diamond Girls Boston, Inc., which partnered with Black Market to offer 9 teens the chance to experience workplace-based learning opportunities through a Diamond Girls Boston/Black Market summer internship. These foundations were:

- Eastern Bank Charitable Foundation (\$10,000)
- The Boston Foundation (\$7,500)

Additionally, Black Market received a separate \$10,000 investment from The Boston Foundation to plan and pilot activities to support local artists and artisans, and partnered with neighboring organizations Haley House and TACC to receive \$100,000 from the Massachusetts state Urban Agenda Grant. Finally, Black Market was recently selected as a \$30,000 grant recipient of City of Boston Community

Development Block Grants - Public Services to offer economic development services under their Employment pillar in 2019 and 2020.

Since year one, the venture has helped generate over \$650,000 in gross revenue for 300 local vendors and dozens of Arts and Culture + Civic Engagement events by attracting more than 20,000 conscious customers. It also recently received effusive support from the Honorable Martin J. Walsh, Mayor of Boston; City Councilor Michelle Wu; City Councilor Annissa Essaibi-George; City Council President Andrea Campbell, City Councilor Ayanna Pressely (now Congress Woman), the Office of Economic Development; and Boston Development and Planning Authority.

In 2020, Black Market is partnering with Fairmount Innovation Lab and Roxbury Innovation Center to launch an Applied Learning Marketplace and shared workspace in its' 1700 square foot space. Black Market will serve as a "laboratory" for entrepreneurs to test and refine their burgeoning business skills. Participants will be encouraged to practice and gradually hone their abilities through practical application of the concepts they learn from professionals in the Accelerator Workshop Sessions. They will garner real-time market feedback in the form of customer responses and cash flow in addition to host meetings and have ideation space.

As a result of the Black Market Platform, a strong entrepreneurial spirit among Boston's inner-city has spurred the creation of scores of black-owned start-ups. This trend has historic roots the thriving communities of enterprise such as the "Black Wall Street" of Tulsa, Oklahoma, and the bustling Shaw neighborhood of Washington, D.C. in addition to A Nubian Notion, a local, Roxbury-based business that closed its' doors in 2017 after 50 + years in business. Black Market has passionately supported small businesses in the underserved commercial district of Dudley Square by helping them build the business of their dreams.



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# 8

PERMITS/LICENSES



PERMITS/LICENSES

# 08

## PERMITS/LICENSES

<b>PUBLIC AGENCY PERMITS</b>	
<b>STATE</b>	
Massachusetts Water Resources Authority	Sewer Use Discharge Permit (by BWSC)
Massachusetts Environmental Policy Act (MEPA)	Environmental Impact Compliance (if required).
Department of Environmental Protection	Fossil Fuel Utilization Permit (as required; Notice of Demolition/Construction
<b>LOCAL</b>	
Boston Civic Design Commission	Review and Approval Pursuant to Article 28 of the Boston Zoning Code
Boston Planning & Development Agency	<ul style="list-style-type: none"> <li>• Site Access License (est. 90-day expiration)</li> <li>• Article 80 Large Project Review</li> <li>• Zoning Review</li> <li>• Cooperation Agreement</li> <li>• Affordable Housing Agreement</li> <li>• Boston Resident Construction Employment Plan Agreement</li> <li>• Certifications of Consistency and Compliance</li> </ul>
Boston Water and Sewer Commission	Sewer Use Discharge Permit; Site Plan Approval; Sewer Extension/Connection Permit; Stormwater Connection
Boston Fire Department	Fuel Storage Permit; Fire Alarm Permit; Blasting Permit (if required)
City of Boston Inspectional Services Department	Building Permit (Long Form); Demolition Permit; Certificate of Occupancy
Boston Public Improvement Commission / Department of Public Works	Discontinuances (if required); Permit for sign, awning, hood, canopy, or marquee, or other incursion over public right of way (as required), Street layout as required, Street and Sidewalk Occupation Permits (as required), Tieback/Earth Excavation Approvals (as required), Specific Repair Approvals;
Boston Public Works	Curb Cut Permits (if required); Street Opening Permits (if required)
Boston Public Safety Commission	Parking Garage Permit; License for Storage of Inflammables
Boston Zoning Board of Appeals	Zoning and Building Code variance(s), (if required)
Boston Parks and Recreation Commission	Open Space Review
Boston Interagency Green Building Committee	Climate Change Resiliency Checklist
Boston Transportation Department	Transportation Access Plan Agreement; Construction Management Plan
Boston Accessibility Commission	Accessibility Checklist

### ARTICLE 80 LARGE PROJECT REVIEW

In accordance with Article 80 (B) of the Boston Zoning Code, the developer will file an Expanded Project Notification Form (EPNF), for large project review. It is anticipated that the project will undergo a four to six-month public and agency review process in an effort to maximize interagency and community feedback on all facets of the project. It is also anticipated that the project will be subject to a comprehensive zoning analysis and evaluation that will be conducted on a parallel track with the Article 80 Development Impact review.

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# 9

## SUBCONTRACTORS OR PARTNERSHIPS

# 9

## SUBCONTRACTORS OR PARTNERSHIPS

# 09

## SUBCONTRACTORS OR PARTNERSHIPS

### SUBCONTRACTORS

In order to successfully maximize the vision sought by the Developers we have initially engaged the following well-rounded group of subcontractors to provide design & construction services:

#### DESIGN TEAM

ARCHITECT — OFFICE BUILDING & MARKET PLACE

STANTEC

TAMARA ROY

ARCHITECT — CULTURAL HALL & ARTIST LIVE/WORK SPACE

DREAM COLLABORATIVE

GREGORY MINNOTT

LANDSCAPE ARCHITECT

GROUND, INC

SHAUNA GILLIES-SMITH

CIVIL ENGINEER

VHB

R. DAVID BLACK

CONTRACTOR

CONSIGLI CONSTRUCTION

JARED LACHAPELLE



# STANTEC

## ARCHITECT — OFFICE BUILDING & MARKETPLACE

### STANTEC

We're active members of the communities we serve. That's why at Stantec, we always design with community in mind.

Founded in 1954, the Stantec community unites approximately 22,000 employees working in over 400 locations across six continents. We collaborate across disciplines and industries to bring buildings, energy and resource, environmental, and infrastructure projects to life. Our work—engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics, from initial project concept and planning through design, construction, and commissioning—begins at the intersection of community, creativity, and client relationships.

Our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe.

### STANTEC BOSTON

The Summer Street office was founded in 1971 with a focus on commercial architecture and design. Over the past four decades we have grown into a diverse, nationally-recognized team that delivers award-winning architecture, planning, interior design and branding services to Workplace, Commercial / Mixed Use, Academic, Residential, Retail, and Hospitality clients. Our services include Master Planning, Architecture, Interior Design, Workplace Strategies, and Branding. Throughout our almost 50-year history, design for corporate users and commercial developers has been a common thread. We maintain a deep bench of over 130 talented professionals including over 70 architects and 30 interior designers, many of whom are LEED Accredited Professionals and this core team is supported by resources in branding, landscape design, lighting, and acoustical consulting.

## THE TEAM

### TAMARA ROY

#### MASTERPLANNING

Tamara is an architecture and urban design Principal specializing in mixed use master planning and design. Named one of Boston's Top 50 Power Women In Real Estate, she leads both the idea generation and implementation of transformative place-making projects across the City. She is well-known for her listening skills with stakeholder groups and for her creative solutions that respond to the needs of developers, city agencies, and communities

### BK BOLEY

#### DESIGN ARCHITECT

B.K. leads projects with a passion for design excellence and sustainability. Driven by attention to design quality at every scale, he delivers beautiful architecture, urban design and campus planning. By embracing both innovation and practicality, B.K. guides a creative process that consistently results in distinctive award-winning solutions.

### PILAR BOTANA

#### DIRECTOR OF DESIGN VISUALIZATION

With a background in architecture, art, and public health, Pilar's work at Stantec lays at the intersection of these three pillars. "As part of my position, I ideate, design and implement innovative architectural solutions and visualizations that advocate for health promoting environments."

### LOUIS KRAFT

#### PROJECT ARCHITECT

Louis D. Kraft is an architect and designer with 10+ years' experience in the Mixed-Used, Multi-Family Residential, Hospitality and Commercial sectors. His skills bridge from planning and design to documentation and contract administration, with a focus on large-scale, complex projects exhibiting exceptional design standards.

# DREAM COLLABORATIVE

ARCHITECT — CULTURAL HALL & ARTIST LIVE/WORK SPACE

DREAM Collaborative was founded in 2008 by Gregory Minott and Troy Depeiza to help solve complex issues faced by urban communities throughout the Greater Boston area. Our clients include private developers, non-profit developers, public entities, as well as health and wellness providers, churches, museums, and educational institutions.

DREAM Collaborative is a full-service architecture, urban design, and real estate development firm renowned for bringing world-class design to the local level. Our design and development work is informed by our passion for urban revitalization. We have a proven track record of successfully navigating the challenges and nuances of revitalization projects within densely populated, historically significant, and culturally diverse city neighborhoods. We do that through a collaborative approach that harnesses the passion and creativity of our clients and the wisdom of the community.

As a Minority-Owned Business Enterprise (MBE/DBE), our firm's culture supports and encourages diversity among staff and consultants to reflect the diversity of the communities we serve.

## THE TEAM

### GREGORY MINOTT

#### PRINCIPAL IN CHARGE

Greg has over 20 years of experience working on large, high-profile, mixed-use developments that include residential, hotel, community connector spaces and parking components. He has led the design of over 1,000 mixed-income housing within Boston neighborhoods, and brings a passion for community engagement to the team. He will provide hands-on leadership to ensure continuity and completeness of design service from design development through construction, and he will oversee the project team through project completion. Greg will attend all major presentations and will be available as needed to the Client and Stantec throughout the duration of the project.

### SARA KUDRA

#### PROJECT ARCHITECT/PROJECT DESIGNER

Sara is a registered architect with over 9 years of experience on mixed-use developments and residential projects. As Project Architect/Project Designer, she will provide design leadership, generate innovative and responsive design solutions, technical specifications and other project related documentations as needed. She will remain involved throughout the project to ensure continuity of design intent.

### DAVID FRANCK

#### JOB CAPTAIN

David is a highly experienced architect with over 13 years of experience working on all phases of architectural design and construction administration for mixed-use developments and new buildings, with significant experience in housing. He will be instrumental to the coordination and delivery of production through the design, production and construction phases.

### RANIA KARAMALLAH

#### JOB CAPTAIN

Rania brings extensive experience working on a wide variety of project types and has extensive experience in Graphic Design and visualization. Her previous experience includes working for Design Distill in Boston and Dewan Architects + Engineers in Abu Dhabi. She is a LEED Green Associate, and will support the team in the production of documents and will remain involved in the project through completion.

# **GROUND, INC**

## **LANDSCAPE ARCHITECT**

Ground, Inc. is an award-winning landscape architecture practice with a depth of experience. Our practice is committed to the creation of exceptional, artful and sustainable landscape design. The firm was established with a foundation in creating landscapes that unite aesthetics and ecology while being crafted at the highest technical level.

Every project we undertake is unique, and to each we bring the same intense focus to quality of execution and innovation in design. No matter what the scale or the 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 small-scale projects with complex issues to high-profile civic projects. Past clients include private developers, cities, public institutions, architects 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.

Ground is certified as a Women Business Enterprise in the Commonwealth of Massachusetts.

## **THE TEAM**

### **SHAUNA GILLIES-SMITH**

#### **FOUNDING PRINCIPAL**

Shauna personally oversees the design direction of all of the firm’s projects, consistently creating artful, sustainable, and joyful landscapes in urban settings. Trained first as an architect and urban designer, her shift to landscape was motivated by a desire to shape exceptional moments of the public realm.

Shauna’s landscapes play a protagonist role in the experience of the city – creating unexpected moments of engagement that craft the stage for the drama of urban life. Her work strives to balance careful detailing and execution with comfort and openness in use, fully believing that urban landscapes need the dynamic participation of the public to be successful.

### **OLIVERA BERCE**

#### **SENIOR ASSOCIATE**

Olivera oversees the technical design and construction documentation of the office’s projects. A talented designer with a detailed focus, Olivera synthetically translates design concepts into built form; excelling at crafting architectural details that capture the essence of the design. Her twenty plus years of design management experience has resulted in multiple award-winning projects.

### **CESARE CASCELLA**

#### **DESIGN ASSOCIATE**

Cesare is a Landscape Designer at Ground with added specialties in visualization and community engagement. Working directly with senior staff, Cesare develops design solutions that are highly responsive to the context and clients. Additionally, he is responsible for engagement strategies that make connections with different communities and help define their needs and expectations.



**VHB's passionate professionals include engineers, scientists, planners, and designers who partner with public and private clients in the transportation, real estate, institutional, and energy industries, as well as federal, state, and local governments.**

Together, we work to improve mobility, enhance communities and economic vitality, and balance development and infrastructure needs with environmental stewardship.

**VHB's innovative thinking leads to creative, practical solutions for our clients.**

We bring collective knowledge, technical excellence, and a wide network of trusted relationships across our footprint to deliver value. When you have a team with such a broad range of expertise, it's only natural to look at projects from every angle, and ask the types of questions that lead to better solutions. That's what we do at VHB—we help our clients make the right decisions to move their projects forward.

Our team has an open-minded approach to projects, and we are committed to listening and truly understanding our clients' needs—we see the whole picture, not just one piece. We integrate the right people and resources from our four core service areas to help clients initiate and complete intricate, challenging, and significant projects.

**Transportation Planning & Engineering**

Transportation is constantly on our minds when planning developments: will my employees be able to ride a bike to work, will visitors have easy access to public transit, will there be enough parking at for customers? For stewards of transportation infrastructure, it's a demanding balance between maintaining safe, quality facilities and assets with tighter and tighter budgets. At VHB, we know the challenges facing our clients, and we know what it takes to deliver smart solutions that keep people moving. Our transportation practice is focused on sustainable planning, design, construction, and operation for all modes.

**THE TEAM**

**SEAN MANNING**

**PRINCIPAL IN CHARGE**

Sean is a Principal and the Director of Transportation Planning and Operations in VHB's Boston, Massachusetts, office, where he leads a team of professionals with extensive experience and capabilities that includes the development of complex access and parking plans for major medical and academic institutions, urban development projects, transportation access plans, environmental permitting, and off-site transportation infrastructure improvements.

**R. DAVID BLACK**

**SENIOR PROJECT MANAGER**

David is a Senior Project Manager in VHB's Transportation Systems group. A seasoned professional with experience in transportation planning and engineering, his work has focused on multimodal, urban projects. He has been involved in land use and transportation planning at local, district, and regional levels with projects ranging from neighborhood studies to system-wide transportation needs.



# CONSIGLI CONSTRUCTION

## CONTRACTOR

In 1905 Peter Consigli, a skilled mason, established Peter Consigli & Sons in Milford, Massachusetts on the cornerstones of hard work, integrity and pride in craftsmanship. Over a century later, Consigli has grown from a local business into one of the largest general contractors in the Northeast.

With more than 1,000 employees; seven regional offices dotting the east coast from Maine to Washington, DC; and upward of \$1 billion in annual volume, Consigli has expanded its roots, while maintaining its core competencies as a true builder with more than 350 skilled carpenters, laborers and masons on staff.

### **PASSION FOR BUILDING**

We thrive on complex projects that challenge our creativity and call for innovation. To foster growth and development, we recruit, train, mentor and motivate at every available opportunity.

### **CULTURE OF ACCOUNTABILITY**

To be successful, we believe we must always: "Do what we say we will do." In order for our teams to succeed, everyone must dedicate themselves to our commitment to quality and supporting those around them.

### **FOCUS ON RAVING FANS**

Our relationships are developed by creating Raving Fans of our clients and our people. We know that giving our best work and dedication to consistent service is the only way to earn respect, trust and opportunities over time.

## **THE TEAM**

### **RYAN JENNETTE**

#### **PROJECT EXECUTIVE**

As Project Executive, Ryan will provide overall team leadership and is fully accountable to the client team to deliver on all goals of the project. Immediately upon award, Ryan will gain a complete understanding of project requirements and the expectations of the client team to develop a construction management approach that will ensure the overall success of the project. He will be involved in the project from award to close-out, to participate in key decisions, dedicate the necessary corporate resources and monitor the progress of the project on an ongoing basis.

### **JARED LACHAPPELLE**

#### **CHIEF ESTIMATOR**

As Chief Estimator, Jared directs a department of over 30 full-time estimating professionals including specialists in M/E/P and site trades. A Consigli veteran, Jared is a hands-on leader who oversees all our estimating services. He supports his team with the most advanced estimating tools, including Timberline, On Screen Takeoff, Innovaya and InSite, to provide our clients with the most comprehensive estimating deliverables in the marketplace.

### **DAVE CURRY**

#### **DIRECTOR OF ESTIMATING & PRE-CONSTRUCTION**

Dave brings over 35 years of estimating experience in the New England market. He has played a lead role in implementing the most advanced estimating systems, including Timberline, On Screen Takeoff and Quantity Takeoff. Dave directs a team of more than 25 full-time estimators and has built a department that is particularly skilled at pre-construction estimating.

### **GABE MATER**

#### **GENERAL SUPERINTENDENT**

Gabe provides guidance and corporate support to all Consigli Superintendents and project sites. He is a valuable resource for Consigli's teams, whether it's brainstorming ideas, spotting potential problems, reviewing project schedules or other areas where support is needed. Gabe will use this knowledge to bring additional oversight and supplement field resources as required. He works with our leadership team to continually advance our field management procedures, including quality, communications, scheduling, productivity and safety, with the goal to provide best-in-class services to our clients.

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## SOUTH BAY

South Bay is a retail-residential development that will weave urban elements into the already rich heritage of Dorchester, MA, revitalizing the community. The previously under-utilized land will now include shops, dining, a cinema, a 175 room hotel, 475 residential units and structured parking. By implementing urban streetscape and pedestrian oriented space, the project will reinvent the typical suburban-style shopping center, better fusing retail and community. Transparent storefronts and outdoor dining promote a lively, appealing atmosphere for human connection. This mixed use neighborhood's dynamic public space will benefit the social, cultural and economic growth of not only Dorchester but also the Greater Boston area.



### Location

Dorchester, MA

### Services

Master Planning, Permitting, Architecture

### Team Members

Stantec

### Completed

2018



## ONE CHANNEL CENTER

Boston's Innovation District is an engine for the city's 21st century economy steeped in history. The design of One Channel Center weaves contemporary architecture among neighboring brick warehouses to signal a path forward for this emerging neighborhood. Divided by a folded glass element that identifies a public art gallery and pedestrian path, the building features two masonry sides clad in textured red and brown precast concrete resembling terracotta. Vibrant colored glass panels punctuate the façade and hint at the whirling activity of this headquarters for a high tech financial service company. Adjoining a new 1.2-acre public park, One Channel Center incorporates strategic sustainable design practices to achieve LEED Silver certification.



### Location

Boston, MA

### Services

Architecture, Interior Design

### Project Size

530,000 sf, 4,000 sf retail,  
4,300 sf public space

### Team Members

Stantec

### Completed

2015



## TUFTS CLIC BUILDING

Tufts University's Collaborative Learning Innovation Complex (CLIC) repositioning serves as the central gateway to the university while retaining the historic character of the building. The 95,000 sf, four-floor complex was renovated to feature the university's new vision on Science & Technology, one of community and collaboration. The timber-framed building houses the physics and astronomy, human factors engineering, and social sciences (occupational therapy, human development) groups with an emphasis on cultivating interdepartmental communication. This goal was achieved by the creation of the center circulation stair which highlights the common study and social spaces (a new café) that support the academic spaces, which include shared classrooms, open and closed offices, dry labs, and swing space. The roof monitor in the stair area brings in natural light, and combined with the triple-glazed windows and an exterior skin with six inches of spray-applied insulation, the CLIC is LEED Silver Certified.



### Location

Medford, MA

### Services

Feasibility, Interior Design, Architecture, Landscape Architecture

### Project Size

95,000 SF

### Team Members

Stantec  
Ground

### Completed

2017



## 2451 WASHINGTON STREET

DREAM Collaborative is providing full design services, including permitting, design, and construction administration, for a new four-story, 16 condo unit development at 2451 Washington Street for Madison Park Development Corporation. Currently under construction, the project creates new homeownership units in Roxbury, including a number of units at moderate or below-market rate prices.

The unit types include 1, 2, and 3-bedrooms ranging from 730 to 1,289 SF. The building's first floor will include a lobby, maintenance office, electrical and mechanical rooms, and a community room. The project includes sheltered parking at the first floor and additional surface parking on the property.

2451 Washington Street is located within a quarter mile of Dudley Station and a short walk to the MBTA Orange Line. It is the sister project of 75-81 Dudley and both will bring job and home ownership opportunities for the community, contributing to the continued revitalization of the Dudley Square neighborhood.



### **Location**

2451 Washington Street  
Roxbury, MA

### **Services**

Architecture, Interior Design,  
Permitting

### **Project Size**

28,000 SF

### **Team Members**

DREAM Collaborative

### **Completed**

December 2019

### **Reference**

Russell Tanner  
Madison Park Development  
Corporation  
(617) 614-9147



## 2147 WASHINGTON STREET

2147 Washington Street is a new 6-story building that will create an active live/work/play environment, encouraging community engagement with daytime and evening activity.

The project is a partnership between New Atlantic Development and DREAM Development, DREAM Collaborative's development arm. DREAM is involved in all project phases, including permitting, financing, design, and construction.

The project incorporates the needs and desires of the non-profit Haley House to ensure its future success and growth. The ground floor of the building will include 7 individual work-only studio spaces, 1,246 SF of shared workspace, and 1,400 SF of flexible retail/commercial space on the ground floor.

Upper floors will contain 74 residential units, with 62 being rental units and 12 being for-sale condominium units.

2147 Washington will contribute to the continued development of a strong and united Dudley Square and Roxbury, at "the Heart of the City," by boosting economic development, providing job opportunities for residents, and creating affordable housing and artist live/work spaces.



### Location

22147 Washington Street  
Roxbury, MA

### Services

Interior Design, Architecture,  
Permitting

### Project Size

79,000 SF

### Team Members

DREAM Collaborative

### Completed

Q4 2021

### Reference

Brian Goldson  
New Atlantic Development  
(617) 872-0948



## WINTHROP CENTER

Winthrop Center will create a new 691-foot mixed-use tower in the heart of Boston's Financial District. Currently under construction, the project will revitalize the existing Winthrop Square and create a new year round destination that is truly a place for all of Boston.

The program includes 772,422 sf of office space and 387 residential units atop a multi-story "Great Hall" podium. The Hall will connect the site between Federal and Devonshire Streets, and will serve as a pedestrian thoroughfare. Surrounded by publicly accessible meetings space and restaurant/retail space, the Hall will feature a 350-person assembly space that will host a variety of educational, civic, performance, and cultural experiences. The project also includes four levels of underground parking for 500 vehicles. In collaboration with the Asian Community Development Corp, the development includes approximately 108,289 sf of affordable housing.

Handel Architects is the Architect of Record on the project. DREAM Collaborative has been engaged as collaborating architect with a focus on the design of the Great Hall, as well as additional elements of project.



### Location

Boston, MA

### Services

Architecture

### Project Size

1.5M SF

### Team Members

DREAM Collaborative

### Completed

2020

# PARTNERSHIPS & COMMUNITY STAKEHOLDERS

In order to successfully maximize the vision sought by the Developers we intend to engage, receive input and establish partnerships with the following community stakeholders (and some background information on each):

## THE ROXBURY CULTURAL DISTRICT

The mission of the district is to find and recognize Roxbury's cultural assets. The district also creates tools, strategies, resources, and spaces that elevate the arts in Roxbury. The four main goals of the district are:

- activating assets and marketing community programming
- economic development
- built environment, and
- governance and sustainability.

## DUDLEY SQUARE MAIN STREETS

DUDLEY SQUARE MAIN STREETS is a commercial revitalization organization located in Boston's historic Dudley Square district. Our non-profit organization provides hands on assistance to businesses in the neighborhood in effort to improve our community. We're involved with a number of projects – from recruiting new businesses to aiding current storeowners with renovations. In everything we do, we strive to celebrate Dudley Square's unique spirit and rich cultural diversity.

Through our endeavors, we hope to foster growth for the next generation of local, minority-owned businesses so that our entire community can enjoy a booming economic future.

## EXISTING NEIGHBORHOOD REVIEW COMMITTEES

### NEIGHBORHOOD GROUPS LIKE THE HIGHLAND PARK NEIGHBORHOOD ASSOCIATION

#### **Highland Park Neighborhood Association**

Purpose is to build a sense of community and pride on the Hill, provide a clean and safe home for our families, encourage responsible development, and help the advancement of the entire community. Highland Park Neighborhood Association received a grant in 2008 to support redesign and restoration of Alvah Kittredge Park in the historic Highland Park neighborhood of Roxbury.

### MADISON PARK DEVELOPMENT CORPORATION (MPDC)

Madison Park Development Corporation (MPDC) was founded in the midst of crisis in the 1960s. The survival of the Lower Roxbury community was at risk. Bulldozers were demolishing hundreds of homes, churches, and businesses through the City of Boston's urban renewal program. A small, but determined, group of activists fought back. Led by community members including Ralph Smith and C. Vincent Haynes, the group mobilized residents against the further destruction of their neighborhood. They created their own vision for the area and procured the resources they needed to rebuild their once-thriving community. This effort resulted in the creation of the Lower Roxbury Community Corporation in 1966 – with Ralph Smith as its founder and first Executive Director. The organization was a community-based, non-profit that independently developed affordable housing for low and moderate-income residents – making it one of the country's first Community Development Corporations.

### ORCHARD GARDEN RESIDENTS

The Community Garden at Orchard Gardens in Dudley Square blooms beautifully beside the colorfully painted, pitch-roofed, apartment homes of this revitalized neighborhood of Roxbury. Residents plant it and tend it and hope to take home a prize in the annual City of Boston Community Service Garden contest. After all, they won a second place prize in 2010.

This coming together for a purpose is a hallmark of the community that offers 284 apartments to those earning up to 60 percent of area median income and another 47 apartments at market rates.

## **ROXBURY FILM FESTIVAL**

The largest New England film festival dedicated to celebrating films by, for, and about people of color, the 21st Annual Roxbury International Film Festival gives voice to diverse cultures, both local and worldwide

## **MUSEUM OF FINE ARTS**

The Museum of Fine Arts in Boston, Massachusetts, is the fifth largest museum in the United States. It contains more than 450,000 works of art, making it one of the most comprehensive collections in the Americas

## **ARTS EMERSON**

ArtsEmerson is Boston's leading presenter of contemporary world theatre. We are dedicated to engaging all communities through stories that reveal and deepen our connection to each other. By cultivating diversity in the arts and in the audience, we ignite public conversation around our most vexing societal challenges as a catalyst for overcoming them.

Founded in 2010 by Robert J. Orchard—the year the U.S. Census confirmed there was no single cultural majority in Boston—we committed to building a cultural institution that reflects the diversity of our city. We program a full season of performances, film and dialogue that invites each of us to engage in a more contemporary narrative of Boston as a truly global city.

## **COMMONWEALTH KITCHEN**

WE BELIEVE that an equitable and resilient local economy requires closing Boston's growing wealth divide by PROMOTING INCLUSIVE ENTREPRENEURSHIP and CREATING SUSTAINABLE EMPLOYMENT, with a focus on people who have been impacted by racial, social, and economic inequality.

CommonWealth Kitchen is a collaborative community, providing shared kitchens combined with business assistance to help aspiring entrepreneurs build great food companies, create jobs, improve healthy food access, and strengthen our regional food economy.

## **BERKSHIRE BANK REEVX IN THE SQUARE**

Reevx Labs is part of Berkshire Bank's continued commitment to bettering the communities we serve. Through our partnerships with various nonprofits and community stakeholders, we will provide programming and educational experiences to assist them in their growth.

## **ACE**

The ACE Mentor program is an organization widely recognized by universities throughout the US as a stand-out extracurricular program that improves the chances of acceptance into programs offering degrees in the ACE fields.

ACE of Greater Boston, an affiliate since 2007, offers an after-school program, that runs from October to March, providing students in grades 9-12 with an introduction to the design, engineering and construction disciplines. Students work with mentors throughout the program to development a hypothetical, but realistic, building project. Field trips to construction sites, professional offices, and local colleges are also incorporated into the program. ACE Mentors are full-time architects, engineers, and project managers, as well as dedicated volunteers, excited to inspire the design and construction leaders of the future.

## **ROXBURY HERITAGE PARK**

The Roxbury Heritage State Park (RHSP) Signature Park Project was one of six urban park projects identified as a priority for rehabilitation. These projects were selected to help revitalize urban neighborhoods by opening up or upgrading green spaces for outdoor recreation and by rehabilitating historic community landmarks.

DCR's goal for the RHSP Signature Park Project was to restore the building and enhance the park experience by creating a community resource center within an inviting park landscape.

## **BEST HOSPITALITY TRAINING**

Our mission is to provide individuals with the education, skills and training to excel in the hospitality industry and in their personal lives.

### **BOSTON ARTS ACADEMY AND FOUNDATION**

The Boston Arts Academy Foundation is a non-profit organization that was established in 1999 to raise essential funds for the school. Each year, the BAA Foundation raises between 35% and 40% of the school's budget from private sources. The BAA Foundation helps bridge the gap between the school's allocation from the Boston Public Schools, and the true cost of a high-quality education that is both arts-intensive and college preparatory. Support from foundations, corporations, and individual donors is critical to the school's ability to offer a comprehensive arts and academic education. Without such support, our city's young people, living in one of the cultural capitals of the world, would not be able to attend a public arts high school.

### **JOHN D. O'BRYANT SCHOOL**

#### **Lenira DosReis, Visual Arts Teacher**

The O'Bryant school is a college preparatory school in Roxbury that focuses on math and science. Students must take an entrance exam to enroll. Though strong in science and math courses, O'Bryant school lacked art programs and classes until recently. Dos Reis said that because the rigorous workload can be stressful for some students, art classes became a welcome addition to the school.

### **JUSTICE EDWARD O. GOURDIN VETERANS MEMORIAL PARK**

This triangular park located in the heart of Dudley Square will become a memorial to the African American veterans of Massachusetts who served in all wars. Managed by the Boston Parks and Recreation Department, the park honors Edward O. Gourdin, an Olympian, war veteran, and Massachusetts Supreme Court Justice.

# 10

DEVELOPMENT WITHOUT  
DISPLACEMENT PLAN

# 10

DEVELOPMENT WITHOUT  
DISPLACEMENT PLAN

# 10

## DEVELOPMENT WITHOUT DISPLACEMENT PLAN

The Nubian Ascend proposal is in fact a "place making" development that in several cases make a home for those that have been displaced and those community based organizations and entrepreneurs that need space to remain in the community.

Our Artist live/work units will provide ownership space for artist being displaced from the Northeastern University artist program, from the Piano Factory, the Boston Center for the Arts and other similar locations. Our exhibit space at the Nubian Gallery , the planned Multi purpose community Center and all of the public realm associated with our proposal provides tremendous space for the community artist to display their talent throughout the Square. Our Arts starts The Party streetscape art covering the main corridors within and surrounding Nubian Square will permit community base artist , youngsters from out public schools and more to display their talents in the Square.

Our Nubian Market and Culinary Center will attract , train and employ local food and hospitality from the Greater Roxbury market in cooperation with Black Market and Commonwealth Kitchen. We have received a Letter of Interest from BEST Hospitality training organization that needs more space in the Square.

The proposed 340 car Garage will serve to attract market and adjacent customers to come to the Square to purchase goods, services, food an enjoy entertainment.

Richard Taylor's Commercial Brokerage firm has added new retail in the Square by bringing Golden Krust into Warren Street as well relocating Gordon Conwell Theology School from Jamaica Plain to 90 Warren Street when they needed more space for their educational and religious training. In addition, when the Roxbury Comprehensive Health Center went out of business his firm was selected as Broker of Record by Atty. Joseph Feaster to fill the building so that it would not be abandoned. He worked with SAAK Realty to bring the Bridge School to their new location on Warren and Townsend Street.

Finally, Richard Taylor has developed home ownership units on Fort Ave., Fountain Hill and at Douglass Plaza over the 30 tenure of his development career.

Our proposed development will serve to attract an retain residents and business to the Square thereby avoiding any displacement.



February 14, 2020  
Mr. Richard L. Taylor  
C/O The Roxbury Cultural Partners  
2164 Washington Street  
Roxbury, MA. 02119

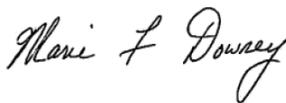
Dear Richard,

BEST Hospitality Training is thriving and growing in Nubian Square and we are excited about your proposed plans to develop the Blair Lot. The Square is desperate for food, art/culture, music and a dynamic entrepreneurial space to drive consumer spending from our local and adjacent markets.

We are seeking additional space to meet increased demand for BEST training. We would like to express our interest in occupying approximately 8500 square feet of space on the second or third floors in the office building above the planned "market". We believe that the clients we serve in the Greater Roxbury community will benefit enormously from the combination of building programs that your new and dynamic development plans hope to offer. We are especially excited about having a large training kitchen that will allow us to meet our goals and employer demand for well trained workers.

We look forward to continued conversations as the process unfolds.

Sincerely,



Marie F. Downey  
Executive Director

**Abrigal Forrester**

President  
Executive Director  
Center for Teen  
Empowerment

**Aparna Ramesh**

Secretary/Treasurer  
Chief Financial Officer  
Federal Reserve Bank of  
Boston

**Suzanne Lee**

Director  
Former Principal  
Quincy School in  
Chinatown

**Jaimie McNeil**

Director  
General Agent  
UNITE HERE Local 26

**Tanisha Meranda**

Director  
Room Attendant  
Aloft Hotel

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**BEST Hospitality Training**

101 Station Landing, Fourth Floor, Medford, MA 02155  
2201 Washington Street, Roxbury, MA 02119

www.BESThtc.org  
617-542-1177

# 11

## COMMUNITY BENEFITS PLAN

# 11

## COMMUNITY BENEFITS PLAN

# 11

## COMMUNITY BENEFITS PLAN

The Development team will allocate some of its Development Fees to the following:

1. \$100,000 towards Savings Accounts for youth in the programs of The BASE, No Books No Ball and the PieRSquared Math Program.
  - o Each youth account will be seeded with \$100 and a plan will be developed to make annual contributions. When the kids finish high school they can use the accounts for college, trade or technical school, starting a business or down payment on a house.
2. Will also subsidize one floor of commercial office space for local neighborhood businesses, approximately 22,000 SF
3. Allocate \$150,000 to pay community based artists to implement the Arts Starts The Party Road and Mural project to brand Nubian Square in cooperation with City of Boston Arts and Cultural Commission, the Roxbury Cultural District Leadership and other community stakeholders.
4. Will allocate a portion of the rent to own program for community artist that want to purchase the artist live/work spaces in the project.

In addition to the plethora of community benefits provided by the Development Plan the Nubian Ascend Partners have given considerable thought to trying to reduce the "wealth gap" potentially plaguing the next generation of Roxbury youth. We think that it is important to begin now to establish a SAVINGS plan so that over a period of time the next generation will begin with the opportunity to have funds for areas of economic advancement such tuition payments, business start up funds and down payment home ownership assistance.

With that in mind we will "seed" the bank accounts of the young people that participate in three programs in the community - No Books No Balls, The BASE and PieRSquared. Each account will be seeded with \$100 and expect that these three programs serve as many as 500 young people for a investment amount of \$50,000 with the commitment to \$100,000 if the number of young people in these programs exceeds 500.

We will also allocate \$150,000 to pay community artists to implement the Arts Starts the Party Streetscape and Mural project to "brand" Nubian Square in conjunction with and cooperation with the City of Boston Arts and Cultural Commission , the Roxbury Cultural District and other community stakeholders. In conjunction with this we will also allocate \$50,000 to the Justice Edward O. Gourdin Veterans ' Memorial Park allocating \$25,000 to the Gourdin Sculpture to sit in the Park and the remaining \$25,000 will be distributed to veteran artists. We will also allocate \$50,000 to the Roxbury Cultural District

This commitment of this \$350,000 will come from the project Developers Fees.



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# 12

ADDITIONAL DATA

# 12

ADDITIONAL DATA

# 12

## ADDITIONAL DATA

### ADDITIONAL PROJECT EXPERIENCE

**Mario San Jacinto**

Almiranta Capital Limited

### DISCLOSURES

**APPENDIX D**

Disclosure Statement Concerning Beneficial Interest

**APPENDIX E**

City of Boston and BPDA Disclosure Statement

**APPENDIX F**

Certificate of Tax, Employment Security, and Contract Compliance

**APPENDIX G**

HUD Form 6004: Developer's Statement for Public Disclosure and Developer's Statement of Qualifications and Financial Responsibility

### LETTERS OF INTEREST



**ADDITIONAL  
PROJECT EXPERIENCE**  
MARIO SAN JACINTO



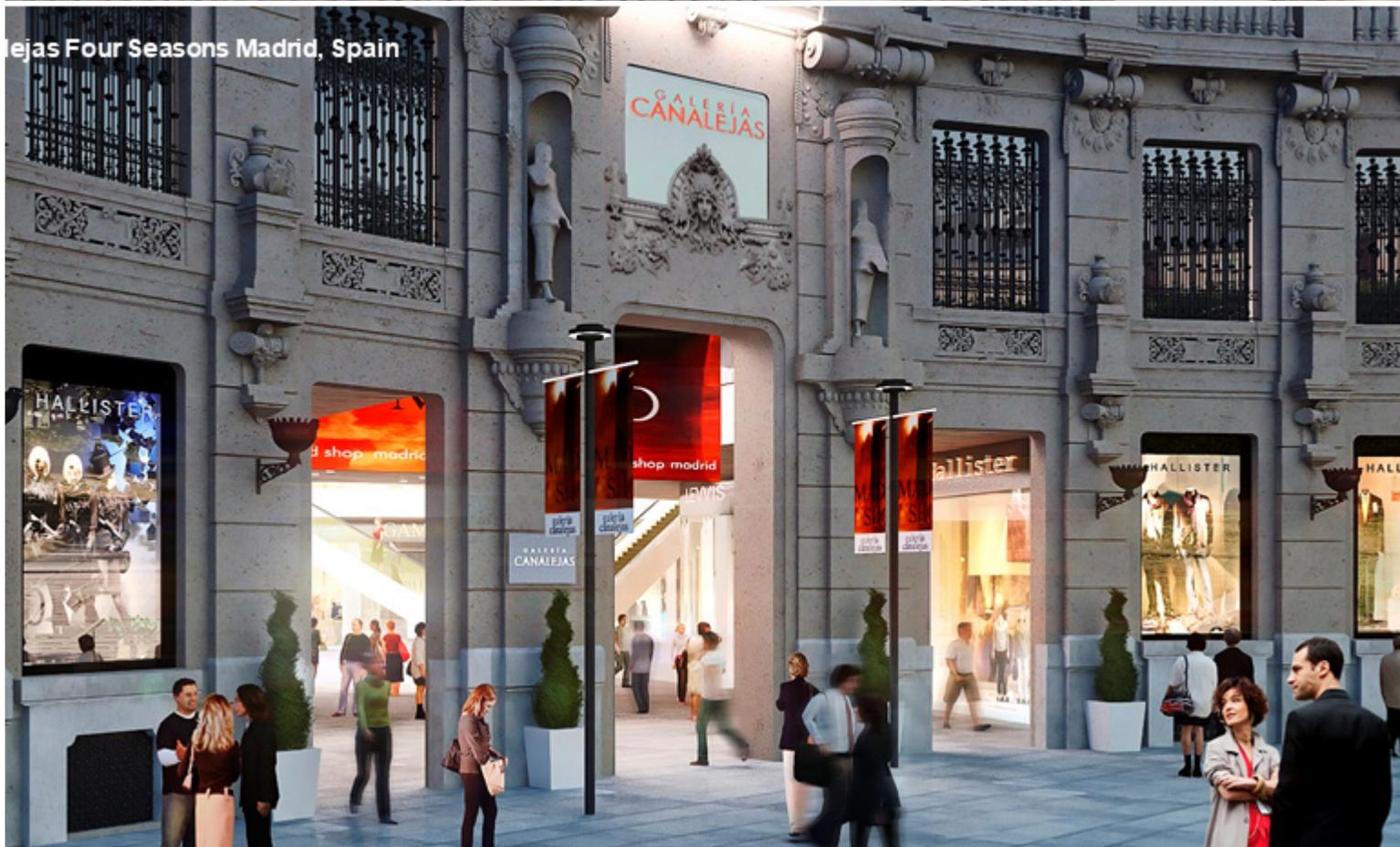
Canalejas Four Seasons Madrid, Spain



ejas Four Seasons Madrid, Spain



ejas Four Seasons Madrid, Spain



Deal	Location	Role	Client / Type	Years	Amount / Area	Value Added / Management	Photo
Four Seasons Hotel & Residences Mayakoba Mexico	Playa del Carmen, Quintana Roo (Mexico)	Private Equity / deal structuring	OHL Group / Four Seasons Hotels & Resorts	2011 - 2013	US\$ +150 MM / 125,000 sq.f + 40 units	Deal structuring including concept, financial modeling and private equity placement.	
Four Seasons Hotel Madrid at Centro Canalejas Madrid	Madrid (Spain)	Private Equity / deal structuring & investment advisory	OHL Group + Villar-Mir Group / Santander Bank	2009 - 2014	Euro 760 MM / 750,000 sq.f / Mixed-use project of 215-key Four Seasons Hotel + 30 Residences + 125,000 sq.f high-end Retail + 400 parking places + offices	Deal sourcing, conceptualization, structuring with Four Seasons Hotels & Resorts as anchor, OHL Group and GVM as Sponsors, acquisition negotiation, closing, development and investment advisory.	 
The Four Seasons Residences at Madrid	Madrid (Spain)	Private Equity / deal structuring & investment advisory	OHL Group + Villar-Mir Group	2014	30 Serviced Residences / 70,000 sq.f	Residential component business planning, pricing and sale strategy.	
Apple Flagship Store Opera Paris	Paris (France)	Private Equity / Acquisition, structuring and sale	Nozar Real Estate Group / Meridia Capital	2008	Euro 40 MM / ap. 7,000 sq.f	Deal structuring, acquisition, lease negotiation and sale.	
W Hotel Opera Paris (formerly Edition by Marriott)	Paris (France)	Private Equity / Acquisition, structuring and sale	Nozar Real Estate Group / Meridia Capital	2008	Euro +100 MM / ap. 70,000 sq.f	Deal structuring, acquisition, Edition by Marriott management agreement and sale.	
Mayakoba Resort Mexico	Playa del Carmen, Quintana Roo (Mexico)	Private Equity / deal structuring	OHL Group	2009 - 2012	US\$ +100 MM /	Resort analysis, re- structuring and launching new projects.	
Paseo de San Francisco Urban Retail Center	Puebla (Mexico)	Private Equity / deal structuring & investment advisory	OHL Group	2010	US\$ +30 MM / 80,000 sq.f	Property analysis, optimization, strategy, re- structuring and sale.	
Ipade Santa Fe Business School, Mexico DF	Santa Fe, Mexico DF (Mexico)	Private Equity / deal structuring	OHL Group / Ipade + Pan American University	2011	US\$ +55 MM Phase I / 700,000 sq.f	Resort analysis, re- structuring and launching new projects.	

Deal	Location	Role	Client / Type	Years	Amount / Area	Value Added / Management	Photo
BBVA Bank Real Estate Atrea Special Servicer	Madrid (Spain)	Managing Director	BBVA Bank	2000 - 2006	3,500 branch offices / +300 affiliated agents / +100,000 properties	Design, deployment and management of a multi-channel real estate sale team.	
Quinta da Trindade Lisbon	Seixal, Lisbon (Portugal)	Co-developer	Nozar Real Estate Group	2006 - 2008	Euro 260 MM / 1,600 residential units	Development of a new quarter on the value-added side of Lisbon.	
Quinta dos Figos Algarve	Algarve (Portugal)	Co-developer	Nozar Real Estate Group	2006 - 2008	Euro 67 MM / 218 residential units	Development of a new quarter on an urban location at the Portuguese Algarve.	
La Sernam Quarter Reims	Reims (France)	Co-developer	Nozar Real Estate Group / Norev	2007	Euro 150 MM / ap. 550 residential + offices + student housing	Winning of public competition to develop an entire new city quarter in Reims, France.	
Mendez Alvaro Office Campus Madrid	Madrid (Spain)	Private Equity / Sale and Lease Back	Nozar Real Estate Group / Prudential – Pramerica Europe	2008	4 office buildings into a +500 unit residential development Euro 250 MM / 400,000 sq.f	Private equity sourcing, deal structuring, negotiation and deal closing.	
Vialia Railway Station Salamanca	Salamanca, Castilla-Leon (Spain)	Due Diligence	Trizec-Hahn Canadian REIT / Riofisa	2000	Euro +40 MM / 300,000 sq.f	Investment due diligence included forecasted budget.	
Colbert Meliá Boutique Hotel Paris	Paris (France)	Project Manager	Meliá Hotels & Resorts	2000	Euro +6 MM / 50,000 sq.f	Renovation of historical property for unique boutique hotel in the Isle-de-France, Paris.	
Vendome Meliá Boutique Hotel Paris	Paris (France)	Project Manager	Meliá Hotels & Resorts	2000	Euro +8 MM / 70,000 sq.f	Renovation of historical property for unique boutique hotel by Place Vendome, Paris.	
Royal Alma Meliá Boutique Hotel Paris	Paris (France)	Project Manager	Meliá Hotels & Resorts	2000	Euro +8 MM / 60,000 sq.f	Renovation of historical property for unique boutique hotel by the Golden Triangle, Paris.	
Alexander Meliá Boutique Hotel Paris	Paris (France)	Project Manager	Meliá Hotels & Resorts	2000	Euro +8 MM / 60,000 sq.f	Renovation of historical property for unique boutique hotel by the Golden Triangle, Paris.	

# Almiranta Capital – Track-record Presentation

Deal	Location	Role	Client / Type	Years	Amount / Area	Value Added / Management	Photo
Parque Principado Regional Mall	Oviedo, Asturias (Spain)	Investment Advisory	Grupo Lar / Goldman Sachs	1999	Euro +100 MM / 600,000 sq.f	Investment report of leisure market reach.	
Agilent Barcelona	Barcelona (Spain)	Project Manager	Agilent Technologies	1999 - 2000	Euro +50 MM / 60,000 sq.f	IT and fit-out of Global Call Center of Agilent Technologies, spin-off of Hewlett Packard.	
Gran Manzana Urban Commercial Center Madrid	Alcobendas, Madrid (Spain)	Due Diligence	Riofisa	2000	Euro +100 MM / 400,000 sq.f	Acquisition due diligence of an urban commercial center.	
Vialia Railway Station Malaga Urban Commercial Center	Malaga, Andalusia (Spain)	Due Diligence	Trizec-Hahn Canadian REIT / Riofisa	2000	Euro +100 MM / 400,000 sq.f	Investment due diligence of mixed-use retail + hotel including forecasted budget.	
Vialia Railway Station Plaza de Armas	Seville, Andalusia (Spain)	Due Diligence	Trizec-Hahn Canadian REIT / Riofisa	2000	Euro +20 MM / 100,000 sq.f	Investment due diligence included forecasted	
Heron City Madrid, Regional Leisure Center	Las Rozas, Madrid (Spain)	Project Finance	SocGen Bank / Heron Properties	1998 - 1999	Euro +60 MM / GLA of 250,000 sq.f	Development of a new concept of entertainment centers that has become a truly successful history	
Heron City Barcelona Can Dragó, Regional Leisure Center	Barcelona (Spain)	Project Finance	SocGen Bank / Heron Properties + Laietana	1999 - 2001	Euro +70 MM / GLA of 350,000 sq.f	A new concept + mixed-use development including Ibis Hotel	
Heron City Valencia, Regional Leisure Center	Paterna, Valencia (Spain)	Project Finance	SocGen Bank / Heron Properties	1999 - 2001	Euro +40 MM / GLA of 250,000 sq.f	Development of the 3 <sup>rd</sup> Heron City concept in Spain	
City Limits Madrid, Family Entertainment Center	Alcobendas, Madrid (Spain)	Project Manager	Scottish & Newcastle	1999 - 2000	Euro +10 MM / GLA of 60,000 sq.f	Development of a multi-license and highly complex family entertainment center	
El Muelle Commercial Center Canary Islands	Canary Islands (Spain)	Due Diligence	Trizec-Hahn Canadian REIT / Riofisa	1999	Euro +100 MM / 400,000 sq.f	Investment due diligence including forecasted budget.	

Deal	Location	Role	Client / Type	Years	Amount / Area	Value Added / Management	Photo
Josefa Valcarcel Office Building Madrid	Madrid (Spain)	Project Architect	Huarte now part of OHL Group	1992 - 1993	Euro +50 MM / ap. 80,000 sq.f	Newly built high-end corporate office property.	
PP9 Mostoles Urban Plan Madrid	Mostoles, Madrid (Spain)	Urban Planning	Local Developers	1992 - 1993	1,492 residential units + retail	Large urban development of a brand new neighborhood.	
Public Investments	Toledo (Spain)	Public Representative	CCM Public Authority	1993 - 1996	Euro +200 MM / + 20 million sq.f	Investment management over +100 real estate public properties.	
Bonaire Aldaia Regional Mall Valencia	Madrid (Spain)	Due Diligence	Trizec-Han Canadian REIT / Riofisa	1998 - 1999	Euro +150 MM / 1,650,000 sq.f	Investment due diligence including forecasted budget.	
Grancasa Regional Mall	Zaragoza (Spain)	Due Diligence	Ivanhoe / Filo	1998	Euro +50 MM	Anticipation on the acquisition cycle of retail centers in Spain	
Eisenhower Plenilunio Commercial Center Madrid	Madrid (Spain)	Due Diligence	Trizec-Hahn Canadian REIT / Riofisa	1999	Euro +100 MM / 600,000 sq.f	Investment due diligence including forecasted budget.	
Jose Abascal 45 Office Building Madrid	Madrid (Spain)	Project Architect	Reinhold / Grupo Lar	1992 - 1993	Euro +30 MM / ap. 60,000 sq.f	Complete refurbishment of historical building including new basements.	
NH Abascal Hotel Madrid	Madrid (Spain)	Project Architect	NH Hotel Group	1992 - 1993	Euro +40 MM / ap. 70,000 sq.f	Complete refurbishment of historical building including new basements.	
ACS Office Headquarters Madrid	Madrid (Spain)	Project Architect	ACS Group	1992 - 1993	Euro +30 MM / ap. 70,000 sq.f	Newly built high-end corporate office tower.	
Santa Lucia Insurance Guadalajara	Guadalajara (Spain)	Project Architect	Santa Lucia Insurance Group	1992 - 1993	Euro +10 MM / ap. 30,000 sq.f	Recreation of an historical building for regional headquarters of insurance company.	
Dunhill Store Madrid	Madrid (Spain)	Project Architect	Dunhill Group	1992 - 1993	Euro +8 MM / ap. 10,000 sq.f	Luxury retail flagship store	

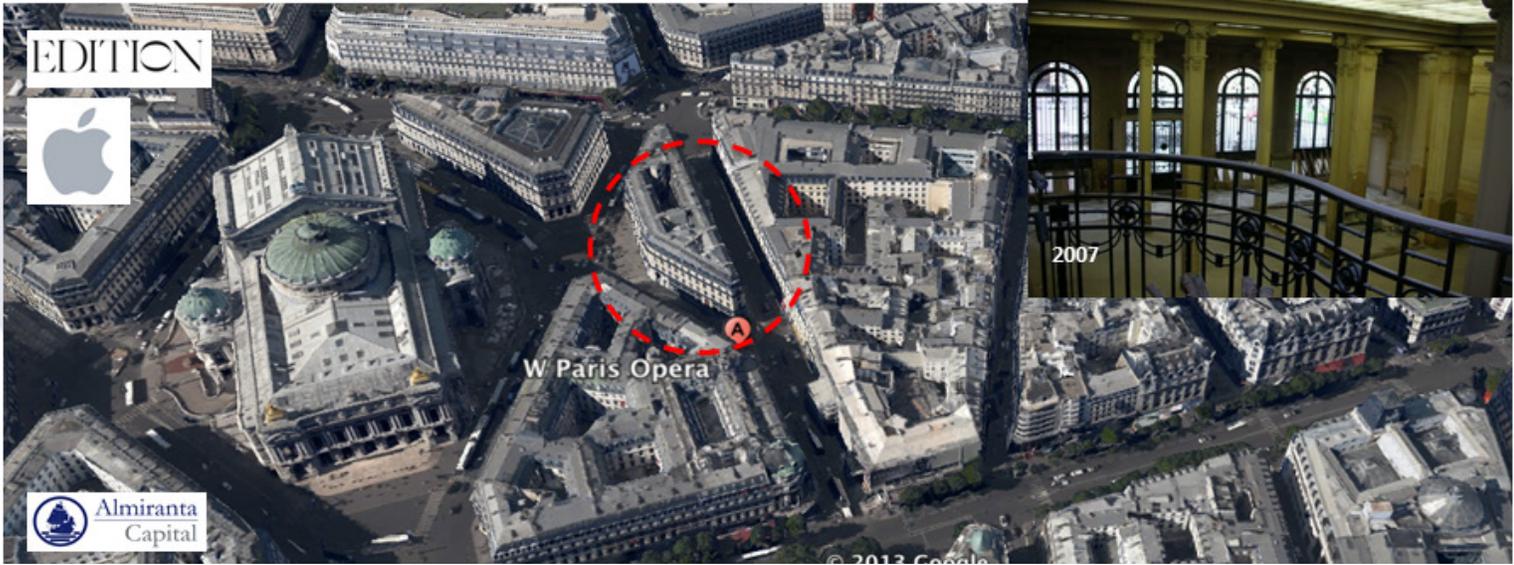
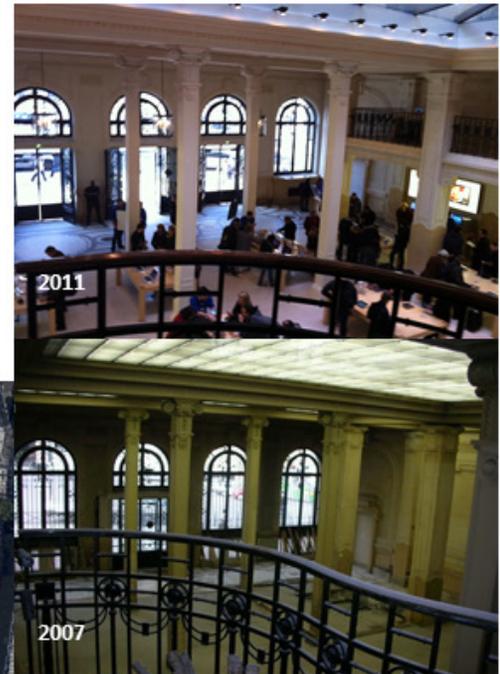
**W-Paris Hotel (former Marriott Edition) + Apple Flagship Store, Garnier Opera, Paris - 2007-2008**

Mario San Jacinto (MSJ) founder and manager of Almiranta Capital LLC structured what is the current W-Paris Hotel (former Marriott Edition) + Apple Flagship Store in front of Opera Garnier in Paris (France).

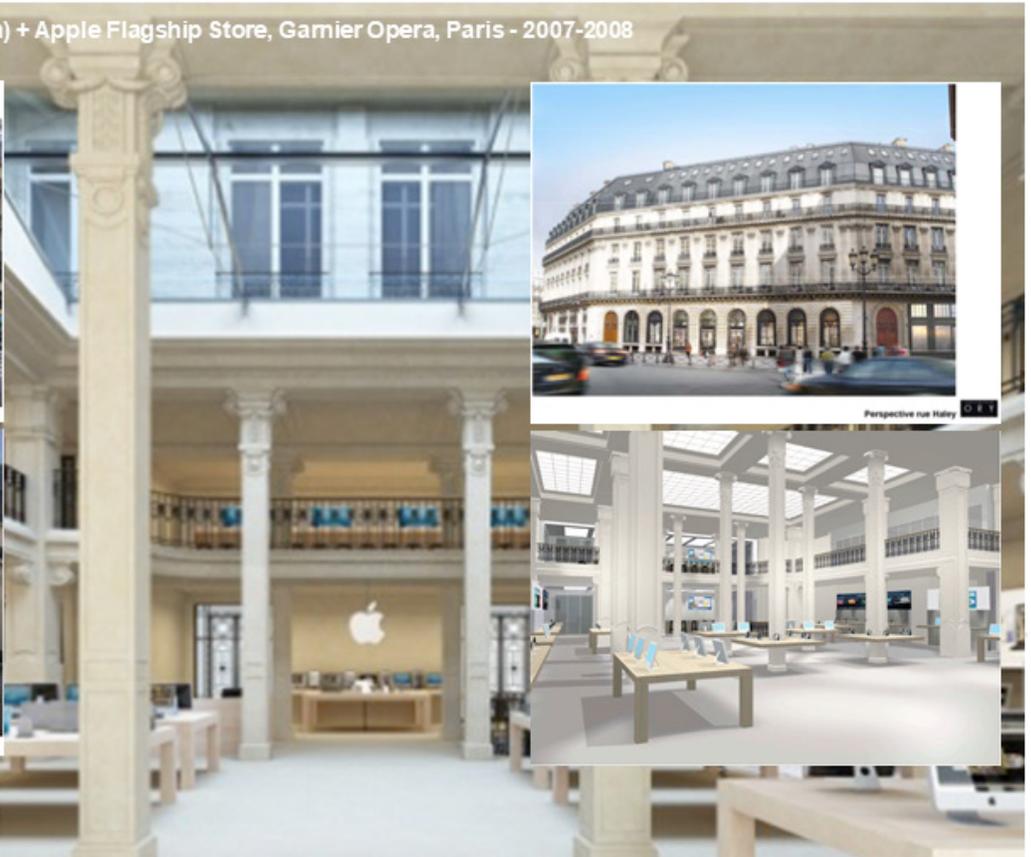
Mr San Jacinto conceptualized the strategy for every component and the combined scheme, designed the business plan, bespoke the acquisition terms, defined the financing terms, mastered the capacity plan, acquired the property supported by family-office funds, signed management contract with Marriot for an Edition Schragar and best-lease-ever with Apple Computers.

Having the project completely structured the investors instructed to sell as it happened to an investment fund that carried out the transformation works and changed the flag to W on same business basis.

The project was refinanced in 2009-2010 under a very difficult market but benefited by the clever financing structure in place. Exit value of circa Euro +150 million has superseded the targeted amount being almost 2x the acquisition cost into one of the most competitive real estate market in Paris.



**W-Paris Hotel (former Marriott Edition) + Apple Flagship Store, Garnier Opera, Paris - 2007-2008**

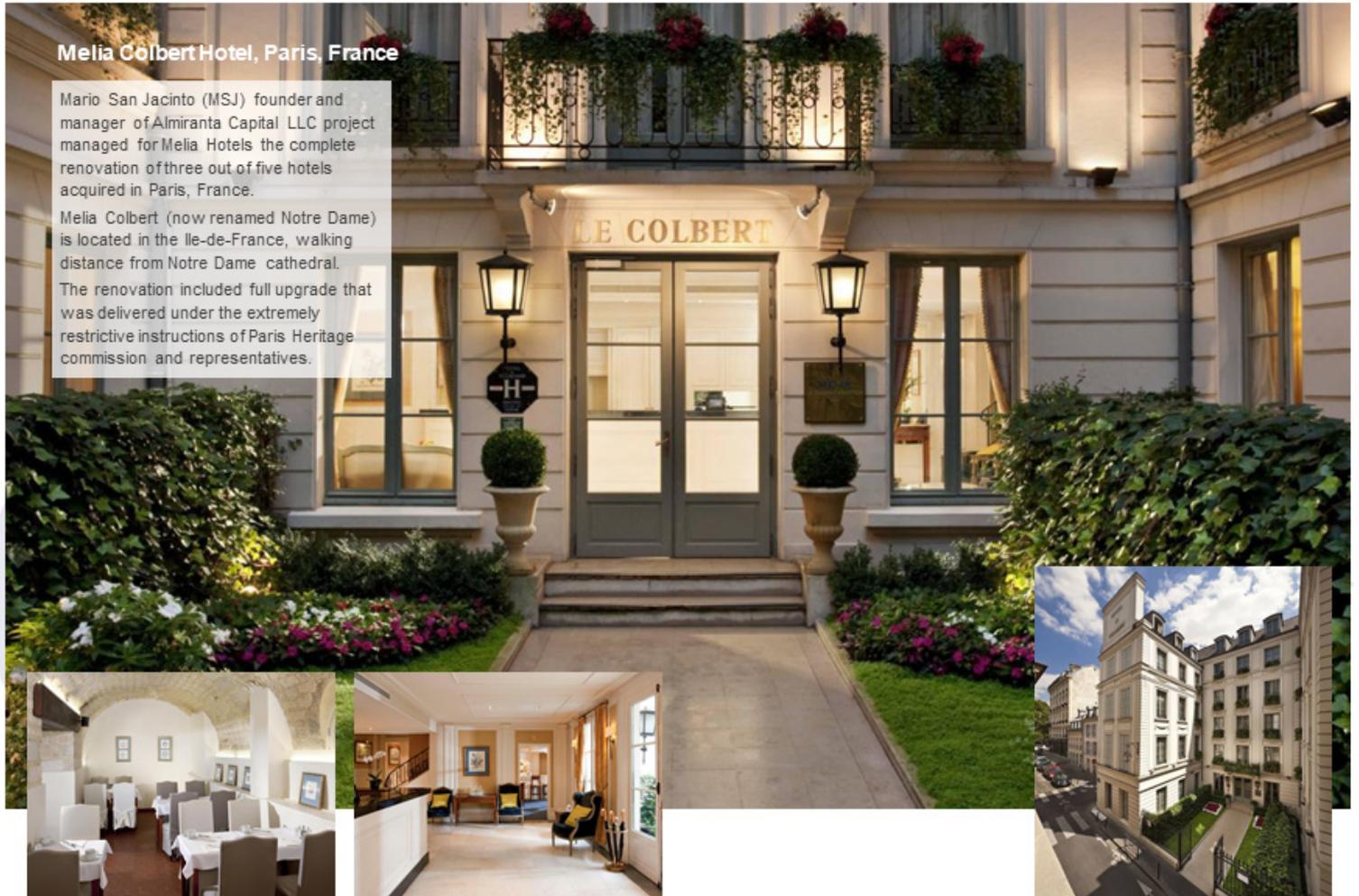


**Melia Colbert Hotel, Paris, France**

Mario San Jacinto (MSJ) founder and manager of Almiranta Capital LLC project managed for Melia Hotels the complete renovation of three out of five hotels acquired in Paris, France.

Melia Colbert (now renamed Notre Dame) is located in the Ile-de-France, walking distance from Notre Dame cathedral.

The renovation included full upgrade that was delivered under the extremely restrictive instructions of Paris Heritage commission and representatives.



**Melia Place Vendôme Hotel, Paris, France**

Mario San Jacinto (MSJ) founder and manager of Almiranta Capital LLC project managed for Melia Hotels the complete renovation of three out of five hotels acquired in Paris, France. Melia Place Vendôme is located at Rue Faubourg Saint-Honoré is located in the Ile-de-France, walking distance to the best fashion boutiques in Paris.

The renovation included full upgrade that was delivered under the extremely restrictive instructions of Paris Heritage commission and representatives.



## NH Jose Abascal Hotel, Madrid, Spain

Mario San Jacinto (MSJ) founder and manager of Almiranta Capital LLC worked partially as architect on the renovation of an old office building in Madrid for converting into the NH Jose Abascal Hotel.

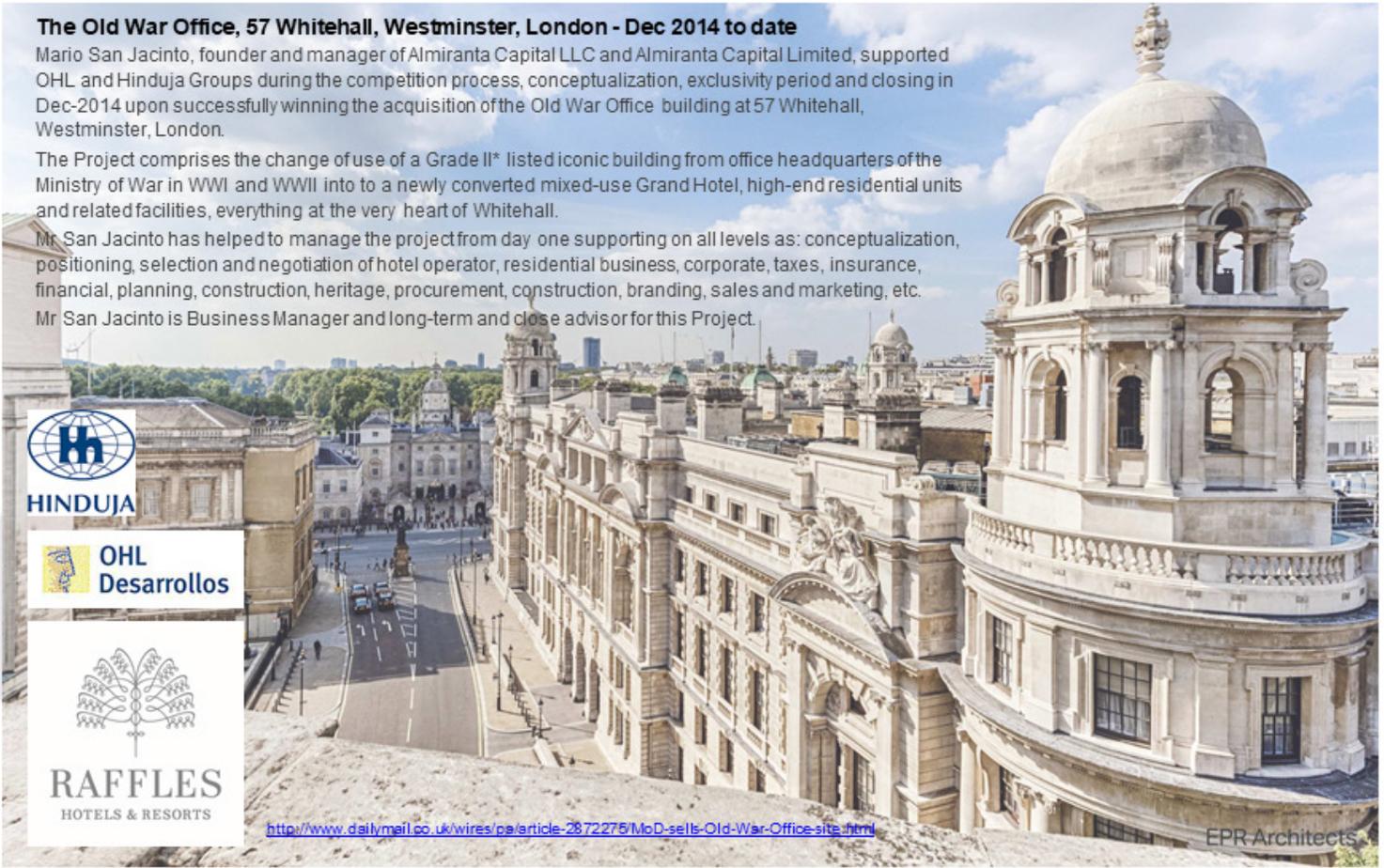


## The Old War Office, 57 Whitehall, Westminster, London - Dec 2014 to date

Mario San Jacinto, founder and manager of Almiranta Capital LLC and Almiranta Capital Limited, supported OHL and Hinduja Groups during the competition process, conceptualization, exclusivity period and closing in Dec-2014 upon successfully winning the acquisition of the Old War Office building at 57 Whitehall, Westminster, London.

The Project comprises the change of use of a Grade II\* listed iconic building from office headquarters of the Ministry of War in WWI and WWII into to a newly converted mixed-use Grand Hotel, high-end residential units and related facilities, everything at the very heart of Whitehall.

Mr San Jacinto has helped to manage the project from day one supporting on all levels as: conceptualization, positioning, selection and negotiation of hotel operator, residential business, corporate, taxes, insurance, financial, planning, construction, heritage, procurement, construction, branding, sales and marketing, etc. Mr San Jacinto is Business Manager and long-term and close advisor for this Project.



HINDUJA



OHL  
Desarrollos



RAFFLES  
HOTELS & RESORTS

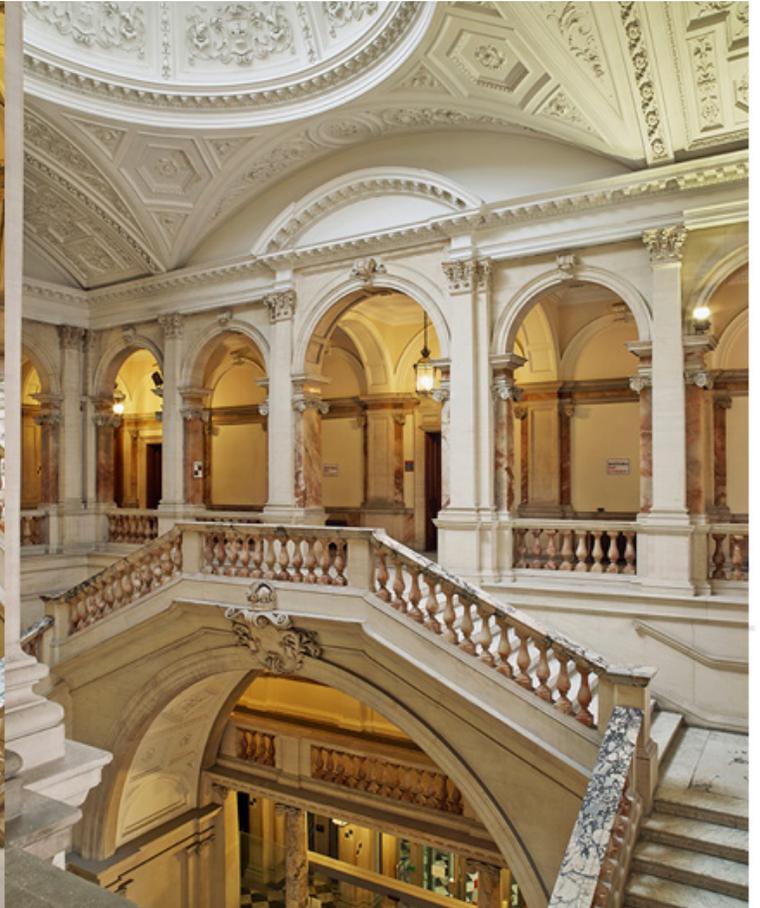
<http://www.dailymail.co.uk/wires/oa/article-2872275/Mod-sells-Old-War-Office-site.html>

EPR Architects

The Old War Office, 57 Whitehall, London



The Old War Office, 57 Whitehall, London



## *“Honouring the Heritage and Forging the Future”*

*Commitment and consistency from the beginning*

The Old War Office, 57 Whitehall, London



*“We shape our buildings, and afterwards our buildings shape us.”*

*Winston Churchill  
Speech to the House of Commons, 28 October 1943*

# Hotel Vision: A new hotel offer for London



## Key Benefits

The Old War Office, 57 Whitehall, London

### Unique Opportunity

- A once in a lifetime opportunity to secure the heritage of the Old War Office and grant it a new enriched life for the next 100 years and more.

### Major Investment

- A £900m+ investment in the redevelopment and built fabric of the building to prolong and enhance its life to give it a new vital purpose.

### Public Access

- Facilitating public access to an iconic building of high national; international; and historical significance - for the very first time.

### New Local Amenities

- The introduction of new amenities and uses that will add interest and enliven the conservation area.

### World Class Residential

- The provision of high-quality residential dwellings that will be designed to exceed, where possible, relevant residential standards - including the creation of high-quality private and shared private amenity spaces.

### World Class Hotel

- The creation of a world-class hotel which will enhance the character and distinctiveness of Westminster's cultural and visitor offer.



# APPENDIX D

## DISCLOSURE STATEMENT FOR TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)

### APPENDIX D: INSTRUCTION SHEET

**NOTE:** The Division of Capital Asset Management and Maintenance (DCAMM) shall have no responsibility for insuring that the Disclosure Statement has been properly completed as required by law. Acceptance by DCAMM of a Disclosure Statement for filing does not constitute DCAMM's approval of this Disclosure Statement or the information contained therein. Please carefully read M.G.L. c. 7C, s. 38 which is reprinted in Section 8 of this Disclosure Statement.

**Section (1):** Identify the real property, including its street address, and city or town. If there is no street address then identify the property in some other manner such as the nearest cross street and its tax assessors' parcel number.

**Section (2):** Identify the type of transaction to which this Disclosure Statement pertains --such as a sale, purchase, lease, etc.

**Section (3):** Insert the exact legal name of the Public Agency participating in this Transaction with the Disclosing Party. The Public Agency may be a Department of the Commonwealth of Massachusetts, or some other public entity. Please do not abbreviate.

**Section (4):** Insert the exact legal name of the Disclosing Party. Indicate whether the Disclosing Party is an individual, tenants in common, tenants by the entirety, corporation, general partnership, limited partnership, LLC, or other entity. If the Disclosing Party is the trustees of a trust then identify the trustees by name, indicate that they are trustees, and add the name of the trust.

**Section (5):** Indicate the role of the Disclosing Party in the transaction by checking one of the blanks. If the Disclosing Party's role in the transaction is not covered by one of the listed roles then describe the role in words.

**Section (6):** List the names and addresses of **every** legal entity and **every** natural person that has or will have a **direct or indirect** beneficial interest in the real property. The only exceptions are those stated in the first paragraph of the statute that is reprinted in Section 8 of this Disclosure Statement. If the Disclosing Party is another public entity such as a city or town, insert "inhabitants of the (name of public entity)." If the Disclosing Party is a non-profit with no individual persons having any beneficial interest then indicate the purpose or type of the non-profit entity. If additional space is needed, please attach a separate sheet and incorporate it by reference into Section 6.

**Section (7):** Write "none" in the blank if none of the persons mentioned in Section 6 is employed by DCAMM. Otherwise list any parties disclosed in Section 6 that are employees of DCAMM.

**Section (8):** The individual signing this statement on behalf of the Disclosing Party acknowledges that he/she has read the included provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts.

**Section (9):** Make sure that this Disclosure Statement is signed by the correct person. If the Disclosing Party is a corporation, please make sure that this Disclosure Statement is signed by a duly authorized officer of the corporation as required by the statute reprinted in Section 8 of this Disclosure Statement.

This completed and signed Disclosure Statement should be mailed or otherwise delivered to:

Deputy Commissioner for Real Estate  
Division of Capital Asset Management and Maintenance  
One Ashburton Place, 15<sup>th</sup> Floor, Boston, MA 02108

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

The undersigned party to a real property transaction with a public agency hereby discloses and certifies, under pains and penalties of perjury, the following information as required by law:

(1) REAL PROPERTY:

12-4 Palmer Street, Boston	Assessor's Parcel Number: 0802472000
2180-2190 Washington St, Boston	Assessor's Parcel Number: 0802475000
2148 Washington St, Boston	Assessor's Parcel Number: 0802479000
2-6 Renfrew St, Boston	Assessor's Parcel Number: 0802462000
29-33 Eustis Street, Boston (Formerly 1105 Harrison Ave)	Assessor's Parcel Number: 0802455000

(2) TYPE OF TRANSACTION, AGREEMENT, or DOCUMENT:

Ground Lease

(3) PUBLIC AGENCY PARTICIPATING in TRANSACTION:

Boston Redevelopment Authority d/b/a Boston Planning & Development Agency (BPDA)

(4) DISCLOSING PARTY'S NAME AND TYPE OF ENTITY (IF NOT AN INDIVIDUAL):

Nubian Ascend Partners, LLC – Pending LLC

(5) ROLE OF DISCLOSING PARTY (Check appropriate role):

Lessor/Landlord                       Lessee/Tenant  
 Seller/Grantor                               Buyer/Grantee  
 Other (Please describe): \_\_\_\_\_

(6) The names and addresses of all persons and individuals who have or will have a direct or indirect beneficial interest in the real property excluding only 1) a stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation or 2) an owner of a time share that has an interest in a leasehold condominium meeting all of the conditions specified in M.G.L. c. 7C, s. 38, are hereby disclosed as follows (attach additional pages if necessary):

<u>NAME</u>	<u>RESIDENCE</u>
Nubian Ascend Partners, LLC	2164 Washington St, Boston, MA 02119
Chris and Kai Grant DBA Black Market	2136 Washington St, Boston, MA 02119
Community Equity Partners	2164 Washington St, Boston, MA 02119

(7) None of the above- named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (insert "none" if none):

None

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

- (8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

*No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been*

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

*filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arms length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.*

*Any official elected to public office in the commonwealth, or any employee of the division of capital asset management and maintenance disclosing beneficial interest in real property pursuant to this section, shall identify his position as part of the disclosure statement. The commissioner shall notify the state ethics commission of such names, and shall make copies of any and all disclosure statements received available to the state ethics commission upon request.*

*The commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.*

- (9) This Disclosure Statement is hereby signed under penalties of perjury.

Nubian Ascend Partners, LLC

\_\_\_\_\_  
PRINT NAME OF DISCLOSING PARTY (from Section 4, above)

  
\_\_\_\_\_  
AUTHORIZED SIGNATURE of DISCLOSING PARTY

*Feb 14, 2020*  
\_\_\_\_\_  
DATE (MM / DD / YYYY)

Richard L. Taylor, Managing Member  
\_\_\_\_\_  
PRINT NAME & TITLE of AUTHORIZED SIGNER

# APPENDIX E

## APPENDIX E

### BOSTON PLANNING & DEVELOPMENT AGENCY and CITY OF BOSTON DISCLOSURE STATEMENT

Any person submitting a development proposal to the City of Boston and/or Boston Redevelopment Authority ("BRA") must truthfully complete this statement and submit it prior to being designated for any project. (please attach extra sheets if necessary).

1. Do any of the principals owe the City of Boston and/or BRA any monies for incurred real estate taxes, rents, water and sewer charges or other indebtedness?  
No
2. Are any of the principals employed by the City of Boston and/or BRA? If yes, in what capacity? (Please include name of agency or department and position held in that agency or department).  
No
3. Do any of the principals own any real estate in Boston? If yes, where and what type of property?  
Yes - 2164 Washington Street, Boston, MA 02119 - Art Gallery  
Partial interest in Omni Boston Seaport Hotel - Hotel
4. Were any of the principals ever the owners of any property upon which the City of Boston foreclosed for his/her failure to pay real estate taxes or other indebtedness?  
No
5. Have any of the principals ever been convicted of any arson related crimes or currently under indictment for any such crimes?  
No
6. Have any of the principals been cited for violating any law, code or ordinance regarding conditions of human habitation within the last three (3) years?  
No

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

SIGNED under the penalty of perjury.

Date:

Feb. 14 2020

Signature:

[Handwritten Signature]

Signature: \_\_\_\_\_

Address:

2164 Washington Street

Address: \_\_\_\_\_

Boston

# APPENDIX F

## APPENDIX F

### CERTIFICATE OF TAX AND EMPLOYMENT SECURITY COMPLIANCE

Pursuant to Massachusetts General Laws, Chapter 62C, §49A<sup>1</sup>, and Chapter 151 A, §9A(b)2,

I, Richard L. Taylor  
(Name)

Managing Member Nubian Ascend Partners, LLC  
(Title) (Name of Bidder)

Whose principal place of business is located at 2164 Washington Street, Boston, MA 02119

Richard L Taylor do hereby certify that:

- A. The above-named Bidder has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Bidder / Employer has complied with all laws of the Commonwealth relating to contributions and payments in lieu of contributions.

Signed under the penalties of perjury this 14<sup>th</sup> day of Feb 2020

Richard Taylor  
(Name)

Federal Identification Number BEADWC

By: Richard Taylor

Title: Managing Member

<sup>1</sup> No contract or other agreement for the purpose of providing goods, services or real estate to any... agencies (of the Commonwealth) shall be entered into, renewed or extended with any person unless such person certifies in writing under penalties of perjury, that he has complied with all laws of the Commonwealth relating to taxes.

No contract or other agreement for the purpose of providing... physical space to any agency or instrumentality of the Commonwealth shall be entered into, renewed or extended with any employer unless such employer certifies in writing under penalties of perjury, that said employer has complied with all laws of the Commonwealth relating to contributions and payments in lieu of contributions.

# APPENDIX G

## APPENDIX G

### HUD Form 6004: Developer's Statement for Public Disclosure and Developer's Statement of Qualifications and Financial Responsibility

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART I - DEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE

(If space on this form is inadequate for any requested information, it should be furnished on an attached page, which is referred to under the appropriate numbered item on the form.)

A. Developer and Land

1. Name and address of developer:

Nubian Ascend Partners, LLC  
2164 Washington Street, Boston, MA 02119

2. The land on which the developer proposes to enter into a contract for, or understanding with respect to the purchase or lease of land from:

BOSTON REDEVELOPMENT AUTHORITY

(Name of Local Public Agency)

In: Blair Lot – Nubian Square, Roxbury, MA

(Name of Urban Renewal Area)

in the City of Boston, State of Massachusetts, is described as follows:

12-4 Palmer Street	Assessor's Parcel Number: 0802472000
2180-2190 Washington St	Assessor's Parcel Number: 0802475000
2148 Washington St	Assessor's Parcel Number: 0802479000
2-6 Renfrew St	Assessor's Parcel Number: 0802462000
29-33 Eustis Street (Formerly 1105 Harrison Ave)	Assessor's Parcel Number: 0802455000

3. If the developer is not an individual doing business under his own name, the developer has the status indicated below and is organized or operating under the laws of:

- A corporation.
- A nonprofit or charitable institution or corporation.
- A partnership known as
- A business association or joint venture known as
- A federal, State or Local Government or instrumentality thereof.
- Other (explain)

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART I -DEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE (continued)

4. If the developer is not an individual or a government agency or instrumentality, give date of organization:

Pending – 2/12/2020

5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal member shareholders and investors of the developers, other than a government agency or instrumentality, are set forth as follows:
- a. If the developer is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock.
  - b. If the developer is a nonprofit or charitable institution or corporation, the members who constitute the board of trustees or board of directors or similar governing body.
  - c. If the developer is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
  - d. If the developer is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
  - e. If the developer is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

<u>NAME AND ADDRESS</u>	<u>POSITION, TITLE (if any) AND PERCENT OF INTEREST OR DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST</u>
Richard L. Taylor Nubian Ascend Partners, LLC 2164 Washington Street, Boston, MA 02164	Managing Member – 45% Interest
Mario San Jacinto Nubian Ascend Partners, LLC 2164 Washington Street, Boston, MA 02164	Partner – 35% Interest
Chris and Kai Grant DBA Black Market 2136 Washington Street, Boston, MA 02164	Partner – 15% Interest
Nubian Ascend Partners, LLC 2164 Washington Street, Boston, MA 02164	Opportunity for community to invest 5% Interest

6. Name, address and nature and extent of interest of each person or entity (not named in response to item 5) who has a beneficial interest in any of the shareholders or investors named in response to item 5 which gives such person or entity more than a computed 10% interest in the developer (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the developer; or more than 50% of the stock in a corporation which hold 20% of the stock of the developer):

B. NAME AND ADDRESS DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART I -DEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE (continued)

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under item 5 or item 6 above:

<u>NAME AND ADDRESS</u>	<u>DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST</u>
-------------------------	--

See above

**C. RESIDENTIAL REDEVELOPMENT OR REHABILITATION**

(The developer is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes.)

1. State the developer's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential development..... \$ 11,105,034\*
- b. Cost per dwelling unit of any residential development..... \$ 740,336\*

\*Artist work space is included in these calculations

2. a. State the developer's estimate of the average monthly rental (if to be rented) or average sale price (if to be sold) for each type and size of dwelling unit involved in such development:

<u>TYPE AND SIZE OF DWELLING UNIT</u>	<u>ESTIMATED AVERAGE MONTHLY RENTAL</u>	<u>ESTIMATED AVERAGE SALE PRICE</u>
1bd - 655 sqft		330,000
1bd - 712 sqft		330,000
1bd - 620 sqft		330,000
1bd - 655 sqft		330,000
1bd - 712 sqft		330,000
1bd affordable - 598 sqft		186,400
1bd affordable - 620 sqft		186,400
1bd affordable - 712 sqft		186,400
1bd affordable - 655 sqft		186,400
1bd affordable - 598 sqft		186,400
1bd affordable - 620 sqft		186,400
1bd affordable - 712 sqft		186,400
1bd affordable - 655 sqft		186,400
1bd affordable - 598 sqft		186,400
1bd affordable - 620 sqft		186,400

U.S DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART I -DEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE (continued)

7. Names (if not given above) of officers and directors or trustees of any corporation or

- b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals:

N/A- not a rental

- c. State equipment, such as refrigerators, washing machines, air conditioners, if any, include in the foregoing estimates of sale prices:

Refrigerator, Washer/Drier, Range

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART I -DEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE (continued)

CERTIFICATION

I (we)<sup>1</sup> Nubian Ascend Partners, LLC certify that this Developer's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.

Dated: Feb. 14, 2020

Dated: \_\_\_\_\_

  
Signature

\_\_\_\_\_  
Signature

  
Title

\_\_\_\_\_  
Title

  
2100 Washington  
Boson, MA 02115  
Address

\_\_\_\_\_  
Address

1. If the developer is a corporation, this statement should be signed by the president and secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the developer.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART II - DEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

1. Name and address of developer:

Nubian Ascend Partners, LLC  
2164 Washington Street, Boston, MA 02119

2. Is the developer a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms?

YES \_\_\_\_\_ NO x \_\_\_\_\_

If Yes, list such corporation or firm by name and address. Specify its relationship to the developer, and identify the officers and directors or trustees common to the developer such other corporation or firm.

3. a. The financial condition of the developer as of Feb 14, 2020 is as reflected in the attached financial statement.

NOTE: Attach to this statement a certified financial statement (of the corporation; for each partner in a partnership; or for the individual) showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. (Financial statements for individuals do not need to be audited but they must be dated and signed by the applicant.) If the date of the certified financial statement precedes the date of this submission by more than six months, also attached an interim balance sheet not more than 60 days old.

b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based:

See One Stop Application

4. If funds for the development of the land are to be obtained from the sources other than the developer's own funds, a statement of the developer's plan for financing the acquisition and development of the land:

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART II - DEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY (continued)

5. Sources and amount of cash available to developer to meet equity requirements of the proposed undertaking:

a. In banks:

NAME AND ADDRESS OF BANK

AMOUNT

\$

See letters of interest from lenders

b. By loans from affiliated or associated corporations or firms:

NAME AND ADDRESS OF SOURCE

AMOUNT

\$

c. By sale of readily salable assets:

DESCRIPTION

MARKET VALUE

MORTGAGES OR LIENS

\$

6. Names and addresses of bank references:

See letters of interest attached

7. a. Has the developer or (if any) the parent corporation or any subsidiary or affiliated corporation of the developer or said parent corporation, or any of the developer's officers or principal members shareholders or investors, or other interested parties (as listed in the response to item 5, 6, and 7 of the Developer's Statement for Public Disclosure and referred to herein as "principals of the developer") been adjudged bankrupt, either voluntary or involuntary, within the past 10 years?

YES \_\_\_\_\_ NO X \_\_\_\_\_

If Yes, give date, place and under what name.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART II - DEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY (continued)

- b. Has the developer or anyone referred to above as "principals of the developer" been indicted for or convicted of any felony within the past 10 years?  
YES \_\_\_\_\_ NO X \_\_\_\_\_

If Yes, give for each case (1) date, (2) charge, (3) place, (4) court and (5) action taken. Attach any explanation deemed necessary.

8. a. Undertakings, comparable to the proposed development work which have been completed by the developer or any of the principals of the developer, including identification and brief description of each project and date of completion:

<u>PROPERTY NAME AND ADDRESS</u>	<u>DESCRIPTION</u>	<u>DATE COMPLETED</u>
----------------------------------	--------------------	-----------------------

See development submission

- b. If the developer or any of the principals of developer has ever been an employee, in such supervisory capacity, for construction contractor or builder on undertaking comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work.

N/A

9. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the developer or any of the principals of the developer is or has been the developer, or stockholder, officer, director or trustee or partner of such a developer:

N/A

PART II - DEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY (continued)

10. If the developer or parent corporation, a subsidiary and affiliate or a principal of the developer is to participate in the development of the land as a construction contractor or builder:

a. Name and address of such contractor or builder:

N/A – the construction contractor will not participate in the development

b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract?

YES \_\_\_\_\_ NO X \_\_\_\_\_

If Yes explain:

c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$ \_\_\_\_\_

General description of such work:

See Development Submission

d. Construction contracts or developments now being performed by such contractor or builder:

<u>IDENTIFICATION OF CONTRACT OR DEVELOPMENT</u>	<u>LOCATION</u>	<u>AMOUNT</u>	<u>DATE TO BE COMPLETED</u>
		\$	

See Development Submission

e. Outstanding construction-construction bids of such contractor or builder:

<u>AWARDING AGENCY</u>	<u>AMOUNT</u>	<u>DATE OPENED</u>
	\$	

See Development Submission

PART II - DEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY (*continued*)

11. Brief statement respecting experience, financial capacity and/or other resources available to such contractor or builder for the performance of the work involved in the development of the land:

See development submission

12. Statements and other evidence of the developer's qualifications and financial responsibility (other than the financial statement referred to item 4a) are attached hereto and nearby made a part hereof as follows:

See development submission

13. If the developer, any employee of the developer, or any party holding a financial interest in the developer or development is now a Boston Redevelopment Authority ("BRA") or City of Boston ("City") employee or has been at any time in the year preceding this date, please list the person's name, current position held, and financial interest in development entity, the BRA or City position, and if not currently employed by the BRA or City, the last date of employment with the BRA or City.

N/A

14. List the address(es) of all other properties that the owner(s) or principal(s) of the proposed project owns in the City of Boston.

2164 Washington Street, Boston, MA 02119 – Art Gallery  
Partial interest in Omni Boston Seaport Hotel

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PART II - DEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY (continued)

CERTIFICATION

I (we)<sup>1</sup> Richard L. Taylor certify that this Developer's Statement of Qualifications and Financial Responsibility and the attached evidence of the developer's qualifications and financial responsibility, including financial statement are true and correct to the best of my (our) knowledge and belief.

Dated: Feb 14, 2020

Dated: \_\_\_\_\_

Richard L. Taylor  
Signature

\_\_\_\_\_  
Signature

Richard L. Taylor  
Title

\_\_\_\_\_  
Title

266 W. Ashburton  
Address  
Boston, MA

\_\_\_\_\_  
Address

1. If the developer is a corporation, this statement should be signed by the president and secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the developer.

# LETTERS OF INTENT



Fergal Woods  
Managing Partner  
Finance Boston  
699 Boylston St 10<sup>th</sup> Floor  
Boston, MA 02116

Re: Nubian Square Development Financing (\$66,000,000 Loan Request)

Dear Mr. Woods,

We have reviewed the preliminary materials for the Nubian Square development financing request. Cambridge Savings Bank would be interested in pursuing this financing request subject to review of greater detail of the project and achievement of certain pre-leasing hurdles.

We look forward to having the chance to further explore this opportunity.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kevin Teller', is written over a horizontal line.

Kevin Teller  
First Vice President, CRE Lender

MSW Capital Partners, LLC

February 13<sup>th</sup>, 2019

Mr. Richard Taylor  
Nubian Ascend Partners LLC  
2164 Washington Street  
Boston, MA 02119

Re: Nubian Square Ascends, Roxbury

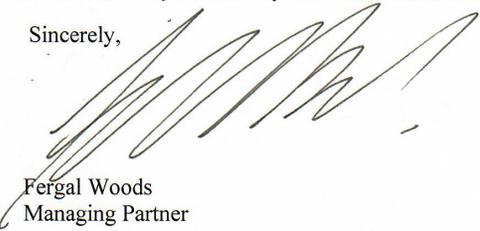
Dear Richard:

We understand that Nubian Ascend Partners is submitting a response to the Boston Planning and Development Agency request for proposals (RFP) to develop a parcel at Nubian Square in Boston, and that you wish to evidence to the City that Nubian Ascends Partners LLC has the financial resources to fund working capital and GP equity requirements for the proposed mixed-use development.

This letter serves to indicate that we would be willing to invest up to \$2 million to be used for working capital and GP equity, subject to the completion of normal and customary due diligence.

Let us know if you need any additional information in this regard.

Sincerely,



Fergal Woods  
Managing Partner

February 13<sup>th</sup>, 2019

Mr. Richard Taylor  
Nubian Ascend Partners LLC  
2164 Washington Street  
Boston, MA 02119

Re: Nubian Square Ascends, Roxbury

Dear Richard:

Thank you for your interest in having FinanceBoston arrange financing for the development of Nubian Square Ascends in Roxbury. It is our understanding that Nubian Ascend Partners is submitting a response to the Boston Planning and Development Agency request for proposals (RFP). Nubian Ascend Partners' proposal is to develop a mixed-used building that includes approximately 124,000 sq. ft. of office and theatre space, 48,000 sq. ft. of retail, 19,000 sq. ft. of 'for sale' residential, 33,000 sq. ft. of artist workspace and 340 garage parking spaces (the "Project").

Based on the information we received, the total development cost of the Project is approximately \$127 million. The anticipated financing sources for the Project are as follows:

- Construction to permanent first mortgage financing of \$76 million;
- Various grants and New Market Tax Credits of \$18 million;
- LP equity of \$30 million, which can be bridged through stabilization with mezzanine debt;
- GP equity of \$2 million.

We have reviewed your assumptions for the project and we have found them to be reasonable and consistent with our underwriting standards.

This letter is an indication of interest to provide the above detailed financing, subject to the completion of normal and customary due diligence. We are very interested in supporting your development in Nubian Square and we wish you the best of luck with your RFP response.

Sincerely,



Fergal Woods  
Managing Partner



Almiranta Capital Limited / Almiranta Capital LLC  
1st Floor, 24/25 New Bond Street, London W1S 2RR (UK)  
50 Rowes Wharf, 02210 Boston, MA (USA)  
[www.almirantacapital.com](http://www.almirantacapital.com)

CONFIDENTIAL

Thursday, February 13, 2020

From: Mario San Jacinto  
Founder & Manager  
Almiranta Capital Limited  
Almiranta Capital LLC  
(herein "Almiranta")  
[mario@almirantacapital.com](mailto:mario@almirantacapital.com)

To: Mr. Richard Taylor  
Nubian Ascend Partners LLC  
2164 Washington Street  
Boston, MA 02119

Re: LOI - Nubian Square Ascends, Roxbury

Dear Richard,

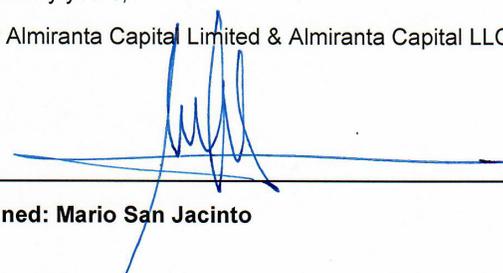
Thank you very much for your kind offering on participating as LP equity into Nubian Ascend Partners' proposal to the RFP issued by Boston Planning and Development Agency to develop a parcel at Nubian Square in Boston (herein the "Project").

Please find this letter of interest for supporting you into this Project subject to positive outcome of submission and due diligence. Our source of funding will primarily be family office as it has been with our past and current projects in Paris, Madrid and London. We understand that the investment ticket for the Project should be around US \$32 million, which is compatible with investment level that we have reached previously.

Finally let me know should you need further information from us at this respect

Sincerely yours,

For Almiranta Capital Limited & Almiranta Capital LLC



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**Signed: Mario San Jacinto**



21 Custom House Street  
8<sup>th</sup> Floor  
Boston, MA 02110  
(617) 850-1000

Guillaume Aertsen  
*Chairman*

Joseph L. Flatley  
*President and CEO*

February 14, 2020

Mr. Richard L. Taylor  
Nubian Ascend Partners  
2164 Washington Street  
Roxbury, MA 02119  
via: e-mail

Re: Nubian Ascends (Blair Site), Roxbury, MA

Dear Mr. Taylor:

Thank you for sharing your draft design submission for the City of Boston's RFP for the Blair Lot in Nubian Square. The project appears well positioned to be a catalyst to reinvigorate the square through a variety of retail, cultural, housing and open space programs. MHIC is pleased to support your submission to the City and would be happy to participate in the financing of the project.

MHIC has a variety of financing tools that could be put to use in realizing your vision for Nubian Ascends. In addition to traditional predevelopment and construction loan financing, MHIC is very active in the New Markets Tax Credit (NMTC) program. In fact, we have provided NMTC financing for projects directly adjacent to the Blair Site (the Eustis St. Firehouse, 7 Palmer Street, and 2201 Washington Street), as well as the Bolling Building, Hibernian Hall and Morgan Memorial Goodwill in and around Nubian Square. Your project concept also appears like a great fit for our Healthy Neighborhoods Equity Fund (HNEF). MHIC just launched HNEF II, which will provide economic equity to transit-oriented development projects that contribute positively to the social determinants of health. Anticipated health improvements could be achieved at Nubian Ascends through: transit-oriented development reducing motor vehicle dependence; urban design promoting more walking, biking and community engagement; and reuse of an underutilized site, including adding retail and office users who will contribute to the local economy and a healthy community. Finally, MHIC's Neighborhood Commerce Fund (NCF) could be a resource for your retail tenants for fit-out, working capital, and other financial needs. The goal of NCF is to ensure locally owned neighborhood serving businesses have access to the resources they need to thrive and serve their communities.

We are very interested in supporting your development of the Blair Lot and feel strongly that it will improve the quality of life in this area. We wish you the best of luck with this project.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kathleen McGilvray", is written over a light blue horizontal line.

Kathleen McGilvray  
Director of Investment

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DEVELOPMENT CONCEPT

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DEVELOPMENT CONCEPT

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## DEVELOPMENT CONCEPT

### EXECUTIVE SUMMARY

#### THE VISION

The Vision is to shape a new center in Roxbury around a sustainable value proposition of land uses, with a mix of job-generating activities connected to young generations and local DNA, to be carried out by a considerate development team that care for the Community's present and future". This proposal addresses top priorities of Roxbury Project Review Committee, while creating an economically viable solution within a reasonable schedule. Some subsidies will be needed to support the cultural facilities and parking that is serving the wider neighborhood needs, while the office and housing programs are expected to be self-supporting.

#### THE CHALLENGE:

The Blair Lot is a challenging project as Roxbury, a consolidated urban area in the center of Boston, is currently under a slow transformation. As other zones or Boston are becoming expensive, Roxbury is getting some initial traction for new developments – mainly residential. The risk of gentrification and of identity loss is present unless urban opportunities are developed with local culture. Places for interaction among different generations and existing and new neighbors are desired, but not often well-funded by City and State grant programs. Finally, the Project needs to be financially viable and furthermore attractive to funding and financing, otherwise the opportunity will be lost.

#### THE OPPORTUNITIES:

The art of a considerate developer is to propose land uses that combine community values with market opportunities. We believe there are opportunities for some commercial uses that engage seamlessly with Roxbury's present and future.

#### OUR APPROACH:

Our preference is to develop a scheme based on cash-flow generating activities that are compatible with a long-lease scheme via a mix of uses that attract consistent tenants and provide sustainable value for investors. We are proposing a fresh and far-reaching Vision for Roxbury: a new type of mixed-use development combining business opportunities and community values.

We have come up with job opportunities through education: the Market and Culinary Center will expand the reach of job opportunities. The Nubian Cultural Hall, Office and Food and Beverage will contribute to the sense of place and activity that will draw people to this site.

#### OUR PROPOSAL

Our development proposal is a combination of land uses that engage community values with market opportunities:

- Office space looking for tenants that appreciate balance of work and life;
- Culinary Center an opportunity in new England that will provide training for minorities and young generations into the growing economy of culinary businesses;
- Children's Center connecting with current neighbors and new families arriving in Roxbury;
- Artist Housing synergic with the proposed mix of uses and nearby institutions;
- F&B adding some tasting flavors and weekend organic market and food trucks for the community;
- and Public Spaces for sharing the vibrancy of the proposed mix of uses and creating a new destination in Roxbury.



## PROPOSED MIXED-USE / COMPONENTS:

### MARKET PLACE & CULINARY CENTER:

#### MARKET PLACE — 48,000 SF

There is an opportunity in New England for this activity that will provide training for minorities into the growing economy of culinary businesses as well as prepare younger generations for pursuing careers into local, domestic and international job markets. This component can be in partnership with an Educational Institution.

### AMAZING JOB OPPORTUNITIES THROUGH EDUCATION

#### VISION:

International Culinary School of Roxbury, Boston (MA): Culinary can be the right theme for value creation in Roxbury due to market opportunity, educational environment in Boston, social and media recognition of chefs, easy engagement with passionate young crowds and women wanting to enter in business and for enhancing values and discipline. An International School will open horizons for the community at large.

### OFFICE BUILDING

#### 135,000 SF OVER 5 FLOORS

Looking for tenants that appreciate work vs life balance in this central location, small companies and entrepreneurs.

### SUSTAINABLE LAND USES FOR THE LONG-TERM BENEFIT OF THE COMMUNITY

#### VISION:

Offices at this location rejuvenate the neighborhood with quality jobs created by tenants that appreciate life-work balance, location and competitive leases. These offices benefit from being surrounded by artist accommodation, activities for children, educational and F&B activities into a consolidated, well located and improving community.

#### PROGRAM:

- Flexible spaces
- Communal areas
- Co-working
- Responsible tenants
- Shared spaces with other land uses
- Rooftop amenity terrace

### NUBIAN HALL

The Nubian Hall will be a multi purpose cultural facility that can host activity that connects with all existing and latent cultural activities in and around Roxbury, engaging current and new families. ALL of these activities in combination will ignite the Roxbury Cultural District as never before and bring purchasing power to support the local retail, community based businesses and revive the Square which is thirsting for shopping traffic and destination places.

#### PROGRAM:

- International Roxbury Film Festival ,
- movies
- community based plays
- talent shows
- Gospel Fest
- Yoga
- children painting programs
- Boston Public School engagement

- food and beverage space
- exhibit and display areas for artist and small vendors

## ARTIST LIVE/WORK SPACE

### 24,000 SF OVER 5 FLOORS.

Responding to the community requests, synergistic with Market, Culinary Center, Nubian Hall and other nearby institutions.

## A FRESH AND FAR-REACHING VISION FOR ROXBURY

### VISION:

Artist Housing is a complementary use of land for creating the right mix for the Project. Modern accommodation for artists to practice, live, study, cook and enjoy with peers and the local community. A way to rejuvenate the neighborhood and incentivize capital for making the project happen.

### PROGRAM:

- Living
- Art Studios
- Exhibition facilities
- Multiuse facilities
- Kitchen
- Cinema
- Roof terrace
- Reception

## PARKING GARAGE

### 340 CARS

The parking garage is paramount and a condition precedent to securing tenants for the planned office floors.

### PROGRAM:

- Parking
- Electric Vehicle Charging
- Indoor Bicycle Parking
- Carpool Spaces
- Handicap Spaces
- Pay stations
- Multi-purpose roof terrace
- Solar array

Funding for the garage will need City of Boston support for a MassWorks Grant of at least \$4 million dollars as well as other financial resources in order to keep the garage pricing affordable for all stakeholders. The City has had success in this area having secured \$800,000 for the Nawn Factory and \$2.9 million for the Bartlett Garage. The top priority for Nubian Square must be the garage as this will be the first phase of our sequencing of the project . We are working with the very successful parking company of VPNE and local minority parking firm Prive Parking which is owned and operated by Ricardo Pierre Louis in a joint venture.



**PLEASE REFER TO OUR DESIGN SUBMISSION PACKAGE FOR DETAILED DRAWINGS AND EXPLANATIONS OF THE NUBIAN SQUARE ASCENDS URBAN DESIGN, BUILDING DESIGN, AND SUSTAINABILITY APPROACHES.**



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**DEVELOPMENT SUBMISSION**

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