



RFP DESIGN AND DEVELOPMENT SUBMISSION | PARCEL P-12C, BOSTON, SOUTH COVE URBAN RENEWAL AREA  
286 • 288 • 290 TREMONT STREET | 01.05.2018



MILLENNIUM BOSTON







 **DOUBLE TREE** BY HILTON  
 **Wisteria** RESTAURANT & BAR

**Y WANG YMCA**  
of Chinatown

AirCare





**JANUARY 10, 2018**

Teresa Polhemus, Executive Director/Secretary,  
Acting Chief Procurement Officer  
Boston Planning & Development Agency  
Boston City Hall  
One City Hall Square, Room 910  
Boston, MA 02201-1007

Dear Executive Director/Secretary, Acting Chief Procurement Officer, Polhemus:

288 Tremont Street Partners LLC is happy to present for consideration a comprehensive and collaborative response to the City of Boston's Request for Proposal issued November 2017 for Parcel P-12C, in Chinatown and the South Cove Urban Renewal Area of Boston.

288 Tremont Street Partners LLC is a collaborative entity of the Asian Community Development Corporation, Corcoran Jennison Companies, Inc., Millennium Boston, and Tufts Shared Services, Inc. A full project team roster for this effort is included as Exhibit A to this letter.

Our response is a true collaboration among four diverse organizations, each committed to our own complementary missions and the opportunity to use our skills and financial capabilities to create, at the City of Boston's urging, a transformative project for Chinatown and the City; one which is greater than what each organization could have accomplished on its own.

Our redevelopment proposal includes the expansion of the successful Doubletree Hotel that abuts the project site to the south and the creation of 171 rental and home-ownership units, all (100%) of which are income-restricted. The adjacent Tufts Shared Services, Inc. parking garage expands from the north into the interior of the site with community space on the ground floor. We hope that this community space (that will open to a public courtyard and a pedestrian connector) will become the Chinatown branch of the Boston Public Library, a new community landmark that will face an inviting portal on Tremont Street and both activate and solidify the Tremont Street/Washington Street pedestrian connection.

This response includes a detailed description of the ownership team's responsibilities, functional relationships, and capabilities. Asian CDC, a minority enterprise, is one of the four ownership entities and will be the developer and owner of the income-restricted



rental units. The consultants, who worked on this development proposal, are identified in this presentation, many of whom either are minority- or woman-owned enterprises. Please note that the final selection of the expanded design and consulting team of professionals will come about by taking a methodical approach to expanding the opportunities for people of color and women, so that at least 20% of the value of construction contracts and professional service providers will be minority- or woman-owned enterprises, and all consultants will be encouraged to include persons of color and women in their core teams. In addition, the construction workforce hour goals will be 51% for City of Boston residents, 40% for minorities and 12% for women representations. These initiatives and other significant endeavors to foster diversity and inclusion are detailed in our response starting on page 112.

We appreciate this opportunity, and if selected, we will enthusiastically do all the work required to start and complete this project without undue delay and in accordance with the goals outlined in the City's thoughtful development Request for Proposal.

Thank you for your consideration.

Sincerely,



**Angie Liou**  
Executive Director  
Asian Community  
Development Corporation



**Michael J. Corcoran**  
President  
Corcoran  
JennisonCompanies, Inc.



**Joseph A. Larkin**  
Principal  
Millennium Boston



**James Foley**  
President  
Tufts Shared Services, Inc.

cc: Brian P. Golden, Director  
Timothy J. Burke, Chairman  
Carol Downs, Treasurer  
Michael P. Monahan, Member  
Dr. Theodore C. Landsmark, Member  
Priscilla Rojas, Vice Chairman

**UNLOCK PARCEL P-12C | 288 TREMONT STREET PARTNERS LLC c/o MILLENNIUM BOSTON**

7 Water Street, Suite 200, Boston, MA 02109-4106



**EXHIBIT A TO LETTER OF INTENT  
286-288-290 TREMONT PROJECT TEAM MEMBERS**

**Asian Community  
Development Corporation**

Angie Liou  
Kyle Sullivan  
Peter Munkenbeck,  
Development Consultant

Please refer to pages 5-6

**Corcoran Jennison  
Companies**

Joseph E. Corcoran  
Michael J. Corcoran  
Gary A. Jennison  
Dharshi Dupee  
Nancy Tran

Please refer to pages 7-8

**Millennium Boston**

Christopher M. Jeffries  
Philip H. Lovett  
Philip E. Aarons  
Joseph A. Larkin  
Kathleen C. MacNeil  
Richard G. Baumert  
Mario J. Palumbo, Jr.  
Pamela Malkani  
Stephen L. Hoffman  
Halle Auerbach, AIA  
Raffi Berberian  
Carrie Leung  
Brad Mahoney

Nicole Yonke  
John Luciano  
Joyce Chow  
David Cvijic

Please refer to pages 11-14

**Tufts Shared Services**

James Foley  
Michael Crowley  
Mark Gonthier  
Kristine Hanscom  
Thomas McGurty  
Barbara Stein  
Jeffrey Weinstein  
Robert Chihade  
Mahmood Malihi of Leggat McCall  
Properties  
Samuel Cole of McCall & Almy

Please refer to page 15

**Consultants**

Stantec Architecture Boston  
Nitsch Engineering, a WBE firm  
Ronin Advertising Group, a WBE firm  
in progress  
The Strategy Group, a WBE firm  
WSP Built Ecology  
VAV International, Inc., an MBE firm  
DLP Piper LLP Boston

Please refer to pages 16-18

**UNLOCK PARCEL P-12C | 288 TREMONT STREET PARTNERS LLC c/o MILLENNIUM BOSTON**

7 Water Street, Suite 200, Boston, MA 02109-4106



MILLENNIUM BOSTON



















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286-288-290 Tremont January 5, 2018 Response to the Boston Redevelopment Authority Request for Proposal for Parcel P-12C.

Please direct all inquiries to:

**Halle Auerbach, AIA**  
Hauerbach@millenniumptrs.com

Millennium Boston | 7 Water Street | Boston, Massachusetts, 02109-4106 | 617-451-0300









## PROJECT TEAM MEMBERS

The project ownership team is made up of four very different organizations with diverse missions and perspectives but with a common professionalism, a unified vision, the financial capacity to undertake their responsibilities, and a true appreciation of the City of Boston and Chinatown. Originally brought together because of geography, the ownership team has been developing their plans for Parcel 12 individually for years and then collectively over the last 18 months. Indeed our dialogue has focused on finding a common vision for Parcel 12; one that supports the affordable housing needs for the city, the cultural and economic stability needs for the Chinatown community, and the necessary support functions for a mission driven healthcare and teaching organization. Our dialogue has made us even more appreciative of the city and each other. We, Asian CDC, Corcoran Jennison, Millennium Boston, and Tufts Shared Services Inc., affirm that we are capable of and willing to complete this redevelopment without undue delay.





The Asian Community Development Corporation (“Asian CDC”) works in underserved and immigrant Asian American communities in the Greater Boston region to create and preserve affordable, sustainable, and healthy neighborhoods. Asian CDC achieves this by building affordable homes and vibrant spaces, empowering families with asset-building tools, and strengthening communities through resident and youth leadership.

In 1987, community activists and leaders founded Asian CDC in response to the need for affordable housing in Chinatown. Today, Asian CDC is a regional community builder and the leader in developing and preserving affordable housing in the communities of Greater Boston where Asian Americans live, work, and play. Asian CDC works in partnership with the community to provide culturally appropriate and locally sensitive programs that enable residents to effectively improve their quality of life and the health and sustainability of their neighborhood, preserve Chinatown as a hub for culture and a continued gateway for new immigrants, and strengthen our Asian American community by leading place-making efforts. Asian CDC continues to provide valuable programming for the Chinatown and Greater Boston community through advocacy, housing and financial counseling programs, youth leadership development and civic engagement activities.

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*Asian CDC has the track record, expertise and financial support to be the lead developer and owner of the low income housing tax credit units and will continue to be an exceptional advocate within the team for the Chinatown residential community.*

## ANGIE LIOU

Executive Director

Angie Liou has 13 years of affordable housing development experience. Previously serving as Asian CDC’s Director of Real Estate, Ms. Liou oversaw the asset management of Asian CDC’s portfolio of 300+ units, and was responsible for developing a pipeline of new projects for Asian CDC. She has worked as a consultant and project manager in Seattle and Philadelphia assisting nonprofits in providing safe and affordable housing. She has served as the project lead on over \$95 million worth of projects. Most recently she has overseen the construction of 95 LIHTC affordable units at 66 Hudson Street as part of Asian CDC’s Parcel 24 program, and led the organization through the recent Oak Terrace LIHTC refinance and 88 Hudson Street new construction. She also managed the acquisition and refinance of Tremont Village, a 20-unit state public housing development assumed by Asian CDC, and closed on a 4% LIHTC deal to carry out modernizations. Ms. Liou received a Master of City Planning from the University of Pennsylvania with a concentration in Community Development. She received a Bachelor of Arts in Sociology at the University of Pennsylvania.

## KYLE SULLIVAN

Director of Real Estate

Mr. Sullivan has over 11 years of affordable housing development experience. As Director of Real Estate, he leads Asian CDC’s efforts to identify and develop a pipeline of upcoming real estate projects, as well asset management of existing sites. Prior to joining Asian CDC he was a project manager with the Cambridge Housing Authority (CHA), spending many years working on a mix of large scale LIHTC and modernization efforts across their portfolio. His previous work at CHA included large-scale LIHTC revitalizations at the Frank Manning Apartments (199 senior units); Washington Elms (175 family units); Lincoln Way (70 family unit new construction); Jackson Gardens (45 family units). Mr. Sullivan’s experience includes work in occupied housing, new construction, site acquisition, historic preservation, adaptive reuse, office space, and resident/community processes. He received a Master of Urban and Regional Planning from the University of New Orleans and a Bachelor of Arts from Louisiana State University.

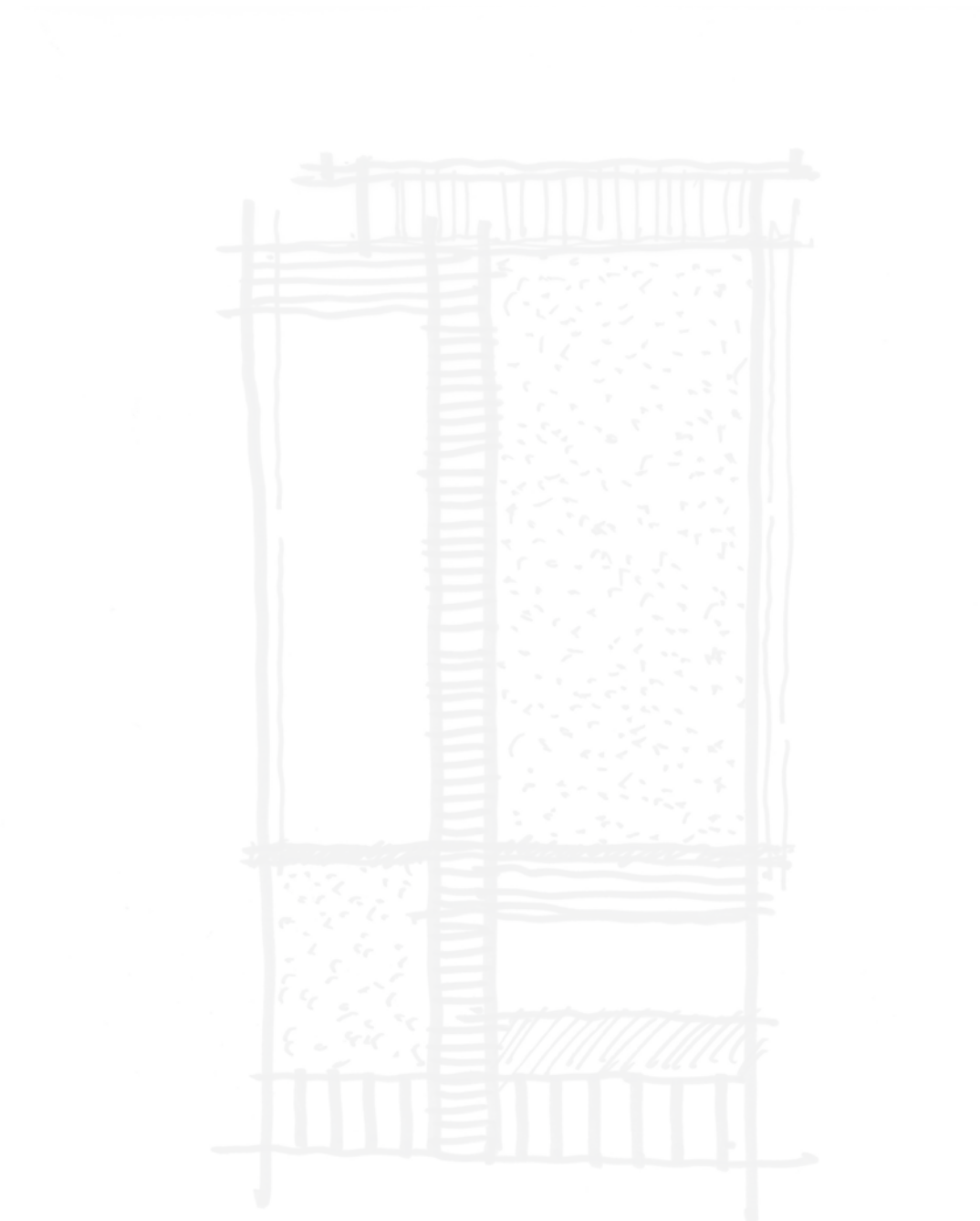


## PETER MUNKENBECK

Development Consultant

Since 1997, Peter Munkenbeck has been a consultant primarily to neighborhood non-profit organizations to assist them in the financing, development and asset management of affordable housing and commercial property. He has been actively involved in development and/or financing 50 multifamily and commercial properties containing more than 6,000 apartments and extensive commercial space in and around Boston. His involvement includes all elements of planning and implementing these projects including financial structuring, analysis of physical needs, structure of the entities, arranging for debt and equity, obtaining public approvals, coordinating the closing and overseeing the improvements.

In recent years, Mr. Munkenbeck has played a leading role in the development of large urban multi-phase, mixed use, mixed income and mixed tenure projects involving major private real estate developers in partnership with prominent nonprofit community organizations in and around Boston including the Metropolitan, One Greenway, the Mosaic and the Box District. Mr. Munkenbeck received his bachelor's degree in Public and International Affairs from Princeton University, and a Juris Doctor cum laude from Harvard Law School. He is admitted to the bar in Massachusetts.





Since 1971, Corcoran Jennison Companies has developed property in excess of \$4 billion. CJ pioneered the development and management of mixed income housing – a feat they consider their most rewarding accomplishment. Named “Development Company of the Year” by the National Association of Homebuilders, and recognized for national excellence by organizations like the Urban Land Institute, CJ is one of the country’s leading builders, developers and property management firms. Today, with Michael Corcoran as President, CJ’s portfolio includes residential housing, hotels, resorts, health facilities, academic campuses, retail centers and golf courses Corcoran Jennison has developed properties in 15 states, and over 30,000 residential units. CJ’s story is one of people, partnerships, communities and success.

All good developments require partnerships, and CJ’s history is defined by its partnerships. Between public housing redevelopment partnerships with municipal housing authorities, university partnerships that resulted in increased endowment, revenue generation and improved campus life, and partnerships with institutions and institutional investors, CJ has a proven track record for creating transformational projects through Public Private Partnerships: Harbor Point, Oak Hill, King’s Lynn, Queen Anne’s Gate, Charlestown, and several other projects which supported institutions and non-profits, including Emmanuel College and the Chinatown YMCA.

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*CJ, as the long time owner of the DoubleTree Hotel that abuts Parcel 12 is a responsible economic driver for Chinatown. CJ will own the hotel portion of the project that will be an integrated expansion of the existing DoubleTree. In addition CJ is the owner of the parcel separating the site from Washington Street, the abutting component critical to completing the planned pedestrian connection running through the site between Tremont and Washington Streets. CJ has the financial capacity and expertise to undertake their responsibilities in this redevelopment.*

## JOSEPH E. CORCORAN

Chairman (Corcoran Jennison Companies)

Joseph E. Corcoran is Founder and Chairman of Corcoran Jennison Companies. Since founding Corcoran Jennison in 1971, he has built and managed 30,000+ housing units and thousands of acres of real estate, including housing, hospitality, office, retail and mixed-use projects in more than 15 states. A pioneer in advancing the concept of mixed-income housing and converting troubled public housing projects into successful communities, he led the partnership that transformed Dorchester’s Columbia Point into Harbor Point, a community that became a national model for the federal government’s HOPE VI program. In 1994, he founded The American City Coalition to advocate for innovation in urban revitalization. This nonprofit organization has funded a number of projects including a planning study for Boston’s Roxbury neighborhood. A 1959 graduate of Boston College and former board member, Mr. Corcoran created the Joseph E. Corcoran Center for Real Estate and Urban Action at the Carroll School of Business at Boston College in 2014 to educate and inspire the next generation of professionals to use real estate as a catalyst for turning struggling neighborhoods into stable, flourishing communities. He is recognized for his abundant philanthropic pursuits and leadership positions with many organizations, including with the Boston Foundation, the YMCA of Greater Boston, Boston College, Boston College High School, the American Ireland Fund, the Board of Registration of Real Estate Brokers and Salesmen for the Commonwealth of Massachusetts, the Urban Land Institute and the Children’s Advocacy Center of Suffolk County.

## MICHAEL J. CORCORAN

President (Corcoran Jennison Companies and CJIS)

Michael J. Corcoran is President of Corcoran Jennison Companies, a real estate development and management firm with more than 4 billion dollars of assets under management and development. Mr. Corcoran has been with Corcoran Jennison for the past thirty years. Corcoran Jennison provides a full-range of real estate services including acquisition/disposition, feasibility, financing, planning and development, asset management, construction administration, accounting, deal structuring, and both low-income housing and historic tax credit rehabilitations. Mr. Corcoran has vast experience with institutional real estate clients having formed a private real estate investment trust (“REIT”) which raised capital from plan sponsors to purchase existing multifamily properties. He also served as the Dublin Port Company’s real estate advisor, reporting directly to its Chief Executive Officer from 2008-2011. During this same period Corcoran Jennison, through its subsidiary Corcoran Jennison Europe, managed more than 1,500 units in Dublin. Mr. Corcoran is a past or present member of several industry organizations, including Urban Land Institute Multi-Family Council, National Multi-Family Housing Council, Mortgage Bankers Association, Pension Real Estate Association, and The National Housing Roundtable.





## GARY A. JENNISON

Vice Chairman

Gary Jennison has been with the firm since its inception, and serves as Vice Chairman of the Corcoran Jennison Companies. Mr. Jennison has served on the Board of Directors of the National Housing Rehabilitation Association, Greater Boston Rental Housing Association, the Quincy Savings Bank, and is a Life Director of the National Association of Home Builders. He also served as President of the Builders Association of Greater Boston and was named “Builder of the Year” in 1984. He has also served on Boston’s Private Industry Council to assist local public schools in enhancing education programs and on committees of The United Way and the National Conference for Community and Justice. Mr. Jennison was appointed by the Governor to the Task Force on Private Affordable Housing Production, which successfully authored significant housing legislation, and was a member of the Blue Ribbon Task Force to create affordable housing. He has spoken before national and local groups on the subject of housing, and has lectured at several colleges on real estate development and construction. Mr. Jennison is a former Trustee and Chairman of the Board of Bentley College, from which he graduated and holds an Honorary Doctorate Degree. He also holds a Masters Degree from the University of Massachusetts and is a Certified Public Accountant.

## DHARSHI DUPEE

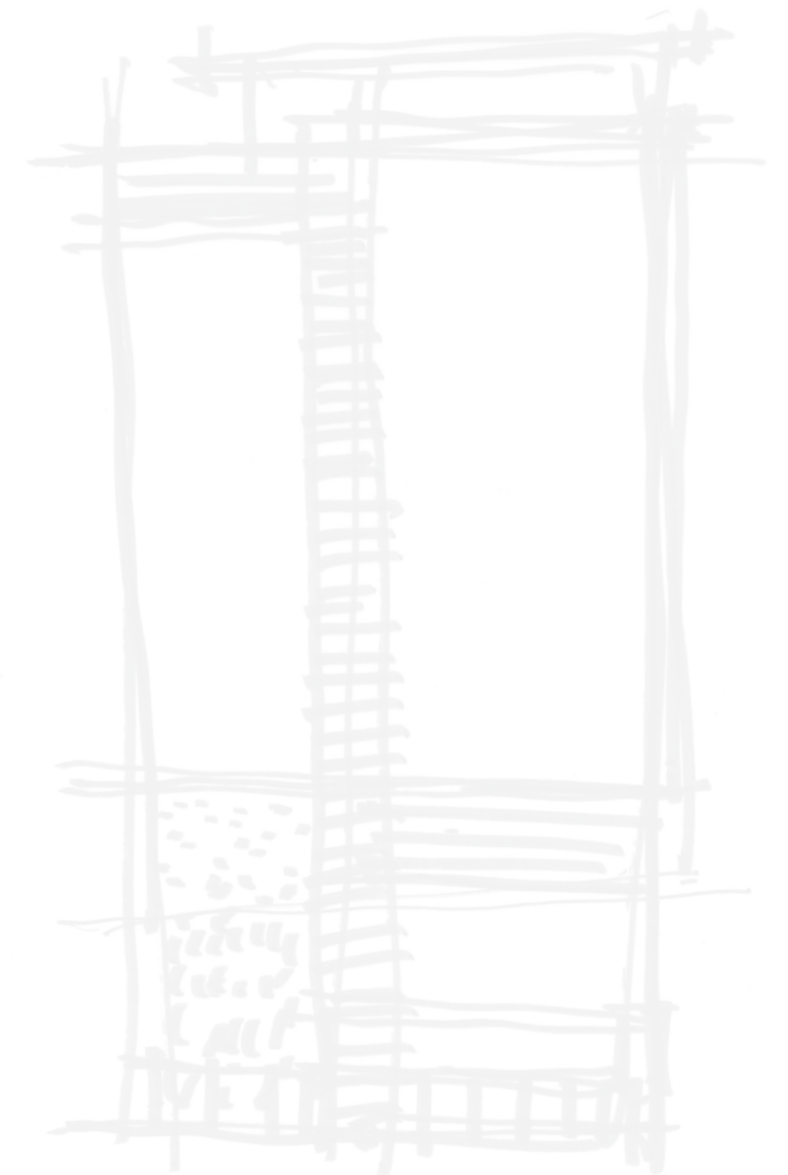
Treasurer & Chief Financial Officer

Dharshi Dupee is the Treasurer and Chief Financial Officer for the Corcoran Jennison Companies. Since joining the Corcoran Jennison Companies in 1987, Ms. Dupee has been responsible for financing and debt restructuring. She is also the liaison officer working with multiple banks and other financial institutions. In addition, her asset management oversight responsibilities include the Corcoran Jennison Companies hospitality division, multifamily housing and office portfolios. In 2000, Ms. Dupee directed Phase I development and financing of the Crosstown Center consisting of a hotel and parking garage. Crosstown Center is a multi-phase \$250 million mixed-use urban revitalization effort developed in joint venture with the City of Boston. This development has revitalized the lower South End, Roxbury and the Boston Medical area into an attractive, cohesive neighborhood which serves as a gateway to Boston’s city center. In 2007 and 2015, Ms. Dupee managed all debt restructuring and refinancing of the \$400-million-dollar Harbor Point mixed-income multifamily housing project. A legacy of this transaction was the creation of a financing model now used by the Mass Housing SHARP restructure program in Massachusetts. The Harbor Point development is the result of an ambitious revitalization effort undertaken in partnership with an engaged Residence Association. This development transformed the blighted Columbia Point public housing project into a 50-acre award winning 1,284 unit mixed income housing community on Boston’s waterfront. Before joining the Corcoran Jennison Companies, Ms. Dupee worked at PricewaterhouseCoopers. She holds a Bachelor of Science Degree in Accountancy from Bentley University.

## NANCY TRAN

Project Analysis

Ms. Tran has been with Corcoran Jennison since 2016 and is involved in analyzing new investments, project feasibility and asset management. She has a broad range of experience in the real estate industry. Prior to Corcoran Jennison, Ms. Tran worked at National Development, FPM LLC and W/S Development having held positions in accounting, finance, asset management and operations. She holds a Bachelor of Science degree with concentration in Real Estate Finance and Entrepreneurship and a Master of Business Administration from Northeastern University, and is a member of the Real Estate Finance Association of the Greater Boston Real Estate Board and is a Licensed MA Real Estate Broker.





DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, D. C. 20410

THE SECRETARY

JUL 15 1996

Mr. Joseph E. Corcoran  
Chairman  
Corcoran Jennison Companies  
143 Wood Road  
Braintree, MA 02184

Dear Mr. Corcoran:

Congratulations on the great work produced by Corcoran Jennison Companies. Your company has done an extraordinary job of bringing private sector methods to transform a public housing development.

Corcoran Jennison is first-rate and represents the most outstanding company of its kind I have seen anywhere in the U.S.!

Sincerely,

Henry G. Cisneros

*We are counting on you  
all over the nation -  
Harbor Point is a stunning  
success!*

**CORCORAN  
JENNISON** AWARDS  
*Companies*

**Award:** 2015 SatisFacts National Award  
**Recipient:** Corcoran Jennison Management, LLC  
**Presented by:** SatisFacts

**Award:** 2015 WBE Achievement Award  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2013 MBE & WBE Achievement Award  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2015 Annual Landscape Award  
**Recipient:** Harbor Point on the Bay, Boston, MA  
**Presented by:** Institute of Real Estate Management (IREM)

**Award:** 2012 Annual Landscape Award  
**Recipient:** Harbor Point on the Bay, Boston, MA  
**Presented by:** Institute of Real Estate Management (IREM)

**Award:** 2011 WBE Award of Achievement  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2010 Deal of the Year, Apartment Finance Today  
**Recipient:** Oak Hill Apartments, Pittsburgh, PA - Wadsworth Phase  
**Presented by:** Apartment Finance Today

**Award:** 2009 WBE Achievement Goal in the Balance of State Area during the fiscal year  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2008 Grand "Green Star" Award  
**Recipient:** Ocean Edge Condominiums, Cape Cod, Brewster, MA  
**Presented by:** (PGMS) Professional Grounds Management Society

**Award:** 2007 MBE and WBE Million Dollar Achievement  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2007 Annual Landscape Award  
**Recipient:** Ocean Edge Resort & Club, Brewster MA  
**Presented by:** Institute of Real Estate Management (IREM)

**Award:** 2007 RHA Community of Excellence for the Commonwealth of Massachusetts  
**Recipient:** Keystone Apartments, MA  
**Presented by:** Rental Housing Association

**Award:** 2007 ULI Award for Excellence - The Americas Competition  
**Recipient:** King's Lynne Apartments, Lynn, MA  
**Presented by:** Urban Land Institute, Washington, DC

**Award:** 2006 Communities of Quality Award - National Award  
**Recipient:** Keystone Apartments, Dorchester, MA  
**Presented by:** NAHMA (National Affordable Housing Management Association)

**Award:** 2006 MBE Million Dollar Achievement  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2006 Annual Landscape Award  
**Recipient:** Cobble Hill Apartments, Somerville, MA  
**Presented by:** Institute of Real Estate Management (IREM)

**Award:** 2005 Communities of Quality Award - National Award  
**Recipient:** Harbor Point Apartments, Dorchester, MA  
**Presented by:** NAHMA (National Affordable Housing Management Association)

**Award:** 2005 Million Dollar Achievement  
**Recipient:** CMJ Management Company  
**Presented by:** Mass Housing Minority Business / Women Enterprise Goals

**Award:** 2005 Communities of Quality Award  
**Recipients:** Cobble Hill; Harbor Point; Keystone; Kings Lynne; Millbrook Square; Quaker Meadows; Queen Anne's Gate; Ramblewood; Savin Hill; Village at Fawcett's Pond and Westborough Country Village  
**Presented by:** National Affordable Housing Management Association (NAHMA)

**Award:** 2004 Outstanding National Affordable Housing Professional  
**Recipient:** Marie Morreale, Property Manager, Keystone Apartments, 2005  
**Presented by:** New England Affordable Housing Management Association (NEAHMA)

**Award:** 2005 Communities of Quality Regional Award for Exemplary Family Development  
**Recipient:** Quaker Meadows Apartments, Lynn, MA  
**Presented by:** NEAHMA (New England Affordable Housing Management Association)

**Award:** 2004 Award of Achievement "Exceeding Minority Business Enterprise and Woman Business Enterprise Goals"  
**Recipient:** CMJ Management Company  
**Presented by:** MassHousing

**Award:** 2004 Award of Achievement  
**Recipient:** Corcoran Jennison Management Company  
**Presented by:** Irish Immigration Center

**Award:** 2004 Charter Award for Oak Hill, Pittsburgh, PA, a mixed-income housing project  
**Recipient:** Goody Clancy Architects  
**Presented by:** Congress for New Urbanism (CNU)

**Award:** 2004 Communities of Quality Award for Exemplary Development for the Elderly  
**Recipient:** Brunswick Village, Southport, NC  
**Presented by:** Southeastern Affordable Housing Management Association (SAHMA)

**Award:** 2004 Communities of Quality Award for Outstanding Turnaround of a Troubled Property  
**Recipient:** LaDeara Crest, Winston-Salem, NC  
**Presented by:** Southeastern Affordable Housing Management Association (SAHMA)

**Award:** 2004 Outstanding National Affordable Housing Professional  
**Recipient:** Elizabeth More, Director of Administration, Corcoran Jennison Management Co.  
**Presented by:** New England Affordable Housing Management Association (NEAHMA)

**Award:** 2003 Annual Landscape Award  
**Recipient:** Keystone Apartments, Dorchester, MA  
**Presented by:** Institute of Real Estate Management (IREM)

**Award:** 2003 Best in Apartment Living Awards  
**Recipient:** Maintenance Excellence; Curb Appeal Excellence; Overall Community Excellence  
**Presented by:** Foxwood Manor, Levittown, PA  
Apartment Association of Greater Philadelphia (AAGP)

**Award:** 2003 Faces of GreenSpace  
**Recipient:** Corcoran Jennison Company  
**Presented by:** Boston GreenSpace Alliance



**Award:** 2003 Housing Professional Interest Area (PIA) Award  
**Recipient:** Monterey Place, New Haven, CT  
**Presented by:** American Institute of Architects (AIA)

**Award:** 2003 Award of Achievement "Exceeding Minority Business Enterprise and Woman Business Enterprise Goals"  
**Recipient:** CMJ Management Company  
**Presented by:** Massachusetts Housing Finance Agency

**Award:** 2002 Management Company Recognition Awards Program  
**Recipient:** Corcoran Jennison Management Company  
**Presented by:** NEAHMA - The New England Affordable Housing Management Association

**Award:** 2002 Best of Seniors Housing Design Awards  
**Recipient:** Corcoran Jennison and Fuller Village Apartments, 2005  
**Presented by:** Seniors Housing Council, National Association of Homebuilders

**Award:** 2002 Award of Achievement "Exceeding Minority Business Enterprise Goals"  
**Recipient:** CMJ Management Company  
**Presented by:** Massachusetts Housing Finance Agency

**Award:** 2001 Charter Award for The Townhomes on Capitol Hill, Washington, DC, a HOPE VI project  
**Recipient:** Goody Clancy Architects  
**Presented by:** The Congress for the New Urbanism

**Award:** 2000 ULI Award for Excellence  
**Recipient:** The Townhomes on Capitol Hill, Washington, DC  
**Presented by:** Urban Land Institute, Washington, DC

**Award:** 2000 Pillars of the Industry "Development Firm of the Year"  
**Recipient:** Corcoran Jennison Company, Inc.  
**Presented by:** National Association of Homebuilders, Washington, DC

**Award:** 2000 Pillars of the Industry, "Judge's Special Award for Unique Development"  
**Recipient:** The Townhomes on Capitol Hill, Washington, DC  
**Presented by:** National Association of Homebuilders, Washington, DC

**Award:** 2000 Top 1000 High Performing Multifamily Properties  
**Recipients:** The Villages at Montpelier, Laurel, MD; CambridgeSide Apartments, Cambridge, MA; The Villages at Marley Station, Glen Burnie, MD; The Villages at Fawcetts Pond, Hyannis, MA; Ships Cove Apartments, Fall River, MA  
**Presented by:** US Department of Housing and Urban Development, Washington, DC

**Award:** 2000 Minority Business Enterprise Outstanding Goal Achievement  
**Recipient:** CMJ Management Company  
**Presented by:** Massachusetts Housing Finance Agency

**Award:** 2000 Minority Business Enterprise Meeting and/or Exceeding Goal In Balance of State  
**Recipient:** CMJ Management Company  
**Presented by:** Massachusetts Housing Finance Agency

**Award:** 2000 Outstanding Community for Landscaping  
**Recipient:** Cobble Hill Apartments, Somerville, MA  
**Presented by:** International Real Estate Managers

**Award:** 2000 Communities of Quality Regional Award for Exemplary Elderly and Disabled Housing  
**Recipient:** Keystone Apartments, Boston, MA  
**Presented by:** National Affordability Housing Management Association, Washington, DC

**Award:** 2000 Gold Tee Award  
**Recipient:** Ocean Edge Resort & Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Meetings & Convention Magazine

**Award:** 1998, 1999, 2000 Paragon Award for Outstanding Meeting and Recreation Facilities  
**Recipient:** Ocean Edge Resort & Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Corporate Meetings and Incentives Magazine

**Award:** 1999 Inner Circle Award  
**Recipient:** Ocean Edge Resort & Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Association Meetings Magazine

**Award:** 1999 Gold Prism Award for CambridgeSide Apartments  
**Recipient:** Corcoran Jennison Company, Inc./CorJen Construction  
**Presented by:** Builders Association of Greater Boston

**Award:** 1999 Gold Prism Award  
**Recipient:** The Townhomes on Capitol Hill, Washington DC  
**Presented by:** Builders Association of Greater Boston

**Award:** 1999 Gold Prism Award for Best Direct Mail Piece  
**Recipient:** Corcoran Jennison Company, Inc.  
**Presented by:** Builders Association of Greater Boston

**Award:** 1999 Silver Prism Award for Harborlight House  
**Recipient:** CorJen Construction  
**Presented by:** Builders Association of Greater Boston

**Award:** 1999 Silver Prism Award for Best Marketing Campaign  
**Recipient:** CorJen Construction, LLC  
**Presented by:** Builders Association of Greater Boston

**Award:** 1998, 1999 Greens of Distinction  
**Recipient:** Ocean Edge Resort & Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Corporate Incentive Travel Magazine

**Award:** Black & White Boston Business Profile Award  
**Development:** Corcoran Jennison Companies  
**Presented by:** Black & White Boston

**Award:** 1998 Affordable Housing Award  
**Development:** The Villages at Marley Station, Glen Burnie, MD  
**Presented by:** The Mortgage Bankers Association of America, Washington, DC

**Award:** 1997, 1996 Golden Links Award  
**Development:** Ocean Edge Resort and Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Corporate Meetings and Incentives Magazine

**Award:** 1996 Award for Best Overall Project and Best Residential Project  
**Development:** Harbor Point Community Apartments, Boston, MA  
**Presented by:** FIABCI (International Real Estate Federation, Paris, France)

**Award:** 1996 Pillars of the Industry Award, "Most Creative Financing"  
**Development:** The Villages at Marley Station, Glen Burnie, MD  
**Presented by:** National Association of Homebuilders, Washington, DC

**Award:** 1996 Honor Award for Excellence in Landscape Maintenance  
**Development:** Ocean Edge Resort and Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Professional Grounds Maintenance Society and Grounds Maintenance Magazine

**Award:** 1995 Certificate of Recognition for Outstanding Minority Business Enterprise Vendor Achievement  
**Recipient:** Corcoran, Mullins, Jennison, Inc.  
**Presented by:** Massachusetts Housing Finance Agency

**Award:** 1994 Pillars of the Industry Awards, "Property Management Company of the Year"  
**Development:** Corcoran Jennison Management Company  
**Presented by:** National Association of Homebuilders, Washington, DC

**Award:** 1994 Citibank America's "Top 8 Greatest Resorts" and, "Second Best Food Resort in the Northeast"  
**Development:** Ocean Edge Resort, Brewster, Cape Cod, MA  
**Presented by:** Citibank

**Award:** 1994, Honorable Mention, New England Health Care Facilities Award  
**Development:** Notre Dame Health Care Center, Worcester, MA  
**Presented by:** Boston Society of Architects and the New England Health Care Assembly

**Award:** 1993 Rudy Bruner Award for Urban Excellence  
**Development:** Harbor Point Community Apartments, Boston, MA  
**Presented by:** The Bruner Foundation, New York, NY

**Award:** 1992 Urban Innovation Honor Roll  
**Recipient:** Joseph E. Corcoran  
**Presented by:** American Foundation of Landscape Architects, Washington, DC

**Award:** 1992 ULI Award for Excellence  
**Development:** Harbor Point Community Apartments, Boston, MA  
**Presented by:** Urban Land Institute, Washington, DC

**Award:** 1992 Certificate of Recognition for Outstanding Minority Business Enterprise Vendor Achievement  
**Recipient:** Corcoran Mullins, Jennison, Inc.  
**Presented by:** Massachusetts Housing Finance Agency

**Award:** 1992 Outstanding Contribution to Educational Support  
**Recipient:** CMJ Management Company  
**Presented by:** Institute of Real Estate Management, Washington, DC

**Award:** 1992, 1991 Outstanding Contribution and Performance  
**Recipient:** CMJ Management Company  
**Presented by:** New England Assisted Housing Management Association

**Award:** 1990 Gold Prism Award "Best Residential Rental Community"  
**Development:** Massachusetts Mills, Lowell, MA  
**Recipient:** CMJ Builders and the Joseph R. Mullins Company  
**Presented by:** Builders Association of Greater Boston

**Award:** 1990 Adrian Award for Best Resort and Conference Center Advertising Campaign  
**Development:** Ocean Edge Resort and Golf Club, Brewster, Cape Cod, MA  
**Presented by:** Hospitality Sales and Marketing Association International, Washington, DC

**Award:** 1988 Renaissance Award  
**Development:** The Mansion at Ocean Edge, Brewster, Cape Cod, MA  
**Presented by:** Remodeling Magazine and the National Association of Homebuilders, Washington, DC

**Award:** 1986 Award for National Excellence  
**Development:** The Villages at Montpelier, Laurel, MD  
**Presented by:** Department of Housing and Urban Development, National Program for Community Development Excellence, Washington, DC

**Award:** 1986 Excellence in Design and Construction  
**Development:** Ocean Edge Resort, Brewster, Cape Cod, MA  
**Presented by:** Remodeling Magazine and the National Association of Homebuilders, Washington, DC

**Award:** 1985 Builder of the Year  
**Development:** Gary Jennison  
**Presented by:** Builders Association of Greater Boston

**Award:** 1983 Feature Performance Award  
**Development:** The Villages at Montpelier, Laurel, MD  
**Presented by:** Professional Builders Magazine

**Award:** 1981 Award for Excellence in Architecture  
**Development:** Keystone Apartments, Dorchester, MA  
**Presented by:** AIA Boston Chapter, Boston Society of Architects

## MILLENNIUM BOSTON

Since 1991, Millennium has been a leader and innovator in the evolution of the urban mixed-use development. They constantly challenge themselves to determine how a project can be successful for all stakeholders. With every new project, they “start again,” evolving, evaluating, and learning how to best achieve the project’s goals. In particular Millennium has a proven track record in Boston of successfully developing complex large scale mixed use buildings, an expertise it has committed to use in Chinatown as one of the extraordinary collection of public benefits associated with its redevelopment of the Winthrop Square Garage site in Downtown Boston.

Before beginning any project, Millennium actively engages with public officials and their neighbors to ensure that the project is crafted in concert with the public’s vision of what the city needs and aspires to. They have entered struggling neighborhoods with a focus on urbanism and public service. They listen, learn, and then create unique mixed-use developments that would not just thrive on their own, but create a self-sustaining ecosystem that would ripple outward, inspiring and lifting up other businesses and neighbors. They have been a catalyzing force for positive neighborhood change, created on a foundation of public discussion and the deeply held belief that every development should serve the common good for generations to come.

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*Millennium has the financial capacity and the development expertise for this undertaking, and will be the manager of the development and the initial owner of the Inclusionary Development Policy affordable housing units.*

### **CHRISTOPHER M. JEFFRIES**

Founding Partner and Chairman

Christopher M. Jeffries founded Millennium Partners in 1990 to pioneer a new concept in mixed-use, urban living and entertainment centers. Together with partners Philip E. Aarons and Philip H. Lovett, Mr. Jeffries developed the first phase of a major West Side Manhattan development, a four-building complex now called Lincoln Square, adjacent to Lincoln Center, as the prototype of this concept. In 1997, Mr. Jeffries set his sights on key gateway cities across the United States, focusing on developing residences, five-star hotels, and retail as part of landmark mixed-use developments.

Mr. Jeffries gained his early New York real estate experience with Phil Aarons at General Atlantic Realty Corporation, founded in 1984 to pursue residential development opportunities in emerging neighborhoods, and pioneering New York City’s program of tax abatement certificates to produce affordable housing. Mr. Jeffries maintains a controlling interest and is the lead investor in Millennium projects. Mr. Jeffries is a graduate of Columbia College and the University of Michigan Law School.

### **PHILIP H. LOVETT**

Founding Partner

Philip H. Lovett is responsible for directing and managing the day-to-day operations and development activities of Millennium. Mr. Lovett formed Millennium Partners with Mr. Jeffries and Mr. Aarons to undertake the development of the Lincoln Square project. The partnership has since grown to include real estate development, hotel, and management companies, employing more than 75 professionals, with major mixed-use development completed and underway in major cities across the country. Mr. Lovett is a graduate of the Harvard Graduate School of Business Administration. He also holds a degree in economics from Harvard College.

### **PHILIP E. AARONS**

Founding Partner

In 1990, Mr. Aarons, with Philip H. Lovett and Christopher M. Jeffries, formed Millennium Partners for the purpose of developing the first phase of the major West Side Manhattan development now called Lincoln Square. Prior to forming Millennium, Mr. Aarons served as President of the real estate subsidiary of the General Atlantic Realty Corporation, in partnership with Mr. Jeffries. He was a pioneer in the construction of low-income housing, financed through its linkage to luxury housing, and built over 1,000 units throughout New York City. As a Public Servant in 1978, Mr. Aarons worked in the Administration of Edward I. Koch as an Assistant to the Mayor, and, in 1979, Mr. Aarons became President of New York City Public Development Corporation (now the NYC Economic Development Corporation). Under his leadership, the corporation grew into the City’s lead development agency, overseeing projects including South Street Seaport, Marriott Marquis Hotel, and the restoration of Carnegie Hall. Mr. Aarons is a graduate of Columbia College and the Columbia University School of Law.



**JOSEPH A. LARKIN**

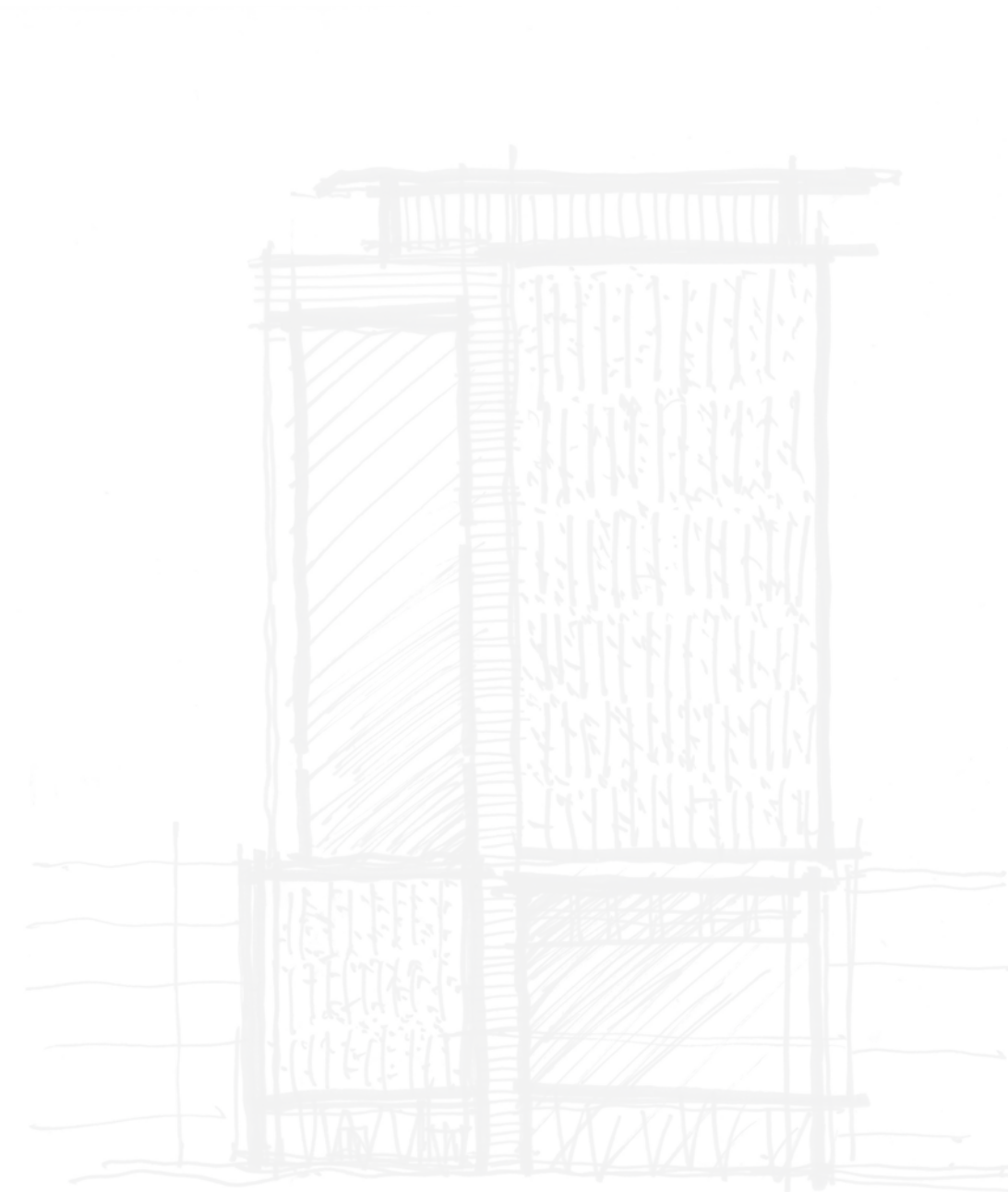
Principal

Joseph A. Larkin has been directing the Millennium development activities in Boston since 1997. Mr. Larkin is responsible for project site acquisition permitting, planning, programming and commercial leasing. Prior to Millennium, Mr. Larkin was active in the commercial real estate field since 1985 and in Boston's large scale redevelopment since 1990. Mr. Larkin is a graduate of The University of Massachusetts - Amherst and the Boston University Questrom School of Business.

**KATHLEEN C. MACNEIL**

Principal

Kathleen MacNeil leads all construction and design implementation for the Boston projects of Millennium Partners. Along with Joseph Larkin, she is an expert in all development activities. Ms. MacNeil is a LEED Accredited Professional. She has her Massachusetts Construction Supervisor's License and received a Master of Science in Real Estate Development from MIT Center for Real Estate. She also holds a Bachelor of Science degree from Wentworth Institute of Technology in Architectural Engineering and serves as a Corporator for Wentworth. She is President of Historic Boston, Inc. (HBI) a local preservation organization.





## MEMBERS OF THE MILLENNIUM TEAM WITH DIRECT RESPONSIBILITIES FOR PARCEL 12

### **Halle S. Auerbach, AIA**

Project Management, Design, Construction

Halle Auerbach is responsible for managing and implementing the Parcel 12 partnership and overall vision for the project. She is responsible for the day-to-day activities related to the development process of Parcel 12.

### **Carrie Leung**

Special Projects and Planning

Carrie Leung is responsible for overseeing the completion of special projects for Millennium Boston.

### **Brad Mahoney**

Project Management and Construction

Brad Mahoney is responsible for design and construction delivery and implementation for all project types, and most recently oversaw the historic restoration of the Burnham Building. Brad is a LEED Accredited Professional.

### **Nicole Yonke**

Branding and Marketing

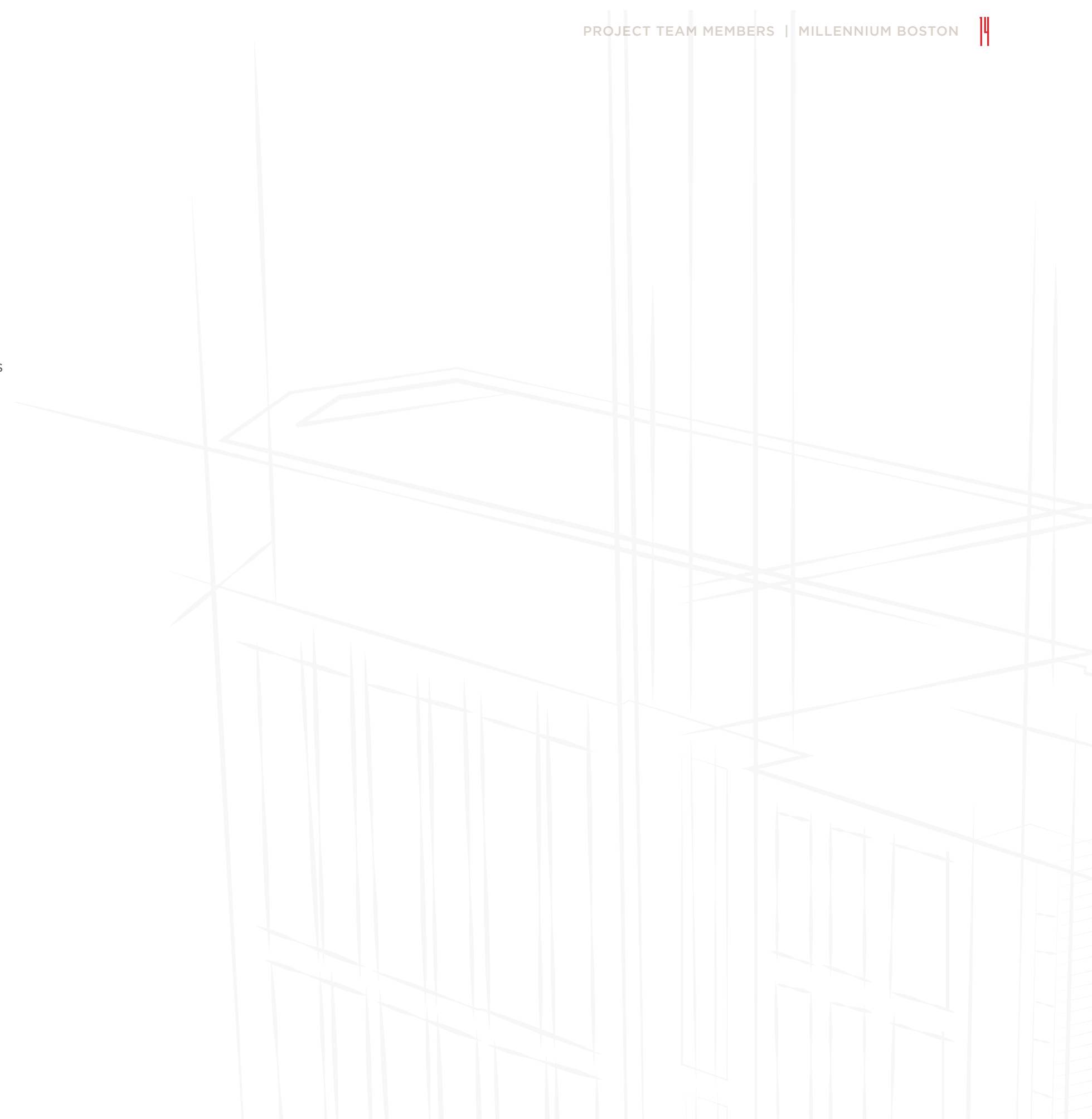
Nicole Yonke is responsible for all Millennium branding and marketing efforts in Boston.



<b>John Luciano</b>	Management and Operations
<b>Joyce Chow</b>	Analysis
<b>David Cvijic</b>	Analysis

The following are also Partners of Millennium:

**Richard G. Baumert**  
**Mario J. Palumbo, Jr.**  
**Pamela Malkani**  
**Stephen L. Hoffman**





Tufts Shared Services, Inc. has existed in various forms since its inception in 1930 and was incorporated as a non-profit in 1968. TSS is a joint venture between Tufts University and Tufts Medical Center, for the purpose of providing the essential support services necessary for these important institutions to carry out their health mission in Boston and beyond. TSS also is responsible for parking operations including the Tremont Street garage, adjacent to the project site, which currently serves the patients, staff and visitors to the medical center and university and members of the public.

Tufts Medical Center is a full-service tertiary and quaternary referral, teaching and research hospital and includes the Floating Hospital for Children, a full service pediatric hospital. Tufts Medical Center's origins date back over 200 years to the Boston Dispensary, the third permanent medical facility in the country and the first in New England. Tufts Medical Center has approximately 21,279 Inpatient discharges; 41,482 Emergency Department visits and 349,749 Clinic Visits.

Tufts University, founded in 1852, is a private research university incorporated in Medford, Massachusetts. The university is comprised of eight schools with the Chinatown Health Sciences Campus as home base to four schools; Medicine, Biomedical Sciences, Dental Medicine, and the Friedman School of Nutrition.

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*TSS is an abutter and will be the owner of the parking garage expansion component of the project. This creates an opportunity for the overall massing of the proposed project to move north allowing for the pedestrian connection and open space to be maximized on site. Tufts has the financial capacity to carry out their responsibilities.*

**James Foley** is the President of Tufts Shared Services. The governance of TSS is led by a Board of Directors comprised of the following members from Tufts Medical Center and Tufts University:

**Michael Crowley**, Vice President, Real Estate & Facilities for Tufts Medical Center  
**Mark Gonthier**, Executive Associate Dean for Tufts University Dental School  
**Kristine Hanscom**, Chief Financial Officer for Tufts Medical Center  
**Thomas McGurty**, Vice President for Finance and Treasurer for Tufts University  
**Barbara Stein**, Vice President for Operations for Tufts University  
**Jeffrey Weinstein**, General Counsel for Tufts Medical Center

Tufts Shared Services is advised by a consultant team comprised of Leggat McCall Properties ("LMP") and McCall & Almy ("M&A"). The LMP and M&A team up together frequently on complex institutional advisory assignments with LMP's focus on real estate development/advisory, whereas M&A is focused on real estate transactional/advisory work. Given the joint history and background of the two firms, they provide a broad and seamless range of expertise to their joint clients in metro-Boston, including Harvard University, Northeastern University, Partners Healthcare (MGH, Brigham and Women's, Newton Wellesley Hospital, and Spaulding Rehab), Hebrew Senior Life, and Tufts Medical Center. The team has been involved with several complex transactions from planning through construction to occupancy.

Tufts Shared Services' development consulting team on this project is led by LMP's Co-President **Mahmood Malihi** and McCall & Almy's Senior Vice-President, **Sam Cole**.

Mr. Malihi is responsible for the company's co-management as well as identifying new business opportunities for the firm. In addition, he is a member of the Company's Investment Committee as well as the Executive Committee. Prior to June 2000, he acted as the Chief Operating Officer for the Company and was responsible for the Company's third party fee-for-services activities which were in excess of 14 million square feet of real estate. Prior to that role, Mr. Malihi acted as the Senior Vice President of Leggat McCall Properties, directing the Company's Mid-Atlantic Development activities from Washington, D.C. Over the past 30 years, Mr. Malihi has had an active role in more than \$2 billion of investment and development activities with the Company. Mr. Malihi is a graduate of Tufts University with a Bachelor of Science from Tufts University, and a MS in Construction Management from Stanford University.

Mr. Cole has been with McCall & Almy since 2007 and advises corporate and institutional owners on real estate uses and oversees the creation of new projects for clients. Mr. Cole is a graduate from Babson College, a member of the Commercial Brokers Association (CBA) and the Urban Land Institute (ULI).

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## INITIAL KEY CONSULTANTS ON THE RFP

The project's diversity and inclusion goal is to promote access to real estate opportunities for underserved City of Boston residents. People of color and women hold less leadership roles in the industry and this partnership aspires to help change that. It starts at the early phase of development and continues through construction onto the operation of the building and relies on holding the various stakeholders accountable to stay true to our mission.

While we have identified some preliminary design partners to help establish our RFP program, some of which are listed below, none of these partners have been selected or finalized for the program beyond this RFP stage. We intend to have a detailed Request for Proposal ("RFP") for the design, development and construction of the project beyond the RFP phase, and have assembled a detailed list of M/WBE consultants to consider for the project. We strongly believe that a methodical approach is necessary before finalizing any design contracts to ensure the greatest possible impact.

Some highlights from our Diversity and Inclusion Plan:

- 20% of the total value of construction contracts shall be either MBE or WBE
- 20% of the total value of the project's professional service providers shall be either MBE or WBE
- Promote opportunities for people of color and women by requiring professional service providers propose their project team when responding to our selection Request for Proposal
- On both the construction and design side, promoting partnership

Our construction workforce goals, which we intend to meet or exceed are as follows:

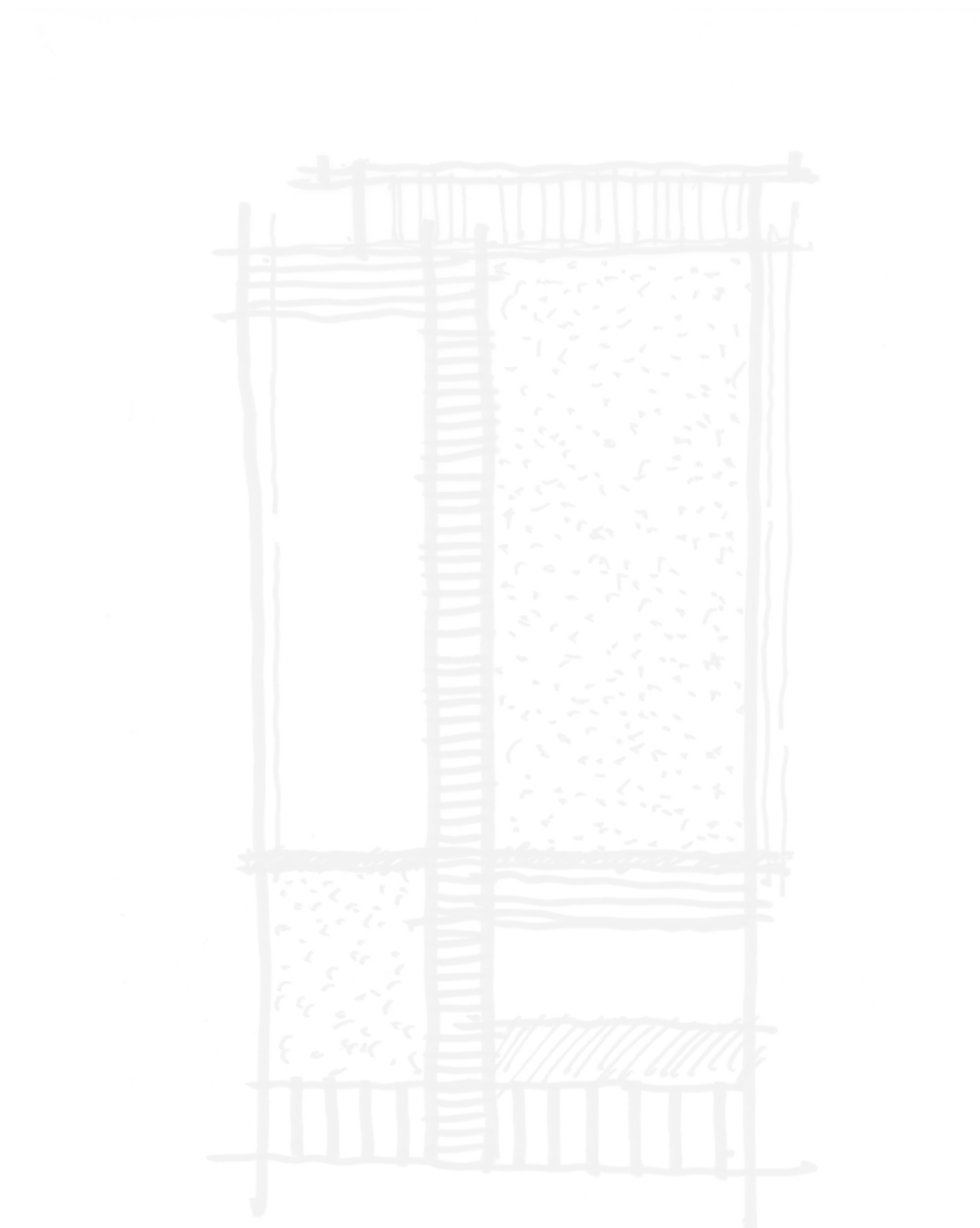
- 51% of total construction employee work hours to be City of Boston residents
- 40% of total construction employee work hours to be minorities
- 12% of total construction employee work hours to be women

### PROFESSIONAL SERVICE PROVIDERS

15% of the total value of consultant contracts awarded in architecture, engineering and professional services to be WBE and MBE certified firms. Non-WBE and MBE firms shall endeavor to hire female and minority employees. They shall also seek to partner with WBE and MBE firms where possible and/or develop and employ mentorship programs that support WBE and MBE firms.

### BUILDING SERVICES CONTRACTORS / PERMANENT EMPLOYEES

50% of employees and service providers dedicated to this project to be City of Boston residents, people of color and women.





## STANTEC ARCHITECTURE BOSTON

The Summer Street office was founded in 1971, and over the past four decades the office has 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. Their services include Master Planning, Architecture, Interior Design, Workplace Strategies, and Branding. The company maintains 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. Stantec's completed projects includes affordable housing projects, One Greenway and Mosaic on the Riverway. The Stantec team is led by Senior Principal, **James J. Gray**, AIA and Associate, **Aeron Hodges**, AIA.

Mr. Gray spearheads many of the firm's large, high-profile, mixed-use projects. In particular, he has played a leading role in the transformation of Boston's Seaport District through such projects as 315 on A, Pier 4, Watermark Seaport, and One Channel Center, which represent more than 900 new residential units, 40,000 SF of new retail space, and 500,000 SF of new office space in the district. His passion for cities and understanding of commercial and multifamily real estate help him translate design visions into high performing assets that enhance their communities. Mr. Gray is a graduate of Pennsylvania State University with a Bachelor of Science in Architecture, and a member of the Boston Society of Architecture and the Urban Land Institute.

Ms. Hodges is an eager and natural collaborator with a passion to create meaningful spaces that foster interaction and collaboration. She has led project planning and design through conceptual and city approval phases for multiple large-scale developments in Boston. She is the Co-Founder of WHAT'S IN, a research initiative that speaks to the need for creative and affordable compact living solutions for densifying urban environments. Her broad ranging experience, including multifamily housing, workplace, commercial/mixed-use, and public projects, informs the innovative yet practical solutions she develops for clients. Ms. Hodges is a graduate of University of Illinois at Urbana-Champaign with a Master of Architecture, Goshen College with a Bachelor of Arts in Mathematics and a Bachelor of Arts in Physics, an Adjunct Professor at Roger Williams University, and a member of the American Institute of Architects.

## NITSCH ENGINEERING, A WBE FIRM

A WBE firm, Nitsch Engineering will be the project's civil engineers and they have extensive experience working in complex urban areas and are particularly well versed in Boston. Nitch Engineering is led by **Lisa Brothers**.

## RONIN ADVERTISING GROUP\*

(\*WBE qualification and certification in progress)

Founded in 2003, Ronin is an agency of creative storytellers, marketers and strategists who build living brands. Ronin has 30+ employees, over \$10 million in annual billings, and offices in Pittsburgh, Boston and Miami. They have transformed brands throughout the world with their BASE process, innovative go-to-market strategies and inspiring creative executions, and have been honored by the Webbys, the Addys, the CLIO's and others. Their work creates powerful emotional connections between companies and their consumers in a variety of industries including healthcare, real estate, education, banking, professional services, transportation, hospitality and wine/spirits. Ronin Advertising Group is led by President **Karen Ableman**.



### THE STRATEGY GROUP\*

(\*WBE qualification and certification in progress)

The Strategy Group, led by **Susan Tracy**, provides public affairs, advocacy, and community relations support to corporations, associations, and non-profit organization. Ms. Tracy is widely respected for her ability to develop precise strategies that achieve a client's objectives by reaching out to targeted community members, media outlets and governmental officials with clear, concise and compelling messages. She is also an experienced manager who combines a keen eye for detail with her ability to successfully supervise and direct projects and teams of all sizes. Ms. Tracy holds a Bachelor's Degree in Political Science from Boston College.

### WSP BUILT ECOLOGY

Built Ecology is WSP's specialist sustainability and high performance design consulting service. Built Ecology provides design advice, backed by rigorous technical analysis, in the pursuit of achieving exceptional building performance outcomes. Built Ecology has been directly responsible for driving many leading projects across the globe, including LEED Platinum buildings, Living Building Challenge projects, net zero water and net zero energy projects. Their designs are typically highly innovative solutions, integrated into architectural and engineering systems documentation to generate truly unique solutions. WSP Built Ecology group will be spearheaded by **Roselin Osser**, P.Eng., LEED BD+C, Building Performance Specialist. She has international experience in sustainability and will bring innovative ideas to the project.

### VAV INTERNATIONAL, INC., A MBE FIRM

WSP will be collaborating with mechanical engineering consulting firm, VAV International, Inc., a MBE firm, led by **Semoon Oh**. VAV International specializes in mechanical, plumbing, and fire protection engineering with LEED certification.

### DLA PIPER LLP BOSTON

DLA Piper LLP Boston will be the project attorney, led by **John E. Rattigan, Jr.** and **Brian M. Awe**.









## **SIMILAR PROJECTS COMPLETED AND COMMUNITY IMPACT**

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Asian CDC, Corcoran Jennison, Millennium Boston, and Tufts Shared Services, Inc. are proud of their respectful relationships with Boston's public agencies, including the Boston Planning & Development Agency, Department of Neighborhood Development, Boston Transportation, Boston Water and Sewer, Boston Parks, Boston Inspectional Services, Boston Fire, Boston Police, The Assessor's Office, Boston Neighborhood Services, City Council Members and their staffs, The Mayor's Office, Boston Licensing, and agencies of the Commonwealth of Massachusetts and the Federal Government.

The widespread successes of all our Boston projects outlined in this proposal are the direct result of working productively with these public agencies and officials.

The project team appreciates the relationships they have with community leaders. A successful project is a collaboration of city officials and community members. We have the expertise to facilitate those conversations to develop projects everyone can be proud of while addressing the community's concerns and comments. An example of this collaboration is Asian CDC's Community Vision for Parcel 12 in 2015, which was a two-month process that engaged more than 200 Chinatown residents through a series of inclusive and participatory workshops that sought to identify the community's priorities and vision for the site.



TEAM MEMBER PROJECTS



Asian Community  
Development Corporation  
亞美社區發展協會

ONE GREENWAY





ONE GREENWAY LOBBY

## ONE GREENWAY

One Greenway, formerly known as Parcel 24, is a 363-unit mixed-income development that provides much needed affordable and market rate housing and community retail and program spaces while restoring the fabric of the neighborhood that existed on Chinatown's Hudson Street more than 50 years ago. In the 1960s, homes and businesses on the east side of Hudson Street were cleared to make way for a highway ramp. The removal of the ramp as part of the Big Dig allows this block, bordered by Hudson, Kneeland, and Albany Streets, to be redeveloped with two new buildings that respect the history of the neighborhood and site while promoting smart growth principles.

The project is a joint venture between Asian CDC and New Boston Fund, Inc., an independent, privately owned real estate investment manager and an industry leader in providing real estate investment, development and management services with a history of strong sponsorship and oversight of its investment funds.

One Greenway is 40% affordable with 95 affordable rental units and 51 affordable homeownership units. Rental units are all affordable to households making below 60% of the area median income (AMI) with a significant number reserved for very low income households earning below 30% of the AMI. Over 4,400 rental applications were received for the 95 units.

The 51 affordable condos are available to households making on average 80% of the AMI. The affordable condos and rentals are sold and rented to qualified applicants in adherence to the City of Boston's lottery process and the Affirmative Fair Housing Marketing regulations. Over 1,500 applications were received, of which 20% were Chinatown residents. Over 50% of the applicants were Asian, with an average household income of \$45,000. The market rate portion of the project consists of 217 units featuring studios, one-, two- and three-bedroom apartments for rent. One Greenway has approximately 5,000 square feet of community commercial space; approximately 3,000 square feet of ground floor retail space, 135 underground parking spaces, including 50 public spaces, landscaped sidewalks and one third of an acre of open space that also provides pedestrian access between Hudson and Albany streets.

The project is LEED Silver certifiable, reducing its impact on the environment, and promotes long-term affordability by reducing energy costs for residents by using Energy Star appliances, highly durable materials, and efficient utility systems. The project is also located within minutes of subway, rail and bus lines, including the South Station transportation hub.





## TREMONT VILLAGE

Tremont Village is a 20-unit state public housing property located at the edge of the Chinatown and Bay Village neighborhoods in Boston. The property had not had any significant capital improvements since it was first built in 1987 until 2015 when Asian CDC renovated the property to address life safety and quality of life issues, as well as improve energy efficiency to preserve these affordable housing units for very low income residents. This project was financed by the Massachusetts Department of Housing and Community Development (DHCD), the former legal owner of the property; Boston Private; Massachusetts Housing Investment Corporation (MHIC); Mass Development; and the Community Economic Development Assistance Corporation (CEDAC).

Tremont Village is located on a 0.33 acre site that fronts Tremont Street and is across from small local retail shops and apartments at Mass Pike Towers. This transit-oriented site is conveniently located within walking distance to Asian supermarkets, Boston Common, Quincy Elementary and Upper Schools, Wang YMCA of Chinatown, Boston Center for Youth and Families - Quincy Community Center, South Cove Community Health Center, Tufts Medical Center, and other social service agencies as well as public transit stops. The two- and three-bedroom units provide much needed family housing for the Chinatown area. Renovations included cosmetic updates to the exterior and extensive updates to the interior to address a nearly 30-year-old structure in dire need of improvements to increase the quality of life for the residents. Elements to address include windows, roof, foundation, kitchen and bathrooms, and fire safety. The rehabilitation project was completed in summer 2015.

## 6 FORT STREET

The Asian CDC completed the 6 Fort Street project in early 2012. This 34-unit affordable family development housing in Quincy, MA represents the adaptive reuse of a partially historic building in a transit-oriented, Downtown Quincy Center. The program responds to the new Quincy Center Zoning District's Design Guidelines, while remaining sensitive to the surrounding, smaller-scale commercial and residential neighborhood. 6 Fort Street provides much needed affordable housing in Quincy, which is one of Greater Boston's high-demand, high-cost inner core communities. The property is within 0.5 miles of the Quincy Center MBTA Red Line train station and within a few blocks of five MBTA bus lines, and is within easy walking distance of supermarkets, pharmacies, schools, and services. Most of the units at 6 Fort Street are 2- and 3-bedroom, and since its lease-up in early 2012, the property has enjoyed 100% occupancy rate. This project represents a green approach to affordable housing through the restoration of a vacant and disinvested building in a smart-growth location. The project promotes the Commonwealth's Sustainable Development Principles, responds to the community's vision for Quincy Center as expressed in the recently adopted (2007) Quincy Center Zoning District (QCZD) Ordinance, minimizes environmental impacts, and maintains long-term affordability for 6 Fort Street's future residents.

## OAK TERRACE

Asian CDC won the right to develop Oak Terrace on land owned by the City of Boston in 1987. Development was completed in 1995, skillfully maneuvering and thus surviving the deep recession of the late 1980's and early 1990's. Oak Terrace is one of the earlier developments in the country to utilize the now standard Low Income Housing Tax Credit (LIHTC) program and was then, the first new construction project in Chinatown in over two decades. This 88-unit property is home to over 300 residents, the majority of whom have low to moderate incomes, and provides community space and ground-floor retail space along the now revitalized Washington Street corridor. Of the 88 units, approximately 1/3 are low-income, 1/3 moderate-income, and 1/3 market rate. Asian CDC is currently carrying out a large-scale modernization and refinance project at the site, utilizing tax-exempt bond financing for capital improvements.





TREMONT VILLAGE



6 FORT STREET



OAK TERRACE





## THE METROPOLITAN

The Metropolitan leveraged the experience of Asian CDC in developing Oak Terrace to take on new challenges: then 5% owner-occupancy rate in Chinatown and the increasingly expensive cost of housing in Downtown Boston's core. The result is a mixed-use 23-story high-rise containing 251 rental and homeownership units, 115 (or 46%) of which are affordable to low and moderate income families. Asian CDC successfully incorporated an extraordinary number of affordable units by capturing and capitalizing on the intrinsic value of the site's desirable location in Downtown Boston, access to a plethora of public transportation options, and existing diversity and density that allowed the market-rate condominiums to subsidize the affordable housing component.

As testament to the significant demand for affordable units and the desirability of units within The Metropolitan, over 3,000 applicants entered the lottery for the affordable units in late 2003. All of the affordable rental units have been occupied since March 2004.

Asian CDC partnered with for-profit developer Edward A. Fish Associates (EAFA) to complete development of The Metropolitan in 2004. The \$89 million high-rise project includes 251 rental and homeownership units, 115 of which are affordable to low and moderate income families. The 133 rental units have rents ranging from \$365 for the formerly homeless to luxury units renting from \$2,500 per month and the 118 for-sale condominiums sold at prices affordable to families earning from 80% of area median income to prices in excess of \$1 million for the penthouse units, the first in the neighborhood. Additionally, The Metropolitan includes community space for community-based social services organizations; street-level retail and commercial space; and two-levels of underground parking with 283 spaces. The 23-story Metropolitan is the tallest affordable housing project in the country sponsored by a community development corporation. At 46% affordable and with over 40,000 square feet of community space for public use and agencies, The Metropolitan certainly reached new heights of community development.



THE METROPOLITAN



ONE  
NASSAU  
STREET



*The*  
**METROPOLITAN**  
**CONDOMINIUMS**



TEAM MEMBER PROJECTS

CORCORAN  
JENNISON  
*Companies*

DOWNTOWN DOUBLETREE, BOSTON







DOUBLETREE CLUB BY HILTON HOTEL BOSTON BAYSIDE, BOSTON

### **DOUBLETREE, BOSTON**

In building, developing and managing all of their projects, from affordable housing to full-service hotels, CJ works to have a positive impact on communities. CJ Hospitality provides asset and property management services to investors, clients and partners in the hospitality industry. CJ also owns and operates hotels, resorts, golf courses and conference centers. In Boston's Chinatown, CJ saved a bit of neighborhood history with its \$40 million rehabilitation of a former Catholic high school into the 268-room DoubleTree Hotel Downtown and the 45,000-square foot Wang YMCA. For years, the Chinatown YMCA operated out of a temporary bubble structure. Meanwhile, a nearby Catholic boy's school, which housed an Olympic sized swimming pool and full basketball court, was closing. CJ earmarked part of the school site for the Wang YMCA, preserving the historic court, and the rest of the building became the DoubleTree.

### **DOUBLETREE CLUB BY HILTON HOTEL BOSTON BAYSIDE, BOSTON**

The DoubleTree Club by Hilton Hotel Boston Bayside at 240 Mount Vernon Street was completed in May of 1999 and sits at a prominent spot on Columbia Point. The hotel is a 197-room, six story hotel, with an executive business center, conference rooms, a fitness center and the Marketplace Café and Takeaway. An expansion was recently approved for 104 additional rooms and a ballroom. Steps from the Red Line, the hotel offers convenience to downtown Boston as well as walk-ability to the John F. Kennedy Presidential Library and Museum, the Edward M. Kennedy Institute for the U.S. Senate and UMass Boston.





### **CROSTOWN CENTER, BOSTON**

Crosstown Center in Boston is an example of CJ's ability to attract investors and develop long-term relationships with them. In Phase I of Crosstown Center (completed in 2004), CJ partnered with a minority led development entity to develop the 175-room, \$60 million Hampton Inn & Suites, the city of Boston's first African American owned hotel. The Crosstown investor partnership continued through Phase II (completed in 2007) with 206,000 square feet of office, retail and parking for Boston University Medical center and Brigham & Women's Hospital. Total development cost for Crosstown Phase II was \$80 million, with institutional equity investors providing 100% financing. The full build-out of Crosstown Center, including office, retail, hotel and parking totaled \$250 million.

### **OCEAN EDGE, BREWSTER, MA**

When CJ wanted to turn a historic mansion in Brewster, MA into a seaside resort, it did so under the condition that the appearance of the property would remain unchanged from the roadway. The result is Ocean Edge, a 426-acre hideaway resort with 1,000 vacation villas, a 330-room luxury hotel, a championship Nicklaus Design golf course, private beach, tennis courts and a fitness facility. CJ is proud to have incorporated the wishes of the community and the Town of Brewster in preserving a property on the National Register of Historic Places.

### **MERCK BOSTON RESEARCH CENTER, BOSTON (CLIENT, EMMANUEL COLLEGE)**

CJ enjoys a national reputation and track record in building, developing, and managing real estate. These projects build long-term relationships with new and returning partners, including municipalities, corporations and institutions, who come to CJ for innovative master plan solutions. CJ was retained to oversee the development of medical research on Emmanuel College's campus in the heart of the Longwood Medical Area. Emmanuel came to CJ with a request to maximize their real estate to grow their small endowment. CJ delivered on a 300,000-square foot, 12-story Merck Boston Research Center adjacent to campus. The transaction enabled the college to increase its endowment, renovate a 615-bed dormitory, build a new student center, upgrade the athletic facility to NCAA standards, and add 75,000 square feet of new classroom, parking and athletic areas.





OCEAN EDGE, BREWSTER, MA



MERCK BOSTON RESEARCH CENTER, BOSTON (CLIENT, EMMANUEL COLLEGE)



CROSTOWN CENTER, BOSTON





HARBOR POINT ON THE BAY, BOSTON (CLIENT, BOSTON HOUSING AUTHORITY)





### **HARBOR POINT ON THE BAY, BOSTON (CLIENT, BOSTON HOUSING AUTHORITY)**

CJ takes pride in building strong, successful partnerships with financial institutions, investors and cities. One of CJ's proudest achievements was working with the Boston Housing Authority on the redevelopment of Harbor Point on the Bay, a 43.5-acre site. Together the BHA and CJ redeveloped the failed Columbia Point housing development, creating 1,284 units of mixed-income housing. The project is valued at an estimated \$355 million. Now entering its 35th year, Harbor Point Apartments and the BHA continue to work in partnership to provide high standard rental accommodation for 400 project-based low-income households.


### **OAK HILL, PITTSBURGH, PA (CLIENT, PITTSBURGH HOUSING AUTHORITY)**

Another mixed-income community that CJ has developed and is continuing to build out is Oak Hill in Pittsburgh, PA. Oak Hill includes mixed-income family rental housing and a reconfiguration of the street plan that opens the community to the surrounding neighborhood. On-site and off-site homeownership opportunities are planned, helping to reinforce the city's efforts to stabilize the neighboring communities. Allequippa Terrace was Pittsburgh's largest and most troubled housing project. Its original 1,700 units were almost half vacant and physically deteriorating. The Pittsburgh Housing Authority selected CJ as partner developer to create a viable mixed-income community. The award winning 33-acre Phase I was comprised of a variety of building types: garden apartments, townhomes, and renovated buildings. The project was built in four sub phases. Soon after Phase I was completed, a Memorandum of Agreement was reached among the stakeholders opening the way to develop the remaining 55-acres that included selling 12.5-acres to the University of Pittsburgh, a 24,238-square foot office and retail center was developed adjacent to the Wadsworth Hall Community Center and recreation facilities. This new phase helped create a synergy with the University and provide a "Town Center" for Oak Hill. CJ is currently building 500 predominantly market rate units.

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Corcoran Jennison stays actively involved in the community by volunteering, donating, and providing time to organizations that benefits the community and the City of Boston. Corcoran Jennison is a contributing member to following organizations:

Asian American Civic Association (AACA)  
Professionals in Alliance for Asian American Civic Association (PAACA)  
Wang YMCA of Chinatown  
Chinatown Safety Committee  
Clean-up Chinatown Committee  
Tufts Medical Center



OAK HILL, PITTSBURGH, PA (CLIENT, PITTSBURGH HOUSING AUTHORITY)



TEAM MEMBER PROJECTS

MILLENNIUM BOSTON

MILLENNIUM TOWER AND BURNHAM BUILDING WASHINGTON STREET



## MILLENNIUM TOWER AND BURNHAM BUILDING WASHINGTON STREET

The historic restoration of the 275,000 square foot 1912 masterpiece by the Chicago architect Daniel H. Burnham for the Wm. Filene's Sons Company and the adjacent 675-foot high mixed-use commercial and residential tower. This project has significantly informed our development plans for 115 Winthrop Square. This project enjoyed widespread public support during its review period and successfully completed its Article 80 and other approvals, including a mitigation plan, in 2013.

### Development Challenges, Selected Benefits and Successes

- Negotiated a 2012 purchase of the site from the prior development team after the prior developer suspended the project amidst partial demolition and excavation in 2008.
- Repositioned the tower to facilitate the historic and functionally efficient restoration of the Burnham Building and to provide for a residential tower.
- Designed and rebuilt Summer Street and created a new Shoppers Park at the corner of Washington and Franklin Streets.
- Successfully completed a City and State Environmental and Design Review (the project was permitted under a Planned Redevelopment Area designation) and complied with legislative acts protecting Boston Common and the Public Garden, and received FAA approval.
- Reimagined contemporary office space in the upper floors of the former retail store, which is now fully leased.
- Assumed all development and construction risks to office tenant Havas, including consequential damages, should the tenant's move have been delayed. (Havas moved in on time in August 2014.)
- Brought Roche Bros. Supermarkets to Downtown Boston.
- Brought Primark, the European fashion retailer known for creating high traffic retail activity, to its first North American store on four floors of the building, beating out locations throughout the Northeastern United States.
- Achieved historic designation for the Burnham Building by the National Park Service and rebuilt the original cast iron and glass canopies at the store front street level.
- Produced a significant economic and psychological boost to the entire Downtown Boston area.
- Facilitated an MBTA elevator project in the building and rebuilt the Summer/Washington Street at grade entrance to the MBTA.

DETAIL OF THE BURNHAM BUILDING





## THE RITZ-CARLTON TOWERS AVERY STREET

A two-tower 1,400,000 square foot mixed-use development completed in 2001 and 2002 on the site of a foreclosed upon Commonwealth Center office project in the Boylston-Tremont-Washington Block. This project enjoyed widespread public support during its review period and successfully completed its Article 80 and other approvals, including a mitigation plan in 1998.

### Development Challenges, Selected Benefits and Successes

- Took over the abandoned Commonwealth Center project after the lender foreclosed on the property.
- Managed exceptionally complex construction.
- Built both towers at the same time.
- Succeeded in overcoming the stigma of being located in the long decaying Combat Zone.
- Successfully completed a City and State Environmental Review. (The project was built as part of a Planned Development Area, and project complied with the legislative acts protecting Boston Common and the Public Garden.)
- Made substantial improvements to the long-neglected southeast corner of Boston Common including historic replica fencing.
- Assumed the movie theater's construction obligations when theater operator went bankrupt in mid-construction, so that the theater complex could open. (Soon after opening, this facility became one of the nation's top grossing cinemas.)
- Weathered the business collapse that followed 9-11. (The Ritz-Carlton Hotel opened on September 10, 2001 and all economic activity slowed to a halt for months. Residential units were substantially sold out by mid-2004.)
- Facilitated the redevelopment of the former B. F. Keith's Vaudeville Theatre (later a movie palace) into the Boston Opera House and the comprehensive rehabilitation of the Paramount Theatre into Emerson College's Paramount Center, as well as helped the needs of St. Francis House, the Urban College of Boston, Chinatown YMCA, the Kwong Kow Chinese School, and provided additional linkage funds to support The Metropolitan development, a mixed-income and affordable project in Chinatown, among others.
- Created over 700 permanent jobs.











### **MILLENNIUM PLACE 580 WASHINGTON STREET**

The 2011 construction of the 237-unit 15-story residential condominium with first floor retail space. This project enjoyed widespread public support during its review period and successfully completed its Article 80 and other approvals, including a mitigation plan in 2011.

#### Development Challenges and Successes

- Started the first major building in Boston following the 2008 financial market collapse and recession.
- Concluded the extensive environmental remediation that was required.
- Began construction without undertaking pre-construction unit selling or leasing. (Project was entirely sold out within five months of opening.)
- Brought Caffè Nero as a retail tenant, the European company's first United States location.

### **10 ST. JAMES AVENUE AND 75 ARLINGTON STREET**

A new first-class office property built on the site of the abandoned Greyhound Bus Terminal that also included the historical restoration of 75 Arlington Street, the former Paine Furniture Company store. This project enjoyed widespread public support during its review period and successfully completed its Article 80 and other approvals, including a mitigation plan in 1997.

#### Development Challenges and Successes

- Began construction in 1998 as a speculative office building without pre-construction leasing. (It was the first new construction following the economic downturn of 1994.)
- Fully leased the project within one year of construction completion.
- Concluded the extensive environmental remediation.
- Bought out and replaced an investment partner, who was not financeable.
- Bought out the Institutional Partner/Lender to make way for speculative development.
- Brought Pearson Education as a new tenant to Boston.
- Went through full environmental review, including showing compliance with legislative acts protecting Boston Common and the Public Garden.
- Created 50 permanent jobs and occupancy for 3,000 employees.





MILLENNIUM PLACE 580 WASHINGTON STREET



10 ST. JAMES AVENUE



75 ARLINGTON STREET





### **THE RITZ-CARLTON HOTEL 15 ARLINGTON STREET**

The historic reconstruction of the 273 guest-room original Ritz-Carlton Hotel built in 1927. This restoration received widespread support including the approval of the Back Bay Architectural Commission in 2001.

#### Development Challenges and Successes

- Bought subsequent to auction after the prior owner's default.
- Underwent an extensive mechanical, electrical, plumbing, and full façade restoration, including replacement of the through-the-wall HVAC systems, and costing \$50 million. (The property was out-of-service for a period of only ten months.)
- Carried out a reemployment program that allowed all pre-renovation employees who wished to return to work at the hotel to do so.
- Successfully completed extensive historical commission and landmarks approval processes.

### **ONE CHARLES CONDOMINIUM ONE CHARLES STREET SOUTH**

A 235-unit mixed use residential building with first floor retail and parking for 250 cars, completed in 2005 (within the Park Plaza Urban Renewal District). This project originated from a City of Boston development competition won with the 9-0 unanimous vote of the Park Plaza CAC. The project enjoyed widespread public support during its review period and successfully completed its Article 80 and other approvals including a mitigation plan in 2002.

#### Development Challenges and Successes

- Won a development competition for a portion of the site after receiving a unanimous vote of the Board of the Boston Redevelopment Authority as well as approval of the Park Plaza Citizens Advisory Council.
- Bought the balance of the land from one of the losing bidders in order to create a viable project site.
- Concluded the extensive environmental remediation that was required.
- Built the project under existing zoning.
- Built the project without pre-construction selling or leasing. (All residential units were sold within six months of first occupancy.)

### **179 LINCOLN STREET**

The historic restoration of the original Leather District Building and later home of the Teradyne Electronic Controls Company. The project enjoyed widespread public support during its review period and successfully completed its Article 80 and other approvals including a mitigation plan in 2007.

#### Development Challenges and Successes

- Undertook essential redevelopment, as longstanding owner occupant Teradyne relocated to a suburban North Shore location.





THE RITZ-CARLTON HOTEL 15 ARLINGTON STREET



ONE CHARLES CONDOMINIUM ONE CHARLES STREET SOUTH



179 LINCOLN STREET





TEAM MEMBER PROJECTS

**Tufts** Shared  
Services  
*a Non-Profit*





BOSTON DENTAL SCHOOL VERTICAL EXPANSION  
ONE KNEELAND STREET

### BOSTON DENTAL SCHOOL VERTICAL EXPANSION ONE KNEELAND STREET

Tufts Dental School, a part of the Tufts Health Services Campus located in Chinatown, has approximately 1,000 students, studying for a DMD degree, a Master's degree or in a certificate program. The clinics, providing every phase of dental care for the youngest patients to the oldest, see about 46,000 unique patients each year for 145,000 appointments; with many services provided to the Chinatown community.

In early 2008, with the Dental School needing additional space, Tufts worked successfully with the City of Boston and the Chinatown community to amend the Tufts University Master Plan to allow for the expansion of the dental school building located at One Kneeland Street. The plan called for the vertical expansion of the building while keeping the remainder of the building fully operational during the construction.

With community support, Tufts engaged Leggat McCall Properties to act as the owner's representative during this complex construction project. The vertical expansion project, which delivered in 2009, added a much needed five floors totaling 95,000 square feet. The program included two clinical patient floors, a simulation lab, teaching facilities, conference center and administrative offices.





## COMMUNITY IMPACT

Tufts University and Tufts Medical Center have been active members of the Chinatown community for decades with each institution contributing to the neighborhood in several positive ways.

- Tufts University partners with the Chinatown community through services and shared resources on a regular basis, both through in-kind contributions as well as through grants and donations to local organizations. The following are examples of these important partnerships and contributions:
  - Tufts Center for Engineering Education Outreach (CEEEO) provides hands-on teaching of technology to students at the Josiah Quincy elementary school, 20 hours a week for twenty weeks.
  - Jumpstart, which places Tufts undergraduates in preschool programs that serve low-income populations, and has placed 25 students for a total of 3,440 hours serving at the Wang YMCA and the Chinese Church Head Start. The Tuft students assist in classrooms and work with individual children.
  - The Jonathan Tisch College of Civic Life at Tufts places Tisch Scholars in a number of programs in Chinatown. In 2016, Tisch Scholars were placed with the Asian Community Development Corporation, the Josiah Quincy Upper School, and the Chinese Progressive Association.
  - Students at Tufts School of Dental Medicine provide oral health education to the Tenants Association at Castle Square, ABCD at the Chinese Church Head Start, Buds & Blossoms Early Childcare Center, Josiah Quincy Elementary School, National Night Out in Chinatown, the Oak Street Fair, the Chinese Wellness Initiative at the Asian Community Development Corporation, and the Smile Share Care program at the Wang YMCA.
  - The clinics at Tufts Dental School provide a full range of dental services to thousands of patients from the City of Boston. Many of those patients are connected to Chinatown.
  - Students at Tufts School of Medicine provided services at the Child Life, Patient Advocate and Kids with Cancer Programs at Tufts Medical Center, Josiah Quincy Elementary and Upper Schools, Asian Community Development Corporation, and the Good Babies Program at the South Cove Community Health Center.
  - Students at the Tufts School of Nutrition volunteer to teach garden-based nutrition education lessons at the Josiah Quincy School and chaperoned children on a field trip to a local farm.
  - Tufts University regularly provides meeting and classroom space to a variety of local community groups.





- Tufts Medical Center supports and contributes to the Chinatown community and greater Boston area through several important health initiatives to support and sustain the health and well-being of residents in the communities they serve:
  - Tufts Medical Center's Asian General Pediatric and Adolescent Health Services clinic provided bilingual primary care services to over 2,600 patients in FY2016, from routine physicals to acute urgent care.
  - The Obstetrics and Gynecology Department of the Asian Access Women's Health Clinic provided comprehensive pre-natal, intra-partum and post-partum care to 1,500 underserved Chinese speaking patients. The clinic includes bilingual and bicultural care providers to ensure clear and comfortable communication before, during and after pregnancy.
  - Tufts Medical Center also partnered with the South End Community Health Center (SECHC) to support care coordination efforts for their patients. SECHC served over 14,000 patients in FY2016, more than half of whom were Latino/Hispanic and Spanish-speaking.
  - Last year, over 1,100 community members received nutrition, obesity and exercise education services through free clinics, workshops and interactive discussions provided by Tufts Medical Center.
  - In response to the health needs of Boston's Asian community, Tufts Medical Center, in consultation with the South Cove/Chinatown Neighborhood Council, established the Asian Health Initiative (AHI) and its advisory committee. The AHI identifies public health issues of particular prevalence or concern to the local Asian community and seeks to work collaboratively with local community-based organizations to help address those health issues in a culturally and linguistically appropriate setting.
  - In 2016, Tufts Medical Center provided 1,678 patients and community members asthma education and management programs, including home visits, inpatient education, and school-based asthma management classes.
  - Tufts Medical Center established the Community Health Improvement Programs (CHIP) to coordinate and facilitate a range of community-oriented activities and outreach to the local community. CHIP partnered with and provided funding and/or technical support and assistance to a number of community groups in FY2016, including Josiah Quincy Elementary School, Wang YMCA of Chinatown, and the Boston Chinatown Neighborhood Center.





INITIAL CONSULTANT PROJECTS



315 ON A  
NOW LEASING  
live315ona.com

315 ON A, BOSTON





Stantec designs with communities in mind, and the following projects are examples of their experience and capability to deliver designs that fit the needs and functions of neighborhoods.

### **315 ON A, BOSTON**

315 on A blends historic architecture and 21st century design to infuse new residential life into the emerging Innovation District. Located among commercial warehouses dating back to the early 1900's, Stantec's design artfully complements the massing, materials, and orientation of neighboring existing structures to sensitively integrate the project in its context. The 202-unit tower features a 20th floor roof deck and fitness center with panoramic views of Boston's seaport as well as a multitude of sustainable design features intended to help achieve LEED® certification at the gold level. 315 on A heralds the renaissance of a dense urban district poised to emerge as the city's most vibrant residential neighborhood.

315 ON A, BOSTON



### **ASSEMBLY ROW BLOCK 6, SOMERVILLE**

This vibrant mixed-use residential development, the first high-rise residential tower in the complex, is located at the center of Assembly Row's Main Street and is surrounded by restaurants, shops, boutiques and businesses. Situated on the site of a former Ford automotive assembly plant, the project features storefronts that run continuously along the six story base of the building which will be built of brick and ornamental steel details reminiscent of mill buildings in the area. A 20-story modern white residential tower behind the Main Street facades will be a landmark of the complex and feature spectacular views of Boston and Somerville. Directly adjacent to the new MBTA Orange Line Station and with nearly 450 rental units, bicycle parking and a 670-car garage, the project will serve as an integral part of Assembly Row's revitalization.

### **MASSART - TREE HOUSE STUDENT, BOSTON**

Massachusetts College of Art and Design is an urban arts school located in downtown Boston, along the Avenue of the Arts. Through a programming effort that included student focus groups, benchmarking tours of comparable projects, and freshmen core curriculum demands, the building was designed to cater to the unique living/learning requirements of incoming art school freshmen. Inspired by Gustav Klimt's 1909 "Tree of Life" painting, the building is clad in over 5,000 composite aluminum panels of various widths and depths that result in an organic colorful expression. The 20-story housing tower for 493 freshmen includes a ground floor cafe and living room, a second floor health center, third floor "pajama programs" (communal kitchen, game room laundry, fitness, vending) and 17 floors of four and five-person suites. On every residence floor, project workrooms, casual seating lounges, and snack kitchens create an informal studio atmosphere conducive to artistic dialogue and interdisciplinary friendships.





ASSEMBLY ROW BLOCK 6, SOMERVILLE



MASSART - TREE HOUSE STUDENT, BOSTON





ONE GREENWAY, BOSTON



MOSAIC ON THE RIVERWAY, BOSTON





### **ONE GREENWAY, BOSTON**

One Greenway is a transformative new tower at the intersection of Boston's most energetic neighborhoods. Adjacent to the Leather District's brick and stone building and the cultural venues of the Theater District, the project knits together the streets of Chinatown to strengthen its residential revitalization. One Greenway's two buildings house a mix of market-rate and affordable apartments. Amenities include intimate resident lounges, a rooftop club room, and a 24-hour gym with state-of-the-art technology. Designed to support a uniquely social lifestyle, One Greenway connects residents to each other and to the fabric of the city.

### **MOSAIC ON THE RIVERWAY, BOSTON**

Located on a prominent site in the Longwood Medical Area (LMA) and along Frederick Law Olmsted's cherished Riverway Park the project features a mix of affordable and market-rate condominiums and apartments for nearly 150 residents and families. The project includes 9,000 sf of ground floor daycare space, a roof-top lounge and fitness center, and offers residents that work in and around the LMA convenient access to work and transportation. With its position along the Riverway, the project connects residents with miles of walking and biking paths that circle the Back Bay Fens and Jamaica Pond.





## **TROY, BOSTON**

This highly visible residential project, positioned at the edge of Boston's South End, includes a 400,000 square foot plan with 378 rental apartments, a parking structure, and neighborhood retail. The design concept for TROY is precision and personalization with a high degree of design sophistication that invites occupants to customize their experience; their apartment is their 'app'. On a gritty site facing I-93, the sleek white metal tower stands out as a beacon of change. Across the street from the new Ink Block and Whole Foods, TROY becomes an epicenter of contemporary living for the South End. Through the incorporation of common neighborhood elements, like the roof-top garden and enclosed courtyard, swimming pool oasis and dog play area, TROY Boston promises to be the newest link between the historic neighborhood and the area's vibrant future.

## **WATERMARK SEAPORT, BOSTON**

Watermark Seaport is skillfully nestled between Boston's historic Fort Point District and the emerging Seaport, serving as a gateway between Boston's past and its promising future. The project is comprised of two buildings joined by a common entry lobby. The smaller building is scaled to fit appropriately with the historic district, while the taller 17-story tower links Watermark Seaport to the revitalization of the neighborhood. Designed to accommodate a range of lifestyles Watermark Seaport offers a variety of unit types as well as a full amenities package. This project is the first residential development in the Seaport Square Masterplan and features 25,000 sf of retail space along Seaport Boulevard and Boston Wharf Road.





TROY, BOSTON



WATERMARK SEAPORT, BOSTON









# DEVELOPMENT AND TECHNICAL APPROACH

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## DEVELOPMENT OVERVIEW

Asian CDC, Corcoran Jennison, Millennium Boston and Tufts Shared Services, Inc. understand Chinatown. This understanding allows us to propose a compelling project that takes into consideration diverse interests in a scarce land area creating a responsive solution to community needs. We are vested in Chinatown. We are the direct abutters. We are representatives of the community. We are one of Boston's best implementers of complex projects. We hope you agree we are the best team to meet the goals and requirements of the city and community.





Our proposal is a true mixed-use project that prioritizes affordable housing, while integrating neighborhood uses seamlessly into the project to create a new and enlivened ground level experience through the center of the site, and a vibrant streetscape experience along Tremont Street.

Below are some of the specifics on how our proposal addresses the City's objectives utilizing the Development Guidelines in the request for proposal as a guide.

### **DIRECT ABUTTERS AND PARKING**

Our team has included the direct abutters from the earliest stages of planning and our design approach proposed here is stronger and more responsive because of this collaboration. Corcoran Jennison owns the DoubleTree Hotel, which shares most of the project site's southern property line, and Parcel 1, which shares the project site's entire eastern property line. Tufts Shared Services shares the project site's entire north property line. Because of this collaboration we are able to:

- Position the project's parking structure directly against the Tufts Shared Services garage, eliminating the need for additional access off of Tremont Street, which will be replaced with storefronts, freeing up the center of the site for a new pedestrian plaza, providing an active use of the ground level, and a connector from Tremont to Washington streets.
- Allow for the project's massing to maximize the light and air for the new residences and the expanding hotel.
- Make the project even more feasible by keeping the parking structure independent from the other uses, eliminating the cost premiums related to resolving conflicts that would otherwise be present.
- Allow for the efficient expansion of the successful DoubleTree Hotel, while minimizing the fixed operating costs, therefore allowing the hotel to become an even greater contributor to the economic health of the City and Chinatown.
- Have a pedestrian connection between Tremont Street and Washington Street.
- Make the project even more feasible by leveraging the significant financial capacity of these successful operations.
- Use the parking facility to support the other elements of the project's accessory parking needs.
- Reasonably accommodate accessory parking through the parking facility for the overall development and its counter-cyclical nature of the different uses during evenings and weekends.
- Tufts Shared Services, as always will continue to use its available parking to reasonably support community needs whenever possible.









## HOUSING AFFORDABILITY

Our team has a keen understanding of the impact of the rising residential market rents and sales prices in Chinatown and the greater surrounding region. With this understanding, we are able to:

- Have all (100%) of the 171 residential units to be income restricted.
- Provide numerous larger units for families.
- Provide the approximately 45 rental units for households in the range of 30% to 60% of AMI.
- Provide the approximately 126 homeownership units to households with an average AMI not to exceed 80%.
- Create an efficient unit floor plan on the same design grid as the hotel allowing for construction and operating efficiencies.
- Combine all residential units with a single vertical elevator and stair core, common lobby and back of house operations to increase operating efficiencies.
- Continue to work with the City of Boston Housing officials to adjust the unit affordability profile.

## GROUND FLOOR SPACE AND GREEN SPACE

The ownership and design team's work demonstrate their understanding in the importance of an enlivened streetscape for a community. With this understanding the proposed project does the following:

- Proposes to transfer at cost, the 8,000 square feet of the ground floor space fronting on Tremont Street which continues along the north side of the newly created pedestrian plaza, to the Boston Public Library as the permanent home for the Chinatown Neighborhood Branch. This proposal is being made after consultation with the Friends of Chinatown Library.
- Puts only street enlivening functions throughout the day and evening on Tremont Street including a hotel, retail, residential, and hopefully a library entrance surrounding an inviting portal into the pedestrian plaza.
- Create a new pedestrian streetscape within the site with active uses spilling out onto the hotel, the residential, and community spaces that abutt it.
- Designed the pedestrian plaza to act as an extension of the recently transformed Elliot Norton Park.
- Provide space for a bike share program on the extended sidewalks, including a place for helmet storage in the building.
- Will work with the Boston Transportation Department (BTD) and the members of the community to provide the most effective street-calming measures to address current problems along Tremont Street and the corner of Tremont and Oak Street, and include the creation of a safer and pedestrian-friendly streetscape for the proposed project and Elliot Norton Park users.





FREE TO ALL  
BOSTON PUBLIC  
LIBRARY  
CHINATOWN

波士顿华埠公共图书馆

City of Boston  
Mayor Martin J. Walsh



## DEVELOPMENT PROGRAM

### PROGRAM OVERVIEW

Note that the building design remains at the conceptual stage as specified in the RFP, and accordingly, all square footages and unit counts are approximate.

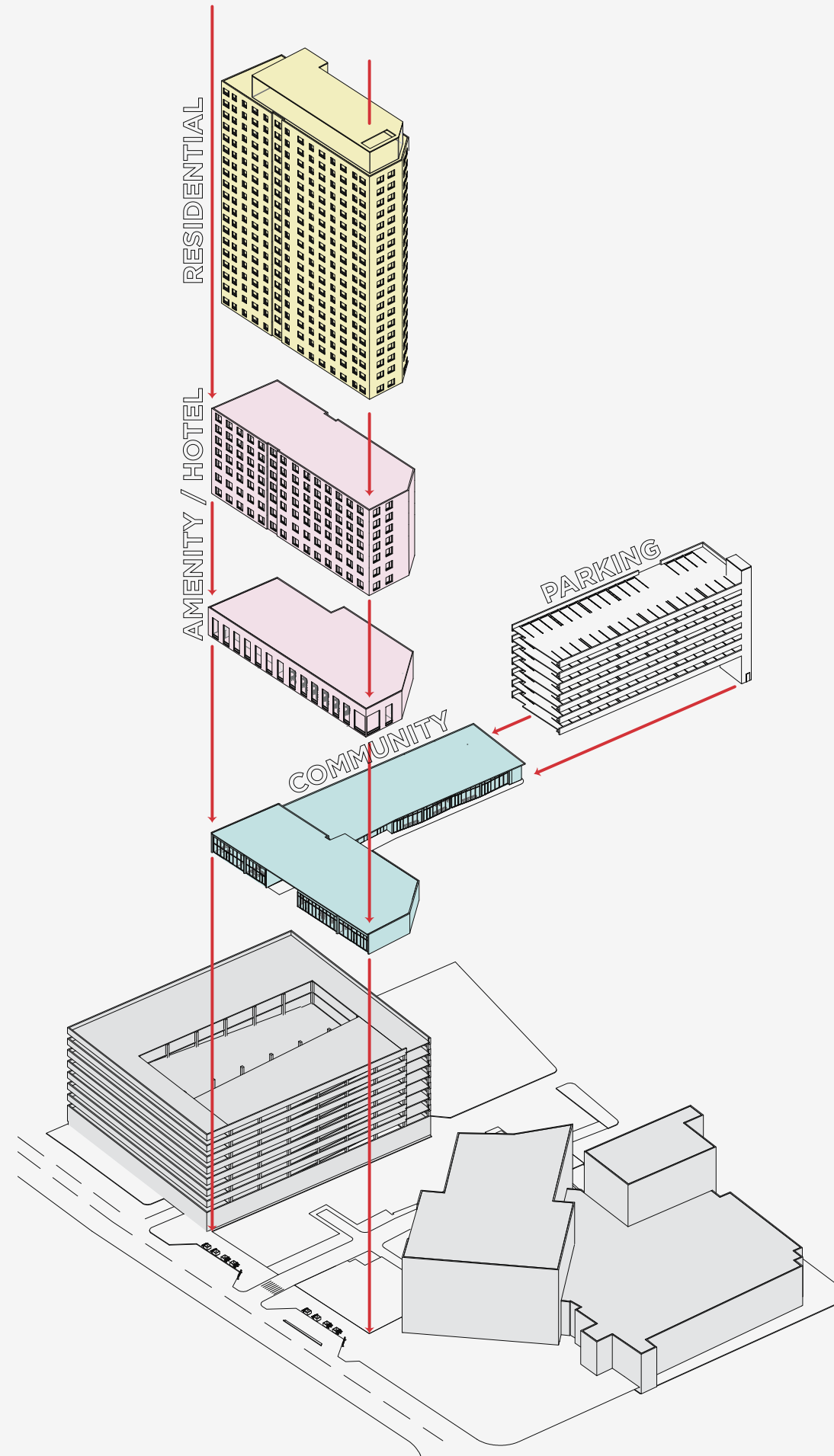
The table below identifies uses and floor areas of the proposed project.

USE	APPROXIMATE UNITS / KEYS / SPACES	APPROXIMATE GROSS SQUARE FEET
Affordable Housing (Asian CDC and Millennium Boston)	171	182,000
Hotel (Corcoran Jennison)	140	84,000
Parking (Tufts Shared Services)	264	95,000
Library / Community		8,000
<b>Total</b>		<b>369,000</b>

The table below identifies unit types, sizes and targeted affordability levels of the proposed project.

UNIT TYPE	# UNITS	BEDROOMS	UNIT SQ. FT. SIZES (NET)	AFFORDABILITY LEVEL
Low Income Housing Credit Units (LIHTC) (Asian CDC)	45	1 BR: 15 2 BR: 25 3 BR: 5	600 sqft 850 sqft 1200 sqft	9 units affordable to 30% AMI, 36 of unit affordable to 60% AMI
Affordable IDP Condominium Units (Millennium Boston)	126	1 BR: 42 2 BR: 70 3 BR: 14	600 sqft 850 sqft 1200 sqft	70% to 100% of AMI with an average of 80% AMI
<b>Total Residential</b>	<b>171</b>			<b>Affordable Residences</b>













**BENEFITTING THE  
COMMUNITY**

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## BENEFITTING THE COMMUNITY

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A partnership that includes both direct abutters and a key community partner is better for the city. We have aligned our collective interests to propose a project that responds to the community and city needs.

Benefits will include:

- The creation of 171 affordable units, including 45 units at 30% to 60% of area median income that are truly affordable to Chinatown's working-class community, will help preserve the neighborhood for the long term, mitigating displacement threats as the area continues to face market-rate development pressures and units are taken offline by short-term rentals.
- 126 affordable condos between 70% and 100% AMI, with an average of 80% AMI
- From Asian CDC's most recent experience at Parcel 24 (66 and 88 Hudson) there is tremendous demand for affordable rental and homeownership units, with over 4,400 applications for the 95 LIHTC rental units at 66 Hudson, and nearly 1,600 applications for the 51 homeownership units at 88 Hudson.
- Two-thirds of low-income rentals will be family-sized, two- or three-bedroom units in response to community demand and to accommodate Chinatown community households, many of which are multi-generational including everyone from grandparents to young grandchildren.
- At least 8,000 square feet available for community uses, possibly including but not limited to a Chinatown branch of the Boston Public Library, non-profit offices, space for cultural programming or community gatherings, and childcare and classroom space. The return of a Chinatown public library has been the subject of intense community interest and highly anticipated since the original location was closed 60 years ago.
- The community space will connect directly to Tremont Street and Elliot Norton Park, as well as complement surrounding facilities that cater to both children, such as the Wang YMCA, Josiah Quincy Elementary School, Boston Centers for Youth and Families Community Center, Boston Chinatown Neighborhood Center's Red Oak After School Program, Little Panda Early Learning Center, etc., and elderly, such as the Greater Boston Golden Age Center and South Cove Manor East.
- Investment in the Chinatown community, creating construction and permanent jobs for Boston and community residents
- Strengthening and supporting Asian CDC and its partners, community-based organizations providing important advocacy, services, and programs to the Chinatown community
- Partnership of the development team that leverages strengths of each entity
- Collaboration of community partners and services
- Abutter participation, which allows for an extended program connecting existing hotel to new hotel, existing garage to new garage, and a through-site pedestrian connector
- Economic inclusion through all phases of this development



December 17, 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

Dear Ms. Polhemus,

On behalf of the Friends of the Chinatown Library, I am writing in regards to the proposal put forth by the Asian Community Development Corporation and its partners for redevelopment of Parcel P-12C. Specifically, we support the inclusion of a Chinatown library in their proposal and their emphasis on bringing a significant amount of affordable housing to the community. Their application addresses an important community priority, namely the return of a permanent branch library to the neighborhood. Stakeholders from across the community see a branch library as a vital institution that can help anchor the neighborhood at a time when development pressures are threatening the face and culture of the neighborhood. While we support the exploration of a Chinatown library as part of their proposal, we highlight several important issues to ensure that the library meets community needs and expectations.

1) Adequate usable square footage:

It is important the branch library have adequate space to address the needs and demands for programs and services. The recent feasibility study for the branch library proposes at least 15,000 square feet of usable space for different service areas and constituents.

2) Attached non-profit space:

Given that branch libraries reflect the history and culture of the neighborhood, we want to explore the incorporation of space for the Chinese Historical Society of New England to house its archives and have a permanent space for rotating displays.

3) Visibility and access from Chinatown:

It is important that the branch library be visible from the Washington Street, given that this street is a main thoroughfare for the neighborhood and an important linkage to more residential parts of the neighborhood. We hope to explore mechanisms to ensure access and visibility, such as a community-owned easement on the Double Tree parking lot space

4) A partnership role:

Finally, we want to work with their team as partners to ensure accountability to these concerns throughout the development process over the next few years.

We know that by working together in a public-private partnership, we can all make this vision of a permanent branch library a reality for the community.

Sincerely,

Carolyn Leung Rubin  
Chair, Friends of the Chinatown Library



波士頓華埠商會  
**Chinatown Business Association**  
20 Hudson Street, 4<sup>th</sup> Floor, Boston, MA 02111

December 21, 2017

Ms. Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

Dear Ms. Polhemus:

I am writing to you, representing the Chinatown Business Association ("CBA") in support of the "Parcel 12 Partnership's" proposal responding to the BPDA's Request For Proposal.

This team is very familiar with the Chinatown community and understands the needs of the residential, business and institutional stakeholders, to ensure the vitality and sustainability of the community. The Asian CDC in particular has an important track record of advocating for and developing affordable housing and youth programming. Tufts Medical Center has been highly supportive of community programs and offering summer youth employment opportunities for many years as well.

Thank you for the opportunity to express our support for the Parcel 12 Partnership. We hope that you will look favorably upon their submission.

Regards,

Rosemary Yee  
Co-President

SITES  
9 Oak Street West  
Boston, MA 02116  
Tel: (617) 423-7160  
Fax: (617) 423-9922

25-31 Essex Street  
Boston, MA 02111  
Tel: (617) 542-7438  
Fax: (617) 542-2110

677 Cambridge Street  
Boston, MA 02116  
Tel: (617) 789-4289  
Fax: (617) 789-8623

中華耆英會  
**GREATER BOSTON CHINESE  
GOLDEN AGE CENTER, INC.**

75 Kneeland Street, Suite 204  
Boston, Massachusetts 02111  
Telephone: (617) 357-0226  
Fax: (617) 357-5323  
www.gbcbgc.org

Ruth C. Moy  
Executive Director

December 21, 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

Dear Ms. Polhemus:

On behalf of the Greater Boston Chinese Golden Age Center (GBCGAC), I write to you to strongly support the "Parcel 12 Partnership's" proposal responding to BPDA's RFP for Parcel 12 located in Chinatown. GBCGAC is a non-profit organization established in 1972 to advocate for, and serve, the Chinese-speaking elderly population. We have developed a comprehensive network of culturally sensitive and linguistically appropriate programs and services to help them access mainstream services and to age well at home in the community.

The Parcel 12 Partnership understands the Chinatown community and puts forth a proposal that recognizes the community's affordable housing needs and priorities, as well as business and institutional needs that can, and will, work together to maintain a healthy community.

The Asian CDC has a 30-year history of advocacy for, and development of, affordable housing and youth programming; Tufts Medical Center has a demonstrated commitment to meeting the community's health needs; GBCGAC has a long-standing relationship working with Tufts to address various health issues impacting the community and our seniors in particular.

As the City reviews responses for Parcel 12, it is our strong recommendation that you look favorably on this team, the "Parcel 12 Partnership", and their ability to create and deliver a quality and impactful project for our neighborhood

Sincerely,

Ruth C. Moy  
Executive Director



City of Boston Initiative  
Martin J. Walsh, Mayor, City of Boston  
2 Boylston Street, Suite 108  
China Trade Building  
Boston, MA 02116

Corporate Buddy  
CVS/Pharmacy  
Harvard Pilgrim Health Care

Chinatown Main Street  
President  
Rick Wong

Treasurer  
Edwin Yip

Clerk  
Marisol Tse-Bardhyl

Executive Director  
Courtney He

Board of Directors  
Lulu Fan  
Gilbert Ho  
Rose Stern  
Wingky Leung  
Albert Li  
Kevin Mallon  
Frederick Ng  
Timmy Ng  
Joseph Wong  
Henry Liang  
Brian Yun

Boston Main Street  
Program Director  
Stephen Gilman

Boston Main Street  
Business Manager  
Thomas McDonough

Local Supporters  
Bao Hai Bakery  
Barlow Cha Cha Restaurant  
Cha'Tee Tea house  
C-Mart Supermarket  
Crown Royal / 180 Bakery  
Double Chim HK Cafe  
Fai's Shui Restaurant  
Hei Lu Moon Restaurant  
Hong Shing / Lu Yuen Bakery  
Hong Kong Eatery  
Hua Pui Buffet  
KLN Hospitality  
New Golden Gate Restaurant  
Wild Duck Wine and Spirits  
Que Pasa Bakery  
South Cove Community Health  
Service Center  
Sun Sun Supermarket  
Tsu Do Teahouse  
Tufts University

December 19th 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

Dear Ms. Polhemus:

On behalf of Chinatown Main Street, I support Asian Community Development Corporation (ACDC) and its partners in their efforts to submit a redevelopment proposal for Parcel P-12C.

ACDC is a Chinatown community organization that has been deeply committed to our neighborhood's priorities for 30 years. They have built over 300 affordable homes in Chinatown and are involved extensively in affordable housing advocacy, community planning, youth programming, and housing counseling services for the Chinatown community. I believe that ACDC's team has both the level of commitment to Chinatown and the development experience necessary to create a project that addresses our community's needs.

As the City reviews responses for Parcel 12, it is my strong recommendation that you look favorably on ACDC's team and their ability to create and deliver a quality, community-sensitive project for our neighborhood.

Sincerely,

Rick Wong  
President, Chinatown Main Street  
Phone: (978) - 979 - 2589  
Email: rick.wong@comcast.net

CC: The Board of Directors



# Hot Pot Buffet

70 BEACH STREET, BOSTON, MA 02111 U.S.A.  
TELEPHONE: (617)-338-0808 Fax: (617)-338-6838

December 17<sup>th</sup> 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

Dear Ms. Polhemus:

As a manager of Hot Pot Buffet Restaurant in Chinatown, I support Asian Community Development Corporation (ACDC) and its partners in their efforts to submit a redevelopment proposal for Parcel P-12C.

ACDC is a Chinatown community organization that has been deeply committed to our neighborhood's priorities for 30 years. They have built over 300 affordable homes in Chinatown and are involved extensively in affordable housing advocacy, community planning, youth programming, and housing counseling services for the Chinatown community. I believe that ACDC's team has both the level of commitment to Chinatown and the development experience necessary to create a project that addresses our community's needs.

As the City reviews responses for Parcel 12, it is my strong recommendation that you look favorably on ACDC's team and their ability to create and deliver a quality, community-sensitive project for our neighborhood.

Sincerely,

Sonny Wong, Manager



## 紐英崙中華公所

Chinese Consolidated Benevolent Association of New England  
90 Tyler Street, Boston, MA 02111 Telephone: 617-542-2574 Fax: 617-542-0926

December 14, 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

Dear Ms. Polhemus:

The Chinese Consolidated Benevolent Association of New England is the umbrella organization for Boston's Chinese community. It consists of 35 community organization and its governance comprises of delegates from its member organizations. We are happy to write in support of Asian Community Development Corporation (ACDC) and its partners in their efforts to submit a redevelopment proposal for Parcel P-12C.

ACDC is a Chinatown community organization that has been deeply committed to our neighborhood's priorities for 30 years. They have built over 300 affordable homes in Chinatown and are involved extensively in affordable housing advocacy, community planning, youth programming, and housing counseling services for the Chinatown community. We believe that ACDC's team has both the level of commitment to Chinatown and the development experience necessary to create a project that addresses our community's needs.

As the City reviews responses for Parcel 12, it is our strong recommendation that you look favorably on ACDC's team and their ability to create and deliver a quality, community-sensitive project for our neighborhood.

Sincere,

Paul K. Chan  
President

### CCBA Board Members:

- |  |                                      |   |                                  |
|--|--------------------------------------|---|----------------------------------|
| Gee How Oak Tin Association of New England   | Wong Family Benevolent Association   | Yee Fung Toy Association of New England | Leo Family Association           |
| Goon Shee Family Association                 | Moy Shee Family Association          | Gee Poy Kuo Association                 | Ng Family Association            |
| Fung Lun Association of New England          | Gee Tuck Sam Tuck Association        | Soo Yuen Benevolent Association         | Leung Family Association         |
| Loong Kong Tien Yee Assoc. of New England    | Cheer Lun Association of New England | Sam Yick Association of New England     | Gin Family Association of Boston |
| Chinese Merchants Association of New England | Hip Sing Association of Boston       | Kuo Min Tang of Boston                  | Chee Kong Tong                   |
| Chinese Women's Association of New England   | American Legion Chinatown Post 328   | Que Shing Chinese Music & Opera Group   | Boston Wang YMCA                 |
| Hoy New Association                          | Ni Lun Welfare Association           | Chinese Economic Development Council    | Eastern Kung Fu Federation       |
| Friends of Hong Kong and Macau               | Rong Kuang Association               | Tai Tung Village Tenants Association    | Kwong Tung Assn. of New England  |
| World Kwong Tung Association                 | Chinese Business Association         | Tai Shan Community Association          |                                  |



December 21, 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

BOSTON  
ASIAN  
YOUTH  
ESSENTIAL  
SERVICE

## 亞裔青年協會

Tung Tam Phoc Vu Thanh Thieu Nam

ທ່ານນາຍົກລັດຖະມົນຕີ  
ຮາມໂຕນ໌ ສະຫະລັດອາເມລິກາ

199 Harrison Avenue  
Boston, MA 02111

Tel: 617.482.4243  
TTY: 617.482.4243  
Fax: 617.482.3620

Dear Ms. Polhemus:

On behalf of Boston Asian Youth Essential Service ("YES") and the many youth and families we serve, I appreciate the opportunity to write to you in support of the "Parcel 12 Partnership's" proposal, in response to the Boston Planning and Development Agency's RFP.

The partnership team, in particular the Asian Community Development Corporation and Tufts Medical Center, understands the Chinatown community and offers a thoughtful proposal that reflects the need for more affordable housing, and inclusion of business and institutional needs, in partnership to ensure a healthy and vibrant community.

The Asian CDC has been the community's voice for affordable housing for 30-years, successfully developing Oak Terrace, Metropolitan and One Greenway, 66 and 88 Hudson Streets and will add more valuable units in the P12 development. Tufts Medical Center has been dedicated to working in partnership with community organizations on a range of community health issues. YES has worked with them to address youth violence prevention, promote healthy and active living, and currently smoking prevention education, as well as youth employment. We have no doubt about the team's level of commitment to the community or their capacity to deliver a quality project.

We hope that the City will look favorably on this team's proposal for Parcel 12.

Regards,

Jane Leung  
Executive Director

Saint James the Greater  
135 Harrison Ave.  
Boston, Ma 02111

To whom it may Concern at the BPDA:

As you are aware Tufts Shared Services in collaboration with Tufts Medical Center and Tufts University is looking to build additional patient/visitor parking on Parcel-12. I am writing this letter to you on behalf of Saint James Church (established in 1854) and the surrounding communities to ask that you please grant them this additional parking. For the past 30 years Tufts Shared Services has allowed us use of the Hudson St. lot. This parking has been critical to the survival of our parish; without it, we could be forced to close. Unfortunately, you (the BPDA) has only renewed that lease on a temporary basis.

Ever since the Holy Trinity German Church the former home of the German Catholic Community and the Traditional Latin Mass, has been converted to condominiums we are now the only Roman Catholic Church in the area supporting our many neighborhoods. Since Holy Trinity closed, our church population has grown. More parishioners are commuting in from surrounding areas, and surprisingly large numbers of our parishioners travel here from as far away as Quincy and Malden. This is greatly due to the available parking provided by TSS. The BPDA has already expressed their intentions to do away with the Hudson St. lot. The additional Patient/Visitor parking would finally be a permanent solution providing long term relief for our church, our parishioners and for our entire community.

After Mass our parishioners pour into the streets and support local and area businesses and restaurants. Without ample parking we would be forced to close, the trickle-down effect would disrupt the Chinese community who greatly rely on this weekly patronage.

Lastly, I cannot think of a more deserving institution. TSS has been very accommodating to us throughout the years and a good neighbor. I implore upon you to help us to continue to support our community by granting their request to build on Parcel 12.

Rev. Joseph J. Baggetta

Blessed to be a blessing 蒙光得恩



249 Harrison Avenue, Boston, MA 02111-1852  
http://www.bcec.net

Office: 617.426.5711  
Main Building: 617.357.5539  
Fax: 617.426.0315

December 21, 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning and Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

RE: Support for "Parcel 12 Partnership" proposal

Dear Ms. Polhemus:

As the Senior Pastor of the Boston Chinese Evangelical Church in Chinatown, I am writing in support of the "Parcel 12 Partnership's" proposal in response to the BPDA's RFP. Though I have not seen all the details of their proposal nor have I seen the other proposals, I know the principals involved have been actively involved in improving the community. The team that has submitted this proposal understands the Chinatown community and has found a way to tie together business and institutional needs with affordable housing, the community's top priority. In particular, the Asian CDC is a critical partner for this endeavor. The Asian CDC's 30-year history of advocacy for affordable housing, youth programming, and a commitment to our seniors demonstrates a very strong commitment to our community's priorities.

As the City reviews responses for Parcel 12, it is my recommendation that you look favorably on this team and their ability to create and deliver a quality and impactful project for our neighborhood.

Sincerely,

Steven J. Chin

Senior Pastor

AACA 華美福利會 Educate. Empower. Employ.  
Asian American Civic Association, Inc.

87 Tyler Street, 5th Floor  
Boston, MA 02111  
Tel: (617) 426-9482  
Fax: (617) 482-2316  
www.aaca-boston.org  
TTY/TDD: (617) 426-9127

December 21, 2017

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201-1007

RE: Support for the ACDC Proposal for Parcel P-12C

Dear Ms. Polhemus:

As a non-profit in Chinatown with a 50 year history of serving the community, we support Asian Community Development Corporation (ACDC) and its partners in their efforts to submit a redevelopment proposal for Parcel P-12C.

ACDC is a Chinatown community organization that has been deeply committed to our neighborhood's priorities for 30 years. They have built over 300 affordable homes in Chinatown and are involved extensively in affordable housing advocacy, community planning, youth programming, and housing counseling services for the Chinatown community.

AACA has a long partnership with Tufts and believe their presence in Chinatown has provided vibrancy, employment and much needed services. We support their need for additional parking and believe it will have a positive economic impact and provide greater access for patients.

AACA also supports Corcoran Jennison, who is a strong employer partner to many agencies including cubs. Their existing Downtown Doubletree Hotel is an asset to the Chinatown community and they have a long track record of strong management and are a consistent contributor to neighborhood initiatives and organizations.

We believe that ACDC's team has both the level of commitment to Chinatown and the development experience necessary to create a project that addresses our community's needs. As the City reviews responses for Parcel 12, it is our strong recommendation that you look favorably on ACDC's team and their ability to create and deliver a quality, community-sensitive project for our neighborhood.

Please feel free to contact us with any questions.

Sincerely,

Mary Chin  
Executive Director

經濟發展教育中心  
Economic & Business Educ  
Economic Educ Center

教育中心  
EDUCATION CENTER

綜合服務中心  
MULTI-SERVICES CENTER

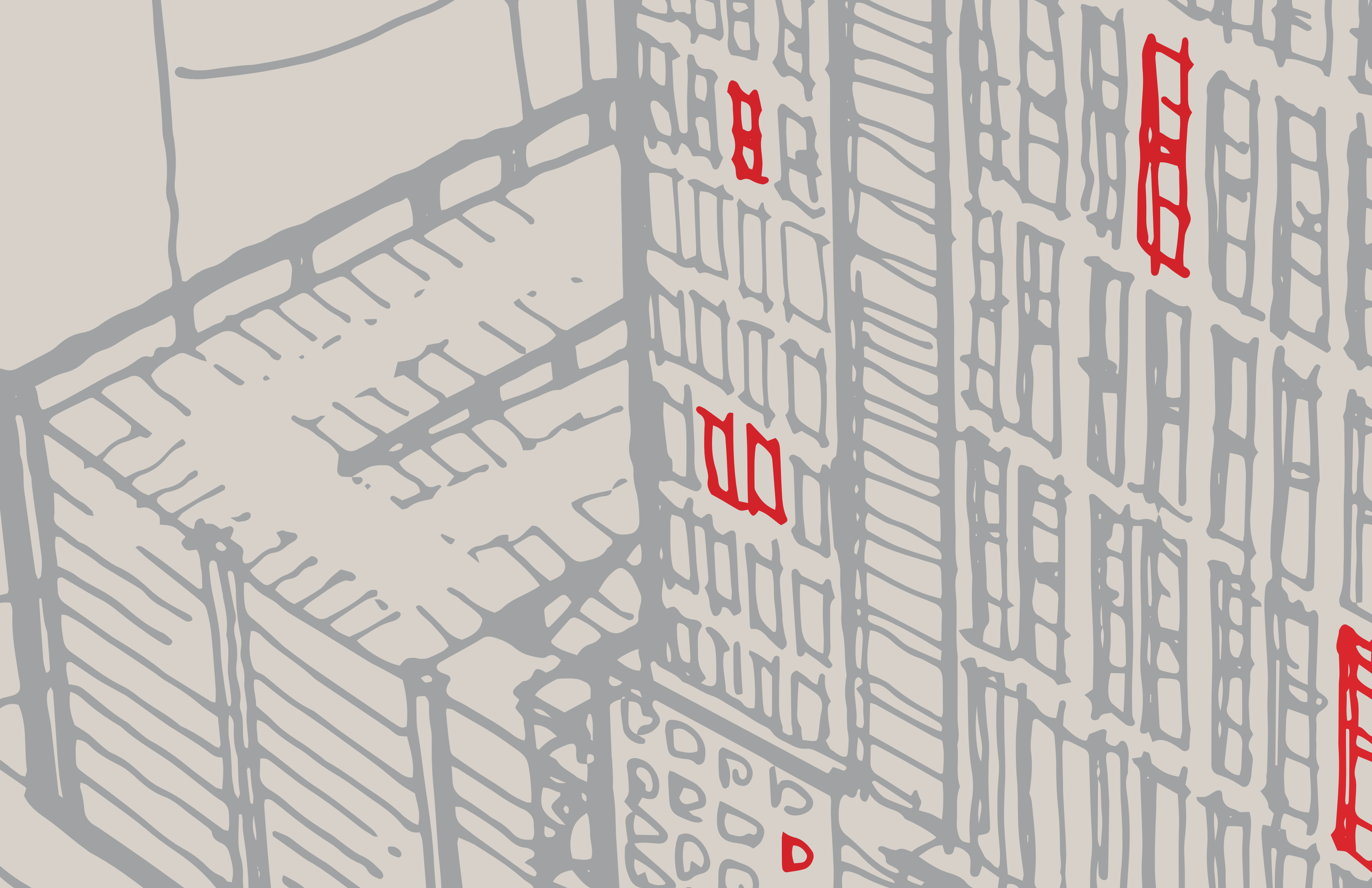
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UNITED WAY OF MASSACHUSETTS INC.

華美福利會  
AACA

職業培訓中心  
Vocational  
DEVELOPMENT CENTER

青少年中心  
YOUTH CENTER





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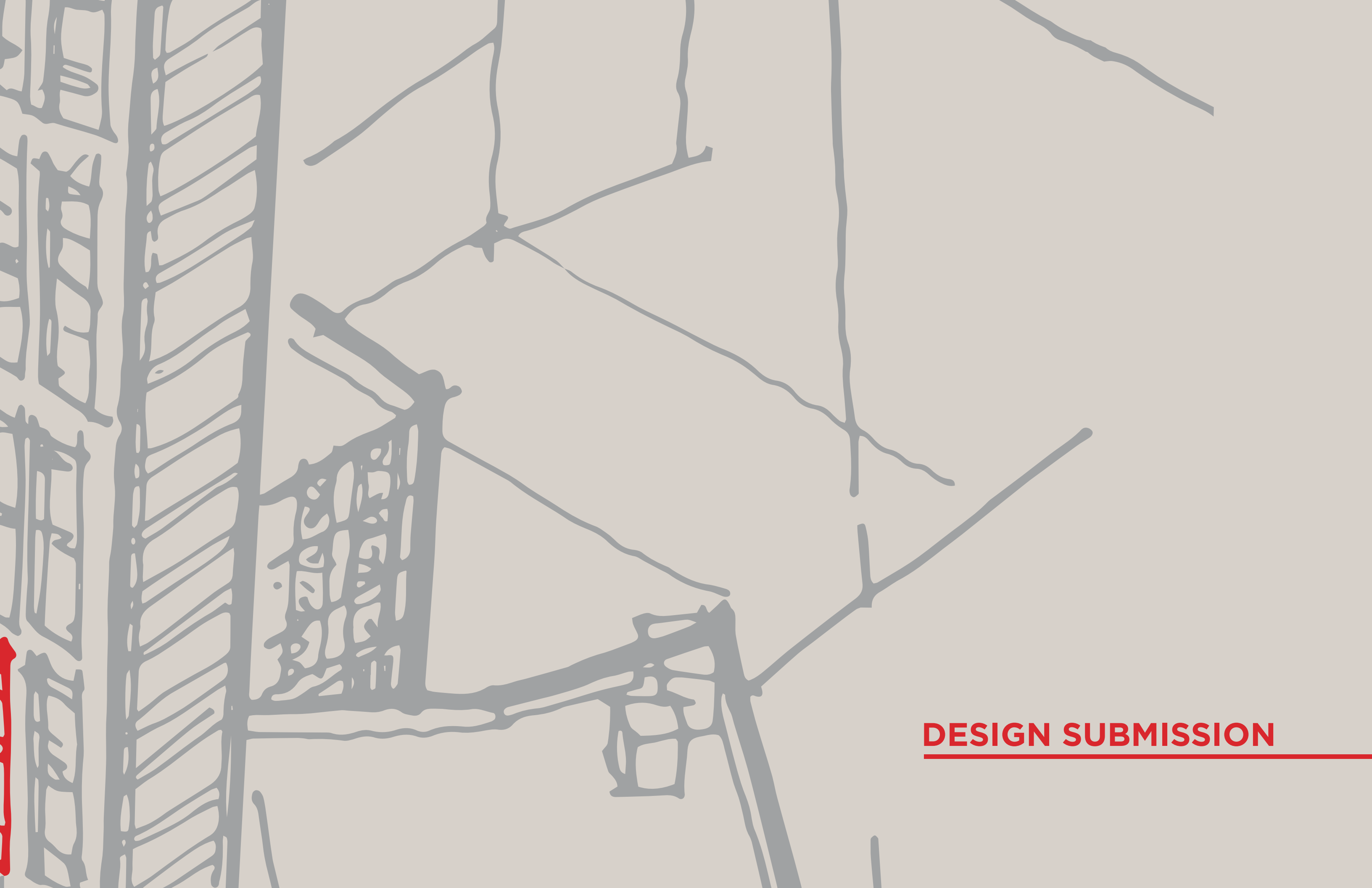
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**DESIGN SUBMISSION**





## DESIGN SUMMARY

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### PROPOSED BUILDING MASSING, HEIGHT AND PROGRAM

The following is an outline of the proposed plan by the project team on fulfilling the guidelines established in the RFP to ensure a successful development of the site.

The proposed project has a total area of 369,000 gross square feet at an FAR of 12.4, including a hotel and residential tower fronting Tremont Street and a garage extension connecting to the existing Tufts garage on the northwest edge of the site. Active uses occupy the ground floor along Tremont Street and the Community Courtyard. These uses include the hotel lobby and restaurant, the residential lobby, the entrance to potentially a new Boston Public Library Chinatown Branch, the pedestrian walkway entrance to the Community Courtyard and connector through the entire site connecting Elliot Norton Park to Tremont Street and down to Washington Street. Bike racks are provided at the sidewalk on Tremont Street in addition, a commuter bike storage room is included on the ground floor accessible from the pedestrian walkway.

The podium includes a conference center/banquet hall on level 2 and hotel rooms on levels 4 to 10, of which floors 3,4,5 connect to the existing hotel. The residential tower consists of 100% affordable residential units on levels 11 to 29. The project includes a total of 140 keys for the hotel program, 45 LIHTC affordable units, and 126 IDP affordable units. Units types are as follows.

1 Bedrooms: 57 Units (3 Units/Level), average gross area of 600 sf per unit

2 Bedrooms: 95 Units (5 Units/Level), average gross area of 850 sf per unit

3 Bedrooms: 19 Units (1 Units/Level), average gross area of 1,200 sf per unit

The total height of the tower from Grade (as defined by Boston Zoning Code) is approximately 350' including the mechanical penthouse. The height of the garage is approximately 90'. Along Tremont Street, the Ground Floor and levels 4-10 are set back approximately 3'-0" from the property line.

Beginning at level 11 the tower is set back an additional approximately 5'-0".









*Proposed design fills the gap between garage and hotel, and adds to the Boston skyline.*

### **BUILDING HEIGHT AND MASSING**

The existing project site occupies a surface parking lot flanked by the blank facades of the Tufts Shared Services parking garage and the DoubleTree hotel. The proposed project fills the urban gap by abutting both the garage façade and hotel façade, thus completing and re-establishing the street wall along Tremont street.

With a series of setbacks and podiums, the massing strategy creates a variety of scales when viewed from different vantage points. At Elliot Norton Park across Tremont Street, the building provides a textured backdrop thanks to its active ground floor use, vertically rhythmmed window openings and well-articulated precast concrete facades. Topped at approximately 350' feet, the slender massing of the building becomes a recognizable addition to the Boston skyline.





290 Tremont Entrance





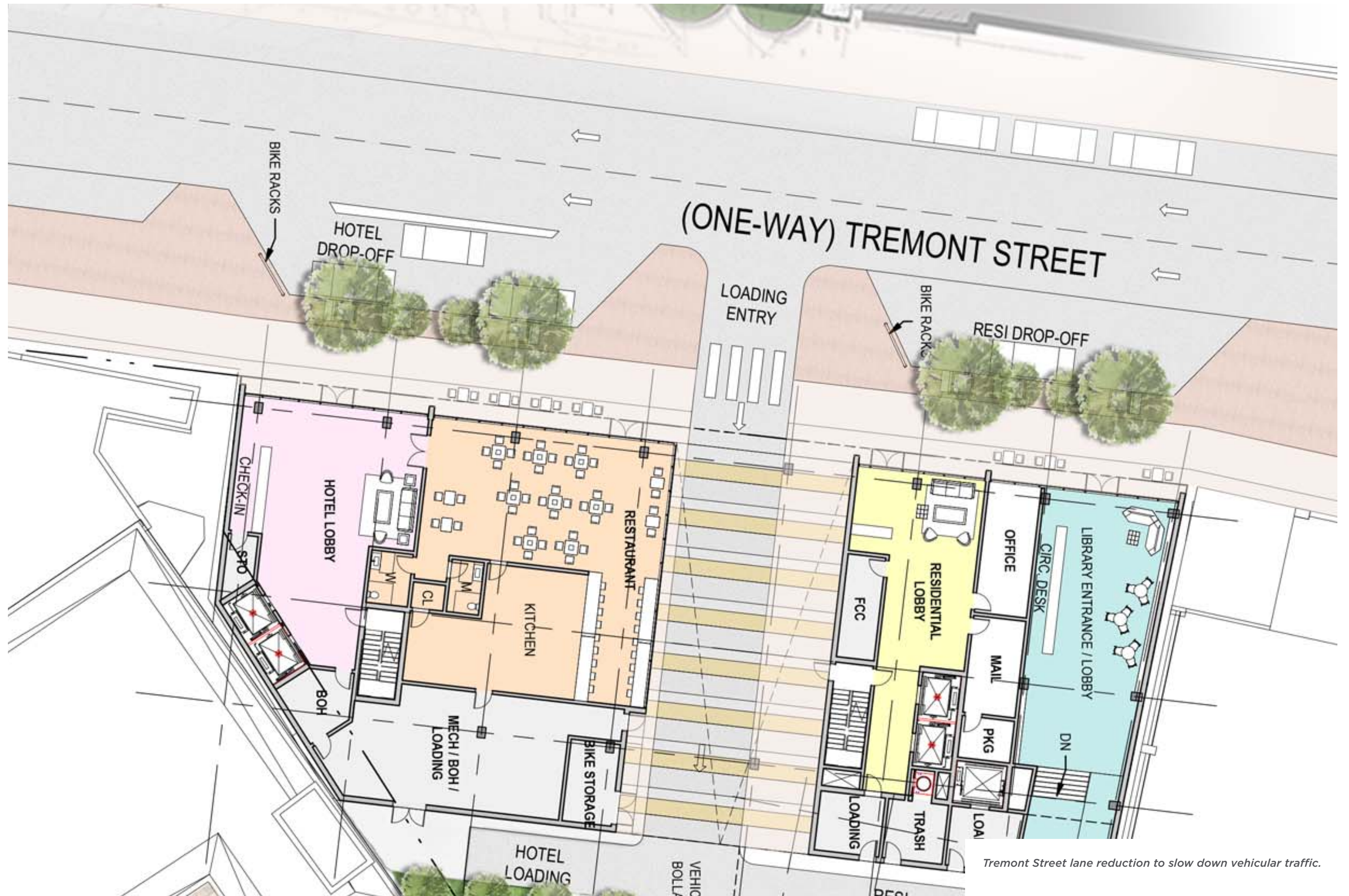
## DESIGNING FOR PUBLIC SAFETY

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Currently, Tremont Street is a three-lane one-way street with fast vehicular speed. Considering the added pedestrian uses, in addition to the existing commercial, educational and cultural activities, the project proposes a car lane reduction to reduce traffic speed. The lane reduction will also allow the widening of the existing sidewalk to incorporate vehicular drop off zones, and off-street bike parking.

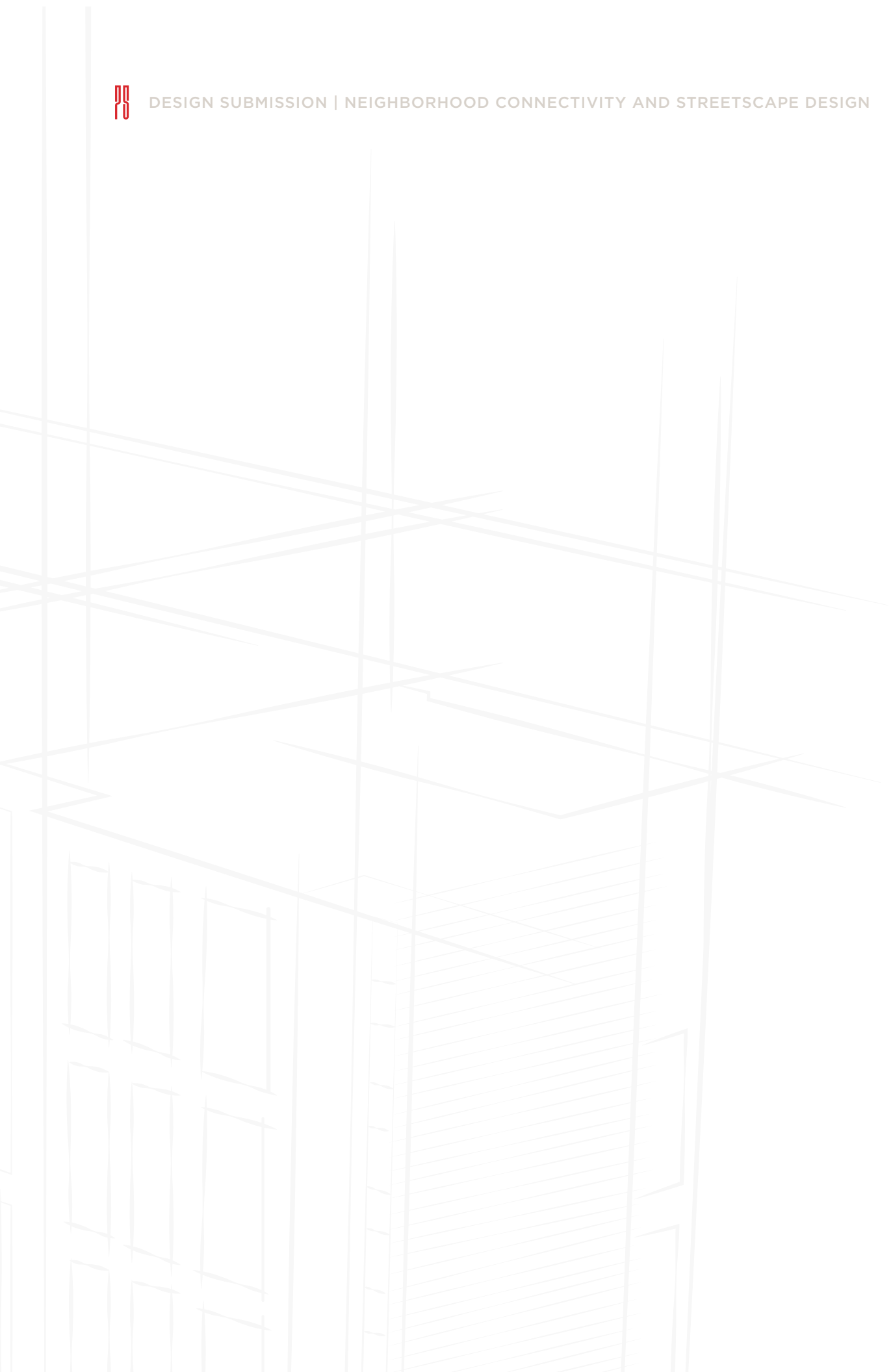
This development will require less private vehicular transportation through Transportation Demand Measures, including the promotion of public transportation, shared vehicle use, biking, walking and fostering a culture of reducing each person's carbon footprint.





Tremont Street lane reduction to slow down vehicular traffic.



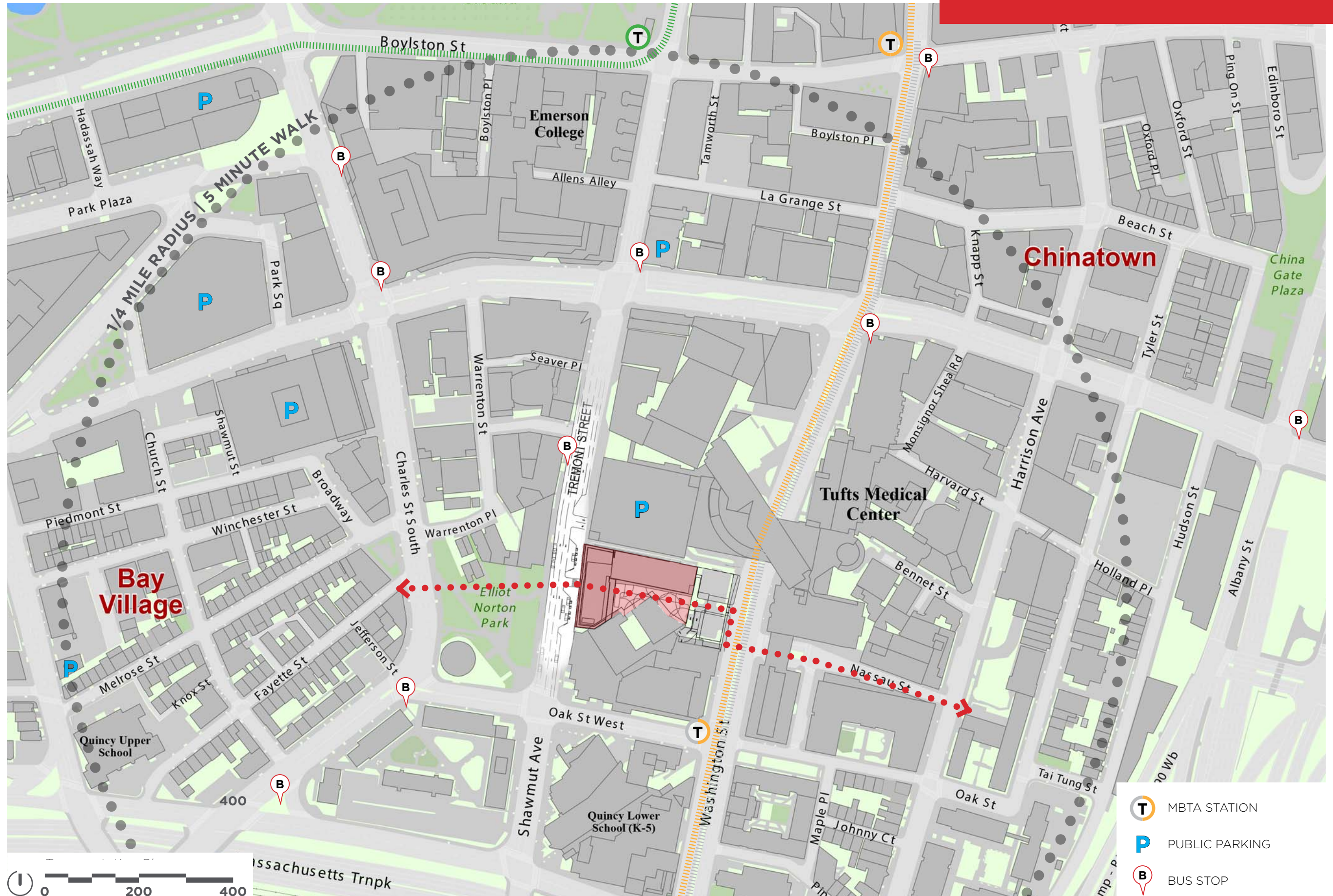


## NEIGHBORHOOD CONNECTIVITY AND STREETScape DESIGN

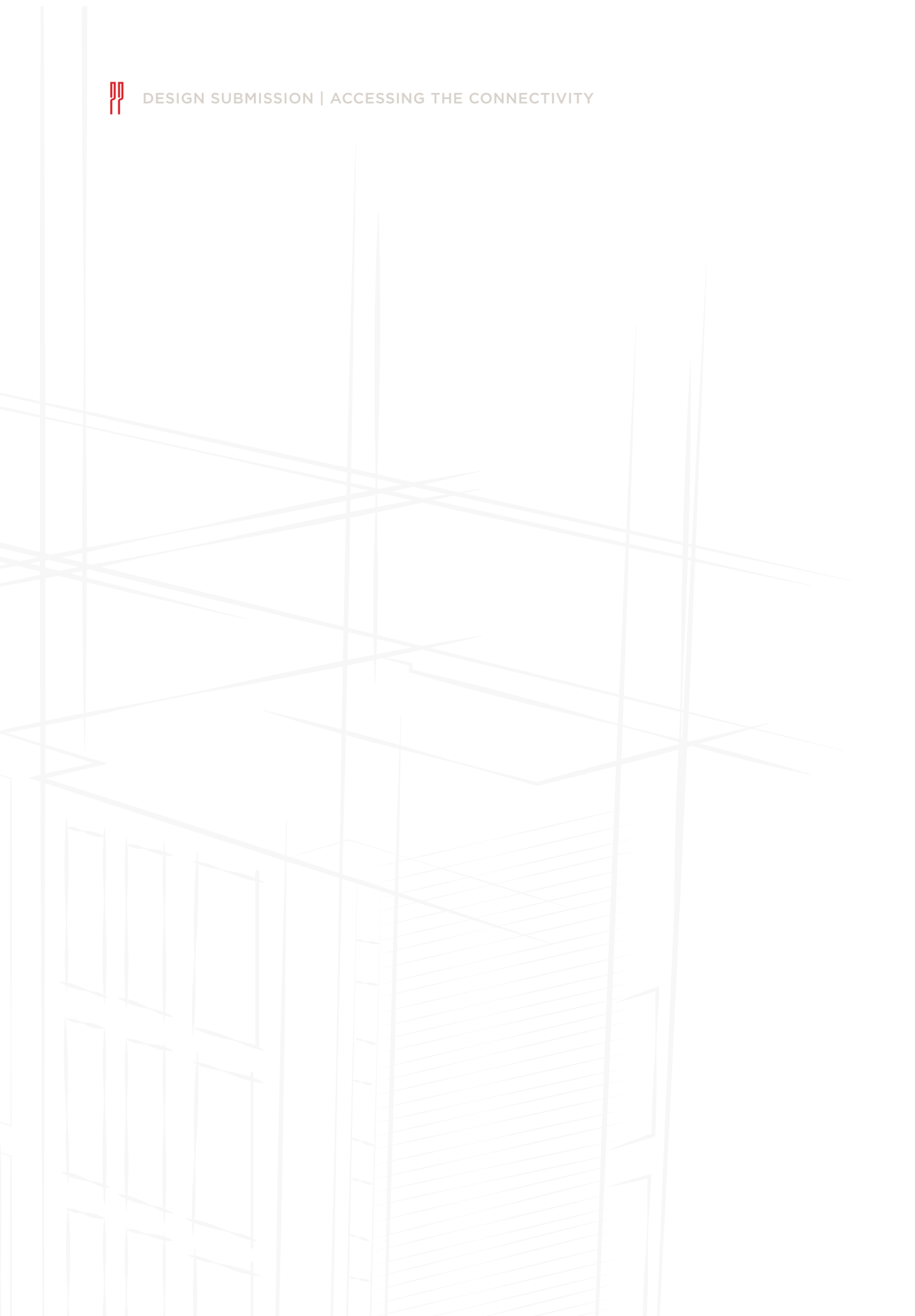
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The streetscape design on Tremont reflects the Boston Traffic Department's Complete Street Guidelines, including a 5' wide planting and street furniture zone and a minimum 8' wide sidewalk to facilitate an active urban realm. In addition, a pedestrian walkway is introduced to connect Tremont and Washington Streets through the site. This accessible walkway, combined with the Community Courtyard at the center of the site, serves as an extension to the Elliot Norton park and completes the link between the Bay Village and the Chinatown community.









## ACCESSING THE CONNECTIVITY

---

At the street level, the façade steps back a few feet to allow for more pedestrian activities as well as to enable visual connectivity to adjacent context such as the MBTA Orange Line headhouse and the Wang Theater marquee. Active uses occupy the ground floor street façade, including the lobby of the new hotel, a restaurant connected to the hotel lobby, a pedestrian walkway connecting to the courtyard and Washington Street, the lobby for the residential tower, and an entry to the new Boston Public Library Chinatown branch.





View of pedestrian connector at Tremont Street





## EXPERIENCING THE CONNECTIVITY

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In addition to its prominent Tremont Street front door, the new proposed Boston Public Library Chinatown branch has a glass façade opening to the courtyard, which provides an active and artful backdrop to the interior library spaces. The courtyard landscape uses playful floor patterns made of porous pavement to draw interest to pedestrians, and to help facilitate ground water recharge. The courtyard includes a variety of street furniture, either fixed and integrated with landscape patterns, or flexible to accommodate various community programming. Plant species will be carefully selected to be incorporated into the courtyard landscape so they can flourish in limited solar conditions. Designed for pedestrian uses, the courtyard and walkway significantly improves the public realm by creating a multi-use urban oasis that is fully accessible to its adjacent neighborhoods.

Although not part of the RFP site, Corcoran Jennison owns the parcel to the east of the site, and is ready to commit to the extension of the pedestrian walkway to Washington Street to enhance the overall project urban design.

**The proposal is not about a single building, we are reaching beyond the property line.**





BOSTON  
PUBLIC  
LIBRARY  
CHINATOWN

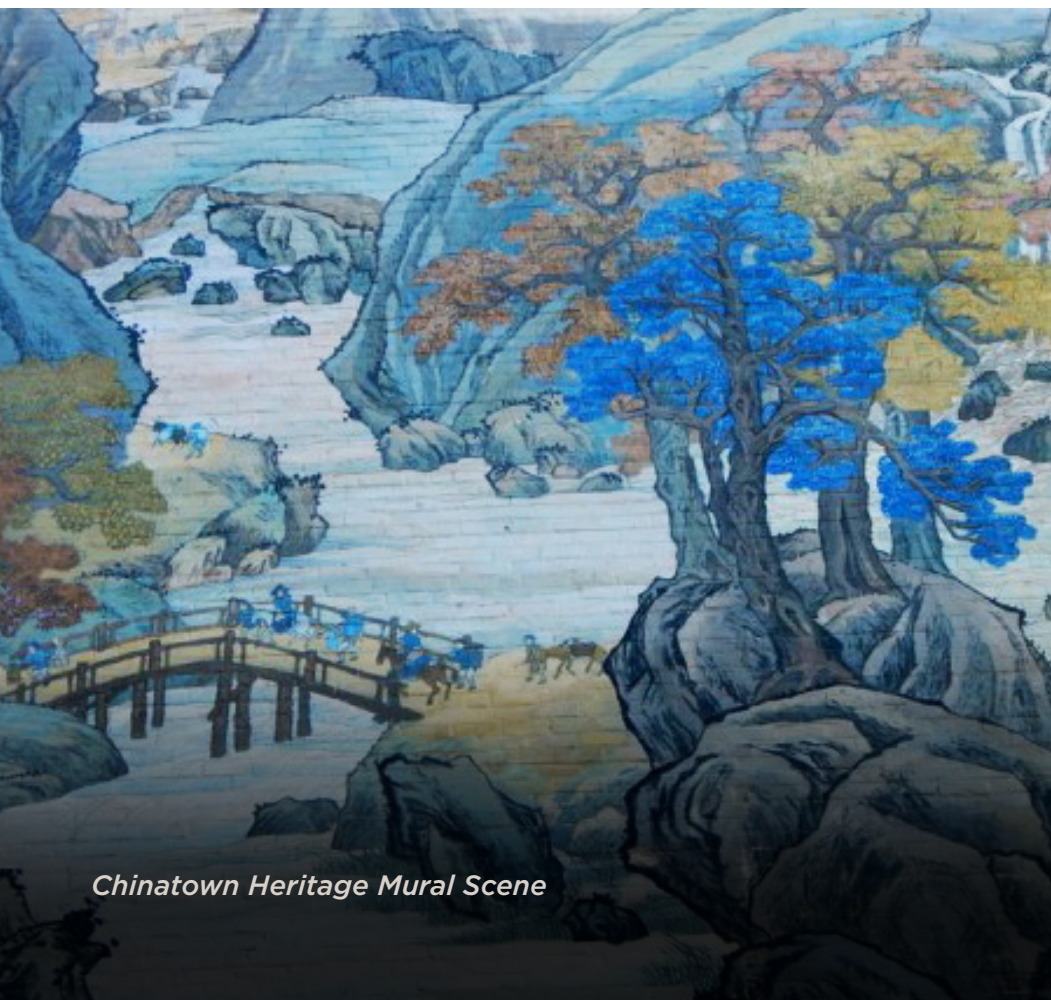


*View of pedestrian connector at Tremont Street*





*Troy Boston, student work from Artists for Humanity*



*Chinatown Heritage Mural Scene*



*Façade material example : Roxbury Tenants at Harvard Concrete Façade*

## **ADDITIONAL PUBLIC BENEFITS IN CONSIDERATION**

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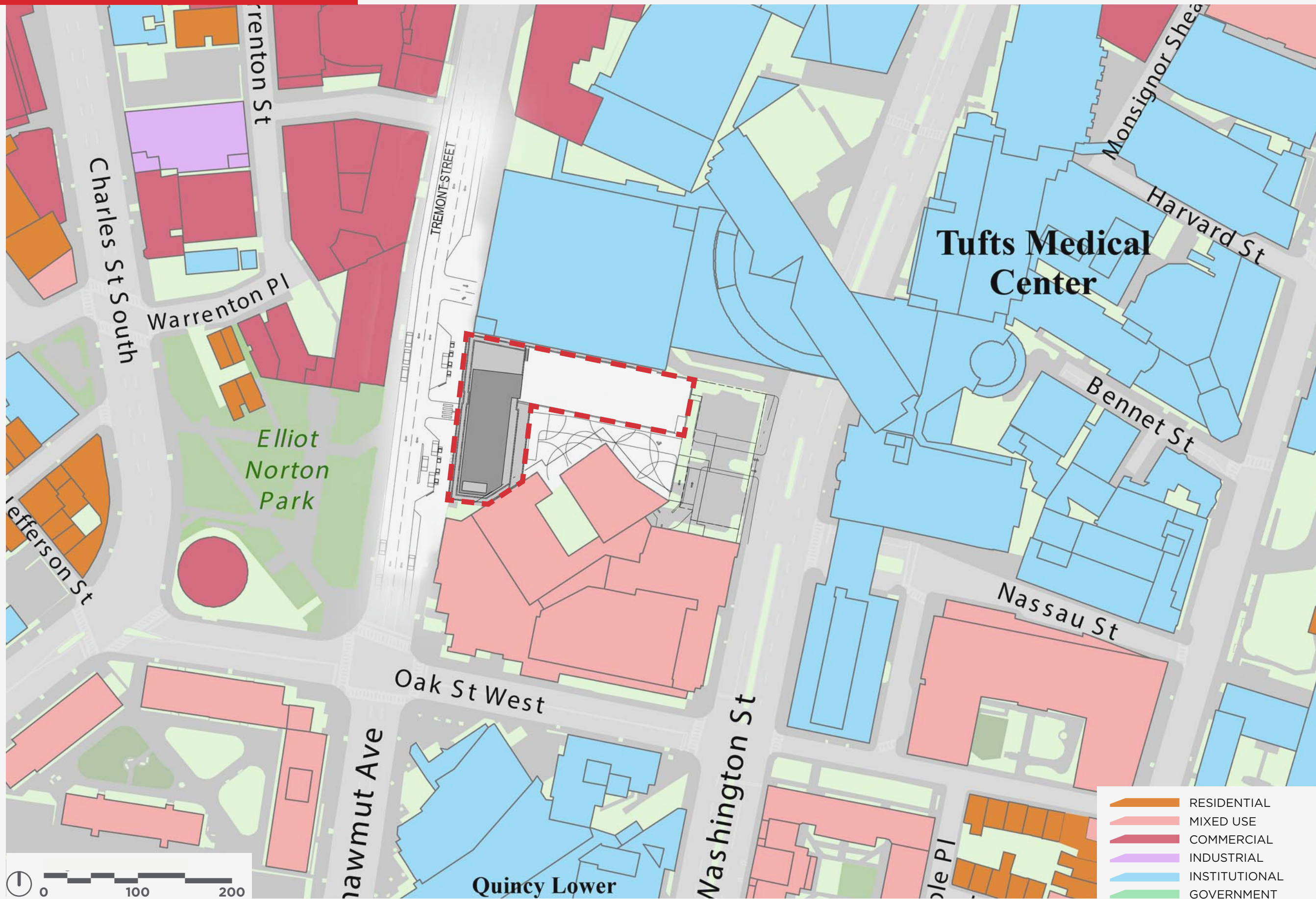
The project team is considering an art mural or installation along the exterior of the Tufts Garage next to the Boston Public Library Chinatown. Selection for the art mural will be inspired by material that is visually cohesive with the neighborhood.





*Pedestrian View Looking South  
Art by: Hou Beiren*





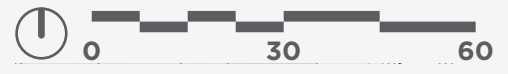
- RESIDENTIAL
- MIXED USE
- COMMERCIAL
- INDUSTRIAL
- INSTITUTIONAL
- GOVERNMENT





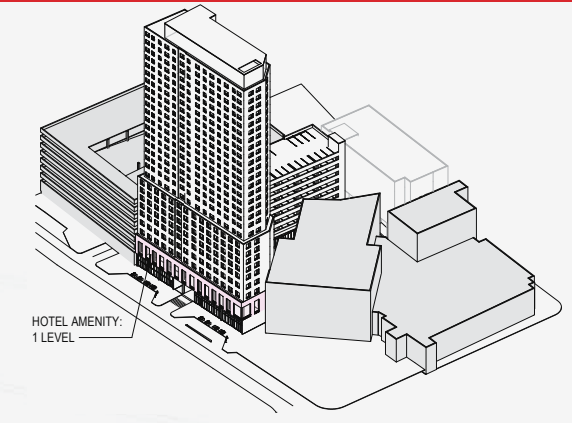


# LEVEL 01 FLOOR PLAN

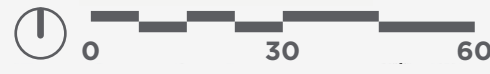
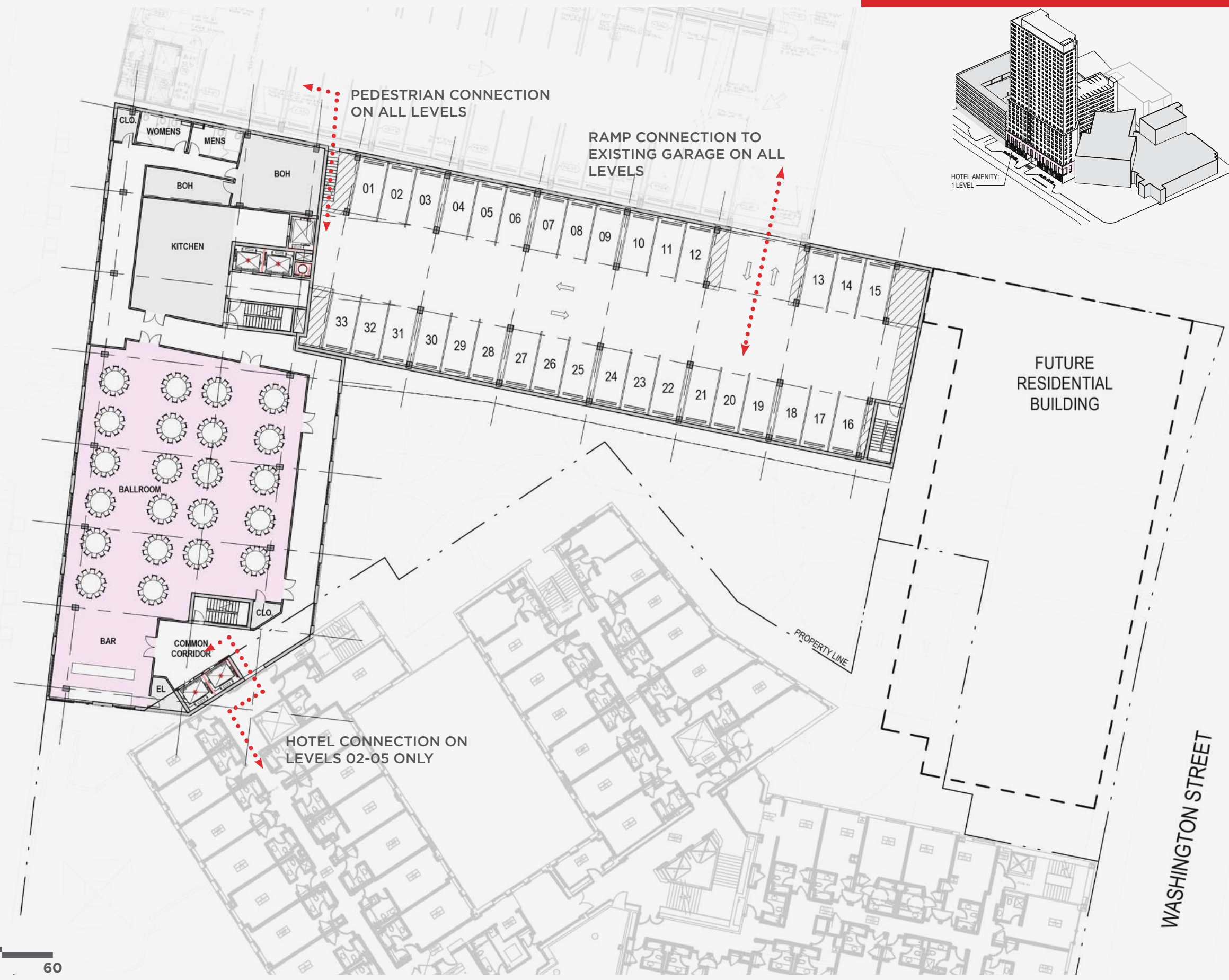




# LEVEL 02 FLOOR PLAN



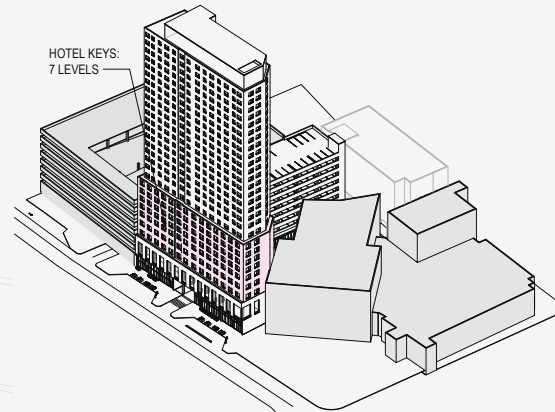
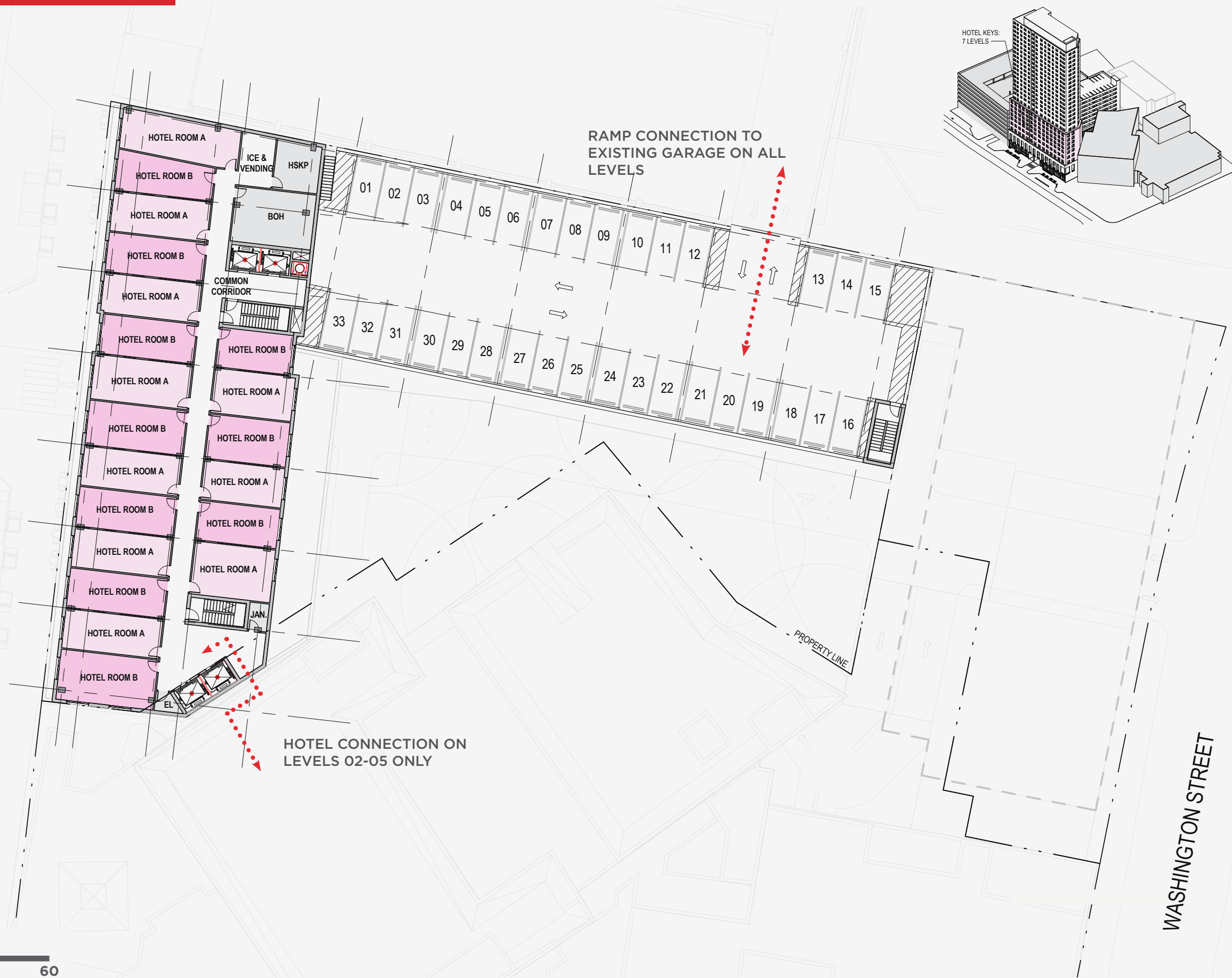
(ONE-WAY) TREMONT STREET





LEVEL 08 FLOOR PLAN

(ONE-WAY) TREMONT STREET

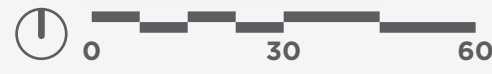


RAMP CONNECTION TO EXISTING GARAGE ON ALL LEVELS

HOTEL CONNECTION ON LEVELS 02-05 ONLY

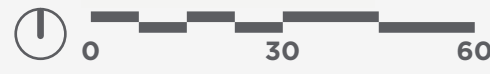
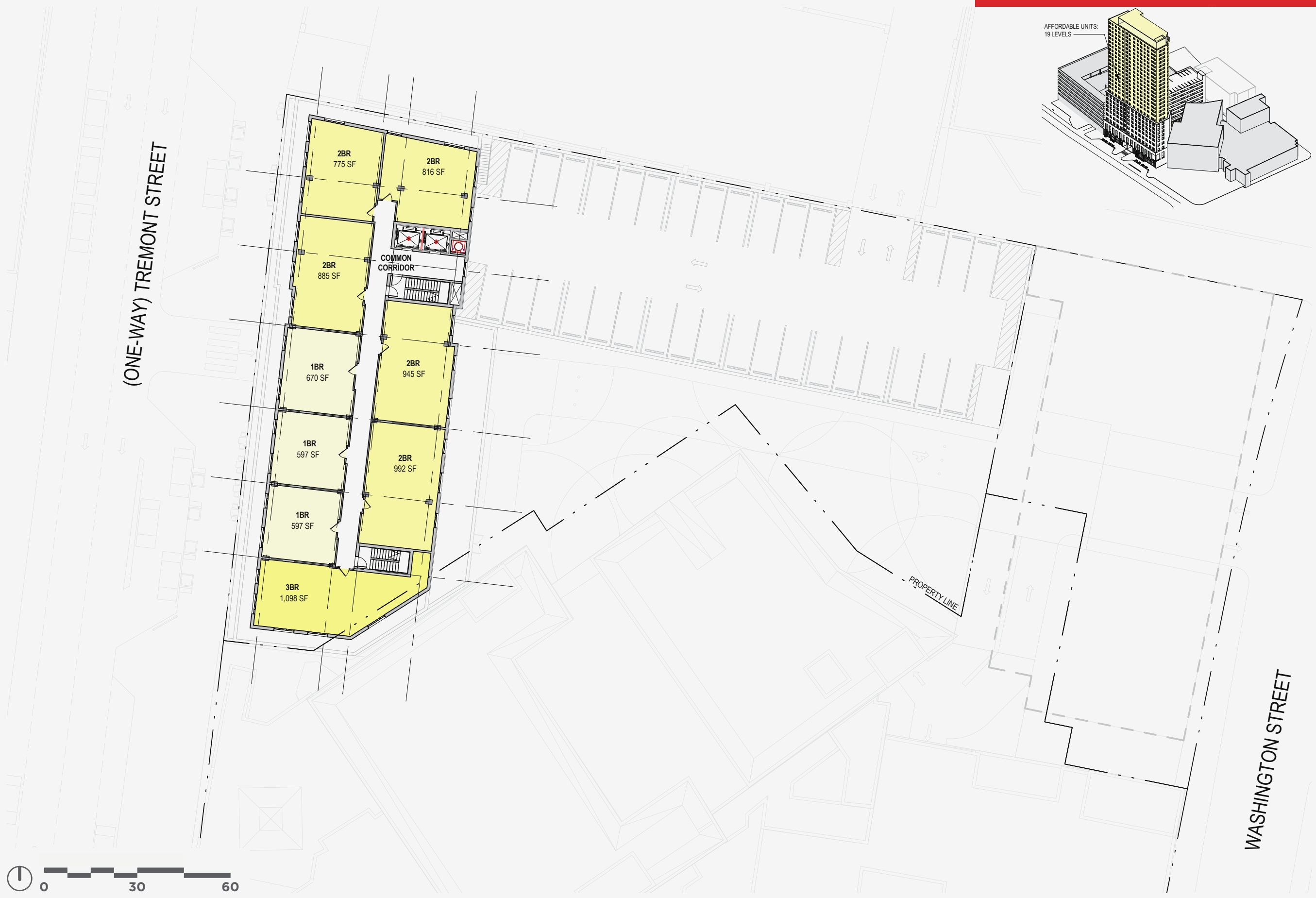
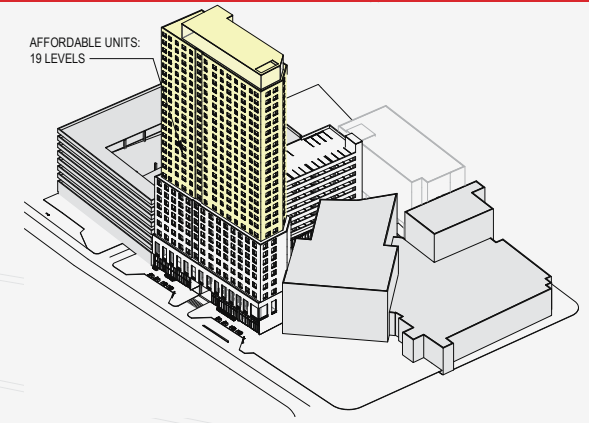
PROPERTY LINE

WASHINGTON STREET



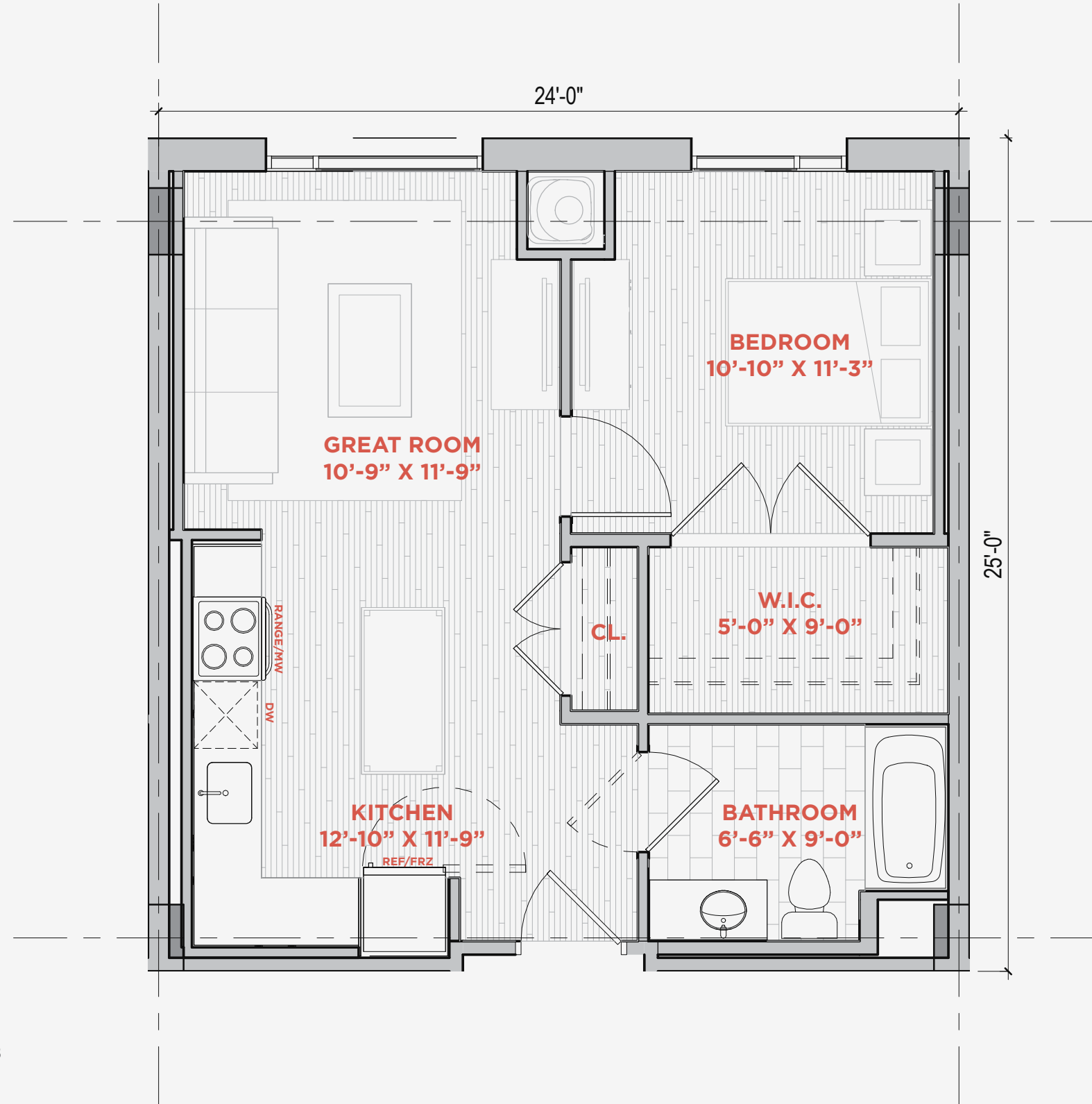


LEVEL 27 FLOOR PLAN



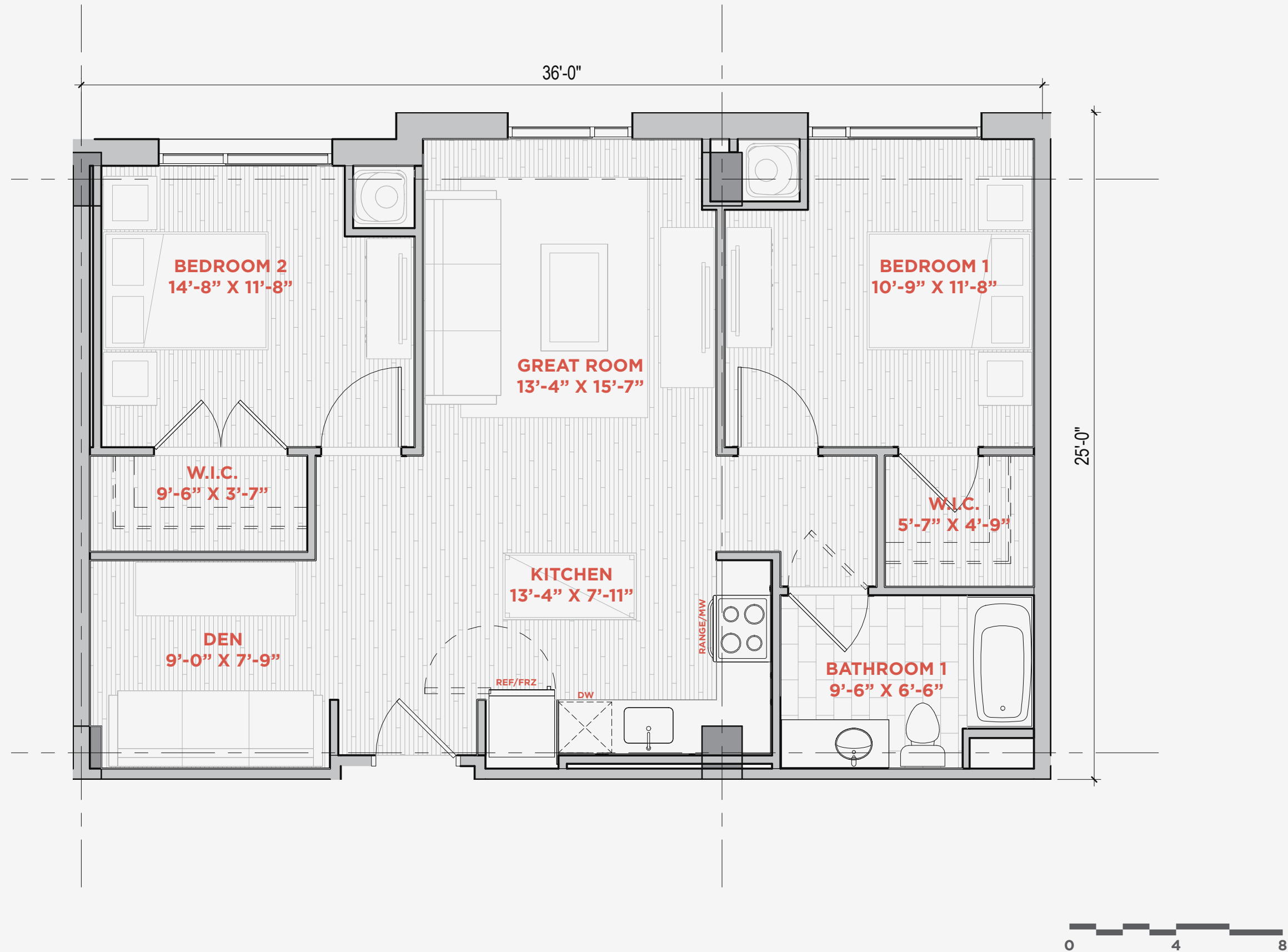


TYPICAL 1 BEDROOM  
FLOOR PLAN



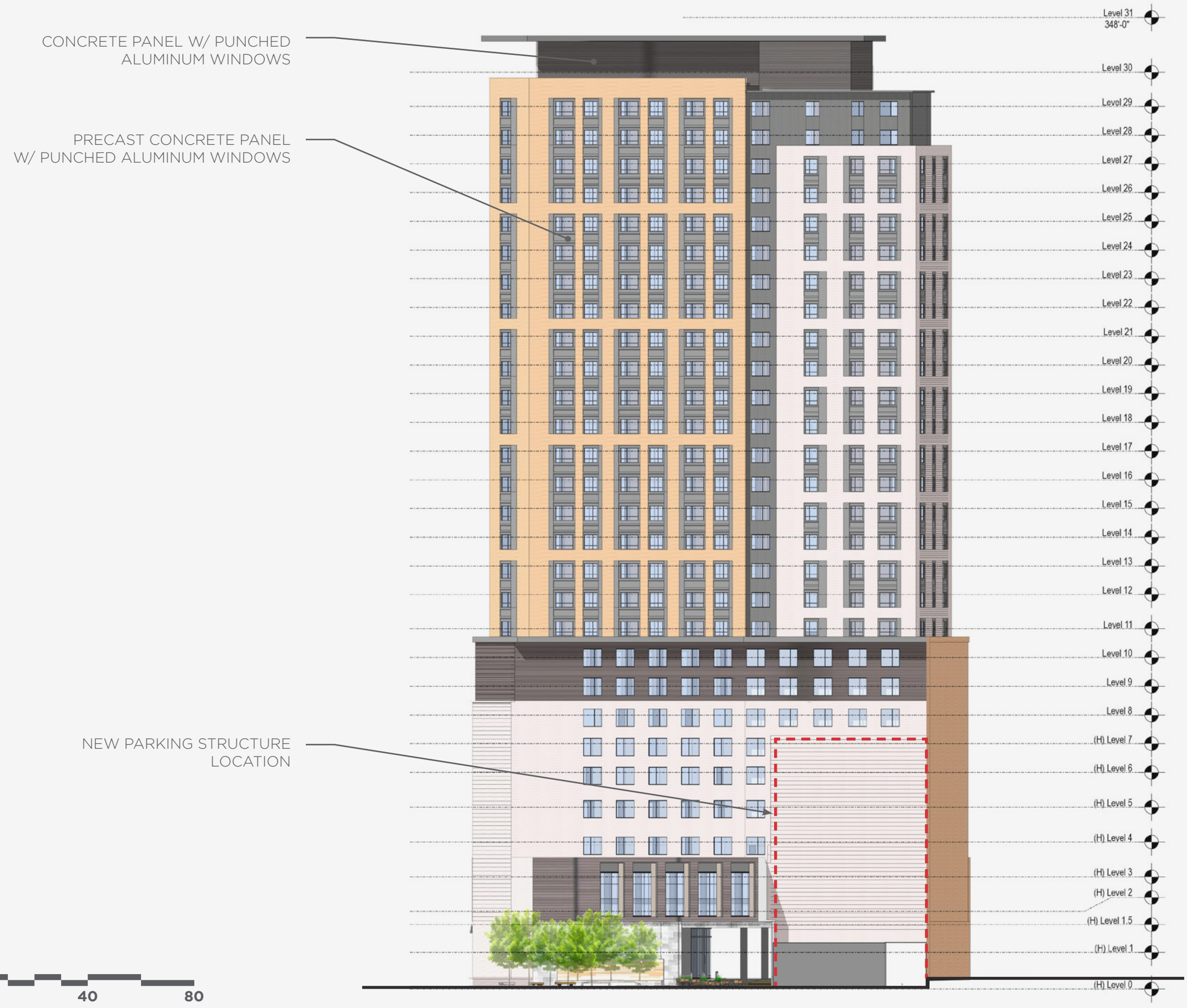


TYPICAL 2 BEDROOM  
FLOOR PLAN

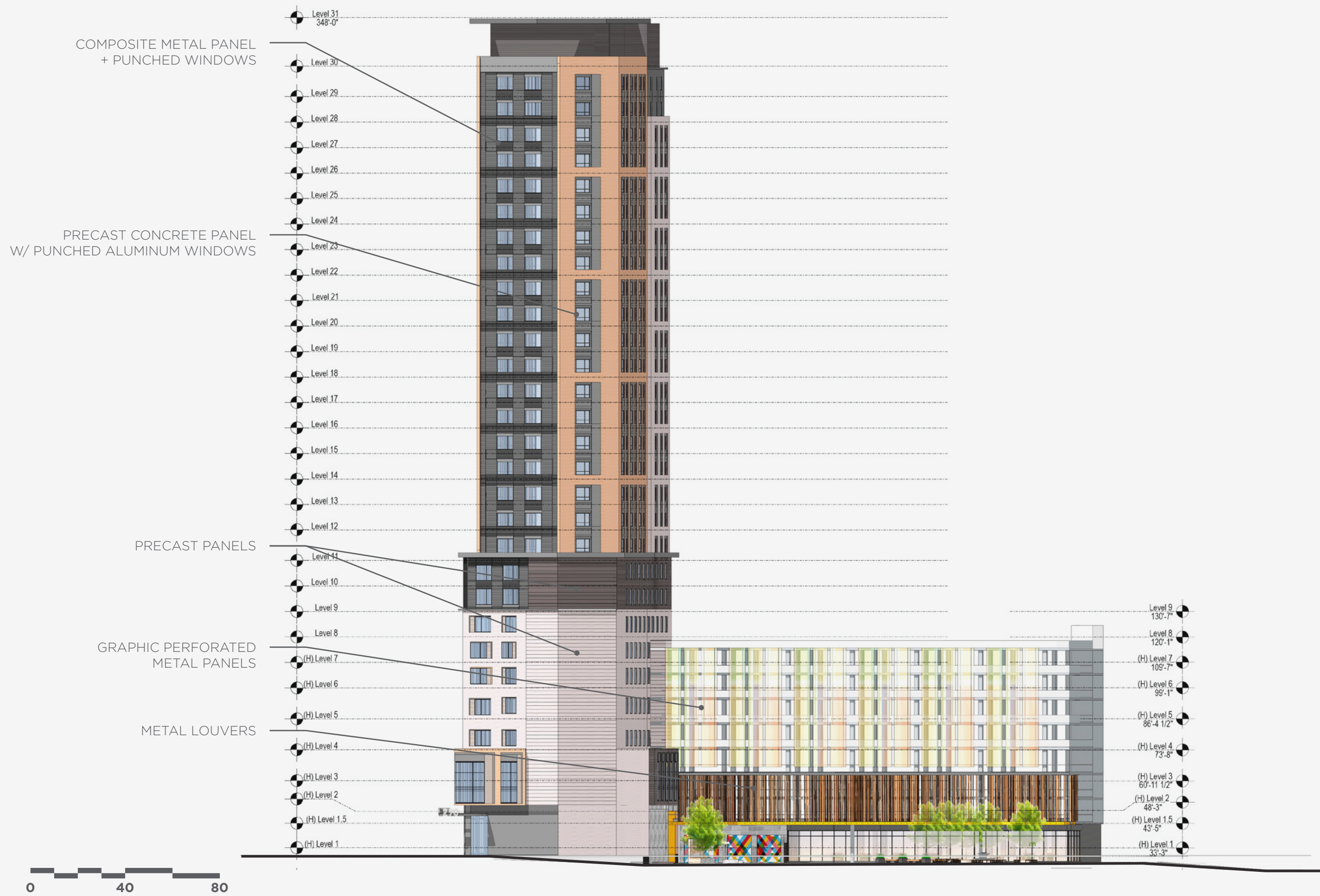




# EAST ELEVATION







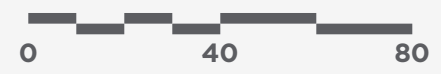
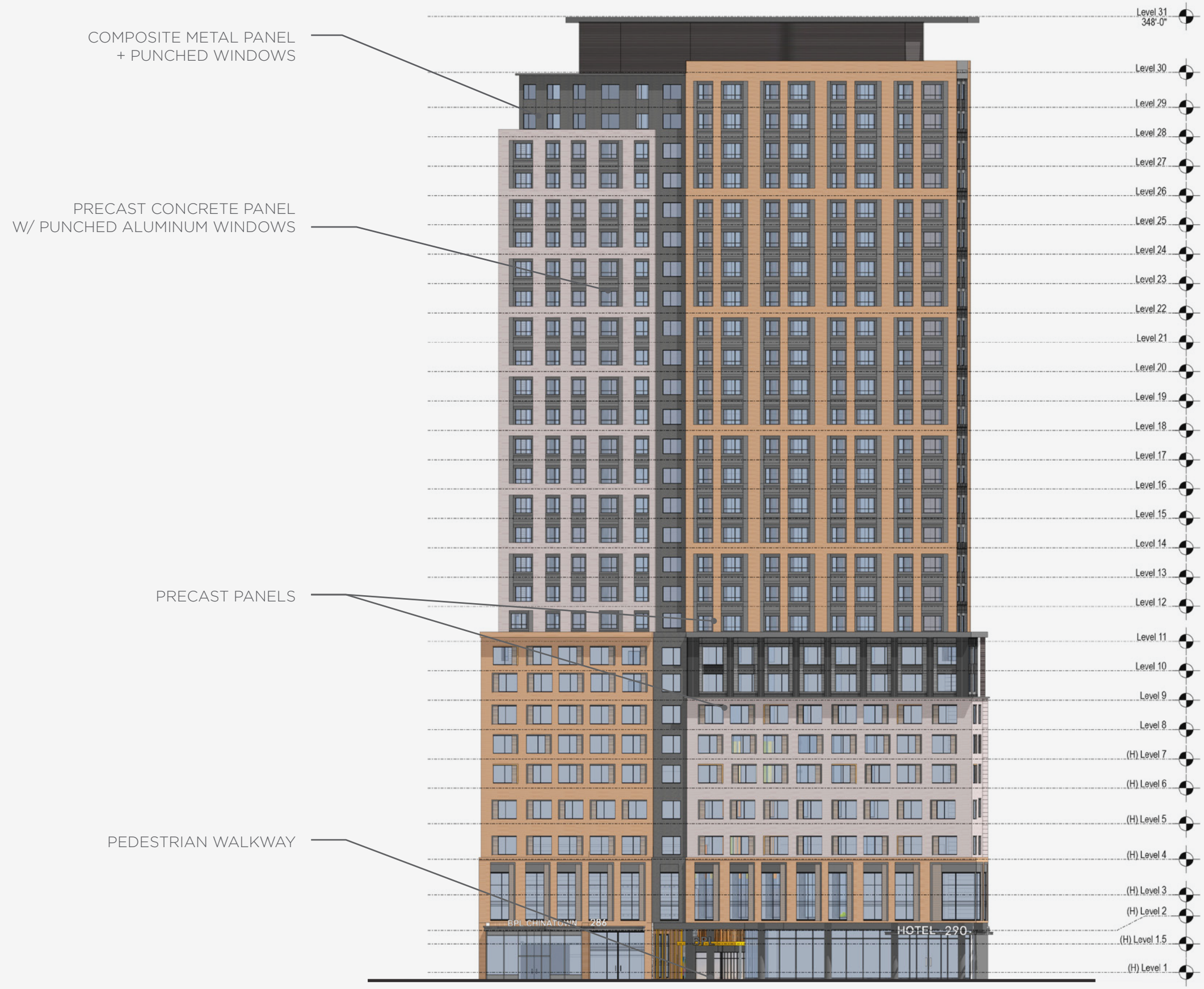
0 40 80



# NORTH ELEVATION

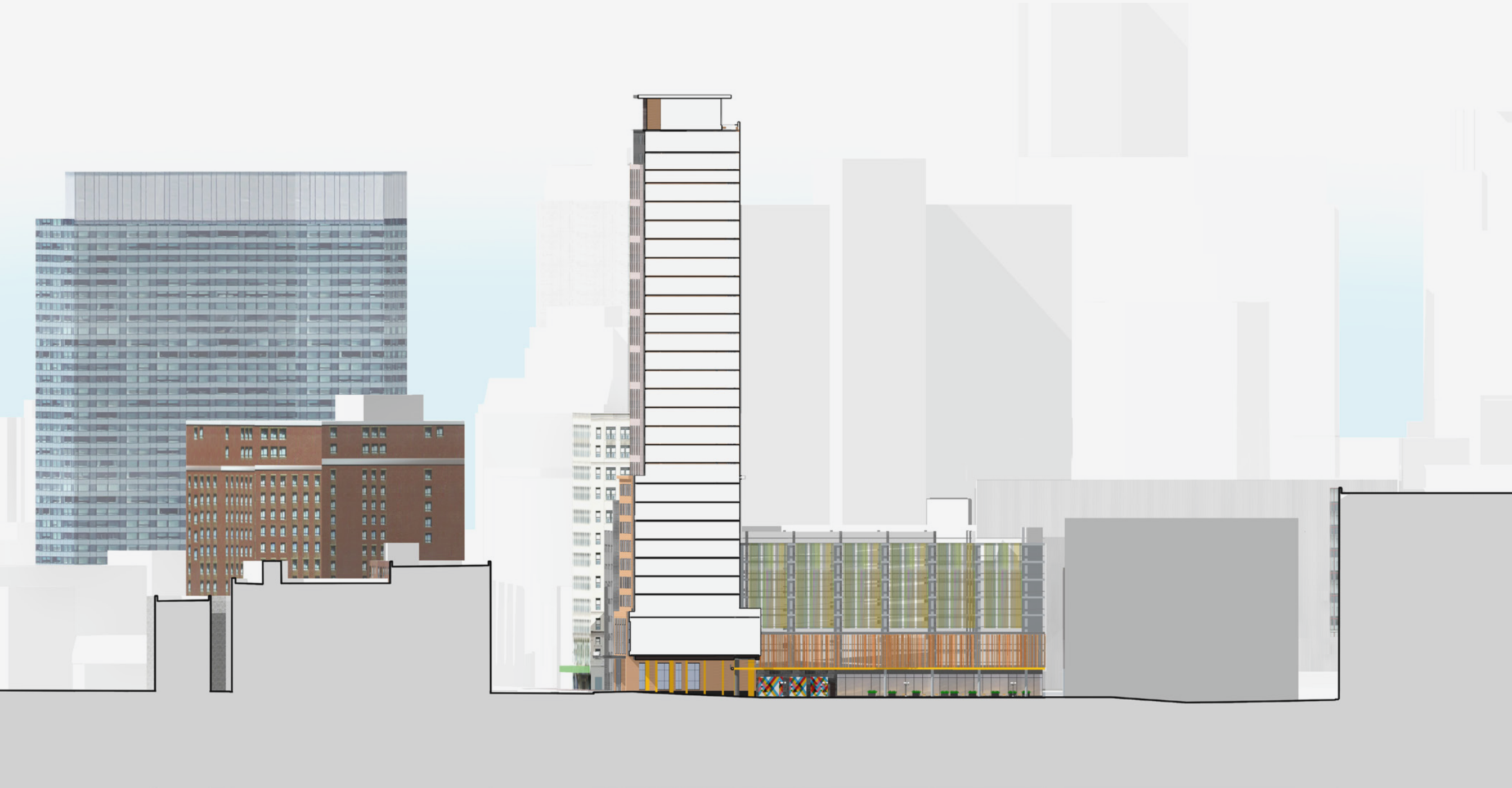




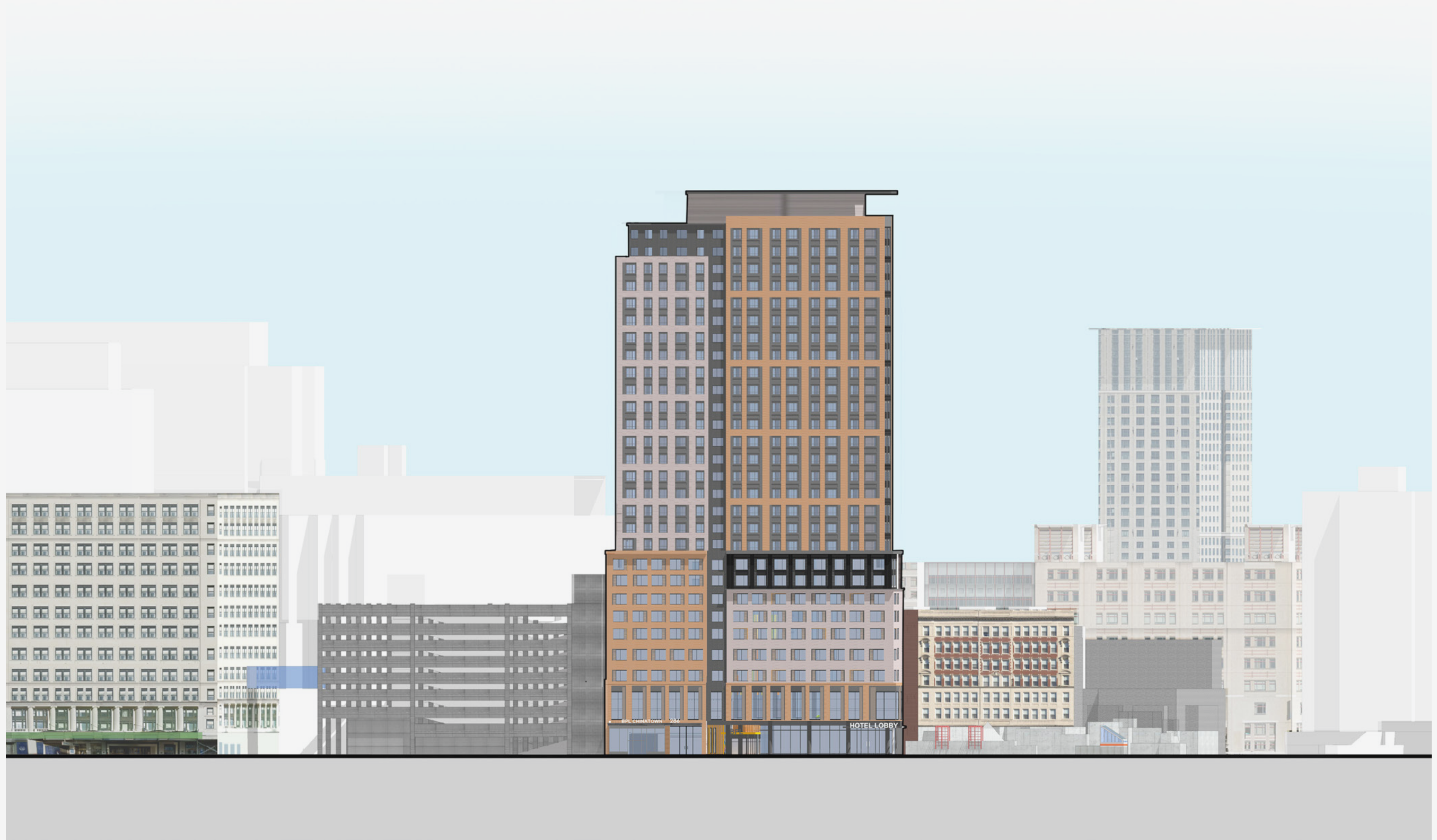




COURTYARD ELEVATION







0 60 120





## RESILIENCY AND SUSTAINABILITY

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Sustainability and resiliency are fundamental to the design intent for the development team. We are eager to find opportunities to not only create a high-performance residential space for the Chinatown and South Cove area, but also to enable equitable use of the building's amenities. The design team is particularly cognizant of the changing environment that Boston will face with increasing severity and frequency. The approach to the building includes sustainability and resilience goals for the building systems, site design, stormwater recharge, and community interaction. The intent of the building design is to maximize the opportunity to improve the lives of those who visit, stay, and live in the building and by engaging the greater community at large through successful integration of the project's sustainability and wellness principles. This project is aspiring to achieve LEED Gold certification.

The design team has set aspirational goals incorporating the natural environment to help create a building whose occupants' health and wellness is a priority.

### OVERALL PROJECT OUTCOME GOALS

- Reduce fossil fuel consumption using electric-based systems
- Encourage activity and wellness for occupants, visitors, and guests through the active use of its green space and on-site bikeshare program
- Consider water reduction targets of 30% or more compared with a comparable building
- Maximize opportunities for autonomous daylight
- Decrease noise pollution within the building with acoustic design standards
- Reduce the heat island effect with light roofing material, on-site green space, and where appropriate, permeable pavement
- Create demand-responsive system design accommodating the occupancy, but reducing demand when spaces are unoccupied
- Minimize stormwater recharge-loss using infiltration measures including environmentally sensitive site design
- Elevate vital equipment and connections that would be affected by extreme rain/storm and climate events
- Locate sloped sidewalks to direct stormwater into the greenspace for stormwater recharge detention
- The site lies within the Groundwater Conservation Overlay District, so we will capture rain water for ground water recharge to protect adjacent foundations
- Increase envelope insulation: walls, windows, and roofs that are sealed and insulated to keep heat in during winter and out during summer — especially important during blackouts





## DESIGN GOALS

To comply with Boston's overall sustainability and resilience goals, the Parcel 12 project in the South Cove Urban Renewal area will generate equitable and affordable housing opportunities, green space to foster a burgeoning community, resource-cognizant design, and secure connections to the neighborhood fabric and history.

We intend to incorporate key strategies to accommodate the Boston Resiliency and Sustainability goals within this project:

### **Design/Architecture**

The building project envisions incorporating a community green and play space, community media center and library with flexible use space, as well as exterior fabric that aligns with the local architecture and preserves energy efficiency within the building's structure.

### **Location-awareness and resiliency**

The project understands that walkability and bicycle transit are fundamental to this location in Boston. The Resilient Boston report states that the reliance on public transit continues to be vital for those living and working in Boston, but that it is threatened by major storm events. This project envisions alternative transportation, including a walkable site, bicycle storage, and community gathering spaces as resilient strategies to ensure both occupant health and safety and the building's longevity.

### **Energy**

The project anticipates a dynamic approach to its energy consumption. The ideal system will need to support multiple uses and occupancies, and could take advantage of building energy throughout the uses to strategically reduce its impact. This will include using a form of heat pump that takes advantage of heating and cooling simultaneously (for different loads across the space), as well as the potential to share the heating, resulting in the cooling systems to pre-heat the domestic hot water.

### **Envelope**

The project proposes an architectural design that complements the existing neighborhood fabric and includes a resilient approach to energy use. The concept will be a well-insulated concrete paneling system that uses the envelope components' thermal materiality to enable thermal breaks between the external and internal environments.

### **System Dynamics**

The team will be incorporating demand-responsive design into its systems; this approach ensures that the systems are operating optimally for the use of that space, but do not operate (in excess) when the spaces are unoccupied. These heat pump systems will also take advantage of various loads throughout the space by exchanging heating and cooling only as demanded by individual spaces. Additionally, the project will seek opportunities to evaluate combined heat and power, photovoltaic energy production, and other sources of energy that may result from system heat exchange or rooftop wind propulsion.



**ENERGY EFFICIENT BUILDING SYSTEMS**

- Emergency generator serving both critical and standby loads for tenant use
- 100% outside air energy recovery units serving residences
- Natural gas cogen system serving residences hot water and heating
- High efficiency Condensing water heaters
- High efficiency Condensing boilers
- Demand Response Systems



**ENERGY EFFICIENT RESIDENCES**

- 100% outside air energy recovery units
- LED Lighting
- Energy Star appliances
- Low flow fixtures
- Operable windows
- Heat Pumps/Recovery



**ENERGY EFFICIENT HOTEL**

- 100% outside air energy recovery units
- Energy star equipment
- Low flow plumbing fixtures for all core spaces
- LED Lighting, photocell and occupancy controls



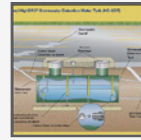
**HEALTHY INTERIOR ENVIRONMENT**

- Noise reduction
- Smoking ban
- Recycling
- Occupant controls
- Healthy entries
- Lead & Asbestos-free
- Mold-resistant materials



**STORM WATER MANAGEMENT**

- Stormwater retention tanks for greywater system.
- Condensate recovery, storage and reuse
- Rainfall capture & recharge
- Pervious paving
- Groundwater recharge



**FITWELL**

- Accessible Stair Design
- Walkable Amenities
- Playground & Open Spaces
- Resident Comfort
- Emergency Preparedness



**PARKING**

- Reduced Parking
- Electrical Vehicle Charging



**PV PANELS**

- Provide energy
- Back up power source
- Green Roofs



**LANDSCAPED AREAS**

- Green Amenity Space
- Decrease and filters storm water runoff
- Reduce Heat Island Effect
- Increased Biodiversity
- Reflective, Porous Paving
- Enhanced Pedestrian Spaces
- Indoor/Outdoor Fitness

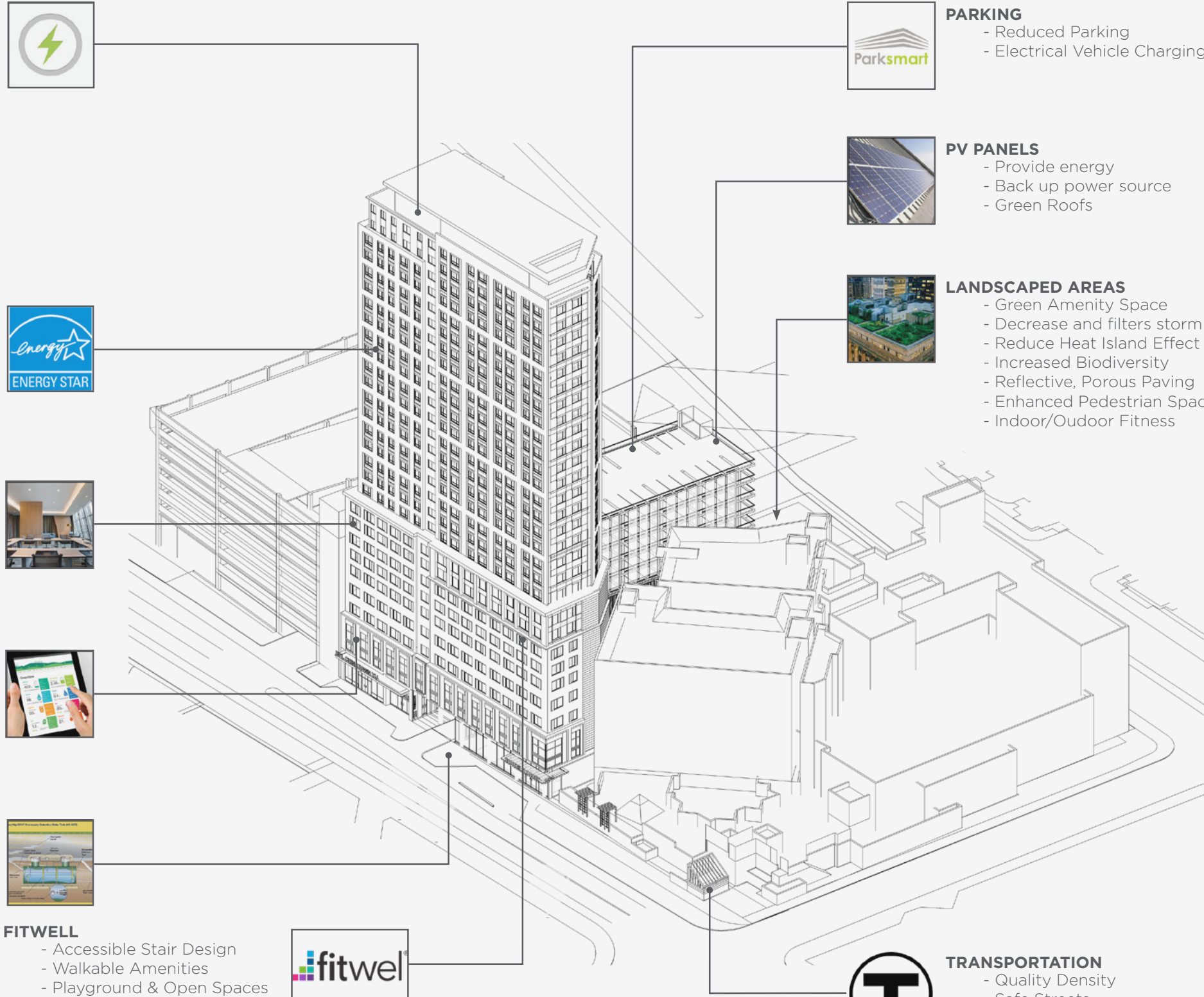


**TRANSPORTATION**

- Quality Density
- Safe Streets
- Sidewalk Amenities
- Walking Bike Trails
- Bike Facilities & Amenities
- Commons



**Sustainable Design Aspirations**







## CERTIFICATIONS

- The project is striving to achieve LEED Gold. The project will incorporate strategies for energy and water use reduction, increased environmental comfort and quality, and innovative approaches such as demand-management throughout the building to reduce the utility burden for owners and occupants.
- The project will also evaluate the potential for a FITWEL certification which promotes occupant health, wellness, community engagement and emergency preparedness:
  - Fitwel is a low-cost, high-impact evidence-based building certification standard that was developed by experts in public health and design, including the Centers for Disease Control and Prevention (CDC) and the General Services Administration (GSA), to foster positive impacts on building occupant health and productivity through improvements to design and policies. For instance, Fitwel promotes health and fitness by promoting healthy vending, activating egress paths so users will want to use the stairwells and by incorporating amenities that promote community engagement.
  - For affordable housing properties, Fitwel offers an opportunity to access a new financial incentive from Fannie Mae. As of today, Fitwel is the only certification system that qualifies access to Fannie Mae's Healthy Housing Rewards initiative, which offers below market rate loan pricing for borrowers who incorporate health-promoting design features into their newly constructed or rehabilitated multifamily affordable rental properties.

## LEED GOALS

The project will be aiming toward LEED v4 Gold certification. To that end, there are many credits that will be pursued, but a few are specifically worth mentioning:

### Demand Response Programming

The project team will evaluate the options for including a system with the capability for real-time, fully-automated DR based on external initiation by the local utility (Eversource).

### Bicycle Facilities/Program

The project intends to exceed the bicycle storage requirements for LEED, and to partner with a local bicycle company that can provide both bicycles and helmets for shared use.

### Carbon-reduction in energy use

The optimized energy use credit rewards energy use cost reduction, however, the heat pump system uses slightly more expensive electric energy but reduces overall fossil fuel consumption. This goal will help Boston with its carbon neutrality goal.

### Heat Island Reduction

The project will include light/green roofs where applicable and will also include an activity-enabled green space.

### Rainwater Management

The green areas will be planted trees that can absorb water from storm events. Native plantings, where applicable, will also be selected to reduce the demand for potable water irrigation.

### Indoor Water Use Reduction

The project will specify low water use fixtures for all residential units – including toilets, lavatories, showerheads, and appliances.

### Building Product Disclosure and Optimization

The project team will be seeking to use materials that are responsibly sourced and manufactured through the verification process required in the LEED materials/resources credits for Product Disclosures.

### Thermal Comfort Design

It is vital to the project team that thermal comfort is at the core of the design for tenants, guests, and residents. This will include requirements to adhere to ASHRAE 55 as a design standard.

### Daylight

The project will be maximizing opportunities to balance available and useable daylight to offset electrical lighting.





## ASPIRATIONS

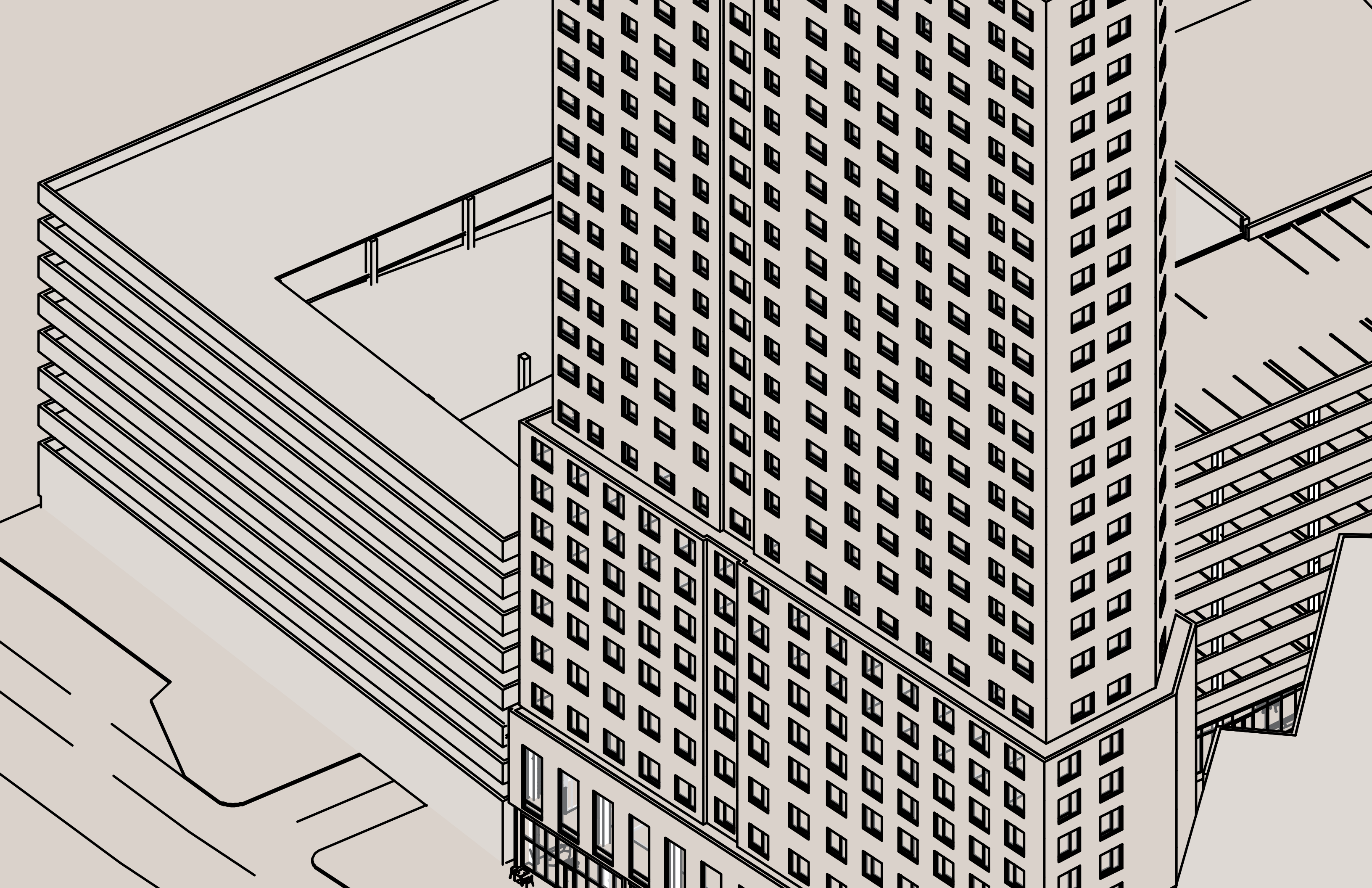
The project team will seek opportunities to further enhance the design and the site potential for balancing energy use, water use, site management, and community engagement. We are excited to investigate the options that might appeal to the occupants and the city and offer additional goals beyond LEED. Although this list will be evolving, our initial concepts include:

- Pursue certification via the FITWEL standard
- Investigate options for using cogeneration and potential solar power during blackouts: provides cost-effective hot water and electricity, and backup power for fire alarms, lighting, and water pumps
- Analyze system options to enable setback controls in community spaces that allow the building to function as a community meeting place during an emergency
- Enable natural ventilation use during applicable climate events where possible
- Consider renewable energy options such as PV where feasible (on the roof of the garage, for instance)
- Consider Parksmart certification for the new garage, which looks at the impact of a garage structure's sustainability life cycle starting with construction and continuing through operations
- Design a water/water vapor resistant façade

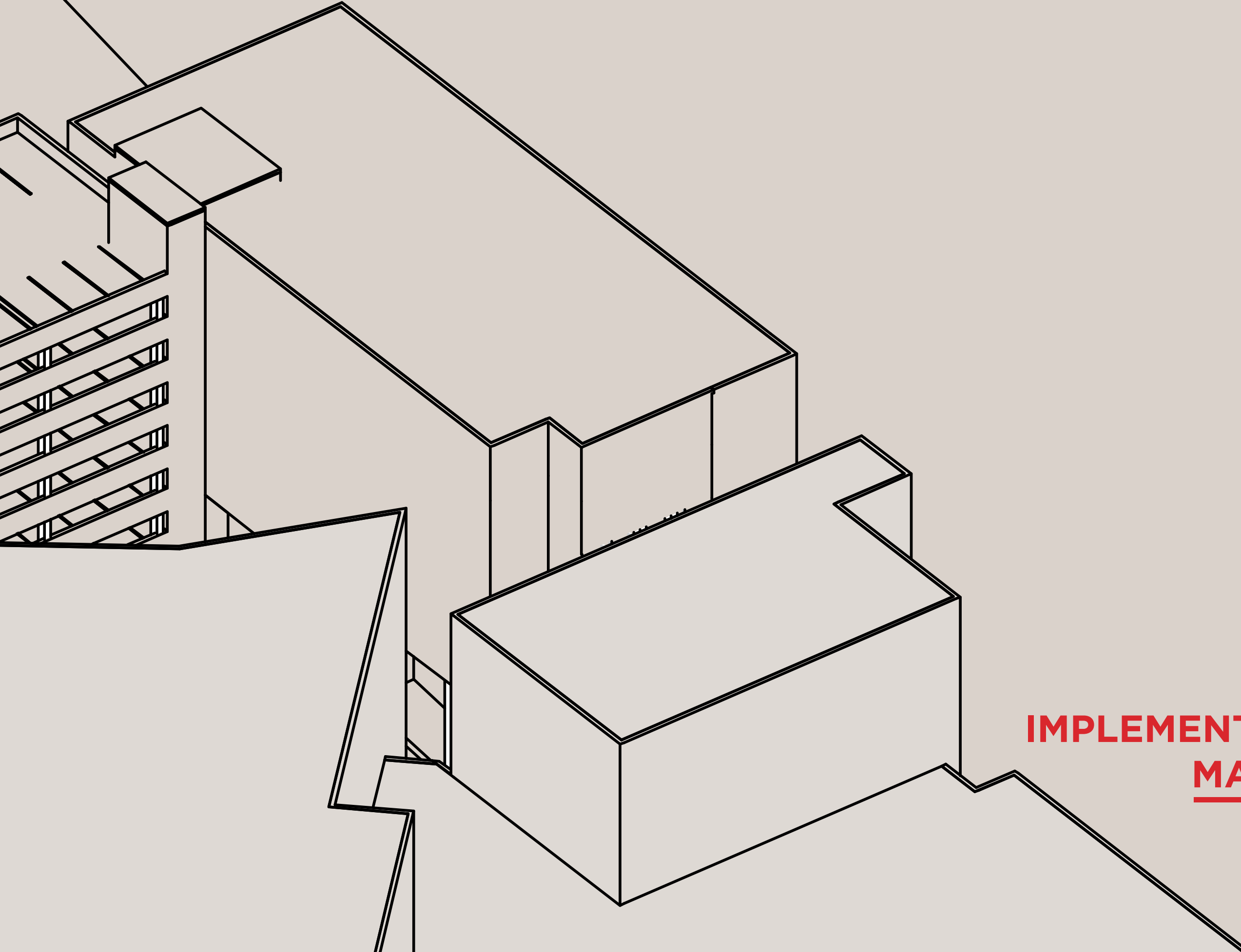












**IMPLEMENTATION AND  
MANAGEMENT**

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## PROJECT FINANCIAL PLAN AND TIMELINE

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A comprehensive ground-up sources and uses of funds, design-informed construction pricing and budget exercise for each distinct component of the overall project has been completed and then consolidated into a total project budget and capital plan. The total project cost is an estimated \$174 million with approximately \$100 million coming from a project construction lender. The equity will be in place at the project start from available funds in the case of Corcoran Jennison, Millennium Boston and Tufts Shared Services, Inc. or accessible funds for Asian CDC through a carefully planned low income housing tax credit structure similar to what they and their consultant team have done in the past.

Once the project construction is completed, a master condominium or similar legal structure will be established with each component of the program having its own unit on an individual unsubordinated groundlease. The construction loan will be paid off by either permanent loans identified up front, or the sale of affordable condominiums. Millennium Boston will take the lead on securing the construction loan for the overall group using their existing lead construction lenders and providing the guarantees that the institutions will require. This information is detailed in the Financial Submission including letters of interest from the expected lenders.

Creating a mixed-use project of this size with four different participating team members demands an understanding of the complexity of the challenges and the potential opportunities that lie ahead. It is a responsibility the members of the joint venture recognize and willingly take on. It is also a responsibility that the participating organizations can comfortably shoulder. Each organization comes with a wealth of experience in successfully completing projects of this nature. The proposed joint venture commits to the proposed schedule and to working in true partnership with the City of Boston and the community.

All four entities in the joint venture have worked to develop a schedule that is consistent with their respective funding schedules and development timelines, and this information is incorporated in the proposed pre-construction and permitting timeline indicating the project is to be built in a single phase.







Nitsch Engineering did a preliminary existing utilities review surrounding the proposed project site, the proposed connections required to provide service to the new structure, and any impacts on the existing utility systems that may result from the construction of the proposed project. Here are some of their findings:

### **EXISTING SEWER UTILITIES**

There are existing Boston Water and Sewer Commission (BWSC) sanitary sewer mains and combined sewer mains located in Tremont Street and Washington Street adjacent to the project site: (1) There is a 12-inch sanitary sewer beneath Tremont Street that flows in a southerly direction. (2) There is a 10-inch sanitary sewer beneath Washington Street that flows in a southerly direction. (3) There is a 42-inch combined sewer beneath Washington Street that flows in an easterly direction. Each sewer adjacent to the project site flows to a combined sewer main and ultimately to the Deer Island Waste Water Treatment Plant. There are currently no known sewer services at the project site.

The sewer services for the building will likely connect to the 12-inch sanitary sewer in Tremont Street. We will work with BWSC to determine which options work best. In addition, the project will contribute to the Boston Water and Sewer Inflow/Infiltration program.

### **GROUNDWATER MONITORING AND REPLENISHMENT STRATEGY**

286-288-290 Tremont Street is located within the Groundwater Conservation Overlay District, which is overseen by the BPDA. The project will comply with Article 32 by promoting infiltration of stormwater into the ground by capturing within a suitably-designed system a volume of rainfall equivalent to no less than 1-inch across the impervious portion of the site. Different approaches to stormwater recharge management will be assessed during the design process. It is anticipated that the stormwater recharge systems will work to passively infiltrate runoff into the ground with a gravity recharge system under the proposed one-way drive or a combination of storage tanks in the building and pumps to recharge wells under the Tremont Street sidewalk.



## READY TO DELIVER

If Asian CDC, Corcoran Jennison, Millennium Boston and Tufts Shared Services are fortunate enough to be designated, we will build 286-288-290 Tremont in a single phase, beginning immediately after achieving the final project approvals. We can confidently make this commitment because:

- The project goals align with the community goals
- Abutters' goals are incorporated into the design of the development
- Each team member has the financial resources and ability to come up with its respective portion of the project equity
- Millennium Boston maintains a long-established and successful relationship with HSBC Bank USA and Helaba, leading global debt providers
- Millennium Boston has financial resources to provide their project equity
- Asian CDC has a successful track record of raising equity and securing financing
- Tufts Shared Services, Inc. has an existing garage that is over-capacity and can be leveraged toward financing
- Corcoran Jennison has, on its own, the financial resources to provide the project equity required for the hotel expansion
- This proposal is presented in full confidence that the outcome of the public-private collaborative process will result in a responsive design, meeting the goals of the city
- Asian CDC's most recent experience at Parcel 24 (66 and 88 Hudson) confirmed that there is tremendous demand for affordable rental and homeownership units, with over 4,400 applications for the 95 LIHTC rental units at 66 Hudson, and nearly 1,600 applications for the 51 homeownership units at 88 Hudson. As the residential component of the project is 100% affordable, it is not subject to the peaks and valleys of market rate housing.
- The project team is intact, in place, focused, tested, eager and ready, and experienced in projects of this scale
- The team is respected as a market leader in both construction performance and integration of mixed-use projects of this size into the community



# REGULATORY APPROVAL TIMELINE

## 286-288-290 TREMONT STREET REGULATORY APPROVALS

The project site is located in the “General Area” and Housing Priority Area of the Midtown Cultural District under the Boston Zoning Code and in the South Cove Urban Renewal Area, Project No. Mass. R-92. The project site is also located within an Urban Renewal Overlay District subject to “U\*” designation (a “U District”), a Restricted Parking (Overlay) District and the Groundwater Conservation Overlay District under the Code.

We collectively look at a project in a larger context outside of the strict property lines. In this regard, we hope our project facilitates continued revitalization by our neighbors both in design collaboration and in implementation including cooperation in permitting.

The proposed project complies with the existing requirements of the South Cove Urban Renewal Plan, and no amendment to the Plan is anticipated. For zoning, we anticipate entering into an agreement with the BPDA pertaining to the U District and obtaining necessary approvals with respect to the Groundwater Conservation Overlay District to permit construction of the project. We anticipate working cooperatively with our neighbors to facilitate future development on those sites in a thoughtful manner.

In addition, we are prepared to undergo rigorous State Environmental Review and City Article 80 Large Project Review, and we understand and have experience with the myriad of other public agency and community reviews. Most importantly, our approach to obtaining all applicable public sector approvals is to fully engage in the process with all stakeholders. Our experienced and diverse team is well equipped for this process.

Below is a list of permits and approvals that may be required for 286-288-290 Tremont Street, as applicable.

### LOCAL

- 1. Boston Redevelopment Authority / Board of Appeal**
  - a. Ground Lease / U District
  - b. Article 80B Large Project Review and Related Agreements and Disclosures
  - c. Certification of Compliance and Consistency
  - d. Groundwater Construction Overlay District Approval
- 2. Boston Transportation Department**
  - a. Transportation Access Plan Agreement
  - b. Construction Management Plan
- 3. Boston Civic Design Commission**
  - a. Design Approval
- 4. Boston Parks Department**
  - a. Construction Approval if building within 100’ of a park
- 5. Boston Water and Sewer Commission**
  - a. Site Plan Approval
  - b. Connection, Cross-Connection and Extension Permits
  - c. Construction Dewatering Permits
- 6. Boston Air Pollution Control Commission**
  - a. Parking Freeze Permit
- 7. Boston Inspectional Services Department**
  - a. Foundation Permit
  - b. Building Permit
  - c. Certificate of Occupancy
- 8. Boston Committee on Licenses**
  - a. Permit to Erect Parking Garage / Flammable Storage License
- 9. Boston Public Improvement Commission**
  - a. Specific Repair and/or Canopy Approvals
  - b. Street and Sidewalk Occupancy Permits
  - c. Tieback approval and possible curb cuts

- 10. Boston Fire Department**
  - a. Fuel Storage Permit
  - b. Equipment and Access Permits

### STATE

- 1. Executive Office of Energy and Environmental Affairs**
  - a. Massachusetts Environmental Policy Act Review / Approvals
- 2. Department of Environmental Protection**
  - a. Construction Notices
  - b. Source Registration for Emergency Generator
  - c. RAM Plan and completion certification if necessary
  - d. Boiler Emissions Approval; Emergency Generator Emissions Approvals; Air Plan Approval; Fossil Fuel Utilization Permit if necessary
- 3. Massachusetts Water Resources Authority**
  - a. Construction Dewatering Permits
- 4. Massachusetts Historical Commission**
  - a. Determination of No Adverse Effect
- 5. State Building Code Appeals Board**
  - a. Variances from Building Code if necessary

### MBTA Approvals

### FEDERAL

- 1. Environmental Protection Agency**
  - a. National Pollution Discharge Elimination System Permits/Notices
- 2. Federal Aviation Administration**
  - a. Determination of No Hazard to Air Navigation





## MANAGEMENT PROGRAM

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Upon completion of the project, a condominium association or similar owner's association will be established to manage property operations. A site-specific Management Plan will be the product of the combined expertise of the joint venture partners, identifying efficiencies through shared services while maintaining the level of excellence commensurate with the esteemed reputations of the four participating entities. Management Plan components include the following premises:

- Corcoran Jennison's hotel expansion will expand on an existing successful management plan,
- Tufts Shared Services garage expansion will expand on an existing management plan,
- Asian CDC, coming with its successful track record managing units will leverage Millennium Boston's IDP affordable units to create an highly efficient plan for the residential component of the project.

Asian CDC has a longstanding relationship with Maloney Management, a women-owned firm and certified SOMWBA enterprise that is an experienced and well-known managing agent of multifamily housing sites throughout Massachusetts. Their portfolio boasts a substantial number of affordable housing clients, including three tax-credit sites in Chinatown for Asian CDC:

- Oak Terrace Apartments (88 units)
- Tremont Village (20 units)
- 66 Hudson Street (95 units)

Beginning in 2018, Maloney will be the condominium manager for the new 88 Hudson Street development, which is the 51-unit all-affordable homeownership project on Parcel 24.

Maloney has had notable success in hiring and retaining local professional Chinatown managers with essential language and cultural skills to serve neighborhood residents. Their organization provides significant efficiencies and economies of scale and the ability to augment its management staff and capacity to operate this project. Maloney Management's participation is one example of the efficiencies being identified and evaluated to leverage the benefits of our experience and achieve cost reductions to operate the affordable units.







# BOSTON JOBS POLICY PLAN AND DEVELOPMENT

## PARCEL P-12C DIVERSITY AND INCLUSION PLAN

The project team wishes to promote economic inclusion and equity in the development of Parcel 12 by providing project participation, access and training opportunities to people of color, women and Minority and Women-Owned Business Enterprises (“M/WBE’s”). The proponents view this as a project for all Bostonians, and hope that successful implementation of this plan will help change the real estate infrastructure in the City of Boston. We believe this plan is multi-faceted, involves strategic partnerships, and ultimately helps seed change for future projects. Enclosed herein please find our Diversity and Inclusion Plan (“Plan”).

## DEVELOPMENT/OWNERSHIP

This is a project partnership of neighbors, Asian CDC, Corcoran Jennison, Millennium Boston and Tufts Shared Services, Inc., each of whom has a broad and diverse set of skills and interests. In coming together, there is an inherent demonstration of the core beliefs set forth in this Plan in all four of our respective organizations. The Asian CDC, a minority owned not-for-profit organization and leading community-based organization serving the Chinatown neighborhood, is an active and significant partner in this project. For over 30 years they have successfully served a critical community need by providing affordable housing community support to Boston’s Chinatown community, Asian immigrants and other low income families.

## CONSTRUCTION

Full consideration will be given to the detailed Diversity and Inclusion Plans, which construction managers will be required to submit as part of their proposal on this project. We will require that either MBE or WBE firms perform a total of 20% of the total value of construction contracts.

Our construction workforce goals for the project’s 600 union workers:

- 51% of total construction employee work hours in each trade to be City of Boston residents
- 40% of total construction employee work hours in each trade to be minorities
- 12% of total construction employee work hours in each trade to be women

These construction workforce numbers are reinforced by the Boston Residents Jobs Policy Program.

Both the 20% M/WBE and project goals outlined above shall be written into all construction contracts. We will include incentives to ensure that we are maximizing these positive outcomes. We realize that not all construction subcontractors participate equally in the available construction work, so to ensure smaller M/WBE firms feel encouraged to participate in the project, construction subcontracts will be divided into smaller bid packages. In addition, due to the multiple uses on the project, there are opportunities to subdivide subcontracts between the hotel and affordable housing, for example, which will distribute the construction work. Pairing opportunities between smaller subcontractors that have not had experience building a complex high-rise project and those that have built at this scale, we believe these trade partnerships will help promote and expand opportunities to those who have been marginalized.

We also realize that representative membership within specific trades is lacking, which requires expanding the future pipeline. One potential path is to engage and partner with pre-apprenticeship training programs such as Building Pathways or Youth Build. Some of these programs are able to take it a step further by working directly on this project. Another means is to engage the building trade unions to ensure that women and people of color are given more opportunities and access to enroll, engaging in dialogue around project labor agreements to construct positive outcomes. Construction managers will be encouraged to participate in Operation Exit and the Summer Jobs program.





## DESIGN

We are committed to having 20% of the total value of the project's professional service providers (architecture, engineering and other consultants) be either MBE's or WBE's. While we have identified some preliminary design partners to help establish our RFP program, none of these partners have been selected or finalized for the program beyond the RFP stage. We intend to have a detailed Request for Proposal ("RFP") for the design, development and construction of the project beyond the RFP phase, and have assembled a detailed list of M/WBE consultants to consider for the project. We strongly believe that a methodical approach is necessary before finalizing any design contracts, because we wish to have the greatest possible impact with our Plan.

In addition, the project will promote opportunities for people of color and women for both M/WBE's and non-M/WBE's by requiring that firms propose their core team when responding to our RFP. We believe that promotion from within one's own organization will help facilitate and expand these key professional opportunities. Not all design firms have experience with high-rise, mixed-use construction, and we encourage mentorship and partnership programs between firms to help expand this access and these opportunities. This extends to internship programs such as CREST to help foster and grow future professional opportunities within the real estate development industry.

## OPERATIONS

We shall use best faith efforts to ensure that 50% of building service contractors and service providers dedicated to this project are to be City of Boston residents, people of color and women for the 105 permanent jobs created by this project. Significant consideration shall be given to M/WBE's and those businesses that can demonstrate an ability to achieve the project employment goals. In addition, we will encourage community partnerships between residents of the building and the Chinatown community, such as a goal to hire four people that live in the building to work in either the garage or hotel.

Prior to the selection of any third-party service providers for Parcel 12, the proponent will perform a thorough and comprehensive bidding process to ensure the highest quality services are provided. This in-depth process will allow for a more diversified contracted workforce, preferably obtained from the Boston neighborhoods that surround the project. Our bidding process will incorporate site-specific, thoughtful Requests for Proposal (RFP), work scopes and multiple site visits to ensure each potential service provider has the understanding and capability to service Parcel 12. An important part of our bidding process will be to make certain that all third-party service providers' demographic makeup is representative of the City of Boston.

Prior to a final selection of any new service providers, consideration will be given to service providers that participate and/or partner with government and other City of Boston agencies, such as the Supplier Diversity Program (SDP), a program established to promote supplier diversity in public contracting which includes the following certification designations:

- Minority (MBE)
- Women (WBE)
- Service-Disabled Veteran (SDVOBE)
- Veteran (VBE)
- Lesbian, Gay, Bisexual and Transgender (LGBTBE)
- Disability-Owned Business Enterprises (DOBE)

Similarly, consideration will also be given to third-party service providers that mirror the City of Boston's employment standards, whereas;

- At least fifty (50) percent of the total employee worker hours in each service discipline shall be by Boston residents.
- At least twenty-five (25) percent of the total employee worker hours in each service discipline shall be by minorities; and
- At least ten (10) percent of the total employee worker hours in each service discipline shall be by women







## **SUBMISSION CHECKLIST**

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## APPENDIX H SUBMISSION CHECKLIST

This checklist should be completed and included as part of the proposal submission. If items are not included, a written explanation of why they have been omitted should be included.

### DEVELOPMENT AND DESIGN SUBMISSION

- I. Cover Letter
- II. Development and Technical Approach Narrative
- III. Implementation Plan
- IV. Design Submission

### FINANCIAL SUBMISSION

- Formation Documents
- Financial Documents
- Sources & Uses of Funds and Development Pro Forma (Appendix C)
- Development Timeline
- Rental & Commercial Unit Fifteen Year Operating Pro Forma
- Condominium Sales Pro Forma

### Good Standing:

- Developer's Statement for Public Disclosure and Statement of Qualifications and Financial Responsibility (Appendix D)
- Disclosure Statement for Transaction with a Public Agency Concerning Real Property (Appendix E)
- BPDA and City of Boston Disclosure Statement (Appendix F)
- Certificate of Tax and Employment Security Compliance (Appendix G)

- DIVERSITY AND INCLUSION PLAN** (refer to Appendix M)

- THIS SUBMISSION CHECKLIST** (Appendix H)

- GROUND LEASE PRICE PROPOSAL FORM** (Appendix L)

Any other materials deemed necessary to indicate the development team's ability to satisfy the evaluation criteria.







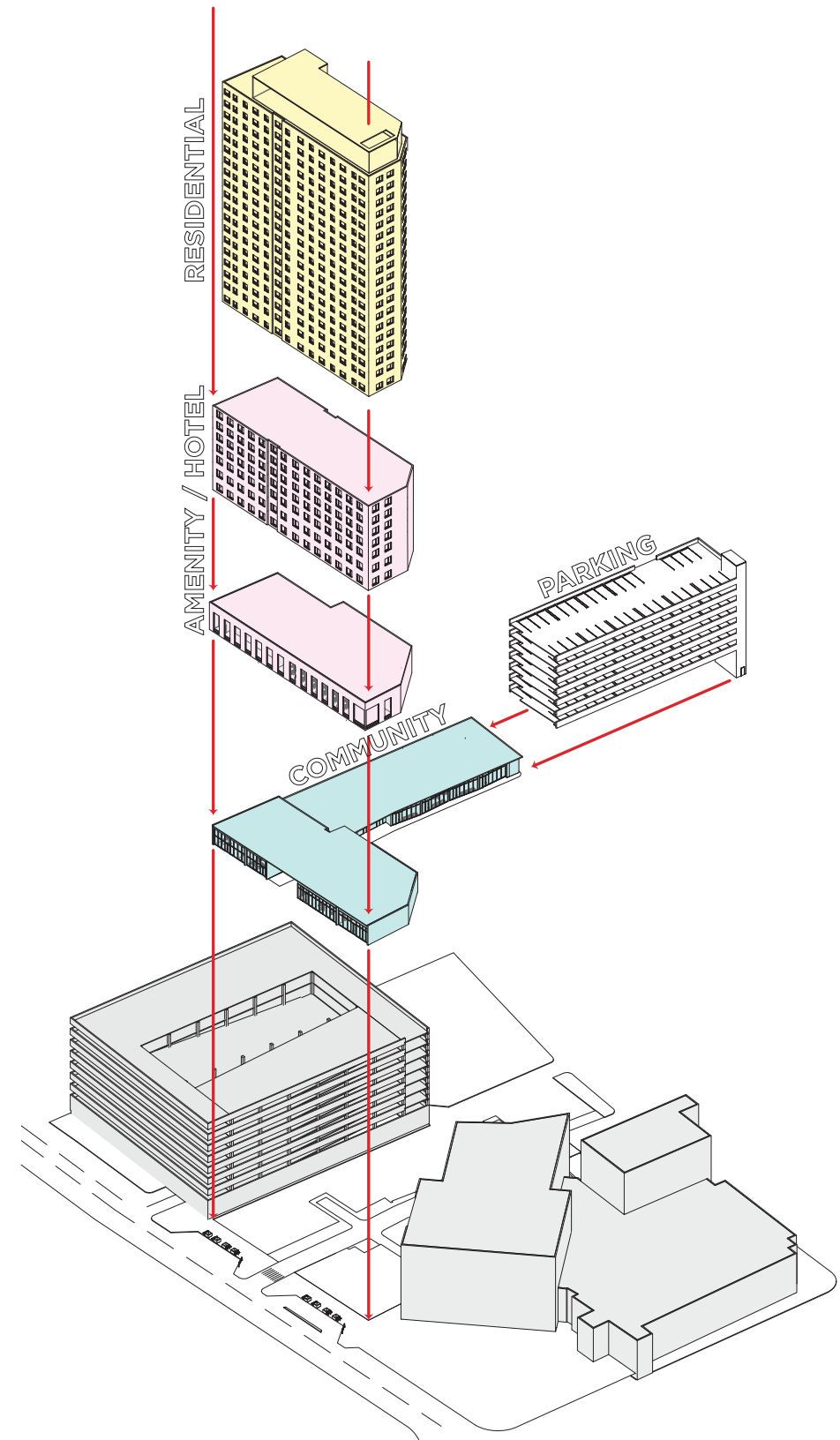


# Parcel 12 | PRELIMINARY DESIGN

2017-12-20



MILLENNIUM BOSTON



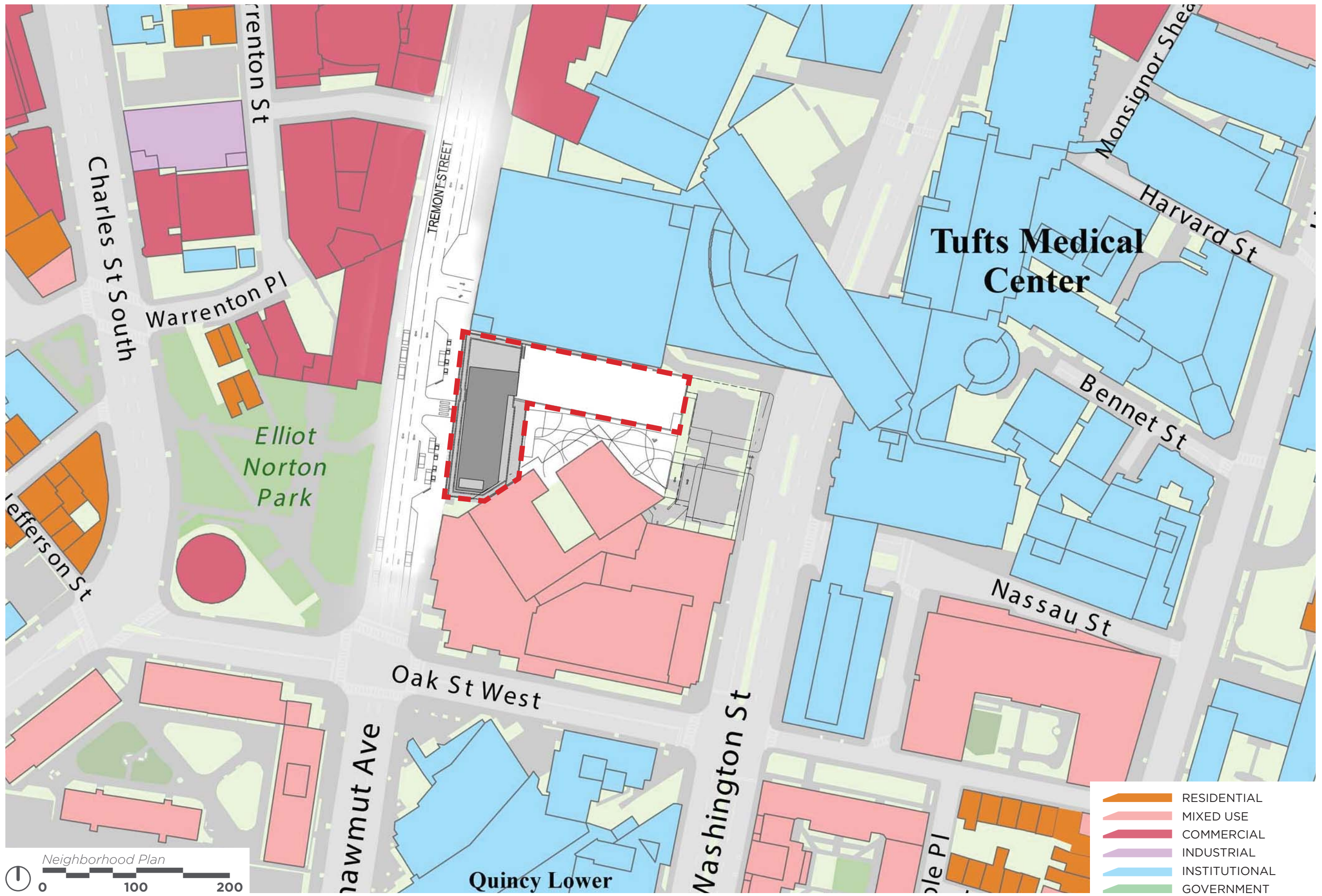




-  MBTA STATION
-  PUBLIC PARKING
-  BUS STOP















Level 01 - Floor Plan



EXISTING HOTEL COURTYARD

WASHINGTON STREET

(ONE-WAY) TREMONT STREET

EXISTING RAMP ENTRANCE TO GARAGE

FUTURE RESIDENTIAL BUILDING

FUTURE MICRO-UNITS LOADING

BUILDING LINE ABOVE

VEHICULAR BOLLARDS

PARKING ENTRY BELOW

RESI DROP-OFF

BIKE RACKS

LOADING ENTRY

HOTEL DROP-OFF

BIKE RACKS

LIBRARY ENTRANCE / LOBBY

CIRC. DESK

OFFICE

MAIL

PKG

LOADING

RESIDENTIAL LOBBY

FCC

TRASH

LOADING

GALLERY

MECH

LIBRARY SERVICE

TRANSFORMER VAULT

LIBRARY / COMMUNITY SPACE

CHILDREN

TEEN

ADULT

STAFF

OFFICE

LIBRARY SERVICE

LIBRARY SERVICE

FLEX COMMUNITY ROOM

VEHICULAR BOLLARDS

LANDSCAPED PEDESTRIAN WAY

SLOPE DOWN

HOTEL LOADING

RESTAURANT

KITCHEN

BIKE STORAGE

MECH / BOH / LOADING

HOTEL LOBBY

CHECK-IN

STO

BOH

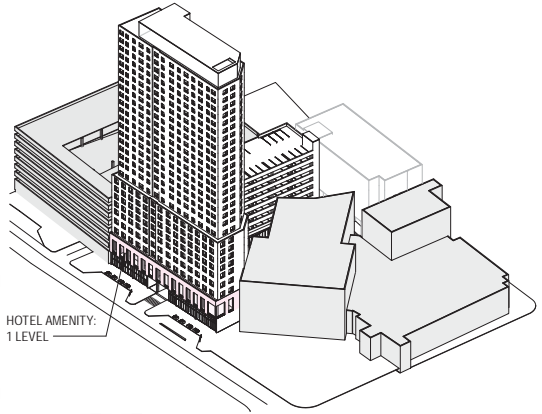
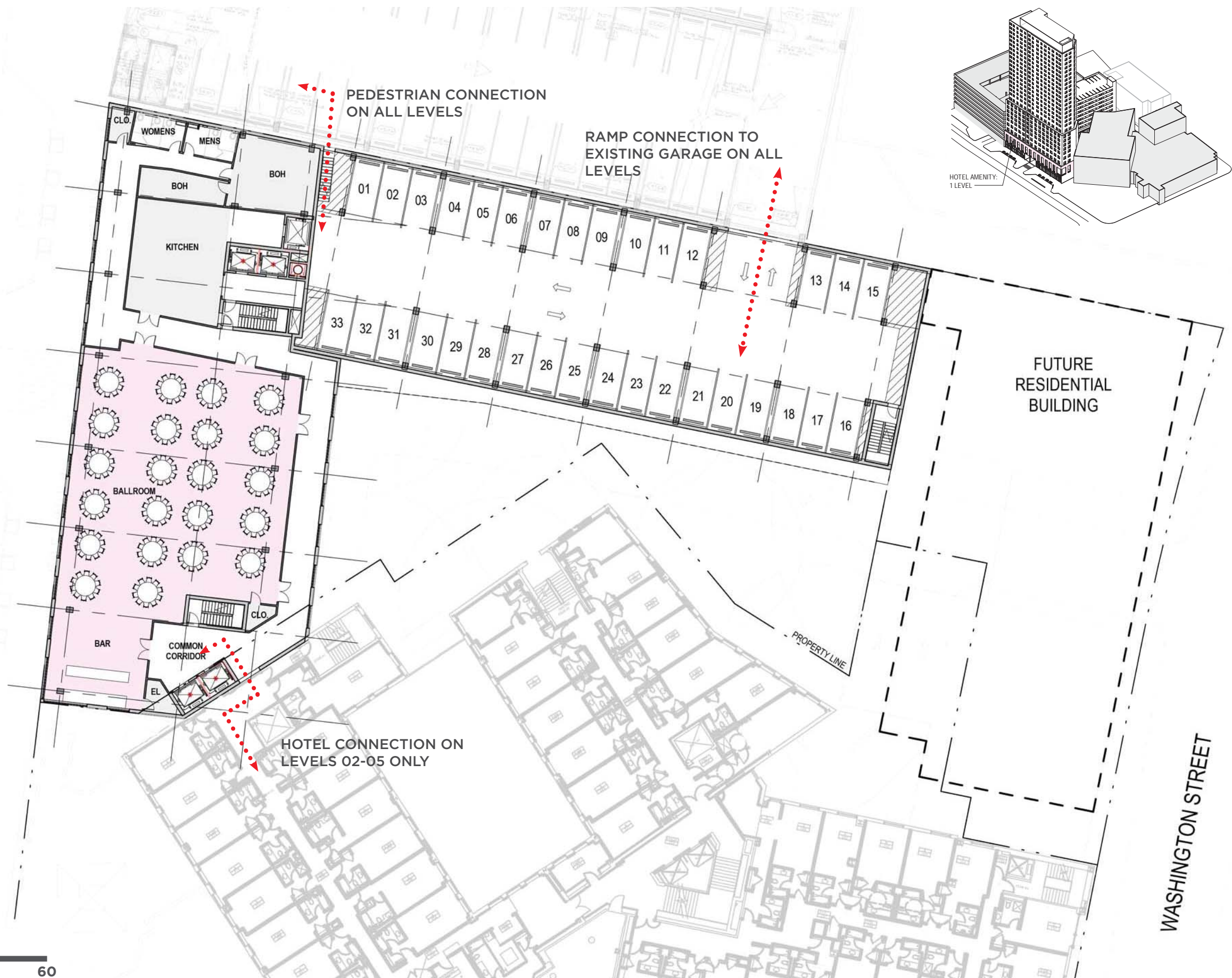
VEHICULAR BOLLARDS

PROPERTY

PARKING ENTRY BELOW

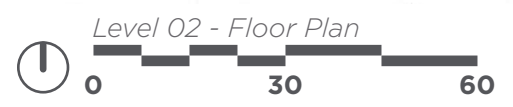


(ONE-WAY) TREMONT STREET

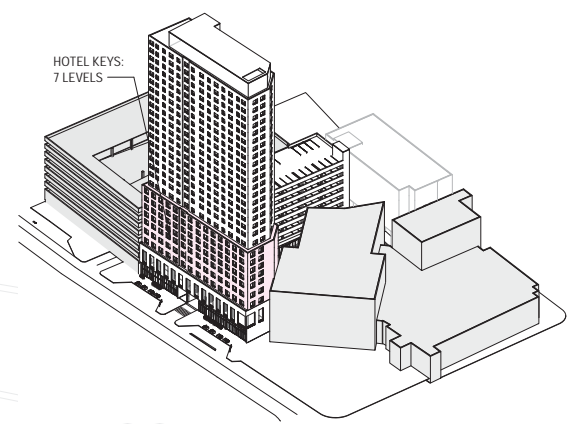


FUTURE RESIDENTIAL BUILDING

WASHINGTON STREET







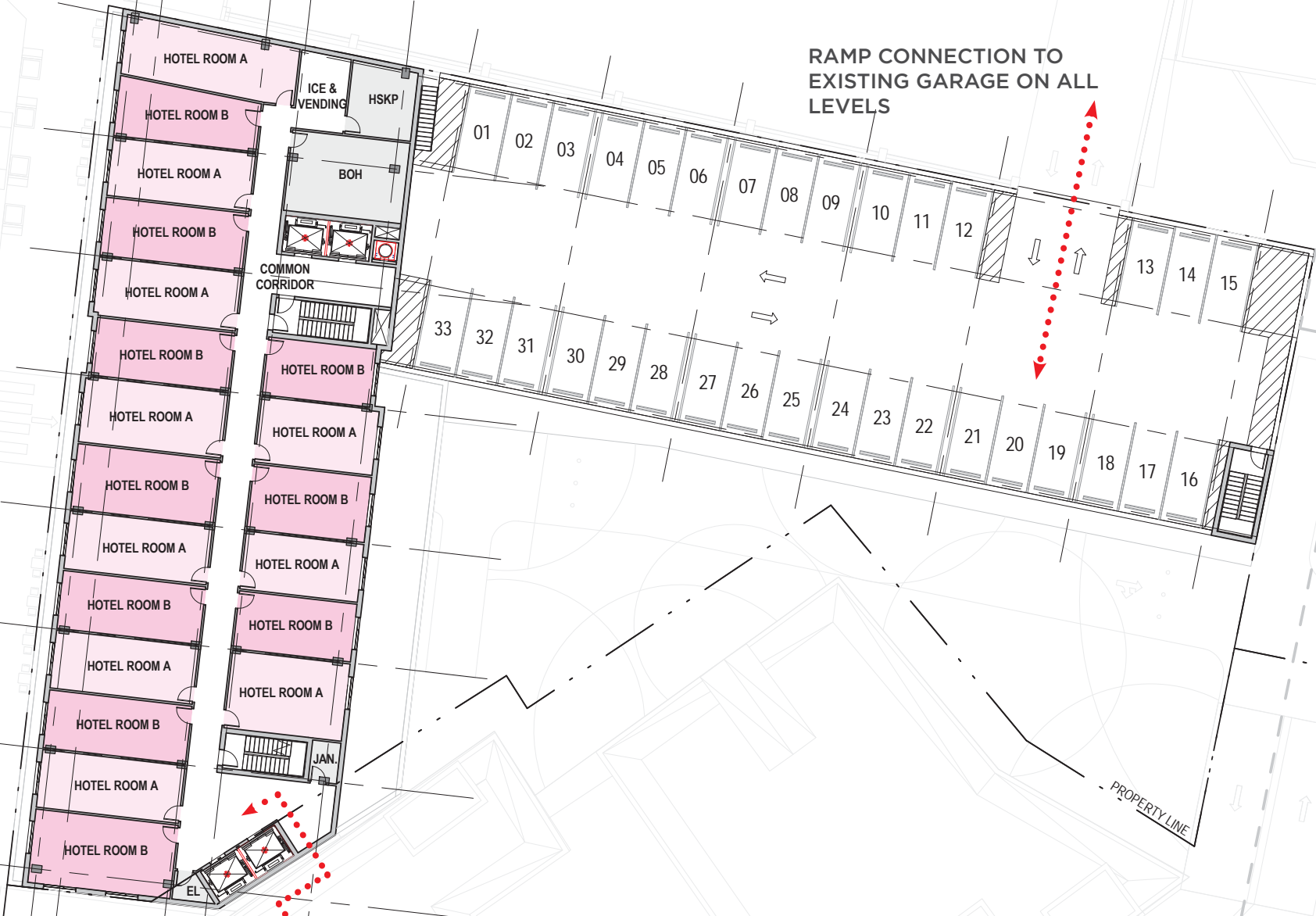
(ONE-WAY) TREMONT STREET

RAMP CONNECTION TO EXISTING GARAGE ON ALL LEVELS

HOTEL CONNECTION ON LEVELS 02-05 ONLY

PROPERTY LINE

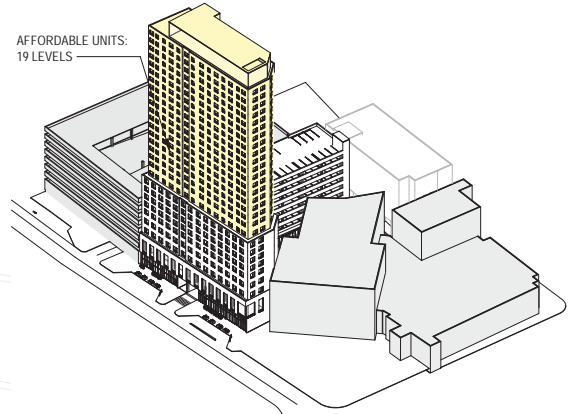
WASHINGTON STREET



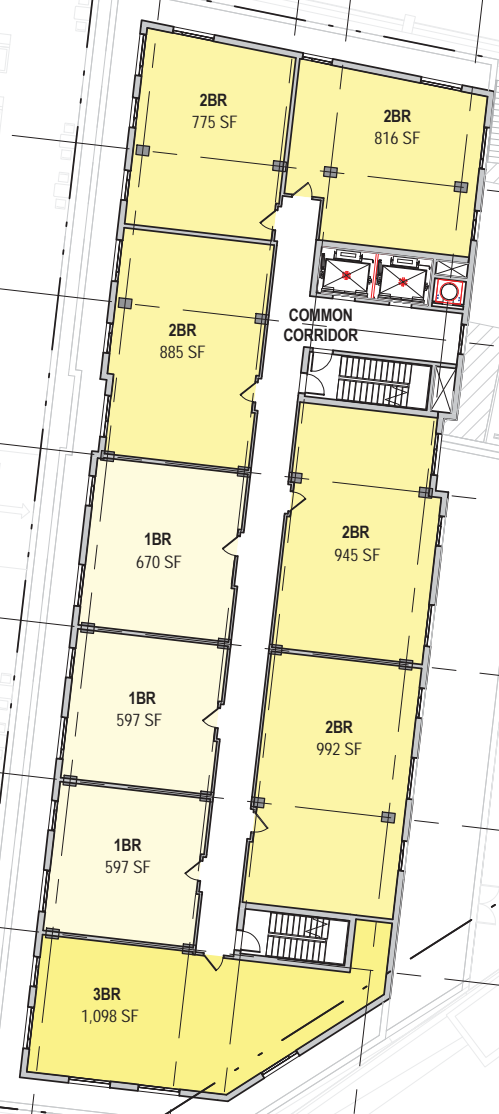
Level 08 - Floor Plan







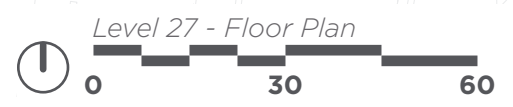
(ONE-WAY) TREMONT STREET



COMMON  
CORRIDOR

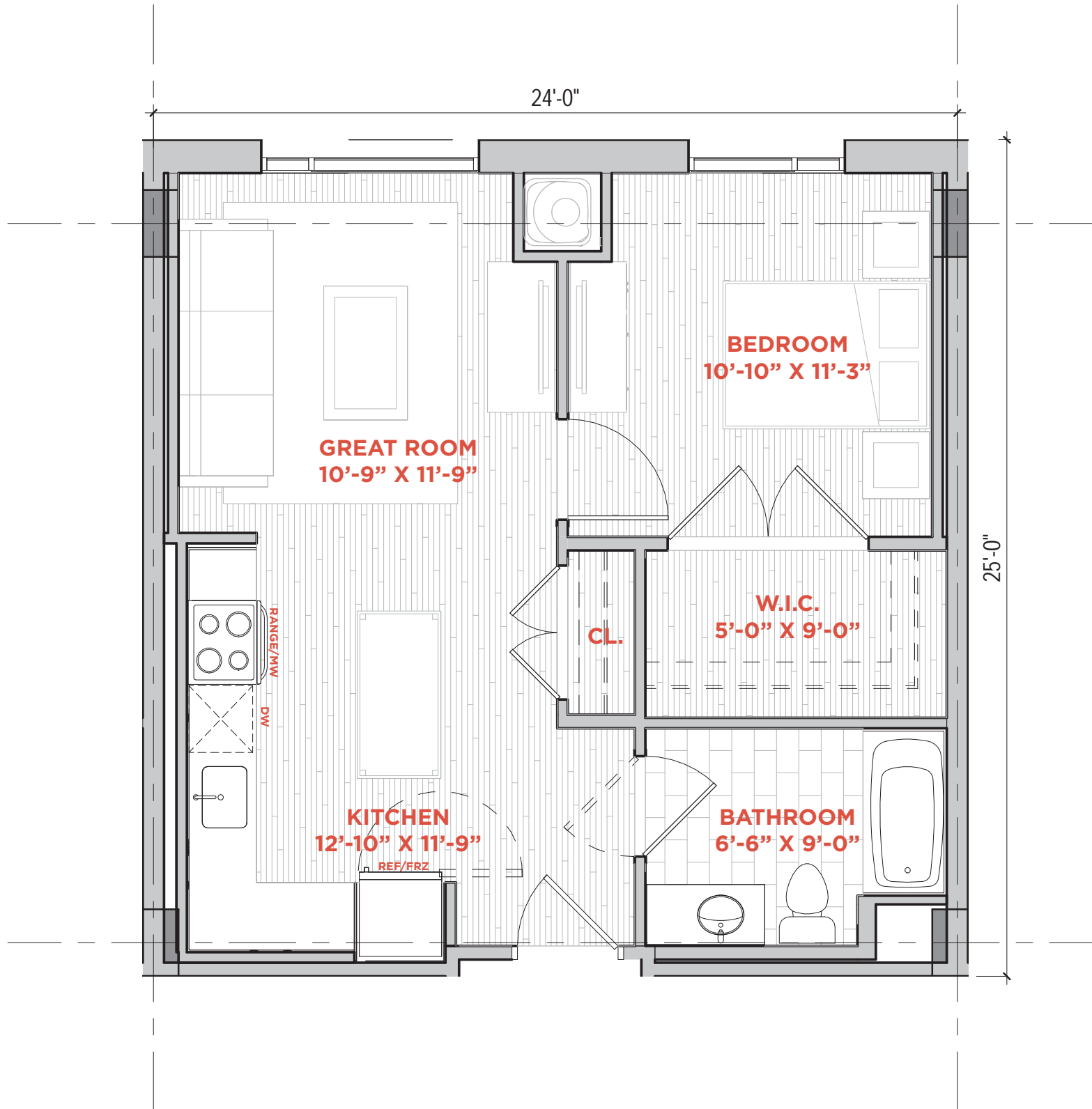
PROPERTY LINE

WASHINGTON STREET



Level 27 - Floor Plan

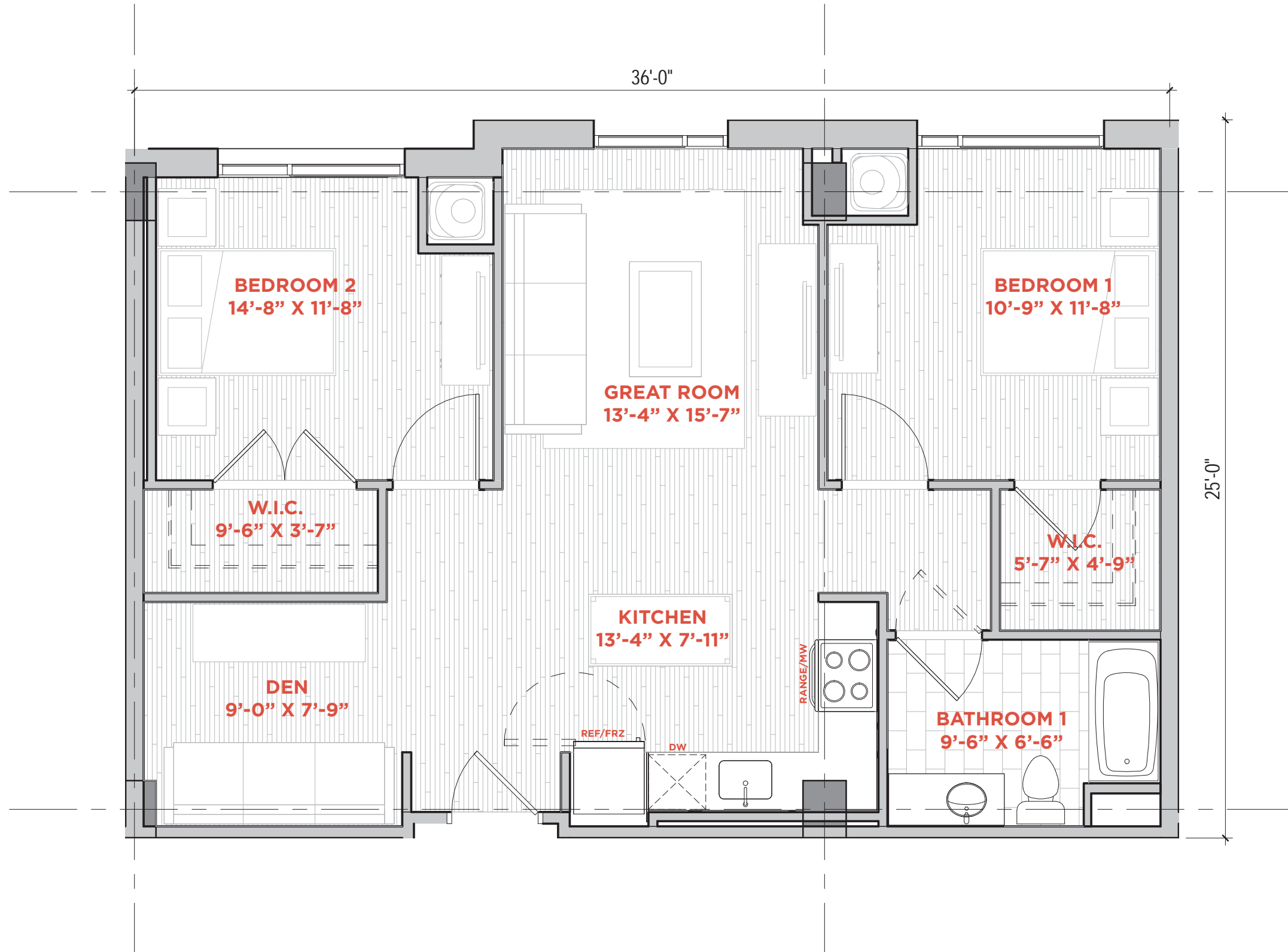




Typical 1 Bedroom - Floor Plan







Typical 2 Bedroom - Floor Plan







*Aerial View Looking Northeast over Elliot Norton Park*





*Street View Looking Northeast on Tremont Street*





*Community Courtyard Looking West towards Tremont Street*





*Pedestrian View Looking East into Community Courtyard*





*Pedestrian View Looking South on Tremont Street  
\*Art by: Hou Beiren*

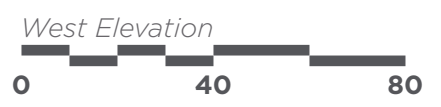
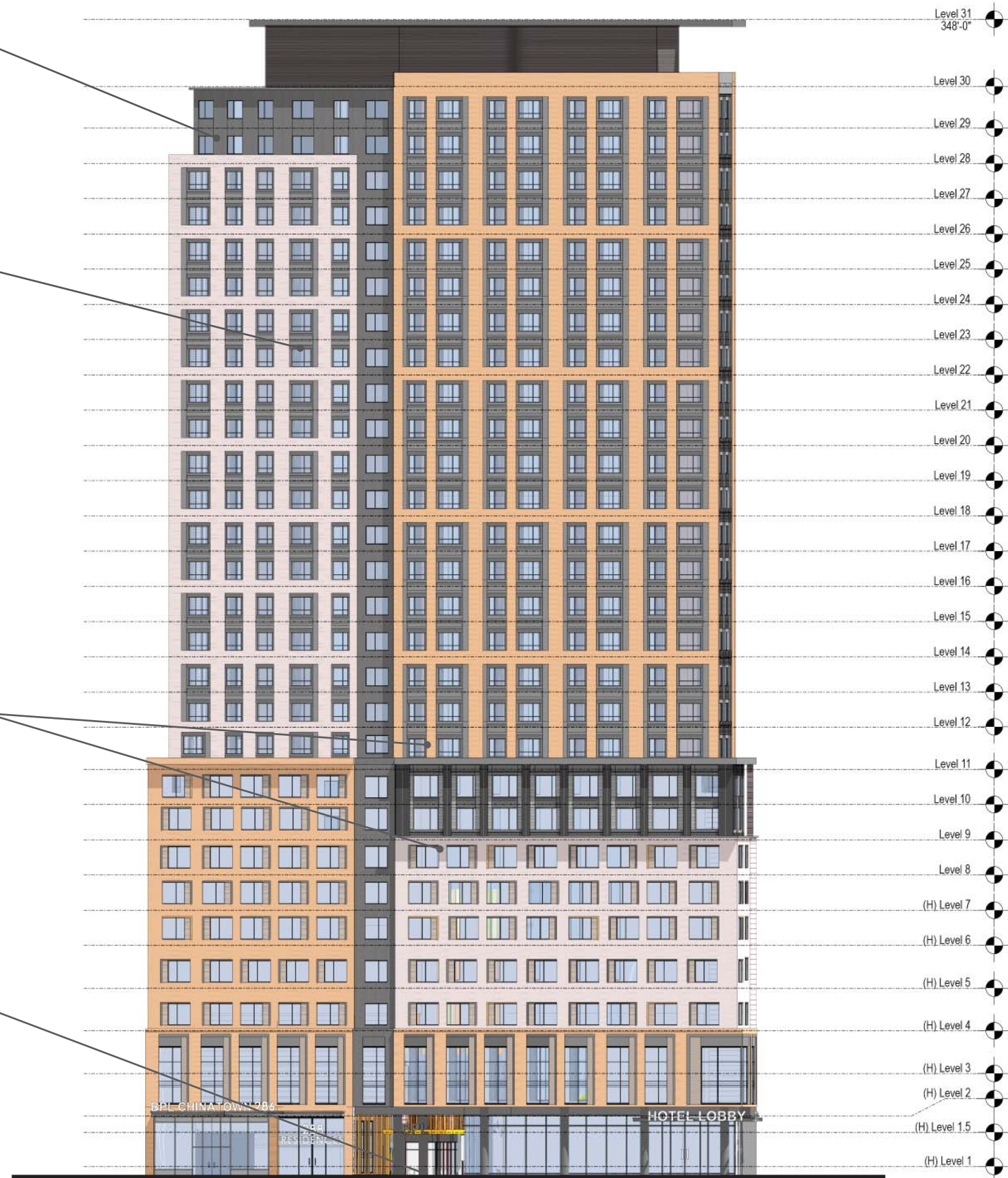


COMPOSITE METAL PANEL  
+ PUNCHED WINDOWS

PRECAST CONCRETE PANEL  
W/ PUNCHED ALUMINUM WINDOWS

PRECAST PANELS

PEDESTRIAN WALKWAY



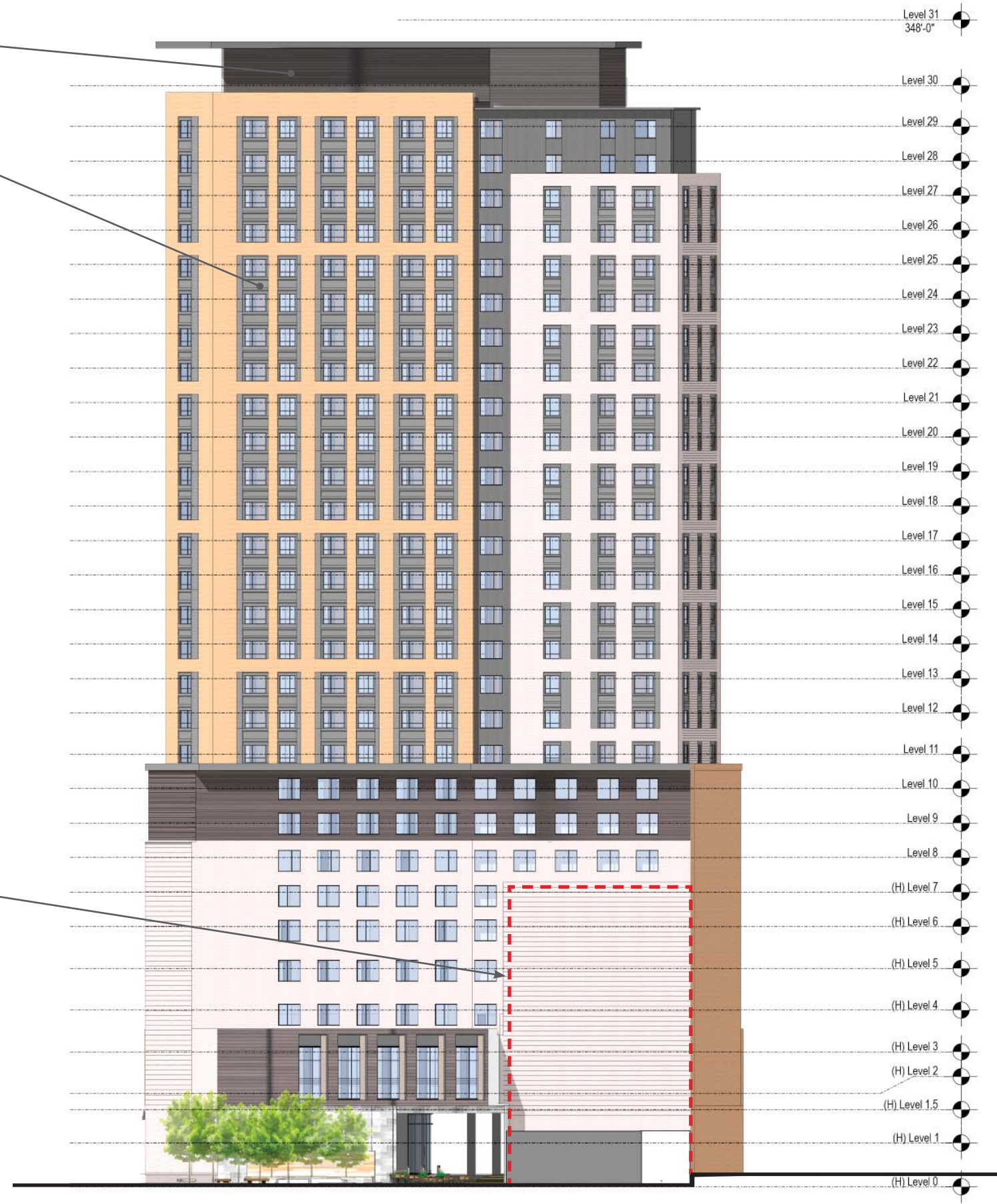


CONCRETE PANEL W/ PUNCHED ALUMINUM WINDOWS

PRECAST CONCRETE PANEL W/ PUNCHED ALUMINUM WINDOWS

NEW PARKING STRUCTURE LOCATION

East Elevation







COMPOSITE METAL PANEL  
+ PUNCHED WINDOWS

PRECAST CONCRETE PANEL  
W/ PUNCHED ALUMINUM WINDOWS

PRECAST PANELS

GRAPHIC PERFORATED  
METAL PANELS

METAL LOUVERS

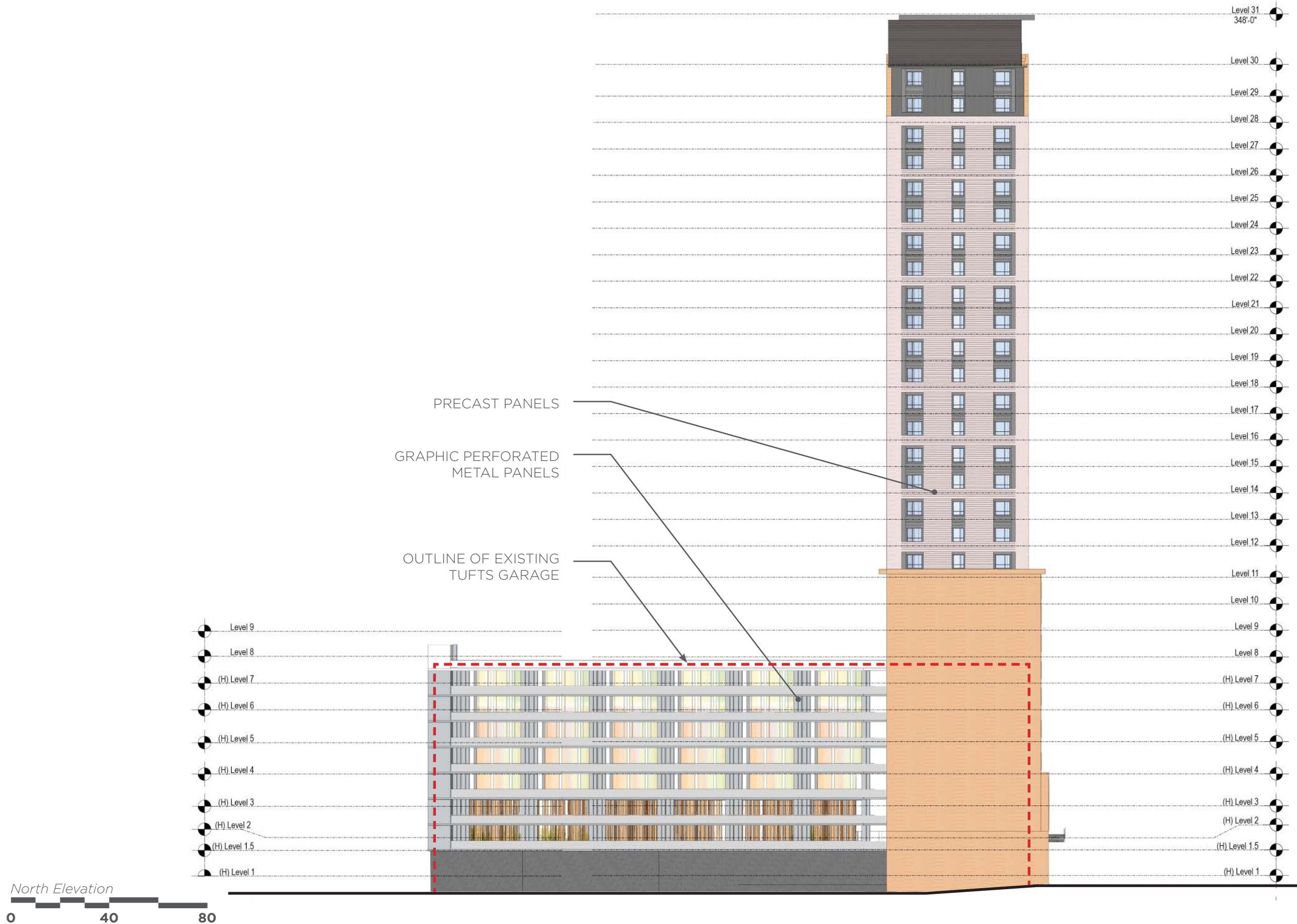
South Elevation

0 40 80

- Level 31  
348'-0"
- Level 30
- Level 29
- Level 28
- Level 27
- Level 26
- Level 25
- Level 24
- Level 23
- Level 22
- Level 21
- Level 20
- Level 19
- Level 18
- Level 17
- Level 16
- Level 15
- Level 14
- Level 13
- Level 12
- Level 11
- Level 10
- Level 9
- Level 8
- (H) Level 7
- (H) Level 6
- (H) Level 5
- (H) Level 4
- (H) Level 3
- (H) Level 2
- (H) Level 1.5
- (H) Level 1

- Level 9  
130'-7"
- Level 8  
120'-1"
- (H) Level 7  
109'-7"
- (H) Level 6  
99'-1"
- (H) Level 5  
86'-4 1/2"
- (H) Level 4  
73'-8"
- (H) Level 3  
60'-11 1/2"
- (H) Level 2  
48'-3"
- (H) Level 1.5  
43'-5"
- (H) Level 1  
33'-3"





Level 31  
348'-0"

Level 30

Level 29

Level 28

Level 27

Level 26

Level 25

Level 24

Level 23

Level 22

Level 21

Level 20

Level 19

Level 18

Level 17

Level 16

Level 15

Level 14

Level 13

Level 12

Level 11

Level 10

Level 9

Level 8

(H) Level 7

(H) Level 6

(H) Level 5

(H) Level 4

(H) Level 3

(H) Level 2

(H) Level 1.5

(H) Level 1

PRECAST PANELS

GRAPHIC PERFORATED METAL PANELS

OUTLINE OF EXISTING TUFTS GARAGE

Level 9

Level 8

(H) Level 7

(H) Level 6

(H) Level 5

(H) Level 4

(H) Level 3

(H) Level 2

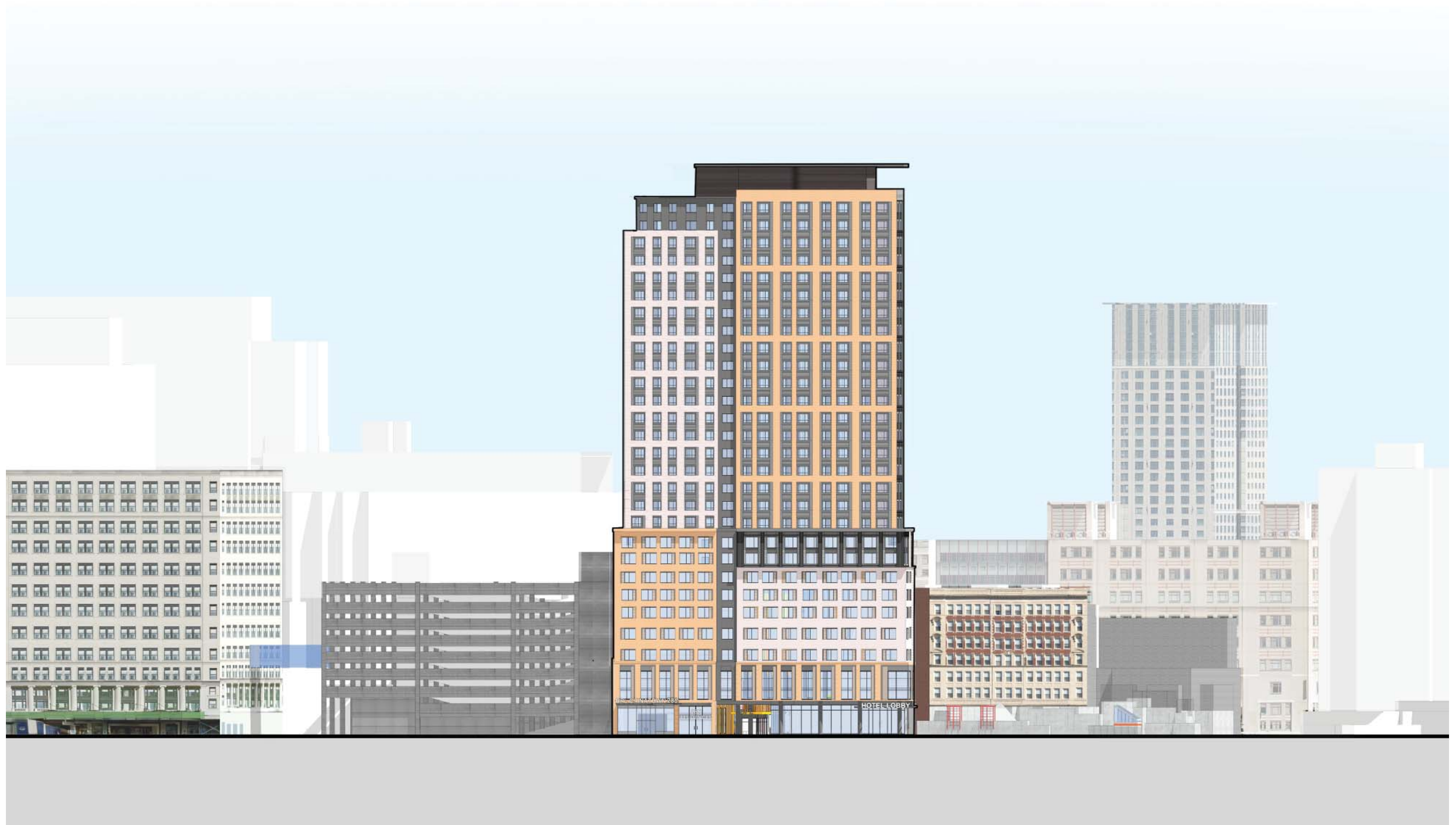
(H) Level 1.5

(H) Level 1

North Elevation

0 40 80





*Tremont Street Elevation*

0 60 120





*Courtyard Elevation*





**ENERGY EFFICIENT BUILDING SYSTEMS**

- Emergency generator serving both critical and standby loads for tenant use
- 100% outside air energy recovery units serving residences
- Natural gas cogen system serving residences hot water and heating
- High efficiency Condensing water heaters
- High efficiency Condensing boilers
- Demand Response Systems

**ENERGY EFFICIENT RESIDENCES**

- 100% outside air energy recovery units
- LED Lighting
- Energy Star appliances
- Low flow fixtures
- Operable windows
- Heat Pumps/Recovery

**ENERGY EFFICIENT HOTEL**

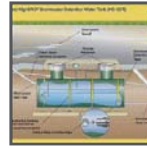
- 100% outside air energy recovery units
- Energy star equipment
- Low flow plumbing fixtures for all core spaces
- LED Lighting, photocell and occupancy controls

**HEALTHY INTERIOR ENVIRONMENT**

- Noise reduction
- Smoking ban
- Recycling
- Occupant controls
- Healthy entries
- Lead & Asbestos-free
- Mold-resistant materials

**STORM WATER MANAGEMENT**

- Stormwater retention tanks for greywater system.
- Condensate recovery, storage and reuse
- Rainfall capture & recharge
- Pervious paving
- Groundwater recharge



**FITWELL**

- Accessible Stair Design
- Walkable Amenities
- Playground & Open Spaces
- Resident Comfort
- Emergency Preparedness



**PARKING**

- Reduced Parking
- Electrical Vehicle Charging



**PV PANELS**

- Provide energy
- Back up power source
- Green Roofs



**LANDSCAPED AREAS**

- Green Amenity Space
- Decrease and filters storm water runoff
- Reduce Heat Island Effect
- Increased Biodiversity
- Reflective, Porous Paving
- Enhanced Pedestrian Spaces
- Indoor/Outdoor Fitness



**TRANSPORTATION**

- Quality Density
- Safe Streets
- Sidewalk Amenities
- Walking Bike Trails
- Bike Facilities & Amenities
- Commons



**Sustainable Design Aspirations**