

PEOPLE POWER PROSPERITY

Development Submission
Parcel P-3
March 16, 2022





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PEOPLE POWER PROSPERITY

Cover Letter

March 16, 2022

Teresa Polhemus
Executive Director/Secretary
Boston Planning & Development Agency
22 Drydock Avenue, Second Floor
Boston, MA 02201

Dear Ms. Polhemus,

Our collective Ruggles Progressive Partners and Tishman Speyer (RPP/TS) Team is thrilled to present the following development submission in response to the RFP for the publicly owned development Parcel-3 (P³). Situated in Boston's Roxbury Neighborhood and the Greater Roxbury Economic Development Area, we recognize both the historic stature of the P³ parcel and the opportunities it presents for redevelopment as an urban, transit-oriented, mixed-use hub. Our development proposal seeks to unlock economic development benefits for the Roxbury area that specifically advance Roxbury's long-term community vision with commitments to affordable housing, sustainable urban design, economic mobility & wealth creation, arts & culture, and equitable development.

We could not be more excited about the opportunity to work with you on this incredibly ambitious and critical project to create a place that will:

- Organically integrate into broader Roxbury and breathe new life into the Ruggles-Tremont Street Corridor while respecting and responding to the existing Area Planning History of P³;
- Unlock the Power of P³ as an economic development engine that cultivates a vital mix of local business capacity building, job generation, and economic mobility;
- Embed Diversity, Equity & Inclusion principles and practices into the entire life cycle of the P³ development including bringing new developers to the table. The joint venture partnership between RPP (MBE-M/WBE) (35% partner) and TS (65% partner) is structured to amplify and increase capacity for underrepresented developers;
- Meet and exceed the City's goals for increased sustainability, climate resiliency, and health development;
- Enhance, rather than encumber, the neighborhood and local community through access to Affordable Housing, Good Jobs Standards and Economic Mobility;
- Provide much-needed improvements and activation to the public realm that enhances values and minimizes displacement of current residents;
- Create a community-centered development process that emanates social, cultural, educational, and economic benefits to the Greater Roxbury community



Our Roxbury community. Photos courtesy Kaidi Grant.



Indeed, as the opportunity is unique, so too is the responsibility to create a community that is open and welcoming to all, organically integrated into broader Roxbury, and one that simultaneously attempts to repair the fabric of what once stood before it while also laying the groundwork for the next generation.

Our collective history includes a long-standing participation in the Boston real estate community, personal history and presence in the Roxbury community, global experience in innovative placemaking, and direct experience in affordable housing. We cannot think of another project where our collective passion and experience could be more deeply engaged and gratified. Thank you for this opportunity to present our qualifications and vision.

Sincerely,

Manikka Bowman
Ruggles Progressive Partners

Herby Duverné
Ruggles Progressive Partners

Kaidi Grant
Ruggles Progressive Partners

Darryl Settles
Ruggles Progressive Partners

Richard Taylor
Ruggles Progressive Partners

Jessica C. Hughes
Managing Director,
Tishman Speyer

Gary Rodney
Managing Director,
Tishman Speyer

Our Roxbury community. Photos courtesy Kaidi Grant.

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Introduction

People, Power, Prosperity

Ruggles Progressive Partners and Tishman Speyer (RPP/TS) are thrilled to present the following development submission in response to the RFP for the proponent publicly owned development Parcel-3 (P³). Situated in Boston's iconic Roxbury Neighborhood and the Greater Roxbury Economic Development Area, we recognize both the historic stature of the P³ parcel and the opportunities it presents for redevelopment as an urban, transit-oriented, mixed-use hub. Our development proposal seeks to unlock economic development benefits for the Nubian Square area that specifically advance Roxbury's long-term community vision with commitments to affordable housing, sustainable urban design, economic mobility & wealth creation, arts & culture, and equitable development.



The RPP/TS Team vision seeks to deliver a future P³ development that will:

BREATHE NEW LIFE INTO THE RUGGLES-TREMONT STREET CORRIDOR WHILE RESPECTING AND RESPONDING TO THE EXISTING AREA PLANNING HISTORY OF P³. Our approach emphasizes a development & design concept that acknowledges the goals stated across Roxbury Strategic Master Plan, PLAN: Nubian Vision and Roxbury Cultural District, and seeks to balance Roxbury's cultural heritage and introduce new, forward-looking elements that will be a catalyst for promoting Roxbury's future entrepreneurs, arts, culture, education, and economic enterprises.

UNLOCK THE POWER OF P³ AS AN ECONOMIC DEVELOPMENT ENGINE THAT CULTIVATES A VITAL MIX OF LOCAL BUSINESS GROWTH, JOB GENERATION, AND ECONOMIC MOBILITY.

Our proposal envisions P³ as a truly mixed-use and mixed-income development, bringing together affordable and market-rate uses to establish a new sense of density and vibrancy at this site not seen in more than a generation. Our Team understands that P³'s size, location, and transformative possibilities call for an approach that marries innovative architectural expression with high quality public spaces, promotes foot traffic and human interaction, and creates a nexus of enterprise and activity that heals and restores the fabric of the neighborhood.

EMBED DIVERSITY, EQUITY & INCLUSION PRINCIPLES AND PRACTICES INTO THE ENTIRE LIFE CYCLE OF THE P³ DEVELOPMENT.

Racial and gender equity is central to our collective principles, practices, and policies. Our vision for P³ will be to design, construct and program an equitable development that maximizes meaningful opportunities for people of color, women, and underrepresented business enterprises to participate and benefit in the development. The principles of inclusion inherent in our firms, partners and stakeholders will be integrated into each phase of the development process including inclusive capital strategies and community wealth creation; supplier diversity and procurement measures; workforce development and job generation;

affordable housing; community engagement; arts & culture programming, placemaking and public realm programming. We will carry forward the lessons and practices from past projects. It is important to note that many team members have worked together on past projects and are bringing forward new partners to further increase the capacity of underrepresented developers in Boston.

MEET AND EXCEED THE CITY'S GOALS FOR INCREASED SUSTAINABILITY, RESILIENCY, AND HEALTH DEVELOPMENT.

Recognizing that Roxbury and P³ will face multiple climate change-related risks, our redevelopment vision must ensure it will be ready for the next fifty years, meeting today's standards for sustainability and embracing cutting-edge strategies for energy performance, indoor environmental quality, and resiliency to a changing climate. As we progress through design, we are committed to studying a variety of options to exceed sustainability and resiliency requirements, with an eye to the standards and technologies that will best serve P³ and its occupants in the years to come.

ENHANCE, RATHER THAN ENCUMBER, THE NEIGHBORHOOD AND LOCAL COMMUNITY THROUGH ACCESS TO AFFORDABLE HOUSING, GOOD JOBS STANDARDS, AND ECONOMIC MOBILITY.

Through a phased mixed-income and multi-use development across 7.7 acres, our future proposed P³ development will make a significant commitment towards income-restricted affordable housing that exceeds the City's desired goals. Our plan shall provide a mixture of on-site affordable rental housing, affordable homeownership, and business ownership opportunities based on the designed AMI targets outlined in the RFP. Our proposed workforce development strategy shall support good permanent jobs, fair hiring practices and the true equity participation among residents of Roxbury with a vision to create community wealth and a next generation black and brown entrepreneurial ecosystem in Roxbury. We also want to ensure that the residential project is fully vetted by the neighborhood and will need to flex and change over time should the needs and wants of the community deviate from this proposal as we further the Article 80 Process.

PROVIDE MUCH-NEEDED IMPROVEMENTS AND ACTIVATION TO THE PUBLIC REALM THAT ENHANCES VALUES AND MINIMIZES DISPLACEMENT OF CURRENT RESIDENTS.

Our proposal seeks to unlock the underutilized potential of the existing vacant Parcel-3 (P³). This transformation will create new social and economic life along the Ruggles/Tremont Corridor and restore this key site as an economic, cultural, and commercial hub. Our vision respects the surrounding neighborhood stakeholders with transformative design and innovative community wealth creation strategies. Our proposal connects the greater Roxbury Community with a unique value proposition to generate wealth through home and business ownership as well as an anti-displacement fund for long-time residents who are challenged with the realities of inflation and the astronomically high cost of living in our City.

CREATE A COMMUNITY-CENTERED DEVELOPMENT PROCESS THAT EMANATES SOCIAL, CULTURAL, EDUCATIONAL, AND ECONOMIC BENEFITS TO THE GREATER ROXBURY COMMUNITY.

We believe that communities need the opportunity to meaningfully inform the new development projects that will impact and alter the fabric of the neighborhood. Our collective team has a distinct history, heritage, and familiarity with the Greater Roxbury neighborhood, and has key development partners that have called Roxbury home for multiple generations. As a member of the community, we hope to co-create a development strategy that centers around community outreach and feedback. This way not only is the community shaped by the project but also the project is shaped by the community.



PROJECT OVERVIEW

- Mixed-Use Development
- 498 rental units, 100% Income-Restricted
- 62 homeownership units, of which 15 will be live-work units, 67% Income-Restricted
- 180,000 square feet of commercial lab/R&D space
- Over 67,000 square feet of ground floor retail and community space
- Over 210,000 square feet of open space (64% of the site)

COMMUNITY BENEFITS

- Job training and workforce development anchored by the Benjamin Franklin Institute of Technology
- Wealth creation through inclusive capital strategies and affordable commercial and residential ownership opportunities
- Wealth creation through capacity building through thoughtful procurement with M/WBE businesses
- \$5.5M to subsidize BFIT's build out and lease terms
- Reinvest commercial linkage of \$2.4M from the commercial lab/R&D building to fund onsite income restricted housing
- Create and seed a Non-Displacement Legacy Housing Fund and Roxbury Next Fund with \$50,000
- Partnership with Museum of African American History to create and locate a Roxbury Museum at P3 in the preserved Old Whittier Building
- Multi-purpose and/or collective working space to provide opportunities for collaboration and discourse among professionals, entrepreneurs, students, and residents, old and new
- A minimum of 50% of all third-party retail and community spaces will be heavily subsidized to lower the barriers to entry for emerging, local, and M/WBE businesses

- This will include space for our partners, Frugal Bookstore and The Collier Connection's Boston While Black

DIVERSITY & INCLUSION

- Joint venture partnership between RPP (MBE-M/WBE) (35% partner) and TS (65% partner) to amplify and increase capacity for underrepresented developers and particularly amplify the contributions and capacity of Black women
- M/WBE participation across every phase of the project: ownership, design, construction, and advisory of the project
- A minimum of 50% of the total construction budget will be allocated to minority firms at the construction manager level and a minimum of 25% will be allocated to minority firms at the subcontractor level. This is made possible by the 50/50 Consigli/Smoot joint venture and aggressive subcontracting goals that have been established.
- Strategic DE&I set forth herein to ensure accountability at every stage

DESIGN AND RESILIENCY FEATURES

- Architecture and public realm that brings joy, promotes community, and exemplifies a new vision for Boston for future residents, workers, students, and visitors
- Zero Carbon design principles
- LEED Gold target for residential buildings
- LEED Platinum target for commercial lab/R&D building
- Community Solar Panels in collaboration with Solstice Initiative
- Preservation of existing mature trees wherever possible and planting of new trees to combat urban heat island effects
- 64% of the site will be open space additions to the public realm

Commitment to Our Vision

Our commitment to inclusivity, sustainability, and innovation is clear, and drives the details of our proposal, which includes:

% M/WBE



Collaboration with the **Benjamin Franklin Institute of Technology**, an affordable, urban, private nonprofit college committed to student success and career readiness in technology fields, and **Breakthrough Properties**, a life science development company that leverages cross-sector collaboration to deliver environments that foster innovation and scientific breakthroughs.



100% of all rental units will be income restricted and 67% of all homeownership units will be income restricted.



Dedication to cultural community uses and thoughtful programming will bring users such as **Boston While Black**, a membership network for Black professionals, entrepreneurs, and students, a new **Roxbury Museum** in collaboration with the Museum of African American History, and a new home for **Frugal Bookstore**.



Best-in-class **design with the future in mind**; we will be committed to embracing cutting-edge strategies for energy performance, indoor environmental quality, climate resiliency, and combatting urban heat island effects. We will be partnering with **Solstice Initiative** to bring community solar to the Roxbury community.



Architecture and public realm that **brings joy, promotes community, and exemplifies a new vision** for Boston for future residents, workers, students, and visitors.



Ruggles Progressive Partners and Tishman Speyer will create and seed a **Non-Displacement Legacy Housing Fund** aimed at assisting Roxbury residents who desire to remain in their homes but struggle to do so because of increased taxes or deferred maintenance challenges.



57 Warren Street, Roxbury, MA 02119

March 14, 2022

On behalf of Frugal Bookstore, it is my pleasure to confirm our support of the P3 Team Ruggles Progressive Partners and Tishman Speyer in its response to the RFP for the development of Parcel 3 in Roxbury.

We are the owners of the community bookstore located in Roxbury that promotes literacy within our children, teens and adults. The Community has access to great books at incredible prices. We offer special ordering of any title that you cannot find.

Our specialty is offering the Roxbury Community a real, hold-in-your-hand, feel-the-paper, turn-the-page-while-sitting-in-the-tub book experience. We want you to love books as much as we do and we're committed to doing whatever we can to make that happen.

We are looking forward to expanding our business model and look forward to partnering with the P3 Team Ruggles Progressive Partners and Tishman Speyer to bring our plans to fruition.

Sincerely,

Leonard Epton
Carissa Cuppe

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Massachusetts Housing Finance Agency
One Beacon Street, Boston, MA 02108

TEL: 617.854.1000
FAX: 617.854.1091 | www.masshousing.com
Videophone: 857.366.4157 or Relay: 711

March 14, 2022

Gary Rodney, Managing Director
Tishman Speyer
45 Rockefeller Plaza
New York, New York 10111

Manikka Bowman, Managing Partner
Ruggles Progressive Partners
12 Ericsson ST
Boston, MA 02122

Re: P^3: People, Power & Prosperity, 2022, RFP

Dear Mr. Rodney:

I am writing to confirm MassHousing's strong interest in working with your team to finance the development of P^3, a proposed 500-unit mixed-income, mixed-use development that will serve a broad range of income types and housing tenure, located in the Roxbury neighborhood of Boston. We understand that the project will be developed using 4% Low Income Housing Tax Credits and that you will be applying to DHCD for allocations of State LIHTC and subordinate debt programs. In addition, you are seeking a number of subsidy allocations from the City of Boston Neighborhood Development Division and the Boston Housing Authority.

To the extent this deal is deemed a high priority project by DHCD, and subject to availability of volume cap in 2023, we would welcome the opportunity to provide tax-exempt debt financing for this project. MassHousing's current lending terms and assumptions are below:

- Tax-exempt construction/permanent loan: 30-Year MMD-AAA tax-exempt rate plus 225 basis points, which would translate into a rate of approximately 4.33% this week.
- Tax-exempt bridge loan: 3-month LIBOR rate plus 175basis points, which would translate into a rate of approximately 2.45% this week.
- Mortgage Insurance Premium: 0.25% of the permanent loan amount.
- Application and Financing Fees: 2.3% of the loan amount(s).

In addition, to support the State's efforts to produce workforce housing units, to the extent that resources are available, MassHousing would consider providing up to \$100,000 of soft debt per workforce housing unit that is included in this project. MassHousing will also consider providing up to \$250,000 per 70% to 100% AMI unit and up to \$150,000 per 110% and 120% AMI unit of

Charles D. Baker, Governor | Michael J. Derrane, Chairman | Chrystal Kornegay, Executive Director
Karyn E. Polito, Lt. Governor | Ping Yin Chai, Vice Chair

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CommonWealth Builder resources – determined in conjunction with the City of Boston Mayor's Office of Housing - to support mixed-income affordable homeownership in a later phase of the proposed development.

We look forward to working with you to structure a financing package that best meets the needs of the development, subject, of course, to the availability of funds, and MassHousing underwriting and approval by MassHousing's Board. We wish you success in obtaining the funding you are seeking to support this important project and hope that we will have an opportunity to work with you on the financing for this development.

Sincerely,

DocuSigned by:
Cynthia Lacasse
51ACA86BFD46A4A7...

Cynthia Lacasse
Director of Rental Business Development

cc: Greg Watson, Senior Relationship Manager & Originator



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

Guilliaem Aertsen
Chairman

Joseph L. Flatley
President and CEO

March 14, 2022

Mr. Gary Rodney
Tishman Speyer
45 Rockefeller Plaza
New York, NY 10111
via: e-mail

Re: Parcel 3, Roxbury, MA

Dear Mr. Rodney:

Thank you for sharing your draft design submission for the City of Boston's RFP for Parcel 3 in Roxbury. MHIC is pleased to support your submission to the City and would be happy to participate in the financing of the project.

MHIC has a variety of financing tools that could be put to use in realizing your vision for Parcel 3. In addition to traditional predevelopment and construction loan financing, MHIC is very active in the New Markets Tax Credit (NMTC) program. In fact, we have provided NMTC financing for numerous projects in and around Nubian Square, including the Eustis St. Firehouse, 7 Palmer Street, 2201 Washington Street, the Bolling Building, Hibernian Hall and Morgan Memorial Goodwill. Your project concept also appears like a great fit for our Healthy Neighborhoods Equity Fund (HNEF). MHIC is raising \$50 million for HNEF II, which will provide economic equity to transit-oriented development projects that contribute positively to the social determinants of health. Anticipated health improvements could be achieved at Parcel 3 through: transit-oriented development reducing motor vehicle dependence; urban design promoting more walking, biking and community engagement; and reuse of an underutilized site, including adding retail and lab users who will contribute to the local economy and a healthy community. Finally, MHIC's Neighborhood Commerce Fund (NCF) could be a resource for your retail tenants for fit-out, working capital, and other financial needs. The goal of NCF is to ensure locally owned neighborhood serving businesses have access to the resources they need to thrive and serve their communities.

We are very interested in supporting your development of the Parcel 3 and feel strongly that it will improve the quality of life in this area. We wish you the best of luck with this project.

Sincerely,

Kathleen McGilvray
Director of Investment



Office of the President
1234 Columbus Avenue
Roxbury Crossing, MA 02120
Phone: 857-701-1282

March 8, 2022

Boston Planning & Development Agency
One City Hall Square, 9th Floor
Boston, Massachusetts 02201
ATTN: Brian Golden, Devin McCordy, and Morgan McDaniel

Dear Mr. Golden,

As the Interim President of Roxbury Community College, I am proud to submit this letter of support to endorse the comprehensive proposal submitted by the Ruggles Progressive Partners and Tishman Speyer team for the development of the long dormant Parcel 3. The sponsoring team is comprised of several experienced minority real estate professionals and a majority firm that has a proven track record for economic diversity.

Their proposed project includes the creation of local jobs in the Life Science industry that can benefit not only RCC students but also the local high schools including Madison Park and John D. O'Bryant. Activating arts, culture and community-based retail is also a major highlight of their proposal. In addition, their proposed Roxbury Museum is a long overdue opportunity to partner with the African Meeting House to educate those near and far about the wonderful history of our community.

Finally, this team has both the financial strength and experience to insure project execution and deliver their vision. The completion of their vision will benefit Roxbury stakeholders as well as the citizens of Greater Boston. In addition, I know this proposal will benefit the RCC school community and compliments our shared vision for a thriving and vibrant Roxbury.

Thank you for considering my endorsement.

Sincerely,

Jackie Jenkins-Scott
Interim President
Roxbury Community College



March 1, 2022

Dear Ruggles Progressive Partners & Tishman Speyer Team,

Benjamin Franklin Cummings Institute of Technology (BFCIT) is pleased to share its support of the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Planning & Development Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood. We see this development as a unique opportunity to have a footprint in a game-changing development in the Roxbury neighborhood that will forever change the face of the area and has the goal of advancing DEI efforts that are embedded in the plans for how this team will reshape the area through progress. We appreciate that the proposal prioritizes community interests including, but not limited to: jobs in the life science sector, opportunities for job training in many fields and a robust Community Benefits package.

As a college committed to building a new life science program in partnership with the Nubian Square Life Science Center, there are tremendous benefits to building a broader community of businesses in the sector that are clustered in the Roxbury area. The College sees tremendous value in this team's strategic composition and commitment to a workforce development model that leverages the strengths of institutions such as ours that educate people of color who many others find "hard to reach" and "hard to serve". Benjamin Franklin Institute of Technology (BFIT) is an affordable, urban, private, nonprofit college serving the Boston region and committed to student success and career readiness in technology

fields. Through personalized support, hands-on learning, and industry-informed curricula, BFIT prepares graduates for work, life-long learning, and citizenship. BFIT offers a range of technical education options, including Certificates, Associate Degree programs, and Bachelor's Degree programs. BFIT's programs are grouped within academic divisions, allowing students to form a tight-knit community of peers in their major and in related fields. Alongside our academic tracks, BFIT has developed highly effective programs and wrap-around services (known as Whole Student Support) to assist students with practical and personal challenges. Partnerships, especially in this area, are key to our success.

The Ruggles Progressive Partners & Tishman Speyer Team represents an unusually diverse and inclusive group of real estate development professionals that has a proven track record of inclusive design and

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community engagement throughout a development process with an ability to deliver results. In addition, the development team brings credibility in the areas of engaging diverse stakeholders to realize large, mixed-use development projects that are both progressive and transformative.

In closing, Benjamin Franklin Cummings Institute of Technology believes this development team, individually and collectively, is positioned to see this project through to fruition, make this project of distinct benefit to Roxbury and to the Greater Boston area in general. Thank you in advance for giving them your full consideration of this proposal.

With much appreciation,

Aisha Francis, Ph.D.

Dr. Aisha Francis
President & CEO
The Benjamin Franklin Cummings Institute of Technology

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Parcel P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team,

The Collier Connection supports the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Planning & Development Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

The Collier Connection sees this as a unique opportunity to bring together the institutional resources and expertise of Tishman Speyer with the community expertise and leadership that make up The Ruggles Progressive Partners.

The proposal prioritizes community interests including, but not limited to: jobs in the life science sector, opportunities for job training and robust Community Benefits.

The Collier Connection sees value in this team's ability to reimagine the way community residents and workforce interact with this neighborhood in Boston that has historical significance and is key to the future of this city.

The Ruggles Progressive Partners & Tishman Speyer Team represents a set of diverse and inclusive development professionals that has a proven track record of inclusive design and community engagement throughout a development process with an ability to deliver results. The development team brings credibility in the areas of engaging diverse stakeholders to realize large, mixed-use development projects that are both progressive and transformative.

The Collier Connection believe this development team, individually and collectively, is positioned to make this project a benefit to Roxbury and the Greater Boston area.

Date: 03/10/22

Name: Sheena Collier

Sheena Collier

Boston, Massachusetts, 02116



African Community Economic Development of New England
48 John Elliott Square
Roxbury, MA 02119

March 8, 2022

Dear Ruggles Progressive Partners & Tishman Speyer Team,

My name is Abdulkadir Hussein, and I am the Chief Executive Officer of African Community Economic Development of New England ("ACEDONE"). ACEDONE Community Development Corporation is a grassroots community-led group which supports and advocates for the 40,000 African immigrants & refugees living and working in Roxbury, and the other neighborhoods of Boston to help them make progress toward economic and educational equity and success. Since 2002, we have become a trusted and informed voice for newly arrived African immigrants and the communities they have established. We provide support in the areas of community advocacy, education, health, small business development, workforce development, housing development, and civic and cultural life.

The African Community Economic Development of New England (ACEDONE) supports the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Planning & Development Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood. ACEDONE sees this as a unique opportunity to develop affordable and decent housing for the residents of Roxbury.

The proposal prioritizes community interests including, but not limited to jobs in the life science sector, opportunities for job training and robust Community Benefits. ACEDONE sees significant value in this team's strategic workforce development model that leverages the strengths of institutions such as ACEDONE.

The Ruggles Progressive Partners & Tishman Speyer Team represents a set of diverse and inclusive development professionals that has a proven track record of inclusive design and community engagement throughout a development process with an ability to deliver results. The development team brings credibility in the areas of engaging diverse stakeholders to realize large, mixed-use development projects that are both progressive and transformative. ACEDONE believes this development team, individually and collectively, is positioned to make this project a benefit to Roxbury and the Greater Boston area.

Abdulkadir Hussein

Abdulkadir Hussein, Chief Executive Officer



March 11, 2022

On behalf of Paige Academy, it is my pleasure to confirm our support of the P3 Team Ruggles Progressive Partners and Tishman Speyer in its response to the RFP for the development of Parcel 3 in Roxbury.

In 1972, Angela Paige Cook, Joe Cook (ourselves) and six other Boston residents established Paige Academy, Inc. as an independent, non-profit alternate educational institution. The agency was created to provide young children in the Greater Roxbury community with an education that engaged them in a creative, nurturing, culturally enriching and self-affirming manner. Today, Paige Academy's Roxbury campus includes three buildings and two playgrounds surrounded by beautiful gardens. Paige Academy currently serves a socio-economically and ethnically diverse population of approximately 160 children and families each year and is expanding to serve 200 children this year.

Paige Academy is a non-profit, alternative educational institution that offers a comprehensive, cultural and developmental based curriculum of arts, sciences, humanities and technology for children from infancy to 12 years old

Paige Academy's educational philosophy, lifestyle and campus culture provide a self-affirming environment that fosters academic excellence and individual worth as well as collective responsibility. This African-American philosophy promotes the following seven principles: unity, self-determination, collective work and responsibility, cooperative economics, purpose, creativity, and faith. Paige is committed to providing an art-based and project-centered education that involves the whole family in an "urban village" community of cultural reaffirmation and ethnic understanding. Paige Academy embraces the concept that a diverse student body enhances the quality of the academic and cultural experience.

As a result of this academic focus, our children are sought out by prestigious high schools and colleges in Massachusetts. For this reason, Paige Academy is able to provide our students with educational opportunities they may not otherwise have access to due to economic limitations and cultural misunderstanding. Our graduates are known for their self-confidence, self-determination, and critical thinking skills. We will look forward to using the P3 development to support our robust programming and continue to do the work of education in the abutting Highland Park neighborhood.

Sincerely,

Dr. Sister Angela Paige Cook, Executive Director and Founder

Parcel P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team,

Melvin A Vieira Jr President of GBAR 2022 supports the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Planning & Development Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

I see this as a unique opportunity to enhance the community as well as the other communities that abut them.

The proposal prioritizes community interests including, but not limited to: jobs in the life science sector, opportunities for job training and robust Community Benefits. I **see value in this team's** strategic workforce development model that leverages the strengths of institutions such as my own and at Greater Boston Association of Realtors.

The Ruggles Progressive Partners & Tishman Speyer Team represents a set of diverse and inclusive development professionals that has a proven track record of inclusive design and community engagement throughout a development process with an ability to deliver results. The development team brings credibility in the areas of engaging diverse stakeholders to realize large, mixed-use development projects that are both progressive and transformative.

Melvin A Vieira Jr President of GBAR 2022 believe this development team, individually and collectively, is positioned to make this project a benefit to Roxbury and the Greater Boston area.

Date: 3/7/2022

Name: Melvin A Vieira Jr President of GBAR 2022
RE/MAX Destiny – The Vieira Group

Address: 11 Green St

City, State, Zip Jamaica Plain, MA 02130



Community Outreach

Collaboration has fueled every element of our proposal. Borne from weekly all hands calls with every member of our development team, in-person meetings, working group sessions—our proposal is a product of everyone’s input and perspective. We take the same approach to community outreach—listening is key. We want to create something that is reflective of Roxbury. During the RFP process, we prioritized meeting with members of the Roxbury community and secured over 90 support letters from residents and community participants. Our commitment to community engagement will not end on the March 16th deadline for submission, but rather will continue throughout the entire RFP process through award. These principles are emblematic of the community engagement we will seek throughout all phases of the project.



Development Team



Photo taken by Don West

Our Vision for P³

P³'s size, location, and transformative possibilities call for an approach that marries innovative architectural expression with high quality public spaces, promotes foot traffic and human interaction, and creates a nexus of enterprise and activity that heals and restores the fabric of the neighborhood. Our intent is to generate and advance Roxbury's economic and civic vitality and building wealth in the community is our north star.

When Roxbury thrives, when our **people** can build wealth and **prosperity** for themselves and the next generation, when the future comes here not in the form of displacement but from the **power** of bringing good jobs to the neighborhood, good housing, and public spaces that express the value of the community, then we are building a future not only for a select few but for the whole city.

People + Power + Prosperity = Equity

A vision this ambitious requires a seamless merging of local detail, history, and global perspective. It demands a visionary design, strength in execution, along with a robust and meaningful community outreach plan. All of this begins with our people, our spirit of partnership, and an intentional commitment to embed racial equity at every stage of the P³ life cycle.

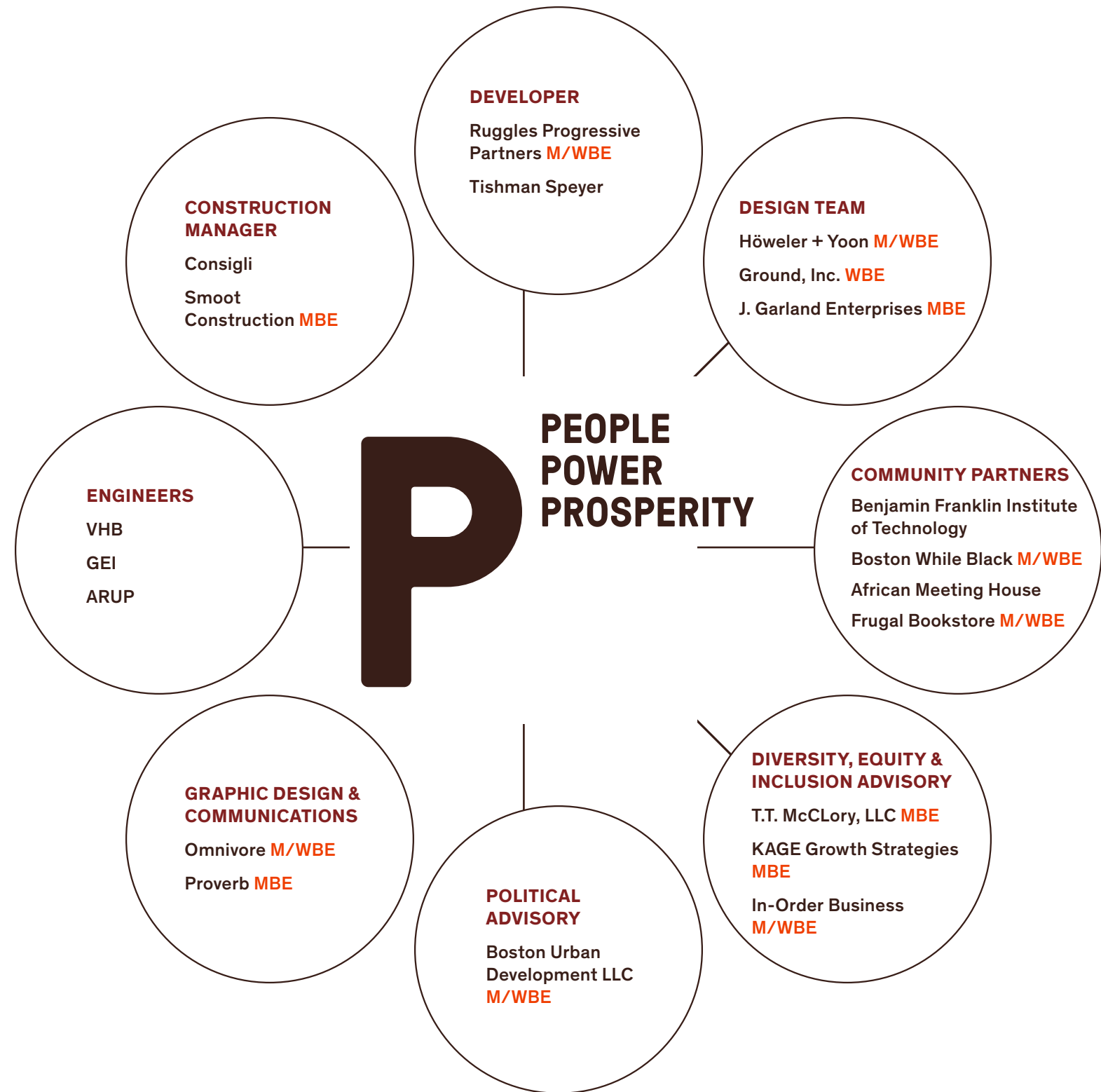
Ruggles Progressive Partners and Tishman Speyer (RPP/TS) is itself a true partnership, one that places racial equity as a central component of our professional practices, principles, and operations. Our collective history includes a long-standing participation in the Boston real estate community. Together we are excited to leverage our personal history and presence in the Roxbury community, global experience in innovative placemaking, local experience as civic champions, and expansive experience developing a mixture of affordable housing and community wealth creation strategies.

Members of the collective team have worked together on many projects in different configurations, including at the Enterprise Research Campus (“ERC”) in Allston, where Tishman Speyer, in conjunction with Richard Taylor, have raised over \$31 million of equity from a Black and Brown investor base, representing the largest capital raise of its kind in Boston. Taidgh McClory (THM) and Milton Benjamin (KAGE) have created a strategic DE&I Framework for the ERC project from team inception through each stage of procurement and ultimately long-term ownership and ongoing operation.

We have formed a team where the resources of a large global firm like Tishman Speyer can help amplify and increase capacity for a new generation of developers and particularly amplify the contributions and capacity of Black women.

Our ability to meet and exceed the desired P³ Development Objectives, begins with the leadership, expertise, and synergies of our proposed RPP/TS joint venture structure. We have designed this joint venture structure with intention to bring together an integrated suite of core development skills that will ensure that we deliver upon the equitable outcomes outlined in the stated P³ Development Objectives:

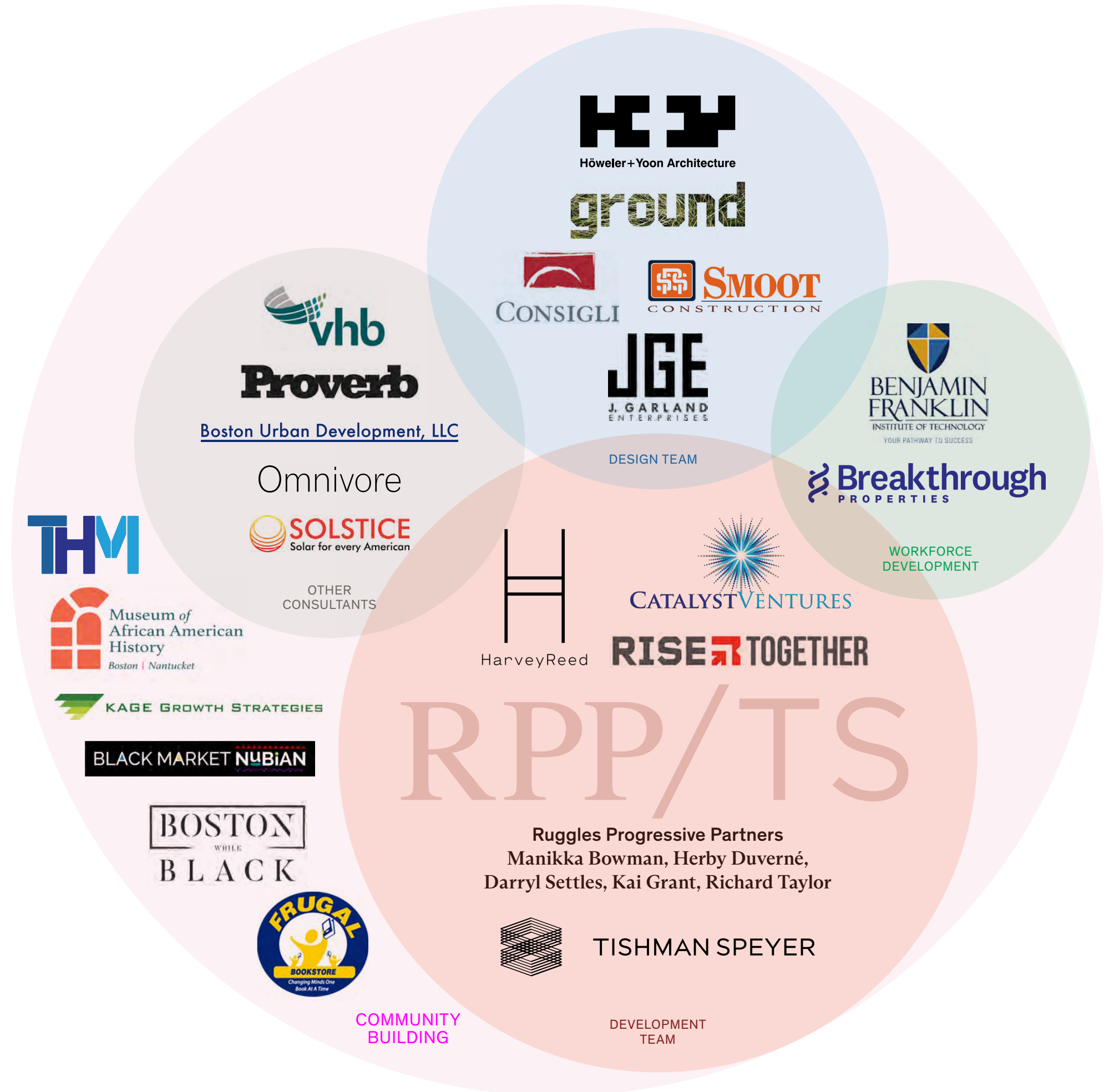
- Consistency with Area Planning
- Economic Development and Wealth Creation
- Affordable/Income Restricted Housing
- Sustainable, Resilient, and Healthy Development
- Development without Displacement
- Diversity, Equity & Inclusion
- Partnership Opportunities with Boston Public Schools
- Community Benefits



Ruggles Progressive Partners (RPP) + Tishman Speyer (TS)

Our collective Ruggles Progressive Partners + Tishman Speyer (RPP/TS) development team will be a co-development joint venture at the general partner level. Together RPP/TS have developed an integrated development matrix structure that delineates core development roles and responsibilities throughout each phase of the proponent P³ development. Situated in Boston’s iconic Roxbury Neighborhood and the Greater Roxbury Economic Development Area, the RPP/TS Team fully recognizes both the historic stature of the P³ parcel and the opportunities it presents for redevelopment as an urban, transit-oriented, mixed-use hub. The complementary nature of Ruggles Progressive Partnership’s local knowledge, social capital and development track record coupled with Tishman Speyer’s global resources, local leadership and development scale is unmatched. And ultimately, we believe our joint venture development team is uniquely positioned to unlock economic benefits for the Nubian Square area that specifically advance Roxbury’s long-term community vision—meaningful commitments to affordable housing, sustainable urban design, economic mobility & wealth creation, arts & culture, and equitable development.

Ruggles Progressive Partners, LLC (“RPP”) is a joint venture between the following MBE and M/WBE firms: RISE Together, Catalyst Ventures Development, HarveyReed, Black Market Development, and Nubian Square Ascends. A summary of the RPP/TS partnership is included in the appendix.



RPP Team Members (MBE and M/WBE)



MANIKKA BOWMAN
HARVEYREED (M/WBE)

Reverend Manikka Bowman is a Founding Principal of HarveyReed, a newly launched M/WBE-owned development firm focused on expanding multifamily housing in greater Boston. Rev. Bowman

has 15+ years of policy and land use expertise, and she has provided technical assistance focused on zoning, placemaking, and commercial development to municipalities throughout the Commonwealth of Massachusetts. She is also the Executive Director of Project REAP, the nation's leading diversity, equity & inclusion initiative in commercial real estate. Throughout her career, Rev. Bowman has contributed to innovative thinking in CRE through thought leadership and educational program development for land use professionals, and most recently as the former Director of Policy and Outreach at the Urban Land Institute.

As the former Vice-Chair of the Cambridge School Committee, Rev. Bowman has been a dedicated public servant. During the COVID-19 pandemic, she collaborated with district leaders to set priorities for the School District by negotiating four contracts in two years with the Cambridge educational union ensuring students and staff had access to safe learning conditions. Her proudest accomplishment during her tenure was providing free access to sanitary products to all students in restroom facilities and the establishment of a Period Equity Bank.

Rev. Bowman is an ordained clergywoman in the African Methodist Episcopal Church, a Boston Business Journal 40 under 40 honoree, and holds a bachelor's degree from Bethune-Cookman University with dual master's degrees in Divinity and Urban Policy from Columbia Theological Seminary and Georgia State University.



HERBY DUVERNÉ
RISE TOGETHER (MBE)

Herby Duverné is the Co-Founder of RISE Together, a certified MBE construction and development company based out of Boston, Massachusetts. Mr. Duverné has nearly 25 years of experience in

the critical infrastructure, real estate development and construction industry working across the Northeast and Mid-Atlantic Region. Throughout his career, Mr. Duverné has been involved with projects across both private and public sectors. Notable projects and affiliations in Boston include 401 Congress Street (Massport Parcel A2), a 600,000-sf office tower, D Street Hotels, and the 850-unit Old Colony Housing Redevelopment.

In addition to co-founding RISE Together, Mr. Duverné is the Principal and CEO of Windwalker Group LLC, an award-winning, certified 8(a) small business with its headquarters in Roxbury, Massachusetts. Windwalker offers security and management solutions for both physical and cybersecurity solutions, and currently holds contracts with the U.S. Department of Homeland Security and several with the U.S. Department of Defense. Under Mr. Duverné leadership, Windwalker received recognition as one of the fastest-growing private companies in America at No. 1063 of Inc.'s 5000 listing.

Herby devotes many personal hours to the greater Boston community and is deeply involved in social and economic justice issues. He recently kick-started the Greenwood Challenge in Black Economic Council of Massachusetts (BECMA) with a \$100,000 donation to support black business in Boston and the surrounding communities. Herby holds a B.S. and M.S. in Criminal Justice Administration from Northeastern University.



KAIDI (KAI) GRANT
BLACK MARKET DEVELOPMENT
AND BLACK MARKET (M/WBE)

Kaidi (Kai) Grant is deeply rooted in the Roxbury community as the owner and curator of Black Market and Black Market Development (BMD). Ms. Grant co-founded BMD

in 2020 as an extension of the Nubian Square-based, centerpiece & launchpad Black Market, which offers local micro-businesses, largely owned by women and people of color, a means to participate in our city's shared economic prosperity. Together these two community development enterprises, Black Market Development and Black Market seek to bring the Community's ideas to fruition in tangible ways that directly benefit the long-time residents, by providing training and job opportunities for skilled entrepreneurs while fostering the artistic and cultural vibrancy of the area. Ms. Grant is also an inaugural Roxbury Cultural District Board Member (2017–present) and member of the Dudley Vision Advisory Task Force.

Black Market Development is a unique M/WBE-owned Community Development firm that aims to develop land for the Community, by the Community, and create wealth for the Community. As part of their service offering, Black Market Development also specializes in Community Engagement and the dynamic interplay between public agencies, oversight committees, developers, architectural firms, and contractors as well as civic institutions, community-based organizations, and neighborhood groups. By strategically leveraging digital platforms, BMD is able to amplify information sharing and service provision as a way to heighten expectations and standards of public participation in spatial decision and placemaking.

BMD Co-owners Christopher and Kaidi Grant are Serial Entrepreneurs, Philanthropists, and Diaspora-Centric world travelers presently residing in Roxbury's Highland Park. They come from a long line of proud, active, thought leaders and doers in Boston's Black Community and carry the legacy of Entrepreneurship, Education, and Art in their blood.



DARRYL SETTLES
CATALYST VENTURES
DEVELOPMENT (MBE)

Darryl Settles is the Founder & President of Catalyst Ventures Development. Founded in 2014, Catalyst Ventures Development (CVD) focuses on the development of and investments in multifamily and commercial properties in Boston and surrounding communities

by fostering partnerships and relationships that empower minority communities by providing the resources that encourage financial growth.

A Boston entrepreneur and civic activist with a 25+ year career marked by significant contributions to hospitality, real estate and development industries, Mr. Settles has been an instrumental catalyst in identifying and developing initiatives that benefit Boston's diverse residents, business owners and visitors. A champion of public service, Mr. Settles serves on multiple nonprofit and public boards that advocate for economic and social equality for underserved communities.

Mr. Settles earned a B.S. in Engineering from Virginia Tech and currently serves on the following boards: Builders of Color Coalition (BCC), Greater Boston Convention and Visitors Bureau (GBVTB)–Executive Committee, Black Economic Council of Ma. (BECMA), the Greater Boston Chamber of Commerce (GBCC), and the Mass Housing Investment Corporation–Loan Committee.



RICHARD TAYLOR
NUBIAN SQUARE DEVELOPMENT,
LLC (MBE)

Richard Taylor has over thirty years of experience owning and developing commercial real estate projects as a developer of single-family, multi-family and retail properties

in urban markets. His development projects have included Douglass Park–mixed-use development, Olympia Tower–elderly housing, Fountain Hill–condominiums, and Bradford Estates–condominiums. Fountain Hill and Bradford Estates represented the first new construction for homeownership in this neighborhood in decades and gave over thirty families the opportunity to acquire equity in their community.

Richard has a wealth of experiences spearheading efforts to raise minority investment capital led for development initiatives. Most notably, Mr. Taylor raised \$7 million dollars from minority investors for the Omni Boston Seaport Hotel. In addition, Mr. Taylor was a critical contributor to Tishman Speyer's historic inclusionary investor initiative that raised more than \$31 million dollars of equity capital from more than 150 Black and Latinx investors.

Mr. Taylor served as a key strategic investment advisor on behalf of Tishman Speyer, which was arguably the largest private inclusionary capital raise (in terms of total dollars) for a private or public development in the history of the City of Boston.

Mr. Taylor brings a deep understanding of the development process and solid relationships and experience working closely with philanthropic, community and government entities throughout his career. In addition to his development expertise, Mr. Taylor oversees the management of the firm's commercial brokerage operation and is a general partner of a group involved in the master leasing of retail establishments located along the Orange and Red Line MBTA stations.

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

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

Mr. Taylor graduate with an J.D. from Harvard Law School and an M.B.A. from Harvard Business School. He was the first Rhodes Scholar at Boston University, where he obtained a B.S. in Communications and received a second bachelor's from Oxford University.

RPP Relevant Experience



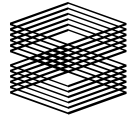
MIXED-USE LIFE SCIENCE DEVELOPMENT

Parcel H in the Seaport will deliver 650,000 SF of new life science space along with a 16,000 SF training pavilion, activated retail space, and a new on-site MBTA Silver Line station. The project will also add 1.0 acre of public green space within Seaport Circle.



MIXED-USE DEVELOPMENT

The Nubian Square Ascends Project in Roxbury will transform Nubian Square into a cultural, entertainment, and artistic mecca that celebrates the rich diversity of the neighborhood. This mixed-use project will be developed by an all-minority team. Nubian Square Ascends will offer retail, entertainment, Artists Housing, commercial uses, and a 300-space parking garage. A comprehensive wealth-creation plan will include approximately 900 permanent jobs and contract opportunities for Minority and Women-Owned Business Enterprises (M/WBE) during all phases of the project.



TISHMAN SPEYER

INTERNATIONAL REACH

Tishman Speyer Properties, L.P. (“Tishman Speyer” or “TS”) is a private real estate company with roots dating back more than 100 years. The firm builds community into each of its global properties, putting people and hospitality at the center of each. Tishman Speyer’s visionary leadership team and on-the-ground experts are unparalleled in their ability to foster innovation, anticipate global and local needs, and cultivate new initiatives.

Established in its current form in 1978, Tishman Speyer has acquired, repositioned, developed and operated over \$124 billion (US) [1] of property, including over 219 million square feet [2] of office, residential, life science, and retail space across the United States, Europe, Latin America, and Asia. As of September 30, 2021, the firm has a portfolio of approximately \$66 billion spread over 158 assets and manages 87 million rentable square feet with approximately 1,800 customers.

Tishman Speyer benefits from a vertically integrated platform which combines the expertise of its worldwide professionals and global relationships to create economies of scale and efficiencies at the asset level. The firm has in-house capabilities in Acquisitions, Asset Management, Debt Capital Markets, Design & Construction, Equity Capital Markets, ESG, Development & Placemaking, Global Corporate Outreach & Leasing, Government Affairs, Portfolio Management, Property Management & Hospitality, Strategy & Innovation, and Tax, Risk Management and Legal. The integrated team of approximately 900 real estate professionals (including over 150 design and construction experts) in 17 offices blends local expertise, global best practices, and a network of professional relationships to create exceptional environments of enduring value.

Tishman Speyer’s experienced development professionals have a strong track record of designing, permitting, financing, constructing, and operating complicated mixed-use projects throughout the United States and around the world. Since 2010, the firm has completed approximately 60 million square feet of development and redevelopment

space globally, and 19 million square feet in the U.S. Leveraging creativity, extensive breadth and depth of knowledge, entrepreneurship and innovation, the team has the development and operating expertise to undertake projects with the significant scope, complexity, and nuance required at Parcel P³.

AFFORDABLE HOUSING

In 2020, Tishman Speyer launched its Affordable Housing platform, Tishman Speyer Communities, focused on sourcing opportunities to acquire, redevelop, and engage in ground-up construction of quality housing that is permanently affordable to low- and middle-income residents. On the west coast, Tishman Speyer has contributed more than 590 affordable housing units to the San Francisco market, making the firm the most active for-profit developer of affordable homes in San Francisco, with another 2,400 affordable housing units currently in the pipeline the New York City market. Each project has been a result of strong public-private partnerships requiring deep relationships with public sector stakeholders. Tishman Speyer is excited to expand these efforts in its partnership with RPP to develop the Parcel P³ project.

LOCAL PRESENCE

Since 1997, Tishman Speyer has been a long-term owner and developer of real estate in the Boston area, and an active member of the community. Within the Boston metropolitan area, Tishman Speyer owns approximately \$3 billion of Class A real estate, comprised of approximately 6 buildings containing over 3.5 million square feet with an additional 2.5+ million square feet of future development capacity. Tishman Speyer has developed/redeveloped 5 properties within the region containing more than 950 thousand square feet. Two projects or 2.5 million square feet are currently under development.

The Boston region has a full-service operating platform and management team, which oversees acquisition, development, leasing, marketing, capital transactions, property management, design and construction, and accounting departments. With a fully integrated team of investment and

management professionals located in Boston, Tishman Speyer is highly committed to the market long term.

DIVERSITY, EQUITY, & INCLUSION

Tishman Speyer is committed to creating wealth and opportunity for businesses and individuals that have historically been excluded from full participation in the real estate industry. The firm recognizes that it is both the right thing to do, and that it will enhance the value of its holdings and the return to its investors. As such, Tishman Speyer is making an unprecedented commitment to drive diversity, equity, and inclusion in all of its activities through proactive and intentional efforts as a core element of its business plan. Across its geographically and functionally broad platform, Tishman Speyer is taking concrete, measurable action to address the historical inequities and structural impediments that have prevented a more diverse industry.

The firm itself is built on the diversity of its people, the equity of experience and opportunity, and the inclusivity of its culture. Its hiring practices include the active cultivation of a diverse slate of candidates for every role. The firm also partners with organizations, programs, and affinity groups to attract people with a variety of perspectives and backgrounds. In the U.S., Tishman Speyer’s current hiring partnerships include Sponsors for Educational Opportunity, Ladders for Leaders, Project Destined, The Commercial Real Estate Success Training, and the New York Jobs CEO Council. Cultivating and preserving a workforce of people with diverse cultures and backgrounds is central to the firm’s long-term people strategy.

The following are additional ways in which the firm promotes a culture of diversity, equity, and inclusion:

- Tishman Speyer has affinity groups including the Black Employee Network and TSPride. These groups provide its members with educational and developmental opportunities, networking opportunities, philanthropic events, and recruitment and mentorship programs.
- Tishman Speyer has implemented unconscious bias training for employees worldwide. Building

an inclusive work environment is vital to the firm’s business and understanding and mitigating bias in interactions and decision-making is a crucial step.

- The firm provides employees with internal programming and communication channels to expand knowledge and understanding and provide space for inclusivity to thrive. These offerings include:
 - Diversity Speaker Series with distinguished speakers such as Ernie Green, civil rights advocate and oldest member of the “Little Rock Nine,” Ben Jealous, civil rights leader and politician, Cedric Bobo, CEO and Co-Founder of Project Destined, Randal Pinkett, a business consultant and entrepreneur, and Dr. Valerie Montgomery Rice, President and Dean, Morehouse School of Medicine
 - Open Space Conversations (both moderated and unmoderated), on ways to take charge of learning and explore actions to foster a more diverse, inclusive, and equal environment.
 - Reading Circles, where members will read and discuss a book that brings awareness to ongoing racial issues.
 - Observation of the Juneteenth holiday encouraging reflection and education.

Tishman Speyer also continues to create initiatives and support programs and organizations that foster opportunities for people of color in the real estate industry and focus on racial equity and inclusivity throughout our projects and communities through the following:

- The firm seeks to put together diverse project teams at all levels, and, as such, creates meaningful partnerships with minority developers, in both co-GP and mentor/mentee relationships.
- Tishman Speyer led the largest inclusionary investor initiative (total dollars) for private development in the history of Boston. The firm partnered with more than 150 Black and Latinx professionals to source a portion of the equity for our Harvard Enterprise Research Campus

development in Allston, MA. Going forward Tishman Speyer is providing similar opportunities across projects in the U.S.

- Tishman Speyer seeks to support Minority Depository Institutions through its Black Banking Initiative. The firm has launched the program with depository relationships with New York-based Carver Bank and Washington, D.C.-based Industrial Bank, and is actively seeking lending opportunities for Tishman Speyer projects.
- The firm's Supplier Diversity & Economic Inclusion Program seeks to open doors for small and diverse suppliers. This program formalizes Tishman Speyer's commitment to growth in spending, economic inclusion, and related job creation for qualified small, minority and women owned suppliers, with a goal to increase such spend to \$300 million by 2024. As part of this program, the firm is a corporate member of the National Minority Supplier Development Council (NMSDC) and the Women's Business Enterprise Council (WBEC).
- The firm has supported programs, and continues to align with groups, that provide mentorship while also working towards more opportunities for people of color within real estate and construction. These include The Architecture, Construction, and Engineering (ACE) Mentor Program, The Real Estate Board of New York (REBNY)/Building Skills and Project Destined, and The Commercial Real Estate Success Training (CREST)
- Rob Speyer is a member of the New York Jobs CEO Council, a new CEO-led, results-oriented coalition that will collaborate with educational institutions, community organizations and nonprofits to hire skilled workers, meet employer needs and connect low-income diverse communities with the skills that they need for today's and tomorrow's workplace
- Tishman Speyer continues to contribute to various organizations that focus on racial equity and inclusivity, including The Civil Rights Foundation, The National Association for the Advancement of Colored People, The Harlem Children's Zone & Harlem Village Academies, Urban Upbound, and The Mayor's Fund to Advance New York City



TS Team Members



ROB SPEYER PRESIDENT AND CEO

Rob Speyer is President and CEO of Tishman Speyer where he has led the firm's expansion over the last decade, doubling assets under management to over \$59 billion, delivering 59 million SF of develop-

ment and redevelopment projects and creating over 12,000 new residential units. Today, Tishman Speyer serves the needs of nearly 1,700 industry-leading customers in 30 markets around the world.

Working with leading architects around the globe, Rob has spearheaded new residential, office and mixed-use developments in the world's most vibrant cities, from San Francisco, New York and Boston to Frankfurt, Berlin, Shanghai and Shenzhen. Rob is active across many boards, including serving as Chairman of the Advisory Board of the Mayor's Fund to Advance New York City, appointed by Mayor Bloomberg in 2006 and reappointed by Mayor de Blasio in 2014. In 2013, he became the youngest ever Chairman of the Real Estate Board of New York, the city's premier industry association and served in the role for five years. Rob is an emeritus member of the Board of Visitors at Columbia College, Rob graduated magna cum laude from Columbia in 1992 and was elected to the Phi Beta Kappa Society.



GARY RODNEY MANAGING DIRECTOR, AFFORDABLE HOUSING ACQUISITIONS & DEVELOPMENT

Mr. Rodney joined Tishman Speyer in 2020 to launch the Firm's affordable housing platform with an initial focus on the metropolitan

New York region. In his role, Mr. Rodney looks for opportunities to buy, redevelop and build ground-up housing that is affordable for low, moderate and middle-income individuals and families. Prior to joining Tishman Speyer, Mr. Rodney spent four years serving as the Chairman of CREA, LLC, a national syndicator of the low-income housing

tax credit, where he was responsible for working with the senior management team to help shape the company's direction and finance affordable housing across the country. Mr. Rodney was previously appointed by the Mayor of New York City to serve as the President of the New York City Housing Development Corporation. He has over 20 years of experience across the government, non-profit and private sectors. Mr. Rodney is a current member of the boards of the NYU Furman Center for Real Estate and Urban Policy, the Community Preservation Corporation, and the New York Housing Conference. He holds his BA from the University of Rochester and his MS in Urban Planning from NYU's Robert F. Wagner Graduate School of Public Service.



JESSICA HUGHES MANAGING DIRECTOR, BOSTON

Ms. Hughes joined Tishman Speyer in 2018 and leads the Boston region including acquisitions, dispositions, asset management, and development. She joined Tishman Speyer from JLL, where she was

a Managing Director in the Boston Capital Markets group and member of JLL's International Capital Group. Previously, she was a Senior Vice President at Beacon Capital Partners, responsible for acquisitions and dispositions in major US markets, as well as establishing Beacon's offices in London and Paris. She began her career in New York working on the redevelopment of Grand Central Terminal. Ms. Hughes has a BA in History from Dartmouth College. She serves as a board member at the Boston Center for the Arts, is the current President of NAIOP Massachusetts, and is involved in numerous civic and real estate leadership positions in Boston. She was honored as one of the BBJ's Power 50: The Movement Makers in 2021.



RUSTOM COWASJEE MANAGING DIRECTOR, DESIGN & CONSTRUCTION

Mr. Cowasjee is responsible for the development, design and construction of Tishman Speyer's Boston, Chicago, and Washington D.C.

portfolios. Since joining Tishman Speyer in 1999, he has been responsible for the design and construction of the company's projects in Northern Virginia, District of Columbia, Chicago, Philadelphia, and Boston. He has also been responsible for setting up Tishman Speyer's design and construction departments and projects in India. Prior to joining Tishman Speyer, Mr. Cowasjee worked for London & Leeds Development Corporation and was responsible for the design and construction of the commercial office building portfolio and hotels in the Americas, including in Canada, the Caribbean and South America. He has also worked as an architect for I.M. Pei & Partners in New York. Mr. Cowasjee graduated from Cornell University with a B.Arch. and earned a MAUD in architecture and urban design from the Graduate School of Design at Harvard University.



TY BARNES MANAGING DIRECTOR, AFFORDABLE HOUSING ACQUISITIONS & DEVELOPMENT

Mr. Barnes joined Tishman Speyer in 2022 to lead the firm's efforts to source and acquire workforce housing assets within the TS

Communities platform. Prior to joining Tishman Speyer, Mr. Barnes served as the Senior Vice President of Investments at Lakevision Capital East, where he led the acquisition of core and core-plus multifamily assets on the east coast. Previously, he was the Vice President of Acquisitions at Taconic Investment Partners, where he was responsible for creating and executing the acquisition strategy for a workforce housing multifamily joint venture. While at Taconic, Ty led the acquisition of fifteen properties and his day-to-day activities included deal underwriting, debt placement, deal diligence, capital budget creation, and the strategic vision of acquired multifamily properties. His responsibilities also included community and public relations, and interfacing with government agencies and officials.

Prior to Taconic, Ty was the Senior Acquisitions Manager at Related Companies and worked on national workforce housing and luxury transactions. Ty was also a subject matter expert in RAD Conversions, Project Based Section-8, and low-income housing tax credits deals—as well as local

government (New York City and Boston) affordable housing initial lease-up lottery programs and procedures. Prior to that, he held Senior Portfolio and Asset Management positions with Winn Residential and MMC. Ty earned a bachelor's degree in history from Colgate University and a master's degree in real estate finance and investment from NYU's Schack Institute of Real Estate.



JOE RITCHIE MANAGING DIRECTOR, BUSINESS DEVELOPMENT AND HEAD OF DIVERSITY AND INCLUSION

Joe Ritchie serves as Managing Director of Business Development and Head of Diversity & Inclusion, focusing on driving business

development with a specific focus on creating more diverse and inclusive communities and relationships across the platform. He will have a pioneering role both internally and externally, creating an impact both across the firm's portfolio and projects and within Tishman Speyer company culture. Mr. Ritchie joins the firm after serving as Senior Vice President for development at Brandywine Realty Trust. His prior experience includes working at Trammell Crow Company, Deloitte and serving as the founding CEO of the City of Newark's economic development corporation under Mayor Cory Booker. In addition to his real estate experience, he worked to create a program to support minority entrepreneurs in Cape Town, South Africa and he is the president of NAIOP Greater Philadelphia and sits on several business and cultural boards in Philadelphia. Joseph earned his MBA from Wharton and his BS from Rensselaer Polytechnic Institute.



AARON DENT MANAGING DIRECTOR, CHIEF PROCUREMENT OFFICER

Aaron Dent joined Tishman Speyer in 2015 and is responsible for global procurement, optimizing the firm's worldwide spending with its suppliers. Prior to joining the

company, he served as Vice President of Global Procurement for Merck & Co., Inc. Aaron has over 25 years of procurement experience and has served

in leadership positions at prominent multinational corporations including Honda, BMW, Deere, Delta Air Lines and Insight-DRB, LLC, both domestically and abroad. Aaron serves on the Board of Trustees of the Morehouse School of Medicine. He holds a BS from Michigan State University and an MBA from Emory University.



KATE GILMORE
SENIOR DIRECTOR, AFFORDABLE
HOUSING ACQUISITIONS &
DEVELOPMENT

Ms. Gilmore joined Tishman Speyer in 2021 to help build the Firm's new affordable housing platform. With over a decade of experience, Ms.

Gilmore has worked in multiple areas of the affordable housing field in both the public and private sector. Prior to joining Tishman Speyer, Ms. Gilmore was the Director of Affordable Housing at Mega Development where she oversaw the acquisition and development of the affordable housing pipeline. Ms. Gilmore also previously worked at New York City Housing Development Corporation where she closed over \$250 million in senior debt financing for the new construction and rehabilitation of fifteen projects. Ms. Gilmore is a current member of the board of the Fifth Avenue Committee. She holds her BA from Oberlin College and her MS in Urban Planning and Historic Preservation from Columbia University's Graduate School of Architecture, Planning and Preservation.



DARRIEN PINKMAN
SENIOR DIRECTOR, GLOBAL
CORPORATE AND PROPERTY
MANAGEMENT PROCUREMENT

Darrien joined Tishman Speyer in 2018. He previously held leadership positions at Merck,

where he was Executive Director of Global Technology and Global Marketing Services Procurement. In his current role, Darrien is responsible for creating global sourcing strategies that enable the efficient acquisition of goods and services, which enable Tishman Speyer's business

strategy. He leads a global team that manages critical categories such as IT, Marketing, Legal, HR Services, Facilities Management, Travel, Card, and Site Services. In his tenure at Tishman Speyer, he has been responsible for all aspects of Global Supplier Management, Contracting, and a newly launched Supplier Diversity and Economic Inclusion Program. Darrien sits on multiple Advisory Boards and has recently been named the Treasurer of the New York & New Jersey Minority Supplier Development Council Executive Board. He also founded Tishman Speyer's Black Employee Network. With over 20 years of experience in Supply Chain, Procurement, Project Management, and Business Development, he has held positions of increasing responsibility within IBM, Bell Labs, Nokia, and Merck before joining Tishman Speyer. Darrien holds a BS in Business Management (Cum Laude) w/minor in managerial Economics from Centenary University, a Master's in Program/Project Management from the Howe School at Steven's Institute of Technology, and is also a Sigma green belt.



LAUREN FERRANDO
SENIOR ASSOCIATE,
ACQUISITIONS & DEVELOPMENT

Ms. Ferrando joined Tishman Speyer in 2019 and is a senior associate working on acquisitions, development, and asset management in the Boston region.

At Tishman Speyer, she has worked on life science, office, and residential acquisition opportunities across the region. She is currently working on strategic new investments, a life science redevelopment in East Cambridge, and a life science development in the Seaport. Prior to Tishman Speyer, Ms. Ferrando worked at Manulife where she spent two and a half years as a member of their acquisitions team, covering various asset classes across the country. She is a member of REFA's Emerging Leaders group, ULI's Boston Market Council, and runs the housing support group at the Cambridge Women's Center. Ms. Ferrando holds her bachelor's degrees in Economics and Communication from the University of California, Davis.



DANIELLE HITZIG
SENIOR ASSOCIATE, AFFORDABLE
HOUSING ACQUISITIONS &
DEVELOPMENT

Ms. Hitzig joined Tishman Speyer in 2019 and is a senior associate in the Affordable Housing Acquisitions & Development Team

in New York. At Tishman Speyer, Ms. Hitzig has worked on residential and office acquisition opportunities across the country. She is currently working on strategic investment and development opportunities in affordable and workforce housing. Prior to Tishman Speyer, Ms. Hitzig worked at AEW Capital Management, where she spent approximately two years as a member of their asset management team, covering various asset classes, including residential, office, industrial, and retail. Ms. Hitzig holds a BA in Government from Dartmouth College.



SYDNEY LOSCO
ASSOCIATE, AFFORDABLE
HOUSING ACQUISITIONS &
DEVELOPMENT

Sydney Losco joined Tishman Speyer in February 2021 and is an associate in the Affordable Housing Acquisitions and Development

Team. Her role includes analyzing potential investment and development opportunities in affordable and workforce housing across the country. Ms. Losco previously worked at J.P. Morgan on the firm's real estate debt platform in the Construction Lending Group where she evaluated debt opportunities for large-scale development projects. Concurrently, she worked on the Repo/Warehouse Lending Team, which provided additional leverage on mortgage and mezzanine loans originated by REITS and hedge funds secured by assets located both nationally and in Europe. Ms. Losco holds her bachelor's degrees in Economics and Industrial Design from the University of Notre Dame.



SAMER SAMARANI
ANALYST

Mr. Samarani joined Tishman Speyer in mid-2021 and is an architect that works closely with the Design and construction team in the Boston region. Samer has worked on residential, office,

and life science projects. Before joining Tishman Speyer, Samer worked with an international architecture firm for 5 years on large and mid-scale projects in Europe, the Middle East, and Africa. Mr. Samarani graduated from the Boston Architectural College with a master's degree in design studies in Real estate development, he also earned a master's and a bachelor's degree from Beirut, Lebanon.

TS Relevant Experience



AFFORDABLE HOUSING

Tishman Speyer has acquired the land to develop 10 of 11 buildings that will comprise Edgemere Commons, a 100 percent affordable housing development in Far Rockaway, Queens.

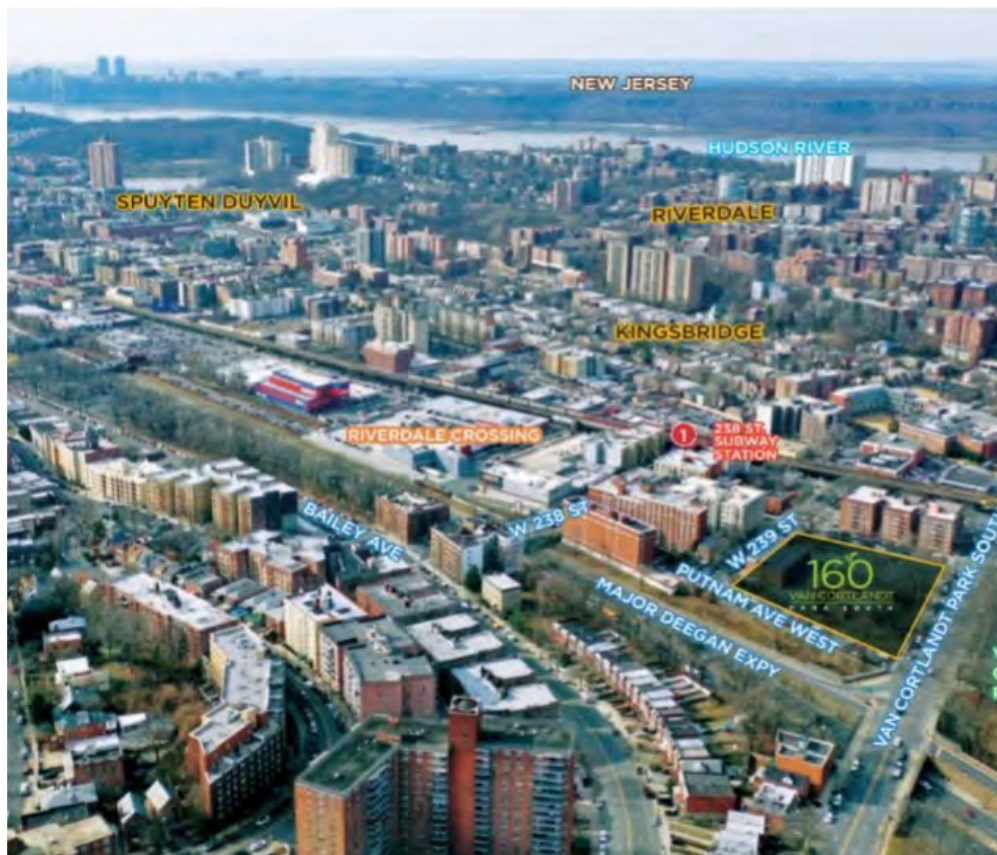
Upon completion of all 11 buildings, Edgemere Commons will encompass 2,050 apartments, including 237 that will be set aside for seniors, of which Tishman Speyer affiliates will develop, own, and operate 1,856 apartments.



MIXED-USE DEVELOPMENT

Tishman Speyer was selected by the Harvard Allston Land Company to develop the first phase of The Enterprise Research Campus (“ERC”), a mixed-use phased development in Allston. The project is currently under review by the BPDA. The ERC will transform a historically underutilized section of the neighborhood into a vibrant and inclusive mixed-use community in the heart of Allston. Tishman Speyer has raised over \$31 million of equity from more than 150 Black and Latinx investors for the project. This is the largest inclusionary investor initiative (total dollars) for private development in the history of Boston. The ERC will be a neighborhood designed and built by a diverse, female-led project team that includes numerous minority- and women-owned contracts and businesses.

The ERC will include office and lab space; ~345 residential units (17% affordable/ 58 units) in Phase A and 20% affordable in Phase B; a hotel, a conference center, and retail space throughout. The project will provide substantial publicly accessible open space, centered around a dynamic Greenway that, over time, will connect Allston from the Honan-Allston library toward the Charles River.



AFFORDABLE HOUSING

In partnership with the City of New York, Tishman Speyer is under contract to purchase 160 Van Cortlandt, at the heart of the Bronx's Kingsbridge neighborhood.

Previously used as a church and school, which both closed years ago, the site now is now a vacant lot, failing to contribute to the community.

Tishman Speyer plans to construct and lease-up ±350 affordable and workforce housing units and subdivide the lot to support the development of a much-needed K-8 public school.



LIFE SCIENCE DEVELOPMENT

The 105 West First Street project (delivering 2Q 2022) is comprised of an eight story, 262,000 square foot life science building containing 1,600+ square feet of ground floor retail space on West First Street for café use, and 2,400+ square feet of convener space available for use by the public on West First Street, and 10,000+ square feet of innovation space fronting on West Second Street. The project was 100% preleased as the new headquarter location for CRISPR Therapeutics. The retail/ café use and innovation space on are designed to activate the ground floor level of the building and invite the public in and help demystify the work done in life science buildings.



AFFORDABLE HOUSING

Since 2005, Tishman Speyer has developed over 500 units of deed-restricted affordable housing in San Francisco, with another almost 500 units underway as part of pending new construction. Our commitment to collaboration with community members, City decision makers and nonprofits, along with strategic partnerships with our market rate developments, has enabled us to maximize affordability while minimizing cost—with and without public subsidy. For example, at 1400 Mission, Tishman Speyer leveraged a fee credit from a market rate development, and partnered with a nonprofit, to provide affordable units without using tax-exempt bonds or LIHTC. At MIRA, Tishman Speyer was able to achieve 40% affordability

onsite by combining privately-owned parcels with a publicly owned parcel to create a larger overall development in exchange for deeper affordability. At Mission Rock, the Team was able to negotiate lower cost land and use of public fee credits and to leverage public funding sources in support of infrastructure development to maximize overall impact.

- 01/ 1400 MISSION STREET:** A 190-unit affordable housing project that provides rare affordable home ownership opportunities, offering stability for working families who otherwise risk displacement as rents rise.
- 02/ THE INFINITY:** Two separate housing projects, in partnership with local developers and in conjunction with a market rate

development, 900 Gilman provides 20 units of affordable family housing, and 888 7th Street provides a further 170 units of workforce housing.

- 03/ MISSION ROCK:** At Mission Rock, a new neighborhood under development in partnership with the San Francisco Giants, Tishman Speyer has committed to constructing 40% of all on-site units as affordable for low- to middle-income families.
- 04/ MIRA:** Recently constructed in the city’s dynamic Transbay neighborhood, 40% of MIRA’s 392 units are dedicated to households earning 80-120 percent of the area median income.



Breakthrough Properties is a life science real estate development company that leverages cross-sector collaboration to deliver environments that foster innovation and scientific breakthroughs. The platform combines Tishman Speyer’s decades of global real estate development experience with Bellco Capital’s industry-making biotechnology entrepreneurship to reimagine environments where companies can create life-changing therapies for patients. Breakthrough seeks to be a home for scientific discovery and innovation and understands what scientists do, how they do it, and why they do it. Furthermore, Breakthrough’s tenants benefit from access to a Scientific Advisory Board (the “SAB”), which comprises leading scientists, entrepreneurs, CEOs and venture capital investors, which jointly bring decades of experience to the front lines of innovation.

This partnership was formed precisely to develop projects like Parcel P³, where the most dynamic ecosystems will arise from the two firms’ differentiated perspectives and experiences. Tishman Speyer is a global developer of large, complex mixed-use projects and is best known for innovative approaches to architecture,

placemaking, interior design, sustainability, healthy live-work environments, and leading-edge tenant amenities. Bellco Capital leverages its founders’ firsthand experience as academic physicians, scientists, and life science entrepreneurs to create and support innovative companies with ambitions to change the paradigm of care for patients. Bellco Capital, along with its partners Vida Ventures and Two River Group, has a long history of building and investing in mission-driven companies focused on cures for unmet medical needs. Breakthrough Properties portfolio in the Boston region includes 105 West First Street in Seaport, the Enterprise Research Campus in Allston, One Canal Park in East Cambridge, and 232 A Street in Seaport.

EXPERIENCED LIFE SCIENCE REAL ESTATE MANAGEMENT TEAM	GLOBAL REAL ESTATE PLATFORM	DEEP KNOWLEDGE OF LIFE SCIENCE BUSINESS AND UNDERWRITING	ECOSYSTEM BUILDERS, WORKING WITH LEADING INNOVATION COMPANIES
Team has nearly \$10B of Life Science Real Estate Transactions (> 50 Transactions)	131 Assets Worldwide 55 Million SF of Development Worldwide	 	       

BEST IN CLASS INNOVATION SPACE

Breakthrough has developed a proprietary, internally managed Studio Labs program, which offers turn-key lab and office spaces and shared equipment to support early-stage innovation.

As part of our broader initiatives with academic research partners, we have developed an annual innovation awards program, engaged incubators like Lab Central and leverage Bellco Capital's network of company creation including KITE Pharma (NIH, UCLA), Agensys (UCLA), Kronos Bio (MIT), and IconOVir (Salk Institute), among others. Specifically, Dr. Arie Beldegrun is a leader in the ongoing development of UCLA's multi-billion-dollar institute of immunotherapy and Jerry Speyer, trustee and chairman of Columbia University, conceived and developed Columbia's first two life science properties.

MENTORSHIP PROGRAM

Breakthrough's Scientific Advisory Board provides mentorship services to supports its clients and partners with their ambitious missions.

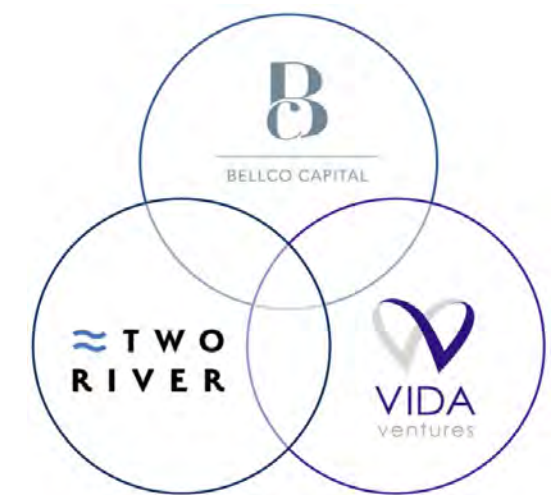
THE BELLCO CAPITAL ECOSYSTEM

Bellco Capital is an investment firm that focuses on deploying capital to create and support companies with bold ambitions of exponential transformation in life science, real estate, consumer health, media, agricultural technology, and other sectors. Bellco features a strong track record, including founding Kite Pharma, acquired by Gilead Sciences in 2017 for \$11.9 billion; and Allogene Therapeutics, the second-largest biotechnology IPO of 2018.

Bellco's foundation was built on the understanding that academia provides a fertile launchpad for life science companies. The combination of connections to scientific leaders, industry titans, budding entrepreneurs, tech transfer offices and boots-on-the-ground networking uncovers a large well of investment opportunities. Bellco's flexible mandate allows for investment in both core therapeutics and opportunistic companies, which provides Breakthrough with an immense store of knowledge spanning the entire life science ecosystem.



BELLCO CAPITAL'S EXPERTISE SPANS THE ENTIRE SPECTRUM OF BIOTECHNOLOGY



ASIDE FROM INVESTING ITS OWN, BELLCO ALSO DEPLOYS CAPITAL THROUGH ITS TWO BUSINESS ARMS—VIDA VENTURES, A NEW YORK CITY-BASED LIFE SCIENCE VENTURE CAPITAL FUND AND TWO RIVER, A LOS ANGELES-BASED VENTURE CAPITAL INCUBATOR



BELLCO LIFE SCIENCE ECOSYSTEM

VIDA VENTURES

Founded by Bellco in 2017 in partnership with a team of life science experts, Vida Ventures, with locations in Boston, Los Angeles, and San Diego, is mandated to invest in life-changing medicine and visionary entrepreneurs to develop breakthrough medical solutions. It has assembled an industry-leading team with representation from biotech, pharmaceuticals, academia, and venture capital and experience from well-respected funds such as TPG Capital, 5AM Ventures and Third Rock Ventures. Vida leverages its extensive investing experience to bolster life science companies and provide potential follow-on funding for startups in later financing rounds. Vida currently has approximately \$2 billion in assets under management. Its investments include A2 Biotherapeutics, Aktis Oncology, Allogene Therapeutics, Centessa Pharmaceuticals, to name a few.

TWO RIVER

Bellco builds and incubates companies via its partnership with Two River, is a venture capital incubator with a mandate to build businesses that change people's lives. The firm works with experienced teams to build visionary companies that improve healthcare and quality of life. Taking a page out of the technology handbook, Two River uncovers available assets, helps to recruit great teams, supports the build-out of internal infrastructure and helps development-stage these companies grow successful businesses. The Two Rivers' team stresses flexibility and tailors its investment approach to the needs of each opportunity. By partnering with management, Two River can create, finance, or operate development-stage companies in the life science sector. Our interaction with companies in the development-stage uniquely positions us to understand and balance the needs of both the life science and finance communities. Well-known companies that have been incubated under Two River include Kite Pharma, Allogene Therapeutics and Kronos Bio.

BP Key Personnel



DAN BELLDEGRUN CEO

Dan Belldegrun is the Chief Executive Officer & Co-Founder of Breakthrough Properties, and is in charge of overseeing all investment and operational activities at the business. Prior to

joining Breakthrough Properties, Dan Belldegrun spent eight years working at Tishman Speyer, where he was a Senior Director on the Acquisitions and Development team in the Bay Area and New York regions. As part of the team, he completed over \$575 million of commercial transactions and managed the entitlement, design and financing of several large-scale developments including a 900 unit, Bjarke Ingels-designed residential development in San Francisco's Central SOMA District. Dan earned a Bachelor of Arts from the University of Pennsylvania.



DAN D'ORAZI EXECUTIVE VICE PRESIDENT, HEAD OF ACQUISITIONS

Dan D'Orazi is located in San Diego, CA. Since 2019, Dan has served as Executive Vice President and Head of Acquisitions for Breakthrough; he oversees new investment activity

across all markets. Prior to joining Breakthrough, Dan led BioMed Realty's investments team, including all acquisition and disposition activity across the company's core markets in the U.S. and U.K. Prior to BioMed Realty, Dan worked at The Concord Group, a leading real estate consultancy. Dan received an MBA from University of California, Berkeley and a Bachelor of Business Administration from Gonzaga University.



SUSIE HARBORTH EXECUTIVE VICE PRESIDENT, BUSINESS OPERATIONS

Susie Harborth is Executive Vice President, Business Operations at Breakthrough Properties, where she leads innovation strategy, branding and marketing. As a

company builder and real estate executive, she brings a unique combination of expertise and experience to the Breakthrough platform. Prior to joining Breakthrough, Ms. Harborth was the co-founder and Chief Operating Officer of BioLabs, a platform of coworking lab spaces and services for innovation users; and was part of the founding team at LabCentral, a 501(c)3 non-profit organization and the most well-known shared innovation center for life science startups. In addition, Ms. Harborth was the founding CFO and Administrative Partner for Mission BioCapital, an early-stage life science venture firm; and was part of its predecessor firm, BioInnovation Capital as co-founder, General Partner and CFO, making her one of the youngest female general partners in the life science industry.



AARON KAZAM SENIOR VICE PRESIDENT, ACQUISITIONS & ASSET MANAGEMENT

Aaron Kazam is responsible for sourcing, evaluating, and overseeing Breakthrough's new investment and development activity across

all U.S. markets. Prior to joining Breakthrough, Aaron played a key role in establishing the Breakthrough platform at Tishman Speyer. While at Tishman Speyer, Aaron also helped lead \$3 billion of acquisitions and financings, and managed pre-development of Tishman Speyer's Hudson Yards properties, including a 2.8M SF iconic tower anchored by Pfizer. Aaron received an MBA from Columbia University and a Bachelor of Architecture from Cornell University.



TIM STOLL SENIOR VICE PRESIDENT, DESIGN AND CONSTRUCTION

Tim Stoll is responsible for design and construction within Breakthrough's global life science real estate platform and is currently leading Breakthrough's

105 West First Street project in Boston, leveraging over a decade of extensive lab development experience at BioMed Realty Trust and Siemens Healthineers. Prior to joining Breakthrough, Tim developed over 3 million SF of life science real estate, including the Center for Excellence Campus expansion for Siemens Healthineers, redevelopment of the Sydney Research Campus, execution of 450 Kendall Street, multiple ground-up build-to-suits on the Landmark (Regeneron) Campus in New York, the Granta Park Campus in Cambridge, UK and completion of the Center for Life Science Boston for BioMed Realty. Tim holds a BA in Architecture from Washington University in St. Louis, an MS in Construction Management from Colorado State University and an MS in Finance from Boston College.

Design Team



HÖWELER + YOON (M/WBE) is a design-driven architecture practice and creative studio that believes design is an instrument for imagining and implementing change—social, cultural, technological, and environmental. Since 2005, Höweler + Yoon has done unprecedented work in atypical fields: interactive landscapes, submersible structures, stone vaulting, and media projects. Their projects ask how design fits within contemporary culture, how it can affect behavioral and social norms, and how it can produce a sense of place or create environmental awareness. Projects range from cultural and institutional buildings, mixed-use residential and commercial buildings, to public spaces, interactive environments, and research projects.

J. MEEJIN YOON, FOUNGING PRINCIPAL

Ms. Yoon is an architect, designer, and educator. She is currently the Gale and Ira Drukier Dean of Cornell University's College of Architecture, Art, and Planning. Previously, she was Professor and Head of the Department of Architecture at MIT where she began teaching in 2001. Ms. Yoon is the co-founding principal of Höweler + Yoon Architecture, a multidisciplinary architecture and design studio that has garnered international recognition for a wide range of built work. Her design work and research investigate the intersections between architecture, technology, and public space. Yoon received a Bachelor of Architecture from Cornell University with the AIA Henry Adams Medal in 1995, a Master of Architecture in Urban Design with Distinction from Harvard University in 1997, and a Fulbright Fellowship to Korea in 1998.

ERIC HÖWELER, FOUNGING PRINCIPAL

Mr. Höweler is an architect, designer, and educator. He is currently Associate Professor in Architecture at the Harvard Graduate School of Design. His design work and research explore the relationships between architecture and building technologies with a focus on envelopes and material systems. Prior to forming Höweler + Yoon Architecture in 2005, Höweler was a senior designer at Diller Scofidio + Renfro in New York, and an Associate Principal at Kohn Pedersen Fox Associates. Höweler has been widely recognized for his innovative and interdisciplinary work. He is the co-author of *Expanded Practice* (Princeton Architectural Press 2009) and *Verify In Field: Projects and Conversations* Höweler + Yoon (Park Books, forthcoming 2021). Höweler received a Bachelor of Architecture from Cornell University with the AIA Henry Adams Certificate in 1994 and a Master of Architecture from Cornell University in 1996.

RELEVANT WORK —HÖWELER + YOON



STUART STREET TOWER

The design of 212 Stuart Street is rooted in the idea that the tall building operates at multiple scales in the city. When viewed from a distance, the tall building meets the sky with a distinctive silhouette and participates in the larger composition of the city's iconic skyline. When viewed from the sidewalk, the tall building meets the ground and is responsible for activating the streetscape in its immediate context.

The building massing is broken up into a "coursed block" organizing the building into discrete blocks of 3,4,5, and 6 story packages. Within the package the exterior is articulated to emphasize the vertical grain of the building with irregularly spaced opaque panels alternating with recessed glass infill panels. The vertical panels consist of custom cast multi-story precast panels with a concave scalloped geometry. The heavy relief and vertical texture of the facade will create a unique optical effect of scaling the building on the Boston skyline, as well as some local self-shading effects on the eastern and western exposures. Glazing for the residential units is in the form of multi-story recessed curtain wall with spandrel glass between precast panels.



Completion: Ongoing, 2022,
Program: mixed-use residential,
126 units, Location: Boston,
MA, Scope: New Construction
Architectural Design, Area:
129,000 sf

RELEVANT WORK —HÖWELER + YOON



UNION SQUARE DEVELOPMENT/D2

This 700,000-sf urban planning project coincided with the Boston MBTA Green Line Extension into Somerville's Union Square. Our scope in the new development consists of a residential tower with ground-level retail and transportation access. Situated in between Union Square and the Green Line Extension, the development plans to service a growing population in Somerville.

The planning of the development requires coordination with City officials through public hearings and town hall meetings in which developers, architects, and city officials develop zoning strategies and conduct large-scale planning analysis.

Completion: Ongoing, 2023,
Program: Residential, Retail,
Transit Hub, 450 units,
Location: Somerville, MA,
Scope: New Construction
Architectural Design, Area:
700,000 sf



ZERO ATHENS STREET

The proposed project occupies a triangular parcel within the West Broadway Neighborhood at the intersection of W 2nd Street (to the north) and Athens Street (to the south). Due to the unique geometry of the site, the proposed building returns a significant amount of public space and beautification area back to the community. By pulling back the footprint approximately 40ft from the western tip, the site reintroduces approximately 800sf of public space at the prominent intersection. In addition, the northern edge of the proposal serrates in plan along W 2nd Street to offer a more generous sidewalk experience for pedestrians. This modulation also creates a series of pockets along the sidewalk, adding visual interest and the opportunity for trees and other plantings.

The structure consists of 6 stories; 5 floors of residential units and a ground level of retail and building services. Approximately 2,600sf of retail space is in the westernmost portion of the plan, which addresses the public space and the primary circulation intersection of W 2nd Street and Athens Street. The ground level contains lobby spaces for the residential portion, accessible from W 2nd Street.



Completion: Ongoing,
2022, Program: Mixed-Use
Residential, 55 units,
Location: Boston, MA, Scope: New
Construction Architectural
Design, Area: 49,300 sf



J. GARLAND ENTERPRISES (MBE) is a 100% minority owned Boston-based architecture, design, and real estate development practice, with a primary focus on urban redevelopment, commercial mixed-use and multifamily housing. J. Garland Enterprises opened its doors in the Spring of 2018 as a certified Minority-Owned Business (MBE). The firm's design practice is led by President and Creative Director Jonathan Garland and Design Principal Juan Andres Bernal who together bring 40+ years of professional experience. JGE's work is spread across several commercial development sectors including academic institutions, residential multifamily housing, office, and life science. The firm is currently working on projects ranging from new construction to selective demolition and renovation, to historic rehabilitation, throughout Greater Boston and Massachusetts.

JONATHAN GARLAND, PRESIDENT & FOUNDER

As president, founder and a native of Boston, Jonathan brings over two-decades of professional experience in the commercial development industry with keen expertise in uniquely crafting well-designed architectural solutions while working with clients to build and strengthen meaningful community relations and obtain regulatory permits and approvals. Over the course of his career, Jonathan has cultivated a widely respected seasoned approach to revitalizing many of Boston's established neighborhoods and inner-city communities through high-quality collaborative design and development strategies. His career achievements include award-winning designs for a broad range of building types; from large scale urban mixed-use developments to nationally recognized institutional, cultural, and civic projects. Jonathan's experience throughout Boston and New England includes multi-family housing, K-12 schools, and office & life science lab environments. As an accomplished designer, Jonathan brings a uniquely creative understanding of the built environment with a focus on the future of cities and transformative urban spaces. His design philosophy is deeply anchored in a commitment to forge meaningful partnerships between communities, stakeholders, and regulatory agencies—which is often found to be the catalyst that leads to more directly appropriate design and placemaking. Jonathan earned a B.Arch. from the Boston Architectural College where his Thesis received high honors and was awarded Best of Architecture.

ANDRES BERNAL, DESIGN PRINCIPAL

Andres is an Architect and Urban Designer with over 20 years of experience in a variety of scales and typologies. His focus is on planning, early project conceptualization, and permitting of housing developments with an emphasis on carbon reduction. Through his work, he has gained a robust understanding of Boston's community, zoning, and permitting processes. Andres also has experience in institutional, commercial, and industrial building types. A dedicated urbanist, Andres is interested in small interventions (urban acupuncture) that influence the physical organization of cities as well as climate adaptations. Andres holds a B.Arch. from the Boston Architectural College and a Master of Science in Architecture & Urbanism from MIT.

RELEVANT WORK —JGE



566 COLUMBUS AVE, SOUTH END, BOSTON, MA

Homeownership
Condominiums

124,000 SF, 66 units, 6 stories
with below grade parking

New Construction /
Affordable Artist Live
Work Housing



CONCEPT LAB BUILDING, SOMERVILLE, MA

360,000 SF, R&D Lab
Building with Ground Floor
Community Arts

New Construction



84 WARREN STREET, ROXBURY, MA

68-Unit, 6-story
Homeownership/
Rental Building

New Construction



GROUND INC. (WBE) is an award-winning landscape architecture practice with a depth of experience in mixed use developments within the City of Boston. Ground's practice is committed to the creation of exceptional, artful and sustainable landscapes. The firm was established with the specific pursuit of creating landscapes that unite aesthetics, ecology and practicality, conceived and executed at the highest technical level. Every project the firm undertakes is unique, and to each they bring the same intense focus on the quality of execution and innovation in design. No matter what the scale or budget of the project, Ground's goal is to create an extraordinary and enduring design that is the best "fit" to the parameters of the project, the contexts and the clients.

Ground's project experience is wide-based, ranging from community centers, public plazas, affordable housing, mixed use, active streetscapes, civic buildings, to public parks. Past clients of their team of landscape professionals include cities, public institutions, architects, private developers and individuals. Whether across time zones or across the table, Ground believes the keys to success in any collaboration are mutual respect and clarity of communication.

SHAUNA GILLIES-SMITH, FOUNDRING PRINCIPAL

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

RELEVANT WORK –GROUND



MASSACHUSETTS COLLEGE OF ART

The new Mass Art Residence Hall is an exciting opportunity for Mass Art to re-craft its public identity, create a new center of student life, and reflect the expressive design qualities of the college. Fronting onto Huntington Avenue (the Avenue of the Arts), the landscape capitalizes on the public life of the street and college and serves as a prominent landmark for MassArt. The design is based on the simple idea of providing places to sit, but at this art college, the seat walls go a bit mad, undulating both in plan and in section to create seating for individuals, small groups, and class gatherings. Custom wood benches inset with glowing colored polycarbonate lights complement the curves of the seat walls. Highly visible from the residence halls above, the paving pattern shadows the expressive form of the planters. The planting is primarily native with swaths of evergreen groundcovers and flowering perennials beneath a canopy of Amelanchier trees.



RELEVANT WORK —GROUND



NUBIAN SQUARE ASCENDS

The vision aims to transform the Blair site into the new social and cultural epicenter of Nubian Square, both indoor and out! From every direction the Blair site will be welcoming and distinctive, with places of different sizes, inviting to all, while ensuring that site lines are open, and spaces are safe. Throughout the block, the layout of activities will strategically build upon existing, planned, and future uses in the area. The open space at the corner of Washington and Palmer Streets will be the central focus of outdoor activity in Nubian Square, linking the Blair site to the Ferdinand building, providing outdoor spill out space for the market and surrounding shops, and providing a location for programmed events. A laneway between the Palmer Street parcel and the artists' workspace will provide a spill out location for the artists and facing shops to showcase their work and wares, providing an animated connection between Harrison and Washington Street.



UNION SQUARE REDEVELOPMENT: CIVIC SPACE A

The Union Square redevelopment is the revitalization of 15 acres in Somerville, MA. It is supported by the new MBTA station and will include over 2.4 million square feet of office, labs, housing, green space, and retail. Civic Space A is adjacent to the new MBTA station acting as the gateway to Union Square and serving to link the new with the existing fabric of the neighborhood. The plaza has been designed to be welcoming and comfortable with a variety of seating alternatives including both permanent accommodations and moveable tables and chairs to maximize its sustained use. The spatial organization accommodates ease of movement through the space, while providing for and encouraging lingering, meeting and even gathering for special events. A look back at history revealed that the Millers River once passed through the site. The plaza design is inspired by the dynamic movement of the river. The fluid flow of water provides a metaphor for the dynamic pedestrian connection between the MBTA Station and Union Square. Lining each edge of the plaza are multiple “eddies” of seating, steps, and other gathering opportunities. And a sloping green buffer along the street mimic a river’s bank.





CONSIGLI AND SMOOT CONSTRUCTION

(MBE) JOINT VENTURE

In 1905, Peter Consigli, a skilled mason, established Peter Consigli & Sons in Milford, Massachusetts on the cornerstones of hard work, integrity, and pride in craftsmanship. Over a century later, Consigli has grown from a local business into one of the largest general contractors in the Northeast. With more than 1,000 employees; seven regional offices dotting the east coast from Maine to Washington DC; and upward of \$1 billion in annual volume, Consigli has expanded its roots, while maintaining its core competencies as a true builder with more than 350 skilled carpenters, laborers, and masons on staff.

Smoot Construction is a 3rd generation family-led, minority-owned business. Established in 1946, Smoot Construction is the largest Black-owned construction company in the nation. As a third generation, family-business, Smoot provides construction services with character, humility, integrity, pride and performance. Smoot approaches every project with the expectation of maximizing client investment and exceeding expectations. With consistent dedication to innovation, they have demonstrated an unwavering commitment to project goals, active community support and quality for over 60 years.

The mission of the Consigli/Smoot 50/50 Joint Venture is to bring together local & national construction industry partners in the Boston metro area with the goal of providing minority and women owned business enterprises (MBE/WBE/DBE) with scalable, equitable growth opportunity throughout Massachusetts while aligning partners to grow, learn & strengthen our industry & communities.

The Consigli/Smoot alliance have three executed partnerships in the Boston market: Nubian Square Redevelopment (a development with select members of RPP), MIT East Campus Parcels, and the Enterprise Research Campus Treehouse Conference Center (a Tishman Speyer development).





DIVERSITY, EQUITY & INCLUSION— DEI STRATEGIC ADVISORS (MBE)

Taidgh H. McClory of T.H. McClory, LLC (THM) and **Milton J. Benjamin** of KAGE Growth Strategies, LLC (KAGE) will serve as Diversity, Equity & Inclusion (EDI) Strategic Advisors responsible for the Discovery, Design & Implementation of an Economic Inclusion & Opportunity Plan related the P³. In this capacity, THM and KAGE will work with the RPP/TS Team to author an Economic Inclusion & Opportunity Plan that takes a holistic and long-term view to create sustainable DEI impact “early” in the development process and continuing over the life of the project. Ultimately, THM and KAGE believe that defining what DEI success looks like goes beyond simply designing the plan. Tracking and monitoring the outcomes of these strategic targets throughout each stage of the real estate development process (Stage 1: Design/Pre-Construction; Stage 2: Construction; Stage 3: Operations & Programming) will bring a level of focus and accountability that ensures the legacy of our DEI vision goes beyond “best efforts” and creates real sustainable change for future generations to come.

T.H. MCCLORY, LLC (THM) (MBE) is a Massachusetts SDO certified minority business enterprise and social impact enterprise dedicated to designing career, community, contract, and capital strategies that generate diversity, equity & inclusion across the commercial real estate industry. The purpose of our work is to design economic inclusion strategies that build capacity among professionals, companies, and investors of color across the commercial real estate industry by growing access to careers, community, contracts, and capital. More specifically this work involves designing, advocating, and executing strategies that build career pathways for students and professionals of color/women, increase contract participation among MBE/WBE firms, and create economic opportunities for investors of color in commercial real estate. Active Clients include MP Boston, Tishman Speyer, The Kresge Foundation, Urban Institute, Skanska, Leggat McCall, LINK Logistics, Smart Growth America, and Mark Development.

TAIDGH H. MCCLORY

Taidgh H. McClory is the founder of T.H. McClory, LLC, a leading Massachusetts SDO certified minority business enterprise (MBE) and social impact enterprise dedicated to devising and implementing equity, inclusion & diversity strategies for the commercial real estate industry in New England and across the US. McClory’s career in commercial real estate and advertising has spanned over 25 years and includes expertise in strategic planning, real estate brokerage, marketing, brand planning, market research, and economic development. He most recently served as Director of Social Impact & Inclusion for MP Boston and before that Managing Director/Partner at CBRE/New England, where he led sales management, business development and civic engagement across the NE region.

A civic leader and champion of diversity & inclusion, McClory is an active member of Real Estate Executive Council (REEC), a national trade organization convening executives of color in the commercial real estate industry. As part of REEC, McClory serves on the Steering Committee for the Real Estate Exchange (REEX), a summer college and career immersion program aimed at building the next generation of students of color by connecting them with knowledge, networks, and access to the commercial real estate industry.

McClory serves on the Urban Land Institute: Responsible Investment Property Council; the board of Massachusetts Economic Alliance (MassEcon); the Executive Council of Diversity & Inclusion for The Partnership, Inc.; as well as a handful of initiatives focused on economic development, social impact, diversity/equity/inclusion, commercial real estate, education, and philanthropy. Most recently McClory was the recipient of the 2020 National Commercial Real Estate Development Association’s President’s Award by the NAIOP-MA Chapter.

A native of Lynn, MA, McClory graduated from Dartmouth College with a BA in History and Studio Art. In his local community on the North Shore, McClory serves as a member of the Board of Trustees for St. John’s Preparatory School, Beyond Walls, and the Cummings Foundation Grant Selection Committee.

KAGE GROWTH STRATEGIES, LLC (MBE) is a multifaceted consulting firm with strong expertise in crafting and implementing diversity and inclusion solutions. KAGE works closely with private sector firms, government and quasi-government agencies to design, test, and implement inclusion strategies. KAGE assists in cultivating and articulating objectives, planning and identifying the resources needed to bring goals to fruition and developing measurement tools to quantify outcomes.

MILTON J. BENJAMIN

Milton Benjamin is founder and president of the KAGE Growth Strategies, LLC. The firm advises on and implements diversity, equity, and inclusion solutions for the commercial real estate profession. KAGE specializes in facilitating team diversity, workforce diversity, M/WBE participation and shared equity roles in CRE projects. The KAGE CRE client list includes: Accordia Partners, CV Properties, MP Boston, and Tishman Speyer. KAGE co-founded and manages CREST (Commercial Real Estate Success Training) which facilitates summer internships for BIPOC and female college students. CREST interns have been placed in over forty firms across Massachusetts. Thirty-seven alumni are now working in CRE.

For 20 years Benjamin served as President of the Massachusetts Community Development Finance Corporation (CDFC), an economic development quasi-public organization that provided debt and equity financing to small businesses and commercial real estate projects in underserved areas of the Commonwealth.

Benjamin was inaugural CEO of the Initiative for a New Economy (INE), a first in the region coalition of corporations, community organizations, and the City of Boston, to launch an initiative designed to expand the opportunities for BIPOC owned businesses in Massachusetts.

Benjamin achieved B.S. and J.D. degrees at Northeastern University. He was law clerk to the Honorable Frederick L. Brown at the Massachusetts Court of Appeals. He later was staff attorney at the Boston Housing authority. Benjamin was General Counsel and SVP for real estate development at Lena Park CDC. Benjamin is board member of A Better City and Dedham Institution for Savings. He served on the boards of the Boston Renaissance Public Charter School, the Boston Symphony, and Mass Eye and Ear.

WORLD CLASS CONSULTANT TEAM

Supported by the two firms' combined resources, the partnership will facilitate the creation of best-in-class physical infrastructure and thoughtful placemaking to create a place for the people of Roxbury to work, live, play, create, and innovate in their neighborhood. Furthermore, Ruggles Progressive Partners and Tishman Speyer have assembled a team of best-in-class architecture, design, DE&I advisory, marketing, and engineering firms to create a bustling urban village; a center of gravity that attracts and connects.



Omnivore



Boston Urban Development, LLC



“The P³ proposal is more than an ensemble of buildings and open spaces—it is a community, and a commitment. Our approach is a people-first approach.”

**Development
Concept**

Development Concept

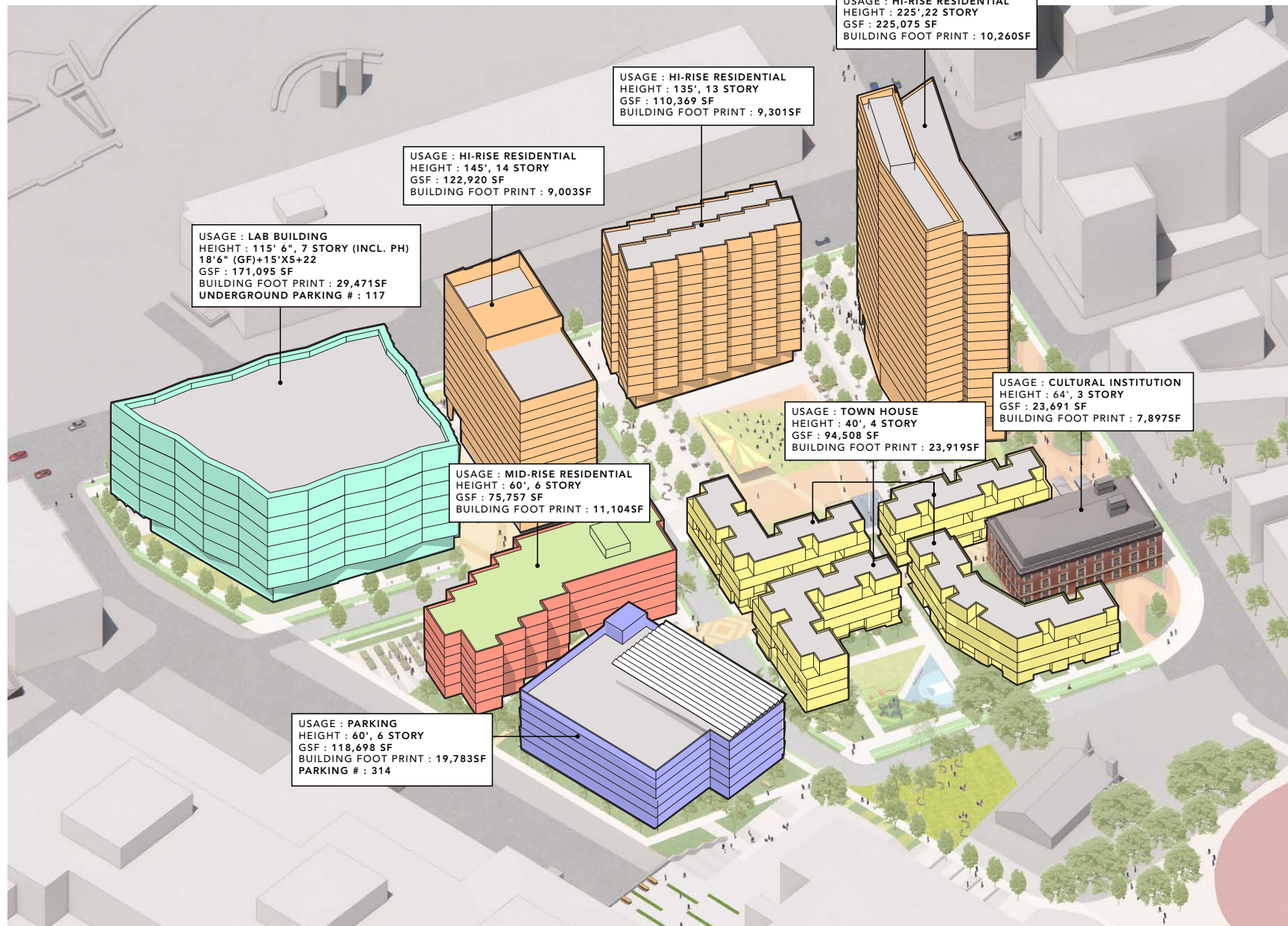
We recognize the importance of community input and support in successfully blending a new development into an existing neighborhood's fabric. We want to integrate the project into the broader Roxbury neighborhood by designing inviting spaces, creating a destination with retail and cultural community spaces, and cultivating a public realm that responds to community feedback. By doing so, we will celebrate and promote Roxbury's history and build for its future.

The Team's proposed development contemplates a mixed-use program. On the residential side, we propose 498 rental units that would be 100% income-restricted and 62 homeownership units of which 15 will be live-work units, 67% income restricted. We propose over 67,000 square feet of community and retail space, all of which would be heavily subsidized with ongoing operational support to set local emerging talent up for success at P³ and lower the barriers to entry for small business owners. Additionally, we propose 180,000 square feet of R&D/lab space. We envision a 10,000 square foot learning lab on the ground floor to promote workforce development through our partnership with the Benjamin Franklin Institute of Technology. Our vertical development will be complimented by over 210,000 square feet of open space (64% of the site), consisting of a series of distinct "outdoor living rooms" putting the landscape at the core of the P³ experience. We estimate the proposed development will generate over 1,200 construction jobs and over 700 permanent jobs.

The development program set forth was designed to conform with the guidelines of the RFP. The development team intends to be flexible to meet the needs of the community when proposing a final development plan which could include market rate housing or other uses as desired by the community and the City.



Program



	BUILDING FOOTPRINT (SF)	GSF	UNITS	RETAIL & COMMUNITY SPACE (SF)	PARKING SPACES
Lab A	29,471	171,095	-	10,658	116
Resi A2	9,003	122,920	102	2,540	
Resi B1	9,301	110,369	96	5,032	
Resi B2	10,260	225,075	223	5,615	
Resi D1	11,104	75,757	77	-	
Garage D2	19,783	118,698	-	10,872	368
Resi C1-C4 (TH)	23,919	94,508	62	10,018	
Roxbury Museum	7,897	23,000		23,000	
TOTAL DEVELOPMENT	120,738	941,422	560	67,735	484
SITE SIZE	330,939				
OPEN SPACE	210,201				

- Hi-rise Residential
- Mid-rise Residential
- Town House
- Lab
- Parking

Community Benefits

Ultimately, we believe that real community benefits seek to change long-term outcomes rather than being satisfied with short-term outputs. We approach a critical juncture in Boston. A significant opportunity stands at the center of the future we all want to build. P³ includes one of the most significant and robust community benefits packages of any project in Roxbury and the City of Boston. It is designed to fill opportunity gaps with opportunity growth and creation.

We believe that achieving just and fair inclusion requires us to apply an equity lens to all aspects of our work: our own organization, the communities in which we operate, our consultants, vendors, and contractors, and our customers, investors, and capital partners. By working directly with the community and local leaders, P³ will set a standard and become a model for future development on city-owned land. We cannot wait to begin and deliver across:



INCLUSIVE CAPITAL
AFFORDABLE HOUSING
WORKFORCE DEVELOPMENT
NON-DISPLACEMENT LEGACY HOUSING FUND
ROXBURY NEXT FUND
PUBLIC REALM

Our proposal would generate the following community benefits, including over \$8M of contributions across:

- Over 210,000 square feet of open space as the new urban heart of Roxbury
- Job training and workforce development anchored by the Benjamin Franklin Institute of Technology
- 100% income restricted rental units and 67% income restricted homeownership units, including live-work units to provide artists and entrepreneurs spaces to create and innovate in the Roxbury community
- Wealth creation through inclusive capital strategies and affordable commercial and residential ownership opportunities
- Wealth creation through capacity building through thoughtful procurement with M/WBE businesses
- \$5.5M to subsidize BFIT's build out and lease terms
- Reinvest commercial linkage of \$2.4M from the commercial lab/R&D building to fund onsite income restricted housing
- Create and seed a Non-Displacement Legacy Housing Fund and Roxbury Next Fund with \$50,000
- Partnership with Museum of African American History to create and locate a Roxbury Museum at P³ in the preserved Old Whittier Building
- Multi-purpose and/or collective working space to provide opportunities for collaboration and discourse among professionals, entrepreneurs, students, and residents, old and new
- A minimum of 50% of all third-party retail and community spaces will be heavily subsidized to lower the barriers to entry for emerging, local, and M/WBE businesses



Centering the voice of the community as an integral part of the development.

Embedding racial equity in the real estate development of P³ will require trust, transparency, and credibility. Our RPP/TS Team has a deep connection to the legacy of trusted foundational relationships that are necessary to execute meaningful community benefits. Anyone can develop a “shopping list” of community benefits; however, our RPP/TS Team possesses a heritage of real trusted relationships and lived experience as members of the community. Lived experience that will allow us to build a holistic community benefits strategy that aligns directly with community needs.

INCLUSIVE CAPITAL

Inclusive wealth creation strategies are a cornerstone of our overarching strategy towards advancing and prioritizing racial equity for P³ and the greater Roxbury community. Our team has a history of leading innovative and inclusive capital strategies that seek to prioritize equity and solving the racial wealth inequities that we see experience in the world today. In fact, many of our leaders play a pivotal role in the precedent examples that were outlined in the P³ RFP.

- Richard Taylor has been at the center of inclusive capital strategies over most of his career was a leading force behind the implementation of \$7 million capital raising strategy, known as the Massport Model.
- Richard Taylor, Taidgh McClory, and Milton Benjamin played key roles as strategic architects and advisors on behalf of Tishman Speyer's most recent \$31-million-dollar capital raising strategy at Tishman Speyer's Enterprise Research Campus, which included over 150 Black and Latinx Investors.
- Kai Grant and her husband and business partner Christopher Grant currently operate a 1,700 square foot space Marketplace in the Nubian Square district that has added over \$2,500,000 into the local economy in the past 4.5 years. Black Market was launched in 2017 by the couple as an intentional tactic to address the \$247,500 wealth gap and reignite Roxbury's creative economy by gathering to exchange ideas, resources, energy, and goods.

- Darryl Settles has led capital raising efforts to expand wealth and opportunity for people of color through real estate development and investments, most notably he organized a group of minority investors and invested in Big Night Entertainment Group's two hospitality venues in the Boston Encore Casino.
- Taidgh McClory is collaborating with The Kresge Foundation on a national qualitative and quantitative consulting project on the study of Neighborhood Investment Structures as emerging models to address the racial wealth gap by providing residents and community members opportunities to invest in real estate, business, and infrastructure.
- Rev. Manikka Bowman served as an elected leader in Massachusetts, and over the course of her three terms was a strong advocate for communities of color and gender equity in education. As a real estate professional, Manikka has provided strategic technical assistance to municipalities throughout New England to tackle complex land use issues. Manikka Bowman is leading the RPP/TS Non-Displacement Fund, which strives to prevent the displacement of existing residents.

We believe using capital to drive equitable change includes expanding access to capital and expanding the types of capital that developers can rely upon. As an example, for one of our precedent projects at the ERC, we began by raising over \$31 million from more than 150 Black and Latinx individuals and

households for the ERC project. This is the largest, private development investor initiative (total dollars) for Black and Latinx wealth-creation in the history of Boston.

COMMUNITY WEALTH CREATION STRATEGY— CENTERED ON HOME OWNERSHIP & ENTREPRENEURSHIP

Our team's proposed wealth creation plan is informed by the known and reported realities of Boston's racial wealth disparity—Boston's median net worth among white households is \$247,500, compared with just \$8 in median net worth among black households, according to a study by the Federal Reserve Bank of Boston.

Our proposal connects the greater Roxbury Community with a unique value proposition to generate wealth through ownership of 62 homes, of which 15 are designed to offer small business start-up space on the ground level for homeowners seeking a flexible live/work space. In addition, our proposal boasts a robust community benefits plan that includes an anti-displacement fund for long-time residents who are challenged with the realities of inflation and the high cost of living in our City.

The RPP/TS Team recognizes that one of the biggest factors in the wealth gap is home equity and the access to additional capital that equity creates overtime. Our intention is to use homeownership as a major wealth-building strategy; the data shows that there's a strong correlation between higher household net worth and homeownership. Our team is committed to work with residents that qualify

for the One+ Boston Homebuyer program which provides access to down payment and closing-cost assistance and support the City of Boston's goal to create 1,000 new homeowners by the end of 2023.

Our proposal strongly considers the voice of Nubian Square Commercial District business owners, residents, and Plan Nubian. Nubian Square, once one of the City's most vibrant commercial districts, is presently the City of Boston's most struggling main street. To help jumpstart activity, the City of Boston has committed \$6.8 million in capital investments into the Ruggles Corridor with a street redesign and integrated public art project. Our team is positioned to work directly with local for and non-profit partners to create an intentional Ruggles Street "drag" that acts as a "central artery" flowing back & forth into the heart Nubian Square District and back into the P³ development.

Our team has strong relationships with local agencies such as Roxbury Main Streets, Black Market, the Roxbury Innovation Center, Berkshire Bank Reevx labs, and the Ujima Fund. These entities have been preparing small businesses and working hard to assist underserved Black and Brown founders to scale and rent space. These entities teach business owners to create a viable business model, write a well thought out business plan, identify target markets, create a marketing plan, and find new customers.



NON-DISPLACEMENT LEGACY HOUSING FUND STRATEGY

VISION

Our P³ development strategy strives to prevent the displacement of existing residents through the creation of a Non-Displacement Fund. We do not believe the proposed development program at P³ will cause displacement and will only serve to positively benefit the surrounding community with improvement of long-dormant land with affordable housing and high-quality jobs. This fund will be used to implement a multi-pronged strategy focused on assisting low-to-moderate income Roxbury homeowners to remain in their homes by providing a pathway for homeowners to offset tax increases and address deferred maintenance challenges. Preserving and expanding economic and housing opportunities for existing Roxbury neighborhood residents is a key component of our proposed development plan. We are sensitive to the historical displacement that has occurred in the neighborhood as a result of historical actions, and more recently, due to the affordability crisis impacting many Boston neighborhoods. Further, we understand the role a successful non-displacement strategy will have in generating and sustaining intergenerational wealth.

HISTORICAL HOMEOWNERSHIP CHALLENGES

About 20% of Roxbury households own their homes, and many of them, especially those headed by individuals in their retirement years, have fixed or modest incomes. As a result, any potential increase in tax burden on their properties has the potential to place a household's finances in a precarious position. In fact, double-digit increases to assessed valuations of many homes in Roxbury in recent years has outpaced inflation and caused tax obligations to expand by thousands of dollars for many households.

Another key factor that impacts a homeowner's decision to remain in their homes is their ability to pay for deferred maintenance and improvements. Increasing costs of labor and materials, in combination with fixed or moderate incomes, have pushed some basic projects out of homeowners' reach. Such projects may impact the home's livability/safety and the family's ability to pass down an asset which is foundational for building intergenerational wealth.

These tensions can force long-time residents to relocate outside of Roxbury. Given the already relatively low share of homeowners in Roxbury, mitigating negative impacts due to development is vital to sustaining homeowners' presence in the neighborhood. We strongly believe that the Non-Displacement Fund will improve residents' ability to stay in their homes by providing a pathway for homeowners to offset tax increases and address deferred maintenance challenges.

ACTION PLAN

In partnership with a community organization, we will establish and seed the Non-Displacement Fund as well as define the eligibility requirements. Eligible households will be from Roxbury neighborhood and be low-to-moderate income in nature as defined by area median income. Other considerations may include tenure in their home or value of their need (tax burden increase or cost of repair).

FUND GOAL

While we do not believe the proposed development program at P³ will cause displacement and will only serve to positively benefit the surrounding community with improvement of long-dormant land with affordable housing and high-quality jobs, the Fund will assist residents who desire to remain in their homes but struggle to do so because of increased taxes and deferred maintenance challenges.

FUND FUNCTION

The fund will consist of two funding streams:

1. The fund will support eligible Roxbury homeowners who experience an increased tax burden due to a rise in property values because of development pressures in the community.
2. The fund will support legacy homeowners with limited additional income and provide much needed deferred maintenance repairs for their homes. The fund will partner with community partners to ensure the execution of home repairs for eligible residents.

FUND SOURCE & SIZE

Tishman Speyer and Ruggles Progressive Partners will provide an initial investment of \$50,000 and partner with philanthropic entities/non-profits to establish and administer the fund.

We look forward to working with the Project Review Committee, the Roxbury Oversight Master Plan Committee, Roxbury Neighborhood Council, the Highland Park Neighborhood Association, the Garrison Trotter Neighborhood Association, Roxbury Action Program, United Neighbors of Lower Roxbury, and other local groups to more develop this first of a kind fund for Roxbury residents.

ROXBURY NEXT FUND

As a part of our community benefits package, the RPP/TS Team proposes the creation of a Roxbury Next Fund. Modeled after the successful Roxbury Trust Fund, the new fund will provide resources capable of spurring a wide array of investments throughout the Roxbury neighborhood.

Roxbury Next Fund will be seeded by the RPP/TS Team and sustained by our team throughout the duration of ownership with the intent to design a fund structure that is maintained by future owners of P³. The community-guided fund will be open to the Roxbury community at large based on their specific needs—nonprofits and businesses within the neighborhood will be eligible to apply for grants that draw from the fund. To encourage creativity and application submissions, there shall not be any limitations on proposed applications, provided that the intended use of resources align with the fund mission to spur economic development and mobility through the Roxbury community.

Accordingly, the Roxbury Next Fund will be able to support a diverse set of neighborhood needs and desires, including worthy ideas that may otherwise be filtered out in a more standardized fund approach. Potential applicants may seek funds to make improvements to their businesses, create new innovative arts programs, and/or initiate targeted residential services. The Next Fund will be positioned to support organizations such as the African Community Economic Development of New England, Paige Academy, The Yawkey Boys & Girls Club of Roxbury, and others.

To ensure community buy-in for any proposal, a neighborhood-based process that is anchored by a team of a community fund manager, local stakeholders, and Roxbury citizens will be used to determine how funds are awarded. This unique approach ensures that members of the Roxbury community will be enabled to make the decisions they feel are best for their neighborhood.

AFFORDABLE HOUSING

In addition to our commitment to expanding ownership, we are creating an affordable rental program that provides a pathway for income growth. Upon completion, the new P³ neighborhood would be home to 550 new households. In conformance with the requirements of the RFP, the new rental apartments would be affordable to a broad range of incomes:

- One third of the units have been set with household incomes at or below 50% of Area Median Income (“AMI”). A minimum of 10% of these units have been set aside for 30% AMI or less.
- One third of the units are affordable to middle-income households with rents set between 60% to 80% AMI; and
- Not more than one third of the units have been set at market rate rents. The rents set above 80% AMI have been structured to approach market; however, all units above 80% AMI would be subject to an affordability regime with rents set at 110%, 130% and 150% AMI. At 150% AMI, the underwritten rents are in line with market rate rents today; however, over the life of the project these rents would grow at a restricted level and ultimately allow residents to achieve housing stability without the risk of displacement due to significant rental increases as could be anticipated with market rate apartments.

The diversity of income tiers for affordable units will give residents the opportunity to grow wealth that can position them for home ownership without fear of losing housing opportunities within the community where they have built their lives.

WORKFORCE DEVELOPMENT

The project will generate robust workforce development benefits by connecting Roxbury residents and businesses to resources, such as technical assistance, financial literacy programs, and business grants that contribute to meaningful workforce development & training—our broader Workforce Development goals for P³ are focused on ways for

the greater Roxbury and Boston communities to benefit from the economic development generated in the form of short and long-term jobs Commercial Real Estate, On-Site Construction, and Life Science positions.

We see a great opportunity here to work with the Roxbury community to expand life science workforce training and job creation. With that goal, the RPP/TS Team will work alongside the following organizations in the Roxbury community:

- We will work alongside BPS schools to provide internships, after-school and career workshops, and a life science curriculum for middle and high school students.
- We will work with local colleges to position BIPOC and young women into various internships with P³ related firms to assist them with pathways to permanent commercial real estate positions in the region.
- We also plan to work with local community leaders to offer entry-level life science training, available to any member of the Roxbury community.
- Tishman Speyer/Breakthrough has experience working with institutions, including being a co-sponsor of Lab Central Ignite’s Career Forge, to bring equity-driven programs to the communities we operate in, as well as working directly with our life science tenants to create programs that demystify lab work, tear down knowledge barriers, and inspire the imagination of the community living and working around these labs.
- At P³, we have partnered with the Benjamin Franklin Institute of Technology (“BFIT”) to advance social equity efforts to educate and build career pathways in the life sciences. BFIT is an affordable, urban, private, nonprofit college serving the Boston region and committed to student success and career readiness in the sciences and technology fields.
- **Detailed Letters of support from our Community Benefits Partners are included in the Appendix.**

PUBLIC REALM

One of the critical elements of the open space vision for the reimagined P³ site is an inclusive public realm programming strategy that promotes a sense of belonging. A focus on connection and communal gathering areas will be central to planning and bringing together a diverse community. The goal will be to design an open and inclusive public realm featuring experiences that range from passive relaxation to performance, education, and active recreation, and will address the needs of people of various ages, abilities, and interests. A core component of the Public Realm DEI Strategy is to cultivate a community where all residents, workers and visitors can interact and feel welcome. The hope is that these open spaces will serve as a microcosm of the community, with ground-floor spaces for local retail businesses, a lively mix of recreational facilities friendly for all ages, and “outdoor living rooms” for diverse cultural events and community programming.

ARTS & CULTURE

Our creative placemaking strategy will celebrate community history, engage the existing arts and cultural community, and form relationships with trusted community partners. At P³, we would build on the arts initiatives already being explored in Roxbury at Nubian Square Ascends, Black Market, and The Nubian Square Public Art Initiative. We envision programming walkable art tours, “The Art Stride”, that would connect P³ to Madison Park’s Public Art and Nubian Square. The future P³ will seek to understand the diversity within the surrounding community and ensure that the P³ development and placemaking both reflects and celebrates the identities of Roxbury’s history, such as with the creation of the Roxbury Museum. We will continue to commit intentional effort to make sure we fully understand the unique history, identities and demographic groups that make up the greater Roxbury Community.

PLACEMAKING AND COMMUNITY BUILDING

Tishman Speyer has subject matter experts who have a deep understanding of how to carefully curate the environment that its tenants and visitors experience when they enter a Tishman Speyer project. This includes the mix of uses at the project, the physical design of the ground level and open spaces, the mix of retail and amenities as well as art/entertainment/events and other “activations” that are planned throughout the year to surprise and delight.

All activation must be local, authentic, and informed by the greater Roxbury community. Ruggles Progressive Partners and Tishman Speyer will work closely with community members to create inclusive and authentic programming that inspires people, power, and prosperity.

ICONIC DESTINATION

Rockefeller Center is a superb expression of Tishman Speyer’s ability to create real estate destinations. The annual Rockefeller Christmas tree reveal has become a national phenomenon, with thousands of people packing the Center, and millions watching around the country. The skating rink in the winter is an established travel destination, and the Rockefeller Center Summer Garden in the summertime is a popular lunch spot in the ‘sunken forum’. The Top of the Rock observatory offers unparalleled views of New York City and attracts roughly 3 million visitors per year. The Rainbow Room has been revitalized and restored to the elite dining experience it once was, and the 100 flags displayed in the forum remain a staple of the Rockefeller Center experience.

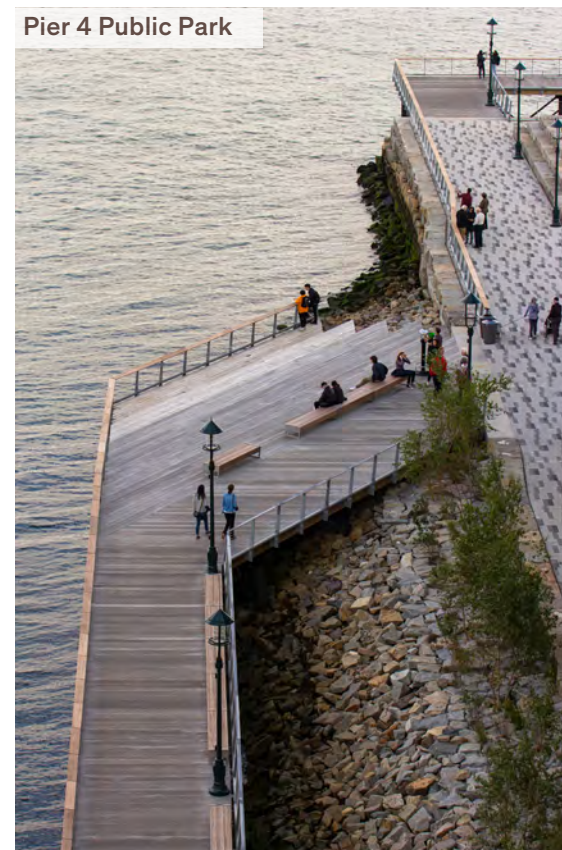
Additional placemaking experience includes Sony Center in Berlin, SOMA Developments in San Francisco, and locally, Tishman Speyer’s mixed-use Pier 4 Project and Greenway BID/Greenway Conservancy activations, proximate to 125 High Street. For the mixed-use Pier 4 project, over 60% of the site (approximately 3.3 acres) has been dedicated to public open space with the most valuable land (1 acre at the very tip of the pier) dedicated to publicly accessible green space. The 1-acre park is the largest public park along the Boston waterfront today. This 3.3 acres is approximately 10% more open space than was required under the project’s final permitting and zoning regulations. In addition to the Pier 4 project, Tishman Speyer was a leader in the business community to advocate for the formation of a Greenway Business Improvement District in the Financial District to help ensure the continued activation and financial solvency of the Greenway. Tishman Speyer continues to be an active member of the Greenway BID.



Pier 4 Public Park



Echelmann Installation—Greenway
Tishman Speyer-owned 125 High Street in background



Pier 4 Public Park



Rockefeller Center Summer Garden



Rockefeller Center Skating Rink & Christmas Tree

Arts & Culture Strategy

Roxbury has a long history and vibrant present as an arts community, and a strong cultural identity. We want to embrace all of it—even starting with the design of our buildings; their vibrant modern cladding inspired by the geometry of woven textiles. However, what happens in and around these buildings is where the real magic starts to happen.

At P³, we would build on the arts initiatives already being explored in Roxbury at Nubian Square Ascends, Black Market, and The Nubian Square Public Art Initiative. We envision programming walkable art tours, “The Art Stride”, that would connect P³ to Madison Park’s Public Art and Nubian Square.

We would look to partner with local artists and groups such as The Nubian Square Public Art Initiative to bring pockets of P³ to life with a series of public murals and installations. The live-work suites programmed along a central mews artery will provide space for residents to live, work, make, create, and innovate in their own community; space that speaks

to the mission of Roxbury Open Studios. We will create co-working style and event space for Boston While Black and other institutions innkeeping with the mission of taking inspiration from the past and building for Roxbury’s future such as the Roxbury Museum or institutions such as King Boston. We want P³ to become a common meeting ground for the Roxbury community; these spaces can provide opportunities for collaboration and discourse among professionals, entrepreneurs, students, and residents, old and new.

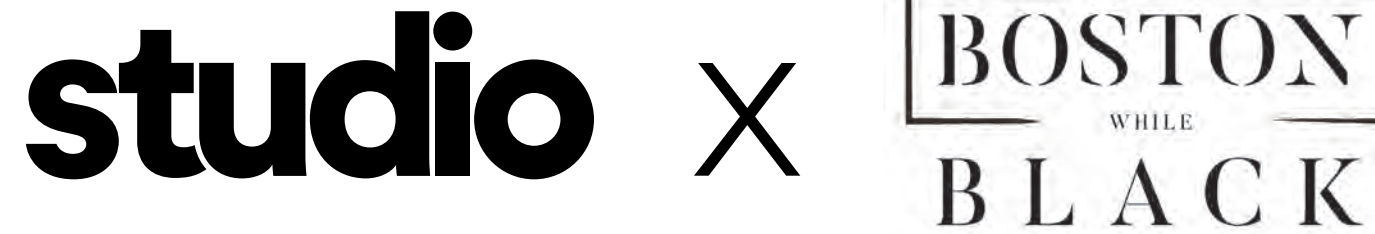
As with Tishman Speyer’s Rockefeller Center and Ruggles Progressive Partner’s Black Market led by Kai Grant, our role is as curator and organizer. We will cultivate a series of creative attractions and engaging programming, partnering with local institutions and community partners. A combination of a rotating arts installation program and public space programming will be critical to the shared goal of creating an authentic culture and community—always refreshing, with constant new reasons to visit.



THE COLLIER CONNECTION'S BOSTON WHILE BLACK

Boston While Black is a membership network for Black professionals, entrepreneurs, and students who are seeking connection and community. Boston While Black was founded by Sheena Collier, a super-connector, convener, and planner with over 15 years of experience in community organizing, partnership building, strategic event planning, and program development. As Founder and CEO of The Collier Connection (TCC), she designs innovative diversity, equity, & inclusion initiatives and events to help companies engage employees, customers, & suppliers of color.

In 2020, Sheena founded Boston While Black (BWB), the first membership network for Boston-based Black professionals, entrepreneurs, and students who are seeking connection and community. Through programs, events, and a digital community, BWB connects Black people who are active in their local neighborhoods, working at the most innovative companies, building the businesses of the future, attending the area's universities, and shaping the culture of the region. Boston While Black is creating a city where Black people want to live and work because they have the spaces, tools, and relationships to find their tribe, grow their network, navigate the city, and have fun. We will partner with The Collier Connection's Boston While Black to provide coworking style work and event space to support their next phases of growth.



STUDIO: A COMMUNITY OF FLEXIBLE WORKSPACES

Tishman Speyer's Studio is a multi-faceted platform for flexible workspace needs. Studio delivers coworking spaces, bespoke leased offices, smart conference solutions, and turn-key lab spaces with shared equipment to support early-stage innovation.



COWORKING AT ITS BEST.

Our coworking spaces combine hot desks, private booths and beautiful common areas to inspire creativity, collaboration and productivity.



MOVE-IN READY OFFICE SPACES.

Enjoy the privacy of a dedicated space with the flexibility and level of service growing companies need.



BESPOKE OFFICE SPACES ANYWHERE IN THE WORLD.

Bring custom office space to life quickly and at a lower cost thanks to our dedicated space design, sourcing and procuring teams.



EXCEPTIONAL SPACES FOR EVENTS.

From small meetings to large gatherings, every detail is carefully considered, so groups can focus on making the most of their next event.



MAXIMIZE CREATIVITY AND FURTHER MISSION-CRITICAL RESEARCH AND DEVELOPMENT.

Curated, turn-key innovation environments for life science companies at all stages of development.

“There is so much to know about and celebrate here.”

“We’re in danger of losing the fabric of what makes Roxbury special.”

“Keeping the stories alive is empowering.”

ROXBURY MUSEUM

A key component of P³ will be a new museum, developed in partnership with the Museum of African American History, that is a place for the community to share its stories and sustain our collective memory, encourage intergenerational interaction, foster pride, and build critical cultural mass to support a thriving Nubian Square.

There is a lot of good material to draw from. Imagine exhibits that convey the atmosphere and stories of celebrated jazz era venues like the Savoy or the Hi Hat, where one could have caught Miles Davis and Thelonious Monk, or iconic spots like Connolly’s, located right at the P³ site at 1184 Tremont St, which is where drummer great Tony Williams was discovered, and Wally’s Café, nicknamed the “training ground” for its role launching talented young performers. The 1980s were also a fertile time for local talent, including the rise of Edo G., the first Boston hip-hop artist to gain national attention, and Guru from Gang Starr, a rapper, songwriter, and producer who made “archetypal East Coast hip hop.”

Entrepreneurism and activism will also be on the menu. Visitors can find out what it was like to spend an evening at storied restaurants like Bob the Chef’s and Slade’s Original Barbecue, owned by Celtic great Bill Russell; march with Dr. King and members of the community as they headed from a playground in Roxbury to Boston Common; and join activists at “Tent City” protesting for affordable housing or successfully fighting an extension of I-95 that would have sliced through the neighborhood. Local middle-schoolers can learn, perhaps for the first time, about the history of red-lining and its impact on communities like this one as they gather around a digital map on a large touchscreen.

An oral history “jukebox” will become a community memory chest, inviting visitors to browse short clips with first-person reminiscences about life in Roxbury. Once a month volunteers can invite residents to come share a memory in an on-site recording booth, keeping material fresh and collecting insights into more recent history, such as the genesis of the Black Lives Matter mural on the Washington Street corridor or economic equity non-profit Innovation Studio. Selected objects donated by community members can demonstrate how





simple items—a flyer about the Civil Rights Era Roxbury independent Schools like “New School For Children” and “Paige Academy”, a ticket to a 1980s New Edition concert or Donna Summer’s Bad Girls vinyl LP, a mixing bowl brought North and used by three generations of soul-cooking home chefs, or a 2020 Harriet Tubman Visa card from OneUnited Bank, which was founded in Nubian Square to advance economic empowerment—can tell stories that paint a bigger picture about resistance, resilience, achievement, and Black joy. Near the exit, a small, inviting retail area can highlight products from local minority-owned businesses such as Frugal Bookstore.

Unlike a traditional collections-based museum focused on artifacts, this one is envisioned as a modest in size but dynamic in nature: a community hub that co-creates exhibits with local partners and hosts year-round programs for everyone from students to seniors. The Museum of African American History will bring their programmatic expertise to the development of the museum, and

partner with institutions such as King Boston in finding ways for the content to “connect the dots” and illustrate how the past is still very much present in Roxbury, from the way neighborhoods have developed to ongoing struggles for freedom and equality.

The cultural and even economic benefits of museums have been widely recognized. As part of P³, the Museum will:

- Be a compelling cultural destination that increases foot traffic, fosters community interaction and pride, and connects diverse audiences,
- Plug into the growing creative and cultural ecosystem that other new developments are fostering, such as the Nubian Square Ascends project,
- Draw visitors from outside the local market area and be part of the ecosystem and branding that will make Nubian Square a foremost destination for arts and culture in Boston,

- Create more jobs in the arts and recreation sector,
- Help maintain the distinctive character of the community and promote “development without displacement.”

In the past, American history and urban planning haven’t always included Black people. This museum is part of changing that narrative. As it develops, it will have the benefit of local resources and support, as well as insights and advice from national organizations such as the African American Association of Museums. It will be a love letter to the neighborhood that everyone can feel a part of, while helping generate the kind of investment and economic success that other parts of the city are already enjoying. In other words, here we have a golden opportunity to invest in community success thoughtfully, inclusively, and in a way that doesn’t require erasing the people who already live here.



Dr. Clifford B. Janey (activist, educator, and community leader) and Roxbury students leading action in the late 60s. Credit: Janey Archives

Reverend Michael Haynes (youth pastor), Martin Luther King, Jr., Dan Janey (youth activist), The Historic Twelfth Baptist Church- 1960. Credit: Janey Archives

Boston Business Men, 1910, Museum of African American History

Supporting Small and Local Business

We will be committed to a highly curated approach, with the mission of providing a full range of services, food, and entertainment options, while ensuring that entrepreneurs from Roxbury and other diverse Boston neighborhoods have an opportunity to incubate and expand businesses to second locations. Ruggles Progressive Partner's Black Market led by Kai Grant and Tishman Speyer's local projects which always prioritize local, emerging and M/WBE businesses, exemplifies our team's mission to partner with local and M/WBE community business to energize ground floor food and retail offerings at P³. More than 80% of Tishman Speyer's retail portfolio in Boston is comprised of small, local, and M/WBE businesses and we understand the framework and ongoing support that emerging businesses need, especially in today's challenging post-Covid retail environment. Kai Grant is deeply rooted in the community as the owner and curator of Black Market which offers local micro-businesses, largely owned by women and people of color, a means to participate in our city's shared economic prosperity and provides training and job opportunities for skilled entrepreneurs while fostering the artistic and cultural vibrancy of the area.



Further exemplifying our ethos, we are partnering to create a prominent location for Frugal Bookstore at P³. Frugal Bookstore is a locally owned community bookstore in Roxbury with a passion for promoting literacy across all age groups and a mission to “change minds one book at a time”, owned by Leonard and Clarrissa Egerton. Frugal Bookstore has been in the community for over 12 years and won the “Best of Boston” award in 2020. Leonard and Clarissa run the bookstore with help from their daughters and other relatives, making it a family-owned, family-run business. Imagine children congregating here for curated reading hours after school, neighbors running into each other in the aisles, coffees in hand, visitors walking out with a

book explaining Dr. King's history in Roxbury—these are the kind of everyday experiences we aim to foster at P³.

We believe in creating complementary, not competitive retail offerings and supporting a healthy mix of small businesses in the neighborhood. To support that mission, we will lean on community outreach and market experts and thoughtfully evaluate uses and users for P³. We love the community's suggested outreach strategies such as community business tenant fairs and “speed dating” events to match potential tenants with available spaces. At a high level, we will design flexible and highly efficient ground floor space that can accommodate a range of uses depending on market demand.

ES

Development Plan

Preliminary Zoning Analysis

The Site lies within the Roxbury Neighborhood District and the Greater Roxbury Economic Development Area Subdistrict, which are governed by Article 50 of the Boston Zoning Code (the “Code”). Due to its location adjacent to Tremont Street, portions of the Site are also located within a Boulevard Planning (Overlay) District, which is governed by Section 50-37 of the Code.

Additionally, the Site is located within an area within which planned development areas are permitted pursuant to Article 3-1A.a of the Code. If selected as the redeveloper under this RFP, we would seek approval of a planned development area and accompanying development plan for the Site in accordance with Article 80C of the Code. The development plan would set forth the dimensional, use and other requirements for our redevelopment of the Site.

Our proposed timeline for development of the Site is set forth here*:

PARCEL P³ – PRELIMINARY DEVELOPMENT SCHEDULE

DEVELOPMENT MILESTONES	TARGET DATES
PRE-SELECTION PHASE	
Project Submission	March 16, 2022
BPDA and Community Review/Public Meeting Process	April 1, 2022 – June 30, 2022
SELECTION PROCESS	
BPDA Board awards Tentative Designation	July 14, 2022
Article 80 and Zoning Process & MEPA Environmental Review Process	July 15, 2022 – January 31, 2023
Schematic Design Phase	July 15, 2022 – November 15, 2023
Design Development Phase	November 15, 2022 – January 31, 2023
Construction Documents Phase	November 15, 2022 – March 15, 2023
Pre-Construction Permits, Approvals & Agreements	February 1, 2023 – April 17, 2023
Ground Lease Execution	April 17, 2023
Construction Loan Closing	April 17, 2023
Building Permits	April 17, 2023
CONSTRUCTION START	
May 1, 2023	
PROJECT COMPONENTS	
Hi-Rise Residential Building #1	Phase 1
Hi-Rise Residential Building #2	Phase 2
Hi-Rise Residential Building #3	Phase 3
Mid-Rise Residential Building	Phase 4
Town Houses	Phase 5
Lab Building	Phase 1
Cultural Institution	Phase 2
Parking Garage	Phase 4

* Our permitting timeline is based on the 9-month time period between tentative designation and construction start described in the RFP. However, we also recognize that additional time may be required in order to facilitate a robust public process, coordinate with all applicable public agencies and community stakeholders, and obtain governmental approvals necessary to secure financing for buildings consisting entirely of affordable housing.

PERMITS AND LICENSES

DOCUMENT/ACTION	COMMENTS
CITY ENTITLEMENTS	
1. Lease Commencement Agreement and Ground Lease with City	
2. Minor Modification to Urban Renewal Plan	If required.
3. Confirmatory taking by BPDA	If required.
CITY ZONING	
4. Article 80B – Large Project Review	
A. Letter of Intent	
B. Project Notification Form	
C. Draft Project Impact Report (“DPIR”)	
D. Request for Additional Materials	
E. BPDA Preliminary Adequacy Determination	
F. Final Project Impact Report (“FPIR”)	If required.
G. BPDA Adequacy Determination	If required.
H. Certification of Compliance with Article 80B and Consistency with Article 80C or Partial Certifications of Compliance with Article 80B and Consistency with Article 80C	
5. PDA Master Plan	
6. PDA & Development Plan(s) for individual project(s)	
7. BCDC Approval of Schematic Plans	
8. BPDA Approval of Contract Documents	
9. Article 80 Agreements	
A. BPDA Cooperation Agreement	Master Agreement and individual building agreements.
B. Development Impact Project Agreement	Master Agreement and individual building agreements.
C. Affordable Housing Agreement	Master Agreement and individual building agreements.
D. Boston Residents Construction Employment Plan Agreement	For individual buildings.
10. BTDC Transportation Access Plan Agreement	Master Agreement and individual building agreements.
11. Construction Management Plan with BTDC	
12. Article 37 (LEED) Compliance	
13. Energy Design Report (Article 37)	
14. Disclosure of Beneficial Interests (Article 80B-4)	
15. Update to Disclosure of Beneficial Interests (Article 80B-6)	Applicability TBD.
16. Article 25 (Flood Hazard) Compliance	
17. Approval to Remove Public Shade Tree	Applicability TBD.
18. PIC Specific Repair Plan for streets	
19. PIC Licenses for earth retention, groundwater observations wells, street and sidewalk improvements, etc.	Applicability TBD.
20. Permit to Erect Garage and Flammable License	
21. BWSC Site Plan Approval	
22. BWSC Approvals to relocate existing sewer line/sewer main	Applicability TBD.
23. Boston Conservation Commission	Applicability TBD.

DOCUMENT/ACTION	COMMENTS
24. Stormwater Connection and Recharge, Cross Connection/ Backflow Prevention Permit	Applicability TBD.
25. Hydrant Meter Permit	Applicability TBD.
26. BTDC Open Air Parking License	Applicability TBD.
27. Boston Parks Commission License	Applicable if located within 100’ of a City park.
28. City of Boston Curb Cut Approvals	
29. ISD Building and Occupancy Permits	
30. BFD Fuel Storage Tank Permit	
STATE PERMITTING	
31. Massachusetts Environmental Policy Act (“MEPA”)	
A. Environmental Notification Form (“ENF”)	If necessary.
B. Secretary’s Certificate on the ENF	If necessary.
C. Draft Environmental Impact Report (“DEIR”)	If necessary.
D. Secretary’s Certificate on the DEIR	If necessary.
E. Final Environmental Impact Report (“FEIR”)	If necessary.
F. Secretary’s Certificate on the FEIR	If necessary.
G. Notice re: Start of Construction	
32. Massachusetts Historic Commission No Adverse Effect Determination	Applicability TBD.
33. Building Code Variances	If required.
34. Mass. DEP Sewer Extension & Connection Permit	Applicability TBD.
35. Mass. DEP filings or approvals required for remediation of hazardous materials	If required.
36. MWRA Sewer Use Discharge Permit	Applicability TBD based on lab tenant.
37. MWRA Permit for Construction Dewatering	Applicability TBD.
38. MWRA Approvals to relocate any existing MWRA water or sewer lines	Applicability TBD.
39. Mass. DEP Construction Notice	To be sent prior to start of construction.
40. DEP Boiler Emissions Approvals	Unlikely to be required.
41. DEP Emergency Generator Emissions Approvals	Unlikely to be required.
42. DEP Air Plan Approval	Unlikely to be required.
43. DEP Fossil Fuel Utilization Permit	Unlikely to be required.
LEGAL – PERMITTING (FEDERAL)	
44. Federal Aviation Administration (“FAA”) Determinations of No Hazard for building	Applicability TBD.
45. FAA Determination of No Hazard for cranes	Applicability TBD.
46. EPA NPDES Construction General Permit for Construction Period Discharges	Applicability TBD.
47. EPA NPDES General Permit for Permanent Dewatering	Applicability TBD.
48. EPA NPDES Remediation General Permit for Permanent Dewatering	Applicability TBD.
49. Federal Clean Air Act	Unlikely to be required.

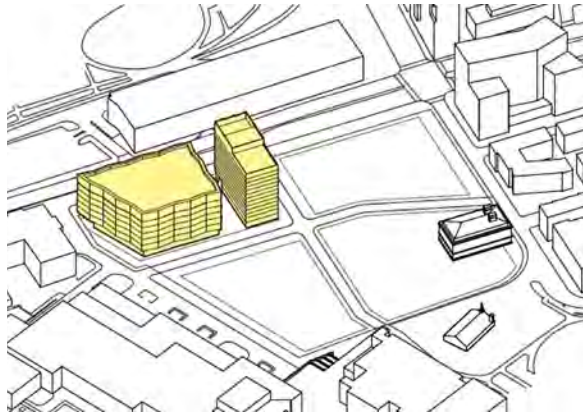
Anticipated Project Phasing

Our permitting timeline is based on the 9-month period between tentative designation and construction start described in the RFP. However, we also recognize that additional time may be required to facilitate a robust public process, coordinate with all applicable public agencies and community stakeholders, and obtain governmental approvals necessary to secure financing for buildings consisting entirely of affordable housing.

As currently proposed, driven by the financing constraints for affordable housing projects, the project would likely be developed in 4 to 5 phases. Should alternative financing sources be available for the affordable housing components, there is the potential to accelerate or condense the anticipated development timeline. Likewise, should the proposed development program change in response to City and community feedback or evolving market conditions, current phasing could be reordered or amended. We anticipate breaking ground first on the lab building in May 2023, based upon the permitting timeline laid out above. As a part of Phase I, we also anticipate building the first residential project, which will commence after the lab building due to the additional time necessary to coordinate with all applicable financing sources.

We look forward to receiving additional guidance and feedback from the community and the City on the suggested phasing sequence laid out below. Further, the Team remains flexible should current market conditions change such that a different phasing sequence would provide greater benefits. We suggest master planning density and programming the unencumbered land area between phases with onsite parking and interim activations. Interim activations executed by Kai Grant and the Black Market, and programming walkable art tours, “The Art Stride”, that would connect P³ to Madison Park’s Public Art and Nubian Square, are emblematic of what we envision bringing to P³ during its development.





PHASE 1

Hi-Rise Income-Restricted Residential (102 units)
Lab Building (171,095 SF)
Below Grade Parking (116 spaces)

- Based on the 9-month period between tentative designation and construction start described in the RFP, we anticipate breaking ground for Phase 1 in May 2023.
- However, we also recognize that additional time may be required to facilitate a robust public process, coordinate with all applicable public agencies and community stakeholders, and obtain governmental approvals necessary to secure financing for buildings consisting entirely of affordable housing.
- The requested 75 spaces for use by the Whittier Health Center can be accommodated in Phase 1.



PHASE 2

Hi-Rise Income-Restricted Residential (96 units)
Old Whittier Building Rehab + Renovation

- Old Whittier Building Rehab + Renovation timing for the Roxbury Museum is flexible and dependent upon fundraising and programmatic partner's needs.
- The Team will program interim site activation and surface parking on the last remaining quads to serve Phases 1-3.



PHASE 3

Hi-Rise Income-Restricted Residential (223 units)

- The Team will program interim site activation and surface parking on the last remaining quads to serve Phases 1-3.



PHASE 4

Mid-Rise Income-Restricted Residential (77 units)
Shared Parking Solution (368 spaces)

- Responding to the RFP and the geotechnical context of the site, the Team has considered a shared parking strategy that would maximize off hours use of commercial parking spaces (for use by residents and other establishments) and minimize the overall need for off street parking. The Team has considered a thoughtfully designed and concealed above-grade garage to house the parking demand for this site.
- Suggested phasing sequence of the Shared Parking Solution is flexible.



PHASE 5

Home Ownership Units (62 units, 15 of which are live-work suites)

- We suggest programming the development of the home ownership units last to minimize the duration in which residents would be living proximate to ongoing development. However, the Team remains flexible if the community and City desired to accelerate this component of the project.

Summary of Operation Plan Post Delivery

PROPERTY MANAGEMENT

Tishman Speyer is a world leader in the management and operation of first-class real estate. Each property is treated as a standalone business with its own team of in-house property management experts. This approach ensures superior operational and maintenance standards, which translate to clean, secure, well-maintained properties managed to the standard of premier, owner-occupied buildings. The firm's team of over 400 in-house property management specialists manages approximately 87 million square feet of Class A office, lab, residential and mixed-use properties in 31 markets around the world, overseeing all aspects of their buildings' operations, including engineering, security, fire safety and maintenance. Key features that drive value and maximize efficiency:

- Property Management is fully integrated in the acquisition, design, development, and asset management process,
- Operating buildings more efficiently and sustainably, leveraging experienced engineers and using automated and digitized systems that allow ongoing analysis and operational improvement; and
- Ensuring all critical systems and equipment are operating optimally within the design criteria

Tishman Speyer is committed to operating affordable and workforce properties efficiently without sacrificing property services and the tenants' experience. The firm will hire best in class property management firms to be able to benefit from their local expertise in both the asset class and with various regulatory and operational requirements of the applicable municipality and financing partners. These requirements can include but will not be limited to the experience and necessary qualifications to complete any required income certifications and other records required by the regulators of affordable housing, best practices for unit renovations, and any necessary documents for processing unit turnovers.



Over time, Tishman Speyer intends to create an in-house affordable and workforce housing team that will eventually take over the property management. These professionals will join the other professionals in Tishman Speyer's vertically integrated platform to further provide a strategic advantage for the management and operation of assets.

In accordance with our strategic DE&I framework described herein, we will look to partner with small, local, M/WBE businesses wherever possible. The team has identified two partners, Windwalker Group and UHM Properties, and will look to expand upon these partnerships as development progresses to provide fair and equal opportunities through procurement and outreach.

WINDWALKER GROUP LLC (MBE)

RPP's Herby Duverné is the Principal and CEO of Windwalker Group LLC, an award-winning, certified 8(a) small business with its headquarters in Roxbury, Massachusetts. Windwalker offers security and management solutions for both physical and cybersecurity solutions, and currently holds contracts with the U.S. Department of Homeland Security and several with the U.S. Department of Defense. Under Mr. Duverné's leadership, Windwalker received recognition as one of the fastest-growing private companies in America at No. 1063 of Inc.'s 5000 listing.

UHM PROPERTIES, LLC (MBE)

UHM Properties, LLC (UHM) is a professional property management company that has been in business for over 17 years. The founding members had worked together before UHM was established, as the company was started by the entire senior staff of the residential division of Long Bay Management Company. They have a 30-year history of working together in the affordable housing industry. UHM Properties is a Certified MBE with the City of Boston and the Supplier Diversity Office with the Commonwealth of Massachusetts. Mr. Kevin Bynoe is the Chief Executive Officer (CEO) of UHM Properties.



Strategic Diversity, Equity, and Inclusion Framework

Transcending theory, walking the walk, and building a strategy from the Ground UP.

Ruggles Progressive Partners, LLC (“RPP”) is a joint venture between the following MBE and M/WBE firms: RISE Together (Herby Duverné), Catalyst Ventures Development (Darryl Settles), HarveyReed (Rev. Manikka Bowman), Black Market Development (Kai Grant), and Nubian Square Ascends (Richard Taylor). RPP will serve as Co-Developers with Tishman Speyer (Jessica Hughes, Joe Ritchie, and Gary Rodney). We believe that partnerships like RPP/TS are a powerful way to make racial equity-focused developments such as P³ a model for today. In addition, the project construction execution team includes a 50/50 joint venture of Consigli and Smoot which provides established, world class experience and real equity and inclusion (50/50) to the overall development and construction team. Every member of our team has walked the walk as a champion of racial equity. A team composed of leaders whose collective experience transcends “theory” and is backed up with real actions and lives dedicated to advancing racial equity at every turn. The collective bodies of professional experience highlight our dedication working in community development, empowering minority communities, prioritizing equity in urban planning and land-use policy, investing in black entrepreneurship, serving in philanthropic and public appointments, building capacity in construction and infrastructure sectors, and unlocking access to capital and investment opportunities for people of color. By forming this partnership of expertise that is anchored in a mission to build capacity for all parties, we believe in our ability to maximize impact for the community and generate sustainable economic benefits for the Greater Roxbury area for years to come.

A STRATEGIC FRAMEWORK THAT GOES BEYOND BEST EFFORTS TO CREATE ACCOUNTABILITY. The RPP/TS strategic framework is not something created out of thin air or rushed in response to the context of the world in which we currently live. Given the increased focus on social equity and racial equity... there has been a great sense of urgency across the board in our industry to act swiftly and sometimes scramble to find solutions. While we recognize the urgency and the importance to act, we believe that advancing racial equity takes dedicated time and energy and is part of a much longer marathon of strategies that will impact generations to come. We were built for this moment. To ensure that our P³ Strategic DEI goals are achieved, our strategic process is grounded in a belief that to create accountability and generate equitable outcomes, a Strategic DEI Framework must be memorialized in written form. This Strategic DEI Framework serves as a guiding document and memorandum of understanding to ensure accountability at every stage (design, construction, and operations) and every level (careers, contracts, capital, and community). A critical component of our P³ Strategic DEI Framework will be customizing the specific DEI objectives and goals to be measured based on market dynamics, economic context, client expectations, public legislature, and community stakeholder expectations. From the start, our commitment will be to co-create a Strategic DEI Framework that takes into account all the stakeholder feedback, defines specific goals, and creates a monitoring & reporting structure to track progress.

ADVANCING EQUITY THROUGH CAREERS, CONTRACTS, CAPITAL, AND COMMUNITY. Taidgh McClory, Founder & Social Impact Entrepreneur of T.H. McClory LLC (THM) and Milton Benjamin of KAGE Growth Strategies, LLC (KAGE), both MBE firms, will collaborate and serve as the Strategic Diversity, Equity & Inclusion (DEI) Advisors responsible for the Discovery, Design & Implementation of an Economic Inclusion & Opportunity Plan related to P³ proponent development. In this capacity, THM and KAGE will work with the RPP/TS Team to author an Economic Inclusion & Opportunity Plan that takes a holistic and long-term view to create sustainable DEI impact “early” in the development process and continuing over the life of the project and beyond, including Stage 1: Design/Pre-Construction; Stage 2: Construction; Stage 3: Operations & Programming.

Our P³ Diversity, Equity & Inclusion plan is modeled upon foundational pillars that each of our team members have tested through real world experience working on key developments and projects at the intersection of DEI and the built environment. The purpose of our collective work at P³ will be to design and execute an economic inclusion strategy that builds capacity among under-represented communities, residents, professionals, companies, and investors across the commercial real estate ecosystem by growing access to careers, community, contracts, and capital. A model that not only lives through all phases of the development but lives on and embodies the equity principles and practices through future generations.

CAREERS: CREATING CAREER PATHWAYS INTO CONSTRUCTION, REAL ESTATE, AND LIFE SCIENCE. Our P³ workforce development strategy is based on the belief that to generate positive workforce development goals, it requires a real commitment to identify key pipeline program partners, invest meaningful time, talent, and treasure, and track the progress of these efforts over time. As part of our proposed workforce development strategy, the RPP/TS Team has identified a set of key strategic workforce development partners who will be critical components of our long-term strategy across each phase of the development (Design/Construction/Operations) as well as in specific industry sectors (Construction/Real Estate/Life Science). Our goal is to create multiple opportunities along the education to career spectrum to provide mentoring, internships, and real job opportunities. As part of our overarching Labor & Workforce Development strategy, we will develop an assessment of the specific workforce development measurement goals that will be used to monitor progress that complies with both the Boston Residents Jobs Policy ordinance and the Good Jobs Strategy.

Our vision is to make sure that the greater Roxbury community benefits from the economic development generated in the form of short and long-term jobs at P³. We see workforce development opportunities coming in several shapes and forms through Commercial Real Estate, Construction, Life Sciences and Entrepreneurship. In the **Commercial Real Estate industry**, we'll seek to partner with programs in the form of career mentoring and industry pipeline programs at the Middle School/High School/College and Early Career stage. In the **Construction industry**, the Consigli/Smoot partnership has an established, successful track record with the Boston Residents Job Policy, and a record of providing support to local sub-contractors to assist with compliance and local outreach. This is further enhanced by integrating procurement strategies and active bid comparison to maximize opportunities for MBE and WBE participation and workforce utilization goals.. Finally, **Life Sciences** is a critical industry that continues to be a growing segment of the regional economy and key pathway to closing disparity gaps. Our Life Science partners will leverage

robust programs that connect Roxbury community members with a directly link to pathways in science. As part of our submission, we have secured letters of support and defined preliminary partnerships with the following organizations and institutions:

- **Commercial Real Estate:** CREST, REEX Summer Programs, Project REAP
- **Construction:** Youth Build, Roxbury Community College, ACE Mentoring, Building Pathways
- **Life Sciences:** Benjamin Franklin Institute of Technology, NuSq Life Sciences

A recent study of the Boston construction workforce demographics suggests that the resource pool of female, minority and residents does not currently exist in numbers large enough to satisfy the Boston Resident Job Policy (BRJP) requirements. In addition to the work that RPP/TS is doing to create new connections between large projects and organizations working to increase diversity in the trades, our construction management partners have existing relationships with numerous local workforce development partners.

CAREERS: A HOLISTIC BRJP STRATEGY AIMED AT CREATING ACCOUNTABILITY AND TRANSPARENCY. Our team has a multi-stage process focused on the compliance of the Boston Jobs and Residency Policy, the pipeline of diverse tradespeople, and creating a welcoming work environment to retain this diverse workforce. As a next level practice, our RPP/TS and Consigli/Smoot teams will ensure our BRJP compliance strategies are included in all relevant contracts for the project, especially at the Construction Management level. More specifically, we are committed to providing economic opportunities to Boston residents, people of color and women in both the development phase and operations phase of the project. We will strive to meet and exceed the following goals contained in the Boston Residents Job Policy:

- **at least 51 percent** of the total work hours of journey people and fifty-one percent of the total work hours of apprentices in each trade must go to **Boston** residents and;

- **at least 40 percent** of the total work hours of journey people and forty percent of the total work hours of apprentices in each trade must go to **people of color** and;
- **at least 15 percent** of the total work hours of journey people and fifteen percent of the total work hours of apprentices in each trade must go to **women**.

The following strategies and best practices are based on real world experience that our team will utilize to ensure that goals for the Boston Jobs and Residency Program are met:

- **Hire an Equity Compliance Manager and Equity Director** to develop pre-construction written agreements with explicit language on the workforce goals, with signatories committed to meeting those goals. The commitment will come via a project labor agreement or PLA, a type of pre-hire collective bargaining agreement that commits all the contractors and unions on this project to a set of work standards. The PLAs on the project will explicitly commit signatories to the workforce goals established by a City of Boston ordinance.
- **Watchdogs who are granted authority.** For success in compliance, we must work closely with the Roxbury Strategic Master Plan Oversight Committee and any sub-committee members who have granted authority regarding the Boston Residency and Jobs Policy on the building site, which aims to exceed the minority and women numbers for the project. Our team's Compliance Manager & Equity Director will have the responsibility to immerse themselves in the detailed hiring and operations of the project.
- **General contractors enforce compliance of subcontractors.** The Consigli/Smoot team has a well-developed set of guidelines and resources specifically to address reporting and compliance. From the Consigli/Smoot team, Kacey Satchell has an established history and rapport with the Boston Planning and Development Agency (BPDA) to ensure that subcontractors remain in compliance. During pre-construction, Consigli/Smoot will host

community outreach events to inform potential Boston employees of the upcoming project. They will create an employment kiosk outside the project to accept applications prior to the project start and throughout construction to maximize participation. Further, Boston Residents and Jobs Policy is a weekly agenda item on all subcontractor meeting minutes. This checkpoint allows subcontractors to keep apprised of the latest developments, a chance to relay any concerns expressed by the City of Boston, and distribute any relevant materials and/or field any questions or concerns.

- **Trade Partner Start Up & Proactive Procurement Plans.** Once a project is awarded, Consigli/Smoot closely analyze what individual construction trades are required and take a macro view to assess all opportunities and options for MBE/WBE participation. Consigli/Smoot looks at the potential to break up larger trade packages into smaller scopes of work to provide MBE/WBE subcontractors a greater opportunity to participate. In addition, partnering sessions are held between larger prime subcontractors and smaller MBE/WBE second tier subcontractors to promote maximum MBE/WBE participation at each sub tier level. Consigli/Smoot will also review all non-construction costs of General Conditions and General Requirements in an effort to maximize local MBE and WBE spend.
- **Develop Monitoring Protocols** that break down every component of the job to calculate projections. The goal is to know exactly how many carpenters, painter hours, etc. and how long it will take to complete projects to project the number of minority and female hours to develop a body count for our workforce, and whatever we need, we can advertise and train to build the numbers.
- **Work with Unions.** As a critical source of construction labor in Boston, unions play an important role namely to meet with General Contractor/Subcontractors early on to walk through specific workforce projections and identify the core crew. Working collaboratively

with the unions to identify qualified and trained workers will help us accurately achieve our workforce projections. This proactive approach is not only critical for compliance but gives a clearer understanding of how many new hires the project needs.

- **Regular meetings of all stakeholders to maintain accountability.** We will attend the monthly Roxbury Strategic Master Plan Oversight Committee meetings to report the workforce goals. Unions, contractors, government officials, and community members take part in the meeting. The Roxbury Strategic Master Plan Oversight Committee is composed of a range of stakeholders. The Committee meets monthly to review workforce data, track progress, and engage in honest conversations that allow for productive troubleshooting work to deter non-compliance.
- **Advertise.** Several tradespeople hear about jobs through the local newspaper (the Baystate Banner) and signage around the site stating “actively seeking” women and people of color will be used as an effective recruitment tool.
- **Track “walk-ons.”** The general contractor will manage and track walk-ons understanding that a high percentage of local, female and minority workforce hours occur when a staff person conducts regular outreach to “walk-ons,” and can be hired on-site. They will be required to keep them on a call list and reach out whenever new job opportunities open during construction.

GOOD JOBS STRATEGY

The RPP/TS and Consigli/Smoot teams plan in achieving these goals follows a systematic approach that has been proven on other projects in this region. First and foremost, it starts by being intentional and deliberate in gaining trade partner commitments. This plan includes:

- **At least 51%** of the total employees working on the Proposed Property Site shall be bona fide **Boston Residents**. Proponents are expected to

work with community partners as an element of their employee recruitment.

- **At least 40%** of the total employees working on the Proposed Property Site shall be **people of color**.
- **At least 12%** of the total employees working on the Proposed Property Site shall be **women**.
- **All employees shall be paid a good wage**, defined as a salary or hourly wage equal to or greater than the Boston Living Wage, which shall be defined as \$17.62 on January 1, 2019 and thereafter increasing annually by the rate of inflation.
- **All employees shall work a stable shift**, which includes a predictable schedule that is appropriate for the field of work. Such a work schedule allows employees to reasonably schedule other family care, educational, and work obligations. A schedule that does not include on-call time and has a set weekly pattern that does not change more than two times per year shall be presumed to be stable.
- **Hiring M/WBE Trade Partners:** We have made a commitment to hire a diverse group of trade partners. In our experience this group of trade partners will bring a diverse workforce. This has been proven time and time again. Similarly, local businesses tend to have a workforce reflective of the City of Boston. Therefore, we have expanded the trade partner commitments to local businesses.
- **Community Partners and Labor Engagement:** The leadership team at RPP/TS believes in the importance of engaging community stakeholders in the process early and often. The RPP/TS Team will work with local community partners to build a referral program for residents. The team will maintain, interview, and process every applicant brought to the project. This includes all walk on applicants to the site. The team has also found Labor to be a strong partner in achieving the workforce commitments. The RPP/TS Team engages the Labor community ensuring that their existing workforce can gain opportunities on the project.

CONTRACTS: A SUPPLIER DIVERSITY STRATEGY FOR A RESILIENT ROXBURY ENTREPRENEURIAL ECOSYSTEM.

Our team shares a passion for the City of Boston’s commitment to providing opportunities to individuals who historically have been under-represented. The RPP/TS Team is committed to the inclusion of those who can and want to participate in the development of their community. Our belief is that building capacity among the next generation of M/WBE firms is a critical economic development imperative. We know that bringing diverse people, businesses, views, and experiences to the table that reflect the City of Boston will provide a lasting impact to the community and make for a project we will all be proud to have built.

Our team firmly believes that an inclusionary workforce and entrepreneurship starts before the project begins and continues well after the project finishes. Our DEI commitments follow the same logic, with a diverse design and development team, construction team and commitment to carry those principles through to ongoing property management and future opportunities. We believe that as the project interest increases with the local community, we have a full expectation that we can continue to increase involvement with underrepresented groups from a participation and investment angle. On this project, the RPP/TS Team is committed to doing more than just “checking the box.” The team is proactive when hiring trade partners and works to maximize opportunities for MBE, WBE and M/WBE firms during each stage of the development (Design, Construction and Operations). Our project-specific diversity plans include the following best practices:

- **Identifying and expanding the pool of firms:** Thanks to our long history in various regional markets, we have built a comprehensive list of small, local, minority and women-owned businesses who are well equipped to bid on our projects. Our procurement team confirms trade participation in the bidding process and relies on strong connections and trusting relationships with local organizations outside of construction to expand these efforts.
- **Outreach sessions and town halls:** To ensure firms and workers are informed of hiring opportunities on our projects, we hold outreach

sessions in the community where trade partner firms and workers can better understand the project’s scope of work, the bidding timeline and procurement process. The Team also attends local meetings and town halls to inform and engage the public.

- **Creatively organizing bid packages:** The RPP/TS Team tailors its bid packages to each project and subdivides the work to ensure that most businesses can participate. We also encourage larger firms to partner with smaller firms when applicable through joint ventures. We find that this is most critical in allowing the smaller firms to participate in the projects. It also allows for the relaxing of trade partner bonding requirements.
- **Providing continuous support:** Throughout construction, the RPP/TS Team maintains close relationships with small, local, minority, and women-owned firms on the project to ensure they have the resources and support to be successful. Our goal is to foster long-term relationships where we can offer guidance as they grow. Each trade partner will be assigned an RPP/TS Team mentor. This mentor will ensure that the work will work to ensure the trade partner’s success on the project and help with any challenges the team is facing with the work.

The entire team is committed to building long-term capacity for MBE, WBE and M/ WBE firms to participate in both the P³ project and more broadly in real estate development and will encourage joint ventures between majority and minority subcontractors. Our firms will work together to develop and refine our approach to maximize MBE utilization on this project. RPP/TS and construction management partners have extensive experience effectively managing M/WBE compliance programs and working to ensure that our projects promote diversity throughout all phases of development. Below we have outlined our initial thoughts on a process that will yield results.

- **Understand the high-level landscape of the project:** A high-level trade sort will be developed by the preconstruction team to best

identify intentional opportunities within the scope for known M/WBEs across all categories of contractors and vendors and identify where there are limited or no MBEs.

- **Increase the pool of contractors:** The team will work closely with key partners to connect with qualified contractors to increase the number of contractors in specific trades and support the certification for legitimate MBE companies that meet the needs of the project but have not yet applied for a recognized certification.
- **Generate interest and excitement in the project:** The team will host Access and Opportunity Events for UBEs in conjunction with partner organizations to educate the local market on project specifics. During estimating, the team will also ensure that traditional subcontractors understand that we will be looking for a strong commitment on their part to engage additional M/WBEs with the focus on MBEs.

RPP/TS and Consigli/Smoot have already identified a list of M/WBE subcontractors as potential partners in the P³ project, and we are deeply committed to not only striving to meet M/WBE utilization goals on this project but to working to increase capacity for projects across the City. THM and KAGE will work collaboratively with Shelley Webster, of In-Order Business and the RPP/TS Team during the Construction Phases to implement the supplier diversity procurement strategy at both the prime and sub-contractors' levels to ensure P³ meets and exceeds our stated M/WBE goals related to the percentage of total contract value. RPP/TS and Consigli/Smoot have identified the following goals for minority participation for the overall construction project: A minimum of 50% of the total

construction budget will be allocated to minority firms at the construction manager level and a minimum of 25% will be allocated to minority firms at the subcontractor level. This is made possible by the 50/50 Consigli/Smoot joint venture and aggressive subcontracting goals that have been established.

TISHMAN SPEYER GLOBAL PROCUREMENT

The Tishman Speyer global procurement team efficiently acquires goods and services while creating a competitive and secure supply chain that differentiates Tishman Speyer's business strategy. The firm currently has global standard operating procedures in place that define bid thresholds, contract management documentation and approved sign-off at the appropriate levels. In addition, Tishman Speyer reviews its supply chain for all aspects of compliance that include, but are not limited to, business ethics, human rights, and safety. Tishman Speyer has also developed a Supplier Diversity & Economic Inclusion program that seeks to grow the firm's spend with qualified small, minority and women owned suppliers across its global portfolio.

In 2020, Tishman Speyer launched our Supplier Diversity & Economic Inclusion program. With senior leadership engagement, our goal is to triple diverse spend up to \$300M by 2024; accounting for 15% of all US spend. Supplier Diversity is an enterprise-wide program that injects diversity into the supply chain through the procurement of goods and services from diverse business enterprises. These enterprises are typically at least 51% owned and led by women, ethnic minorities, individuals who identify as lesbian, gay, bisexual, or transgender and military veterans.





Life Science Proposal

OPPORTUNITY, COLLABORATION, INNOVATION

Physical building infrastructure is only the first step in creating a center for successful commercial innovation. Breakthrough Properties’ leadership team has experienced firsthand the challenges of founding, building, and scaling life science companies. As such, Breakthrough has designed a menu of services to improve the likelihood that the research taking place inside these labs goes from bench to bedside, such as a world class Scientific Advisory Board to provide mentorship services to P³ lab tenants.

One of the most frequent challenges life science companies face is securing staffing, with the right training and expertise. At the same time, there is a large gap in the availability of education, training, and exposure to the life sciences by underrepresented groups. There is huge potential in closing this gap and ensuring the right opportunities exist to fuel life sciences diversity and inclusively transform careers. Workforce Development is a responsibility we hold near and dear; to make sure that the

Roxbury and Greater Boston community benefits from the economic development generated in the form of long-term life science jobs at P³. Tishman Speyer/Breakthrough has experience working with institutions including being a co-sponsor of Lab Central Ignite’s Career Forge, to bring equity-driven programs to the communities we operate in, as well as working directly with our life science tenants to create programs that demystify lab work, tear down knowledge barriers, and inspire the imagination of the community living and working around these labs. Further, lab and workforce development at P³ will be complimentary to the lab development planned at Nubian Square Ascends.

At P³, we have partnered with the Benjamin Franklin Institute of Technology (“BFIT”) to advance social equity efforts to educate and build career pathways in the life sciences. BFIT is an affordable, urban, private, nonprofit college serving the Boston region and committed to student success and career readiness in the sciences and technology

fields. Through personalized support, hands-on learning, and industry-informed curricula, BFIT prepares graduates for work, life-long learning, and citizenship. 57% of BFIT students are first generation college students and the program boasts an 83% full-time job placement rate. Our partnership with BFIT will serve to advance life sciences innovation by expanding and diversifying the talent base for the biotech industry and transform careers of Roxbury students and residents.

The Benjamin Franklin Institute of Technology will occupy 10,000 SF on the ground floor of our lab building—picture windows into the maker lab right off Tremont Street, students passing by on their way to Madison Park High School, opportunities for synergistic programming with the Whitter Street Health Center. BFIT’s location at P³ will serve as synergistic growth space, proximate to their new campus at 1003-1013 Harrison Avenue in Roxbury and building upon their partnership with nearby Nubian Square Ascends.

BREAKTHROUGH PARTNERSHIP OPPORTUNITIES

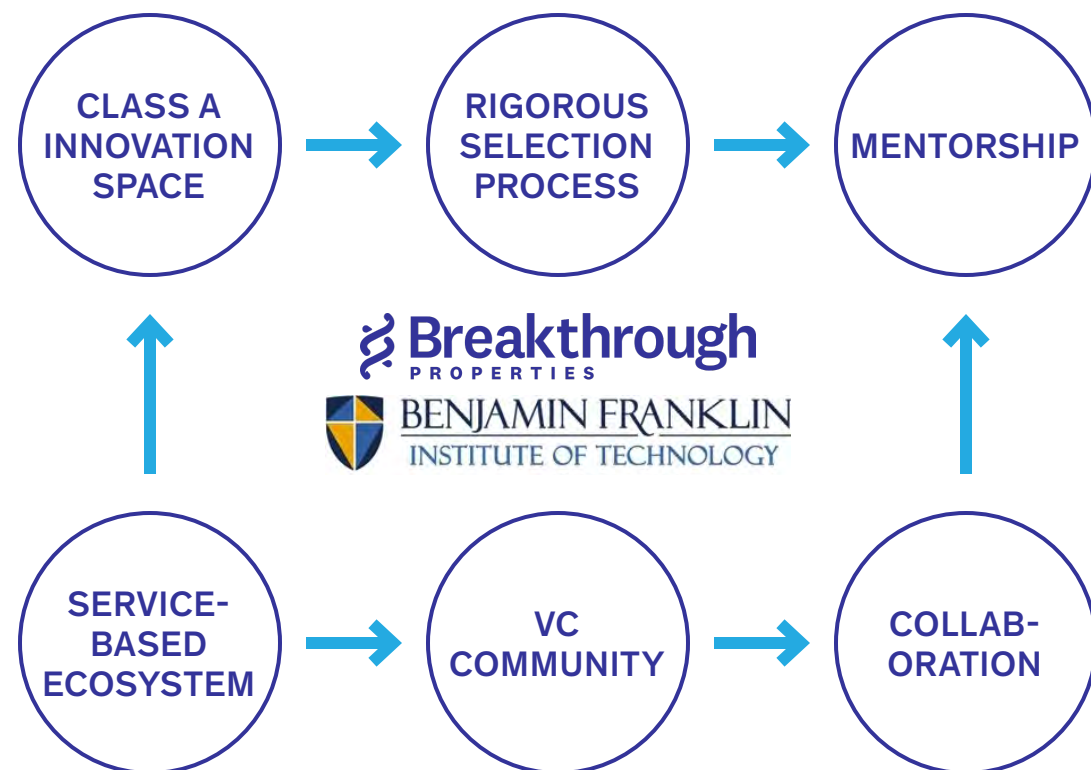


BEST IN CLASS INNOVATION SPACE

Breakthrough has developed a proprietary, internally managed Studio Labs program, which offers turn-key lab and office spaces and shared equipment to support early-stage innovation.

MENTORSHIP PROGRAM

Breakthrough’s Scientific Advisory Board (“SAB”) provides mentorship services to supports its clients and partners with their ambitious missions. The SAB comprises leading scientists, entrepreneurs, CEOs and venture capital investors, which jointly bring decades of experience to the front lines of innovation.



BFIT BY THE NUMBERS

Since its founding in 1908, BFIT has demonstrated that its hands on learning and industry-informed curricula yields a winning formula:

83%
AVERAGE JOB
PLACEMENT RATE

74%
STUDENTS OF
COLOR

402
TOTAL STUDENT
ENROLLMENT

10:1
STUDENT/FACULTY
RATIO

57%
FIRST GEN COLLEGE
STUDENTS

99%
STUDENTS RECEIVING
FINANCIAL AID



8

Appendix

RPP/TS References

1. **Dartagnan Brown**
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 203-295-5876
 Duane.mutti@wellsfargo.com
3. **Thomas Glynn**
 Former CEO, Massport
 Former CEO, Harvard Allston Land Company
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 glynnthomas@yahoo.com

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**Ruggles Progressive Partners (RPP) + Tishman Speyer (TS)
Strategic Joint Venture Partnership**

General Partnership Vision

Ruggles Progressive Partners (“RPP”) and Tishman Speyer (“TS”) (collectively “RPP/TS”) is a true partnership, one that places racial equity as a central component of our professional practices, principles, and operations. Our collective history includes long-standing participation in the Boston real estate community as well as with all elements required to create a best-in-class, inclusive addition to the Roxborough neighborhood on the P3 site. Together we are excited to leverage our:

- Personal history and presence in the Roxbury community,
- Global experience in innovative placemaking,
- Local experience as civic champions, and
- Expansive experience developing a mixture of affordable housing and community wealth creation strategies.

Joint Venture Structure

Our relationship will be structured as a joint venture between Ruggles Progressive Partners + Tishman Speyer. **Ruggles Progressive Partners, LLC** is a joint venture between the following MBE and M/WBE firms, each bringing significant relevant experience and community relationships to the benefit of both the project and the Roxborough neighborhood:

- **RISE Together:** Herby Duverne;
- **Catalyst Ventures Development:** Darryl Settles;
- **HarveyReed:** Rev. Manikka Bowman;
- **Black Market Development:** Kai Grant; and
- **Nubian Square Ascends:** Richard Taylor.

Proposed Development Terms

The RPP/TS joint venture deal structure has been designed to bring together an integrated suite of core development skills, expertise, and unique areas of focus that will ensure that we deliver upon the equitable outcomes outlined in the stated P3 development objectives. We are further committed to growing the Black developer ecosystem within the City of Boston. As such, this partnership provides RPP with both the ability for true equity participation as owners in the overall project, and support and mentorship to build their respective businesses. At the completion of the project the RPP team members will have secured not just economic benefits, but also experience, contacts, and relationships with capital sources execute larger stand-alone projects.

Development Fee Sharing:

- RPP and TS have agreed to share development fees for the affordable housing, life sciences, parking, and any other non-for sale housing components with the following split: RPP (35%), TS (65%).
- RPP shall earn 100% of all economics associated with the for-sale housing component. As a core tenet of our proposal, TS shall support RPP with resources to structure the for-sale development.

Developer Equity Investment:

- RPP shall have the ability to invest equity capital alongside and with equivalent terms as TS equity for each phase. Any such investment will be sized when final proforma for each phase is completed and sources and uses of funds are finalized.

Limited Partner Equity Investment Requirements:

- RPP shall raise 5% of the required Limited Partner (“LP”) equity for each phase of the development from under-represented investors of color under the favorable economic terms as outlined in the Tishman Speyer Diversity investment program under which diverse investors are offered a 50% discount on any asset management fees and promote charged. . Individuals within RPP shall maintain the ability to invest LP capital under these terms.

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, MALCOLM GRANT, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

The proposal centers on prioritized Community interests including, but not limited to: home ownership, jobs in the life science sector, opportunities for job training and robust Community Benefits. It is with pride that I support the proposal's equity participation by Boston's black-owned business community and local Arts & Culture on the Parcel with offerings for Artists and Small Business participation on the site.

It is refreshing to support a diverse and inclusive team that has a proven track record of community engagement throughout the development process and the ability to deliver results. They bring a history of success in working with all stakeholders to realize large, mixed-use development projects that are both progressive and transformative.

Lastly, I count it a joy to support a proposal that creates equity stake opportunities for M/WBE companies as a means to create wealth. I believe that, individually and collectively, this Team can make this project a benefit to Roxbury and the Greater Boston area.

Date: 3/4/22Name: MALCOLM GRANTAddress: 13 DUDLEY STCity, State, Zip BOSTON MA 02119

P3 LETTER OF SUPPORT

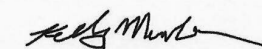
Ruggles Progressive Partners & Tishman Speyer Team

I, **Mr. Kelby P. Mendes**, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 03/15/22Name: **Kelby Mendes**Address: **128 Mt pleasant ave**City, State, Zip **Roxbury, MA 02119**

P3 LETTER OF SUPPORT

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I, JAWAYNE CAESAR, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/15/2022

Name: JAWAYNE CAESARAddress: 2 ELLIS STREETCity, State, Zip BOSTON, MA, 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Damon Mercer, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/7/2022

Name: Damon M. MercerAddress: 14 Centerville ParkCity, State, Zip Boston, MA, 02124

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Daniel Davis, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 03/12/22Name: Daniel DavisAddress: 48 Mattapan StCity, State, Zip Mattapan, MA 02126

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Leah Hasberry, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 03/12/22Name: Leah HasberryAddress: 48 Mattapan StCity, State, Zip Boston, MA 02126

P3 LETTER OF SUPPORT

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Date: 3/12/22

Name: Meaghan Lemayne

Address: 20 Magnolia Way

City, State, Zip: Bridgewater, MA 02324

P3 LETTER OF SUPPORT

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Date:

Name: Elaine Elli

Address: 126 Marion St #2

City, State, Zip: Boston MA 02128

Sweet9/amb70@gmail.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Kristen Halbert*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/12/2022*Name: *Kristen Halbert*Address: *151 Townsend Street*City, State, Zip *Boston MA 02121*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: *3/12/22*Name: *Will Justice*Address: *24 OBIERNE PLACE*City, State, Zip *Roxbury, MA 02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Sharif Abdal-Khallaq*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

The proposal centers on prioritized Community interests including, but not limited to: home ownership, jobs in the life science sector, opportunities for job training and robust Community Benefits. It is with pride that I support the proposal's equity participation by Boston's black-owned business community and local Arts & Culture on the Parcel with offerings for Artists and Small Business participation on the site.

It is refreshing to support a diverse and inclusive team that has a proven track record of community engagement throughout the development process and the ability to deliver results. They bring a history of success in working with all stakeholders to realize large, mixed-use development projects that are both progressive and transformative.

Lastly, I count it a joy to support a proposal that creates equity stake opportunities for M/WBE companies as a means to create wealth. I believe that, individually and collectively, this Team can make this project a benefit to Roxbury and the Greater Boston area.

Date: *3/15/22*Name: *Sharif Abdal-Khallaq*Address: *282 Washington St.*City, State, Zip *Roxbury, MA 02119*

P3 LETTER OF SUPPORT


Ruggles Progressive Partners & Tishman Speyer Team

I, *Wynter Barton Brown*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *March 14th, 2022*Name: *Wynter Barton-Brown* Address: *39 Hollander St*City, State, Zip *Boston, MA 02121*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, TROY EPPS, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3-15-22

Name: Troy A. Epps

Address: 8 Humboldt CT

City, State, Zip Roxbury, MA 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Ellen Stinson, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/15/22

Name: Ellen Stinson

Address: 30 Dudley St.

City, State, Zip Boston, MA 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, _____, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *March 15, 2022*

Name: *Franklin Redd*

Address: *21 Kenilworth Street*

City, State, Zip: *Roxbury MA 02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: *March 15 2022*

Name: *Sharon L Redd*

Address: *21 Kenilworth Street*

City, State, Zip: *Roxbury MA 02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Mia Cameron, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/15/22

Name: Mia Cameron

Address: 13 Kenilworth St #2

City, State, Zip Roxbury, MA 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Kyle Holliday, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/15/22

Name: Kyle Holliday

Address: 13 Kenilworth #1

City, State, Zip Roxbury, MA 02119

P3 LETTER OF SUPPORT

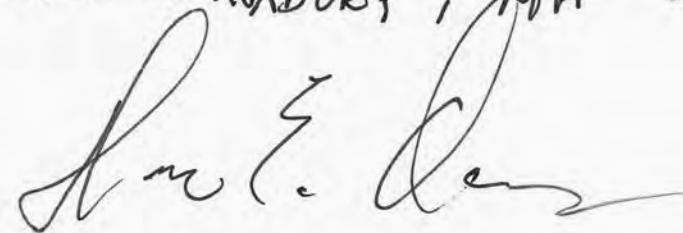
Ruggles Progressive Partners & Tishman Speyer Team

I, *DUANE EDWARD OSBORNE*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/15/2022*Name: *DUANE EDWARD OSBORNE*Address: *60 DUDLEY STREET*City, State, Zip *ROXBURY, MA 02119*

 Handwritten signature of Duane Edward Osborne, dated 3/15/22.

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Vincent P. Fox SR*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3-15-2021*Name: *VINCENT FOX SR*Address: *58 DUDLEY ST*City, State, Zip *02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Ofis Steele*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/15/2022*Name: *Ofis Steele*Address: *71 Dudley Street*City, State, Zip *Roxbury mass
02119*

P3 LETTER OF SUPPORT

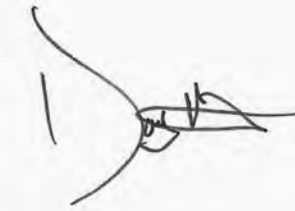
Ruggles Progressive Partners & Tishman Speyer Team

I, *Doug Ward*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/14/22*Name: *Doug Ward*Address: *9 Dudley St*City, State, Zip *Boston, MA 02119*


P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, John Vassar, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/15/22

*Name: John Vassar

Address: 19 DUDLEY ST

City, State, Zip 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Beverly Steed, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/15/22

Name: B Beverly SteedAddress: 21 Dudley St

City, State, Zip 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Clayton Berman*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/14/2022*Name: *[Signature]*Address: *2 Elys St*City, State, Zip *Roxbury MA 02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Turvelin*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/12/22*Name: *Turvelin Hollaway-Russell*Address: *8 Humboldt Ave, #1*City, State, Zip *Roxbury, MA 02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, WR ODELL MITCHELL would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: March 17th 2022

Name: ODELL MITCHELL

Address: odellmitch3@gmail.com

City, State, Zip BOSTON MASS 02125

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Leonard Lee, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/2022

Name: Leonard Lee

Address: 11 WADSWORTH ST.

City, State, Zip 02124

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, James Mackey, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/22

Name: James Mackey

Address: 1287 Mass. Ave.

City, State, Zip: Dorchester MA 02125

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Brianna Perkins, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/2022

Name: Brianna Perkins

Address: 127 Middlesex Rd #6 Waltham MA ~~02452~~ 02452

City, State, Zip: Waltham MA 02452

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *SaiAnna Hilaire*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/12/22*

Name: *SaiAnna Hilaire*

Address: *126 Marion St # APT 2*

City, State, Zip

*East Boston
MA
02128*

SaiAnnaHilaire670@gmail.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Geraldine DaGraca*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/12/22*

Name: *Geraldine DaGraca*

Address: *86 American Legion Hwy. ~~Boston~~ Dorchester, MA ⁰²¹²⁴ ~~02131~~*

City, State, Zip

Dorchester MA 02124

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Melissa Rosario, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/22Name: Melissa Rosario MRAddress: 118 ERIN RDCity, State, Zip E. TAUNTON, MA 02718

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3.12.22Name: SHANE AAddress: 170 Green St.City, State, Zip Malden, MA. 02176

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, JUDEL BRICE, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/2022Name: JUDEL BRICEAddress: 12 SPIRLEY TERRACECity, State, Zip RAWDOLPH, MA 02368

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Devin Phillip, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3-12-22Name: Devin Phillip D. PhillipAddress: 126 Marion St #2City, State, Zip Boston, MA 02128DRPHILLIP@GMAIL.COM

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Asha J. Martin*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date:

Name: *Asha J. Martin*Address: *Dennis St*City, State, Zip *Roxbury MA 02119*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: *3/12*Name: *Rashone Washington*Address: *8 Seaborn St*City, State, Zip *Dorchester, MA 02124*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Jahzara Alixe P.*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12

Name: *Alixé Pierre*Address: *7 Rock Rd.*City, State, Zip *Hyde Park MA 02136*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Natalie McFarlane*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/2022

Name: *Natalie McFarlane*Address: *32 Brighton St*City, State, Zip *Providence, RI 02909*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3-12-22

Name: Ethel Goodwin

Address: 9-Crossman St

City, State, Zip MATT, MASS 02126

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3/12/22

Name: Felicia White

Address: 25 Clifford Ave

City, State, Zip Brockton Ma, 02301

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Amanda Nichols*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/12/22*

Name: *Amanda Nichols*

Address: *57 Copeland St #2*

City, State, Zip *Roxbury, MA 02119*

anichols@crashsafely.org

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Nick Blakey*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/12/22*

Name: *Nick Blakey*

Address: *57 Copeland St. #2*

City, State, Zip *Roxbury, MA 02119*

nblakey23@gmail.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Hearts J. McMillan*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3-12-2022*

Name: *Hearts J. McMillan*

Address: *205 Brookwood Drive*

City, State, Zip *SAUNDERS, MA 01906*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Daniel Callahan*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *03-12-22*

Name: *Daniel Callahan*

Address: *3516 Washington street*

City, State, Zip *Jamaica Plain MA 02130*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3/12/22

Name: Angel Brooks

Address: 10 Carthage St., Jamaica Plain, MA 02130

City, State, Zip j.brooks1994@yahoo.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Joalice*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/12/22

Name: Mrs. Joalice Christmas

Address: 126 Bernard St #1

City, State, Zip Roxbury, Mass 02124
Dorchester

CHRISTMAS-JA@YAHOO.COM

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3/12/2022

Name: Yun Isaac

Address: 18 Park View St

City, State, Zip: Dor, MASS 02121

P3 LETTER OF SUPPORT

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Date: 3/12/22

Name: Michelle Evans

Address: 11 GREENWICH PARK

City, State, Zip: BOSTON, MA
02118

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3/12/2022
Teaka L. Isaac

Name:

Address: 18 Park View St.

City, State, Zip
Boston, MA 02121-1609

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Date: 3/12/22

Name: Georgios Costomiris

Address: 56 Boutwell st. Dorchester 02122

City, State, Zip

Boston, MA 02122
Blackmenscollective1@gmail.com

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Date:

Name: Sandra Springer - Mitchell
 Address: 200 Hancock St, Apt 4
 City, State, Zip: Dorchester, MASS 02125

P3 LETTER OF SUPPORT

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Date: 3/12/22

Name: Sarah Schuyler Jurm Lawyer
 Address: 32 Woodbine St
 City, State, Zip: Worcester, MA 01603

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Alycia Goodwin, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/7/22

Name: Alycia Goodwin

Address: 379 Green St Extension

City, State, Zip

Brockton, MA 02301

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, **Anisha Goodwin**, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: March 7, 2022

Name: Anisha Goodwin

Address: 52 First Street

City, State, Zip Brockton, MA 02301



P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Tarin J. Tungsubutra, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: ~~04/03/2022~~ 03/04/2022

Name: Tarin J. Tungsubutra

Address: 950 Parker St., Apartment 402

City, State, Zip Boston MA 02115

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Akiba Abaka, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/4/2022

Name: Akiba Abaka

Address: 8 Pleasanton Street

City, State, Zip Dorchester, MA 02121

P3 LETTER OF SUPPORT


Ruggles Progressive Partners & Tishman Speyer Team

I, Dana Ruff, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/4/22Name: Address: 725 Shawmut Ave

City, State, Zip

Roxbury, MA
02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Ivan Sierra, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Lastly, I count it a joy to support a proposal that creates equity stake opportunities for M/WBE companies as a means to create wealth. I believe that, individually and collectively, this Team can make this project a benefit to Roxbury and the Greater Boston area.

Date: 3/4/2022Name: Ivan SierraAddress: 175 Intervale StCity, State, Zip 02121

Ismarrero1985@gmail.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Cheryl Straughter, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/4/22

Name: Cheryl Straughter

Address: 71 Alban Street

City, State, Zip: Dorchester, MA 02124

Owner
Soleil Restaurant
in Nubian SO

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, DJ NOMADIK, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/4/22

Name: DJ NOMADIK

Address: 91 Lisbon St. Malden MA 02151

City, State, Zip: EVENTKORE LLC, BOSTON MA 02131
CEO

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

X I, *Nicola Williams*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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X Date: *3/4/2022*

X Name: *Nicola Williams*

X Address: *8 Brewer St*

X City, State, Zip *Cambridge, MA 02138*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

X I, _____, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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X Date: *3/4/22*

X Name: *Roland Cooper*

X Address: *9 Washington Ave*

X City, State, Zip *02302 MA Brockton*

P3 LETTER OF SUPPORT
Ruggles Progressive Partners & Tishman Speyer Team

X Gabriel, Ziaac, M, Brown
I, , would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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X Date: 3/4/2022 email: Ziaac brown 50@gmail.com.

X Name: Gabriel, Ziaac, M, Brown

X Address: 181 Forest Hills St.

X City, State, Zip MA, JP, 02130

P3 LETTER OF SUPPORT
Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3-4-22

Name: Jelani Haynes

Address: 19 Brinsley st, Dorchester, MA 02121
City, State, Zip

• @Xestromentals@gmail.com
617-429-3876

jhaynes2@bostonpublicschools.org

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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X Date: 3/4/2022

Name: Edward Hegeman
Address: 166 Terrace St 314
City, State, Zip: Bos MA 02120

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

X I, LIZA ZAYAS, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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X Date: 3/4/2022
X Name: LIZA ZAYAS
X Address: 1 LINCOLN STREET, #3
X City, State, Zip: Stoneham, MA 02180

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, *Ruby Shabazz*, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: *3/4/22*Name: *Rabihah Ruby Shabazz*Address: *RubyShabazz@gmail.com*

City, State, Zip

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: *3/4/22*Name: *Tolieth Marks*Address: *44 Houston Ave*

City, State, Zip

*Milton, MA 02186**Thisistolieth@gmail.com*

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, JOHANNAH COICHY would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 03/4/22

Name: JOHANNAH COICHY

Address: 67 Thatcher Street

City, State, Zip Boston, MA 02446

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, _____, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3-4-2022

Name: Valerie Georgoulpoulos

Address: 104 Dudley St.

City, State, Zip Medford, MA 02155

vasiliki36@hotmail.com

(owner)

*Sophia's Greek Pantry North Lowell, MA

*Sophie's Greek Pantry

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, _____, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/4/22

Name: Ahlycea Faye

Address: 9 Helen St #9 Dorchester, MA 02124

City, State, Zip

Ahlycea@gmail.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: March 4th, 2022

Name: Chris Georgoff

Address: 1 Popes Hill St Apt 1

City, State, Zip Boston MA 02122

csgeorgoff5@gmail.com

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date:

3/4/2022

Name:

Maria Rodriguez

Address:

166 Terrace St #314

City, State, Zip

Boston, MA

02120

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Christian Grant, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date:

3/5/22

Name:

CHRISTIAN GRANT

Address:

13 Dudley Street

City, State, Zip

Boston, MA 02119

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

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Date: 3/5/2022

Name: Tyrone Morris-Janey

Address: 13 Dudley Street

City, State, Zip Boston Massachusetts

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

Kwamaine Lane

~~_____~~

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Date: 3/4/2022

Name: Kwamaine Lane

Address: 52 Homestead St

City, State, Zip Boston, MA, 02121

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, **Brenda Rodriguez**, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 5/5/2022

Name:

Brenda Rodriguez

Address: 582 Freeport Street, Unit3

City, State, Zip Boston, MA 02122

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, **Tarik Zavala**, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 03/06/22

Name: Tarik Zavala

Address: 2 Ellis St, Roxbury, 02119

City, State, Zip

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

I, Aidid Brayboy, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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Date: 3/6/22
Name: [Signature]
Address: 345 Seaver St
City, State, Zip: Roxbury MA 02121

P3 LETTER OF SUPPORT

Ruggles Progressive Partners & Tishman Speyer Team

X I, Melrose Grant, would like to show support for the Ruggles Progressive Partners & Tishman Speyer Team as they submit a proposal in response to the Boston Development & Planning Agency's RFP for Parcel 3 (P3) in the City of Boston's Roxbury neighborhood.

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X Date: March 6 2022
X Name: Melrose Grant
X Address: 8 Alvan Kirtledge PK
X City, State, Zip: Boston MA 02119

PEOPLE POWER PROSPERITY

CONTACT INFORMATION

Jessica Hughes
Managing Director,
Regional Director—Boston
Tishman Speyer
jhughes@tishmanspeyer.com
+1 617 771 1150

Richard Taylor
Ruggles Progressive Partners
rlt444865@gmail.com
+1 617 947 6089