

Request for Proposals

Boston Water and Sewer Commission Parking Lots Disposition

Boston Water and Sewer Commission & Boston Redevelopment Agency

Project No. Mass. R-56

February 28th, 2024





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Development Submission

LETTER OF INTEREST

February 28, 2024

James Arthur Jemison, Director of Boston Planning and Development Agency
One City Hall, Ninth Floor
Boston, Massachusetts 02201

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Boston, Massachusetts 02201

Re: Boston Water and Sewer Commission (BWSC) Parking Lots Disposition Planning

Dear Director Jemison,

Madison Park Development Corporation (MPDC), Beacon Communities (BC) and JGE Development LLC (JGED) have partnered up to reimagine the improvement of the former Boston Water and Sewer parking lots into a vibrant new community that we are calling Reed Square. This proposed name embodies our team’s vision to enhance the strong but divided fabric existing in both the Lower Roxbury and South End neighborhoods by creating a place that bridges gaps – physically, culturally, economically and socially. We look forward to engaging and collaborating with all relevant stakeholders to arrive at a name that the community is proud of. We envision a place that supports meaningful connections between people, neighborhoods, services, economic opportunities, and cultural experiences. We aim to achieve this through:

- Building at least 383 units of affordable homeownership and rental opportunities that provide **access to healthy, high quality housing** to a wide range of incomes and populations including families, seniors and first-time homebuyers
- **Providing opportunities for wealth creation** through on-site homeownership units, first-time homebuyer counseling, financial coaching and savings matching programs that provide renting residents with pathways to homeownership, affordable retail spaces to support local entrepreneurs and bring local jobs in with a local hiring preference, and mentorship and job training opportunities for community members interested in careers in real estate development

- Ensuring that the opportunities created by this initiative uplift historically marginalized community members by **centering diversity, equity & inclusion as a driving force throughout all aspects of development** from team assembly to construction and service contracting to small business support and job creation and training
- Programming that **encourages health & wellness and educational & social advancement** through Beacon’s Living Well by Design program, Madison Park’s resident services and through strategic partnerships with experienced and trusted neighborhood service partners such as Congregation Lion of Judah
- Creating an **inviting urban gateway** at the intersection of Melnea Cass Boulevard and Harrison Avenue that honors the rich cultures of the surrounding community and leads community members into an outdoor pavilion showcasing local art and food, almost 20,000 square feet of ground floor retail and neighborhood service spaces and an outdoor green space called Reed Common for all neighbors to enjoy
- Engaging in thoughtful urban planning that **promotes equitable mobility and bridges connectivity gaps to key transportation networks** such as bike paths and public transit on Melnea Cass Boulevard, Massachusetts Avenue and Washington Street by improving the existing streetscape with new bike lanes on Harrison Avenue and strategically located multimodal green corridors for safe and enjoyable pedestrian, bike and vehicular circulation
- **Building a healthy, sustainable and climate resilient community with indoor and outdoor spaces designed with regenerative principles** that rely on renewable energy sources, limit carbon emissions, promote energy and water efficiency and conservation, use high performance building systems and healthy building materials, reduce the urban heat island effect through thoughtfully designed landscaping and protect buildings and people from the effects of climate change and rising sea levels

The development team consisting of MPDC, BC and JGED was carefully assembled and is uniquely positioned to execute this vision and serve the needs of the lower Roxbury community. We have collectively made significant investments in the lower Roxbury neighborhood, as evidenced by our dozens of communities and close to 2,000 collective units of affordable housing developed in Roxbury over the course of decades. Our team represents a combination of seasoned experts in the execution of

complex multi-phase affordable and mixed-income housing development projects, deep roots and relationships with community members, thoughtful architectural and urban design backgrounds, financial backbone and ability to structure complex financing strategies to support our developments – including Beacon’s experience with the first EOHLC ARPA-funded housing project in the state. Furthermore, MPDC is actively thinking about and pursuing innovative wealth-creation programs for its residents and its communities. MPDC is a leader in actually doing this work in Roxbury, helping residents of affordable housing advance towards intergenerational wealth through homeownership and significant savings. The address and contact information for each developer is listed below:

Beacon Communities LLC

2 Center Plaza Suite 700
Boston, MA 02108

beaconcommunitiesllc.com

Madison Park Development

184 Dudley Street
Roxbury, MA

madison-park.org

JGE Development LLC

40 Court Street, Suite 200
Boston, MA 02108

jgarlandenterprises.com

Thank you for the opportunity to present our qualifications. We look forward to discussing with you further very soon.

Sincerely,



Dara Kovel, Chief Executive Officer
Beacon Communities



Leslie Reid, Chief Executive Officer
Madison Park Development Corporation



Jonathan Garland, President & Founder
JGE Development

DEVELOPMENT TEAM

BWSC & BRA—Project No. Mass. R-56



Beacon Communities

Beacon Communities LLC has a proud forty-year history of developing, owning, acquiring, investing in, and managing award-winning multi-family housing communities that serve a diverse cross-section of society and make enduring contributions to the cities and towns where they are located. Beacon’s team of highly experienced residential real estate professionals develop, own, and manage over 19,000 apartments across more than 150 communities throughout New England, the Mid-Atlantic, Florida, and California. Known nationwide as a leading affordable housing developer and manager, we have a demonstrated capacity to successfully negotiate challenging transactions, including complicated permitting, innovative partnerships, and complex financing. Through our work, our many talented team members create beautiful, well-designed communities for everyone, regardless of their income level. Above all, we strive to always serve the needs of the community, whatever those needs may be.

Beacon has extensive experience with complicated permitting, including the use of special permits and comprehensive permits through Massachusetts General Laws Chapter 40B. BCS has successfully sites that posed significant environmental challenges, including wetlands, river crossings, rare species, toxic waste, mine subsidence problems, historic preservation restrictions, and noise attenuation difficulties. Our goal is always to confront such issues carefully and thoroughly, allowing us to respect and improve the natural and built environments, meet regulatory requirements and achieve our developments’ programmatic needs. We at Beacon understand how to work with partners, communities, and local governments when developing housing. Our aim is to coordinate developments in a way that addresses a wide variety of needs and concerns. The diversity of our portfolio speaks to our ability to form joint ventures with an array of partners, including landowners, community groups, and equity investors, as well as our ability to work cooperatively with public officials and concerned citizens.

Beacon Residential Management Limited Partnership (“BRM”) will be responsible for property management of the proposed project. Beacon is a fully integrated development and management company committed to developing well-built buildings that are efficient to maintain and operate. With more than four decades of experience, Beacon’s management company affiliates manage over 150 communities and more than 19,000 apartments in 13 states. These communities vary in size from 44 units to nearly 1,000 apartment units. Projects range from suburban new construction and urban historic rehabilitation to former public housing sites converted into mixed-

income developments. Beacon’s management company consistently achieves high occupancy rates, high rent collection rates, and REAC scores in the 90s (for occupancy and rent collection, typically the high 90s). Beacon has a fully staffed, seasoned and highly reputable compliance department that oversees approximately 6,000 LIHTC apartments in mixed-income or entirely low-income communities in 7 states. The compliance department ensures eligibility for new-move-ins and ongoing occupancy rules by closely monitoring resident certifications, conducting regular quality assurance reviews, providing ongoing training and support to property staff and reporting oversight.

Beacon understands that the availability of welcoming, accessible, and affordable housing, connected with health, employment, education, and other community services is critical for maintaining a good quality of life for the residents in our communities. Beacon’s Community Engagement Department Provides best in class resident services across our portfolio. Our dedicated team of more than 60 Resident Service Coordinators (“RSCs”) are responsible for assessing and understanding resident needs, aspirations, and goals, providing coaching and referrals, and building partnerships with service providers. RSCs provide direct services and coordinate on-site programming in five key areas: housing stabilization, health and wellness, economic

Reed Street



mobility and education, community building and civic engagement, and youth enrichment. Beacon believes that providing resident services is not only the right thing to do, but also a necessary component of ensuring our properties' financial success and ongoing regulatory compliance.

Madison Park Development Corporation

Madison Park Development Corporation (MPDC) is a leading developer of affordable housing and one of the largest community development corporations in Massachusetts. MPDC has been in existence since 1966 and has an established track record of housing production and asset management of approximately 1,300 rental units and the sale of approximately 130 homeownership units. We take a multi-dimensional approach to community development by offering impactful programming for youth development, health and community wellness, public safety, resident leadership, civic engagement, and arts & culture. Our mission today remains true to our history—to foster a vibrant, healthy Roxbury neighborhood that supports the well-being and advancement of the community. MPDC is governed by a community-based board of directors who oversee our mission to foster a vibrant, healthy Roxbury neighborhood that supports the well-being and advancement of the community. We are proud to have a board and leadership team reflective of the community we serve and are a certified M/WBE NPO.

As part of Madison Park Development Corporation's commitment to reducing racial wealth disparities in Boston, the Madison Park Next Door program provides comprehensive assistance asset and wealth-building opportunities, including first time homebuyer assistance, to residents of MPDC affordable rental housing properties. In addition to facilitating pathways to homeownership, MPDC also supports residents towards achieving other asset-building and economic mobility goals through the Family Self-Sufficiency Program. As an additional response to Boston's complex housing environment, MPDC is also in the planning phase of launching an innovative rent-to-own model, utilizing a new financing tool that will create a clear pathway for low/moderate-income MPDC tenants to build savings toward a down payment over the course of two years. This model will allow tenants to set aside half (50%) of monthly rent payments in a trust account for two years, which they can then use as a down payment to become homeowners. Simultaneously, tenants will attend first-time homebuyer classes and receive financial counseling to help prepare them for homeownership, while also becoming eligible for an additional MPDC down payment assistance award. The strength of this model is its dual impact, including facilitating

homeownership opportunities for low- and/or moderate-income Roxbury residents, while simultaneously addressing the shortage of affordable rental units by opening income-restricted MPDC rental units, as participating tenants are able to move into their own market-rate homes.

JGE Development LLC (JGED)

JGE Development LLC is a Boston-based real estate development practice focused on transforming under-performing assets and underutilized parcels into stabilized income-restricted, and workforce multi-family housing. We partner with communities to activate and improve historically disinvested neighborhoods throughout Boston's inner city and urban core—many of which need significant public infrastructure upgrades, affordable housing, and access to open space. Our experience includes the repositioning of assets, adaptive reuse of structures, and construction of new buildings on vacant sites. We develop accessible, sustainable, and livable units for residents of all ages and income levels.

Our work extends to and through the community engagement process. JGE Development has worked with residents, faith-based organizations; community and volunteer groups; and racial, ethnic, and cultural groups. We identify with stakeholders early in the process to determine the most appropriate means of communication with specific techniques to combat language accessibility challenges, scheduling conflicts, and technological barriers which continue to yield great success with our level of transparent and intentional community-based development.

MPDC, JGED, and BC are signing a "Statement of Partnership Principles" that memorializes the partnership between the three organizations. The three organizations will participate as partners in this development effort and share decision-making, revenue, costs, and control. A summary of the Statement of Partnership Principles is attached to this RFP response. The full Statement can be submitted under separate cover if necessary. It will ultimately be superseded by a more formal operating agreement. All three development partners regularly participate as co-developers on affordable housing development efforts and have successfully demonstrated the collaboration that co-developer relationships require. We have enjoyed generating this RFP response together and look forward to developing this site together if our team is selected!

MEET THE TEAM

Developer

Beacon Communities
Madison Park Development Corporation
JGE Development LLC



Construction Management

H.J. Russell & Company
Nitsch Engineering



Design Team

JGE Architecture + Design
Bruner/Cott Architects
Sasaki
Brown, Richardson + Rowe Inc



Diversity Consultant

InOrder Business Development Inc.



Strategic Community Partner

Congregation Lion of Judah



Property Management

Beacon Residential Management



Legal Counsel

Klein Hornig LLP



DEVELOPMENT CONCEPT

The development and design team have carefully considered the objectives and needs of the RFP, the Roxbury Strategic Master Plan, PLAN: Nubian Square and those expressed by the community and have responded with a phased development plan that bridges physical, social, cultural and economic gaps between the Lower Roxbury and South End neighborhoods. The physical development integrates affordable and mixed-income rental and homeownership housing units, public and private outdoor recreational spaces, on- and off-street parking and beautifully landscaped streets and sidewalks that connect to and extend a wide range of mobility options. The site consists of six buildings across the five existing lots, which are divided into “blocks.”

What we are presenting below is our team’s response to city and community needs and objectives as demonstrated in the spirit of the RFP. However, this vision is a discussion starting point, not ending point. We look forward to continuing to have open dialogues with the city and community stakeholders to collaboratively arrive at the right unit mix, program and density for the community.

	# Units	# Parking Spots (on and off-street)	Residential GSF	Neighborhood Services GSF	Commercial GSF	Outdoor Open Space GSF
Block A	72	30	77,335			4,200
Block B	100	32	104,471			5,000
Block C	77	16	73,734	4,265		2,000
Block D	40	0	38,697	6,148		18,200
Block E	94	69	109,115		8,769	11,800
# Street Parking Spots		49				
Total	383	196	403,352	10,423	8,769	41,200



Harrison Avenue Promenade

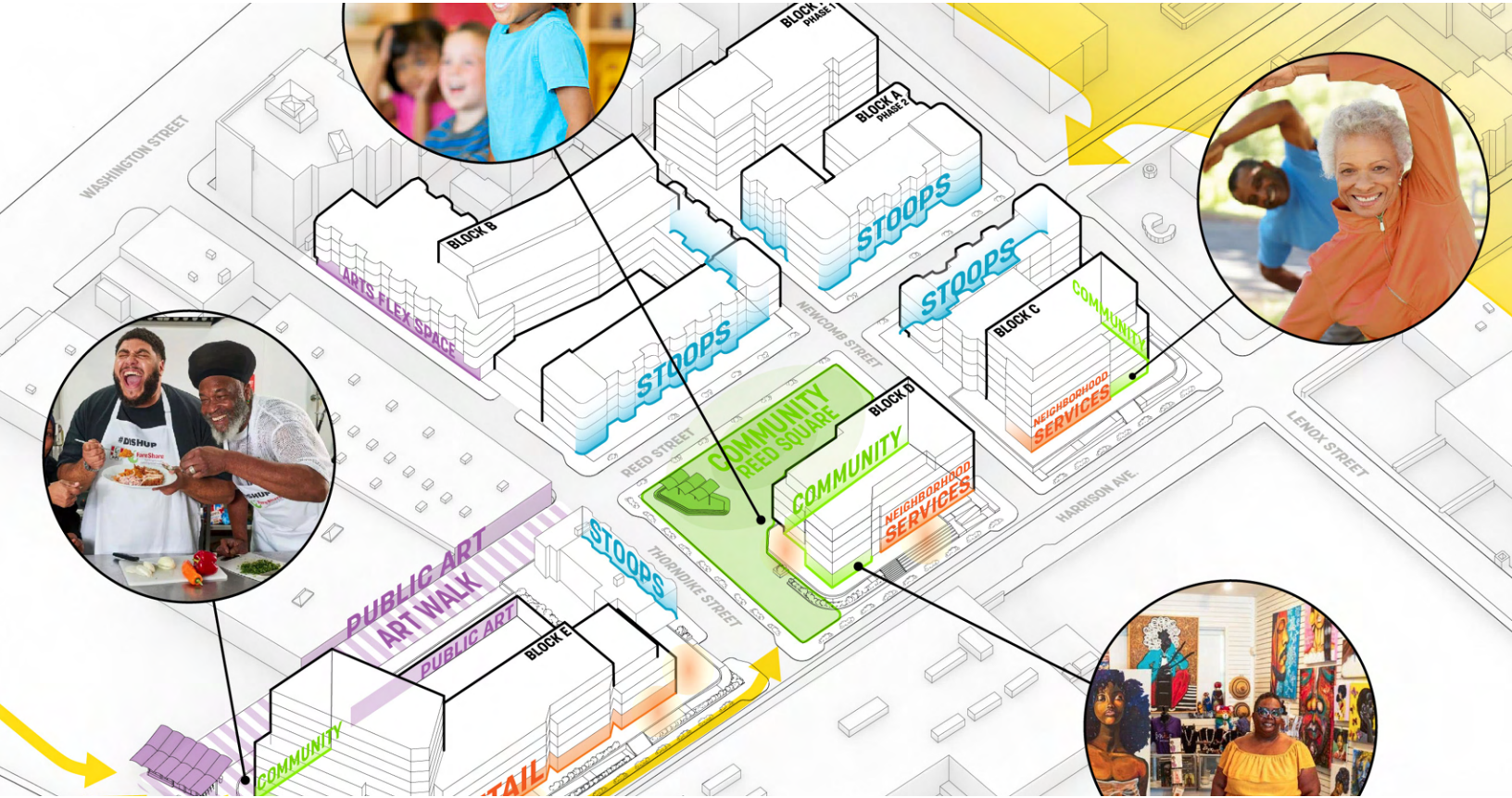
COMMUNITY BENEFITS & ALIGNMENT WITH RFP OBJECTIVES

Our team believes not just in creating buildings, but in building thriving, healthy and connected communities. That is why since the inception and throughout our process of envisioning what these parking lots can become, we kept the community and its needs front and center. Our hope is that when someone arrives at Reed Square, they feel that they arrived at a place where they are connected with their environment, with others, with culture, and with economic opportunity.

While the thoughtfully designed buildings, outdoor open spaces and green corridors contribute to the implementation of this vision of connectivity, what really brings it to life are the people, services and opportunities we hope to create in Reed Square.

Our development team is unique in our experience and track record integrating community services and programming into all of our communities through Beacon’s Living Well by Design programming and Madison Park’s Next Door program, which collectively provide residents access to programming and services such as:

- Health, fitness and wellness courses and workshops
- Asset- and wealth-building services through first time homebuyer counseling, financial and credit counseling, and matched savings programs
- After school educational programming and computer learning centers
- Community social events and celebrations



More information on Beacon’s Living Well by Design and Madison Park’s Next Door program can be found in Appendix B.

To further enhance the social connectivity and supports that we envision for future residents of Reed Square, the development team has also partnered with the Congregation Lion of Judah (CLJ) as a strategic programming partner to ensure that

the residents of Reed Square are supported spiritually and socially. CLJ has been a community pillar in lower South End/Roxbury for about 30 years. Aside from the thriving congregation of over 1,000, CLJ also houses dozens of nonprofits that provides social services to support and uplift the surrounding community, which would be available to all residents of Reed Square. These include college preparatory programs through the Boston Higher Education Resource Center, immigration counseling through Agencia ALPHA, and support to those struggling with addiction through Miracle Mile Ministries. We understand that CLJ currently uses the BWSC parking lots for their congregation and staff. In collaboration with consultants such as Prive parking, we commit to working with CLJ to identify alternative parking solutions as an integral part of our development plan to ensure that this critical community institution can continue to operate and serve the community as smoothly as possible.

Below is a summary of how our vision for “bridging gaps” at Reed Square aligns with objectives of this RFP:

Development of Equitable Housing

Our proposal offers a wide variety of housing options to a wide variety of people: 1-, 2- and 3-BR units for families and seniors at a variety of incomes ranging from 30-100% AMI. Our team takes Fair Housing very seriously and will work to ensure these housing opportunities are available to as many Boston families that need them as possible, especially Roxbury residents that have historically been marginalized or excluded from accessing such opportunities.

Creation of Affordable Housing

Our proposal creates at least 383 units of new rental and homeownership units for families up to 80% AMI in an area experiencing a dire shortage of housing at these affordability levels.

Development of Senior Housing

Our proposal creates 77 units of senior housing affordable to households earning up to 60% of AMI. All residents will have access to Beacon’s Living Well by Design Programming to support healthy living and aging in place.



Senior Living — West Corner of Harrison Street and Lenox Street

Creation of Wealth through Homeownership

Our proposal creates 72 condo homeownership opportunities in a highly sought after neighborhood with significant and rising property values. We look forward to working with City of Boston and Commonwealth of Massachusetts housing officials to structure deed restrictions in a way that provides flexibility to future homeowners to build equity and thus wealth through this asset.

Creation of Pathways to Homeownership

Through MPDC's Next Door program, all residents at Reed Square will have access to first time homebuyer, financial and credit counseling. MPDC and Beacon are also piloting an IDA savings match program that will contribute a portion of development fee to assist rental households in saving for downpayment for a homeownership unit. We also hope to be able to partner with the Boston Housing Authority to offer another savings match program - the Family Self Sufficiency Program - to over 150 qualified extremely low-income families. MPDC has years of experience offering this to their residents through partnership with Compass Working Capital. Through this combination of services and programming, we aim to create pathways to homeownership for all rental residents regardless where they may choose to own, whether that be on or offsite. More information can be found in the Pathways to Wealth Building section within this Development Submission.

Our team has thoughtfully crafted the vision for Reed Square to foster a sense of belonging, opportunity, meaningful connections and ownership...

Improvements to the Roxbury Community's Ownership of Assets, Capital, Healthy Environment, and Access to Public Services

Our team has thoughtfully crafted the vision for Reed Square to foster a sense of belonging, opportunity, meaningful connections and ownership. Our hope is that no matter what space a community member is interacting with – public or private, indoor or outdoor, residential or commercial – they are able to say “this is my space, I belong here.” The 72 affordable homeownership units provide opportunities for Bostonians that are usually shut out of the homeownership market to be able to plant and grow roots for themselves and their families in their community, and grow their wealth while they're at it.

The pavilion and Reed Common are spaces where any community member can gather and enjoy the outdoors, all the while supporting and honoring the rich culture and talents demonstrated by the art, food, goods and services offered by the local artists and entrepreneurs who will inhabit the ground floor retail and neighborhood service spaces. The creation of these ground floor spaces will provide exposure to small businesses who may not have otherwise had it. We also plan to partner with local organizations to support these small businesses through technical support.

Finally, we are partnering with In Order Business consulting to provide mentoring and capacity building support for community members to access rewarding and well-paying careers in the construction, design and real estate development industries. Through the local jobs created through the development of the commercial spaces, the wealth building counseling, educational and social services available, and the training and mentorship offered through the development team’s partnerships, opportunities for socioeconomic advancement will abound in Reed Square.

Creation of Community Infrastructure

Our proposal transforms five city blocks whose interaction with community members has been limited to traversing vacant lots or parking for Sunday church services into approximately 20,000 SF of active and local economy-boosting ground floor retail and neighborhood service spaces for restaurants, a community kitchen and outdoor eating areas, a potential daycare center, social and wealth building support services through our programming partners, an inviting outdoor pavilion featuring mural art by local Roxbury artist Rob “Problak” Gibbs, neighborhood events and food trucks, a playground and an 18,000 SF outdoor open common.

Attention to Urban Heat Island Effects + Health

Reed Square will be net zero carbon ready, all-electric, and focused on well-being through: energy efficient and renewable energy powered building systems; Passive House design; low-flow water fixtures; holistic landscape design; flood- and heat-conscious raised buildings and site planning; and building materials that are healthy for the residents and the environment. Our vision creates beautifully landscaped green corridors that provide a healthy tree canopy to mitigate against urban heat island effects and replace lost tree canopies in the Roxbury neighborhood. These welcoming and comfortable outdoor spaces such as Reed Common, the pavilion and art walk,

and outdoor seating and balconies also promote well-being, social interaction and community amongst neighbors.

Investment in Equitable Mobility

Reed Street will become a connecting spine that enhances and bridges interconnectivity gaps to key Roxbury corridors such as Harrison Ave, Melnea Cass Boulevard, Washington Street and Mass Ave. The proposed widening and raised table top design for Reed Street facilitates multi-modal connections, promoting seamless integration of various transportation methods while prioritizing the safety and convenience of all users. Multi-modal green corridors on all streets and added bike lanes on Harrison Ave foster safe, convenient and enjoyable circulation for pedestrians, cyclists, and vehicular traffic within and around the site.

Commitment to Diversity and Inclusion

This project team represents the best that diverse professionals of Boston and Roxbury have to offer. Furthermore, it is crucial to our team to ensure that the people who have made Roxbury the vibrant community that it is are positioned to reap the benefits of the opportunities created by this development. Our approach centers diversity, equity & inclusion as a driving force throughout all aspects and through the entire life cycle of the development process, from ownership, team assembly, construction contracting and job opportunities all the way through residential and commercial lease up and maintenance contracting.

2/3 of our development team and over 50% of our design and construction team consist of minority and women-led firms. We have engaged In Order Business consulting to ensure that we maximize outreach, job training and mentoring opportunities to local workers and small businesses by leveraging existing relationships with organizations such as YouthBuild, the Benjamin Franklin Institute and Madison Park Technical Vocational High School. The team aims to exceed BRJP policies for construction hiring and has set a goal to allocate 35% of construction subcontracts to MBEs and 10% to WBEs. These goals are the floor not the ceiling – we will strive to go above and beyond these metrics. Metrics at recent and nearby development projects demonstrate that we can deliver on this commitment. Blocks away at Lenox Apartments - completed just last year, 54% of construction workers on the site were people of color. More details are included in our Diversity, Equity and Inclusion plan later in this development section.

DEVELOPMENT PLAN

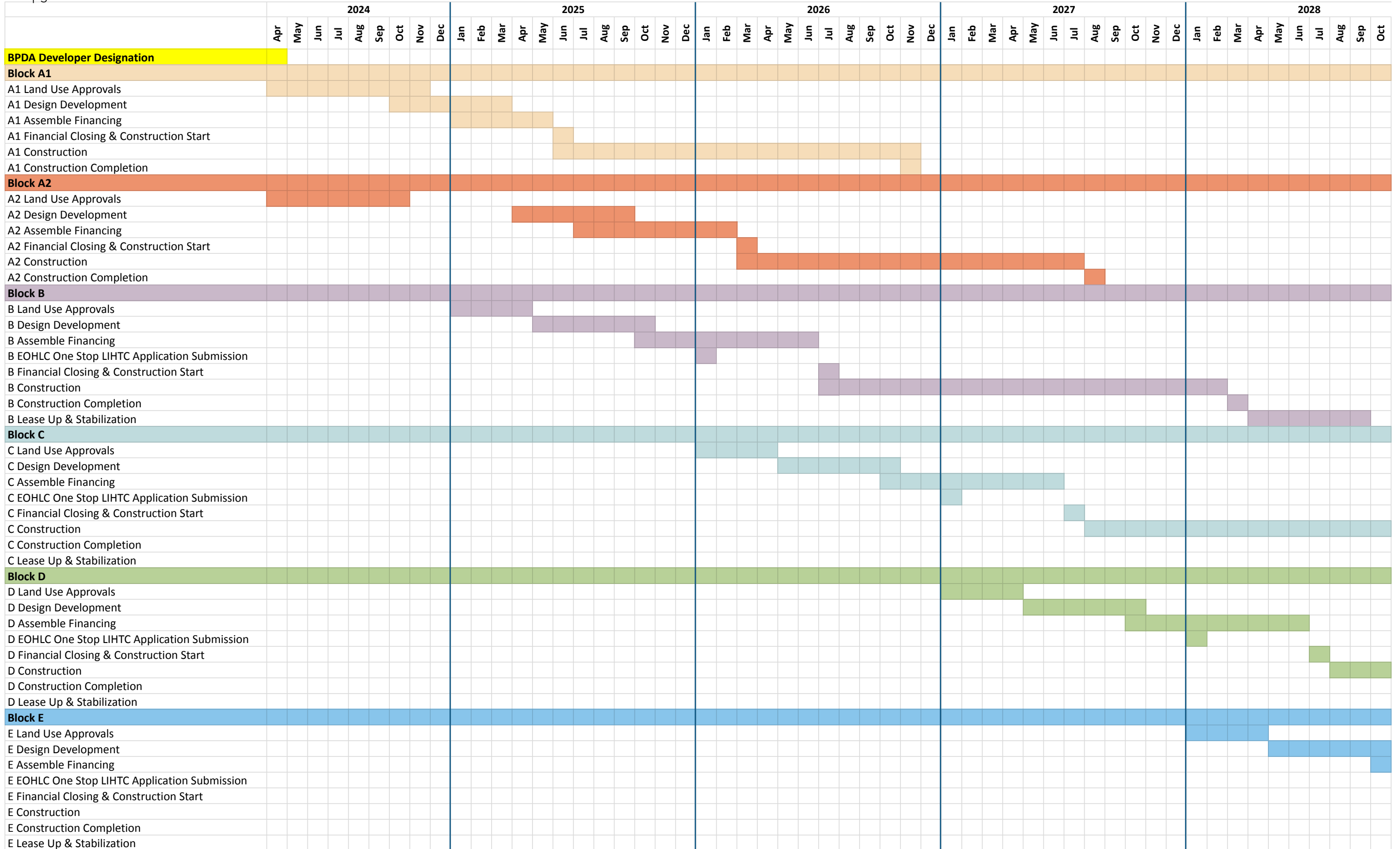
Our development team has the track record and experience to deliver high quality housing expediently, but achieving this will require close collaboration with our public partners such as the Boston Planning & Development Agency. Assuming developer designation in April 2024 as indicated in the RFP, our team would immediately get to work to secure land use and zoning approvals as outlined in the Zoning Strategy section under the Design Submission. The BPDA's cooperation in moving through this process expediently is key to securing approvals by end of 2024, permitting and construction start in Q2 2025 and completion of the first homeownership building by Q4 2026 in time to meet ARPA funding disbursement deadlines. Our phasing plan advances buildings sequentially and concurrently, delivering one building per year starting in 2026 through 2031. If utility or paving infrastructure is needed we will work with the city to develop a plan that works concurrently with our schedule. See below for the full development timeline.

Art Walk and Community Kitchen Corner of Melnea Cass Blvd and Reed Street



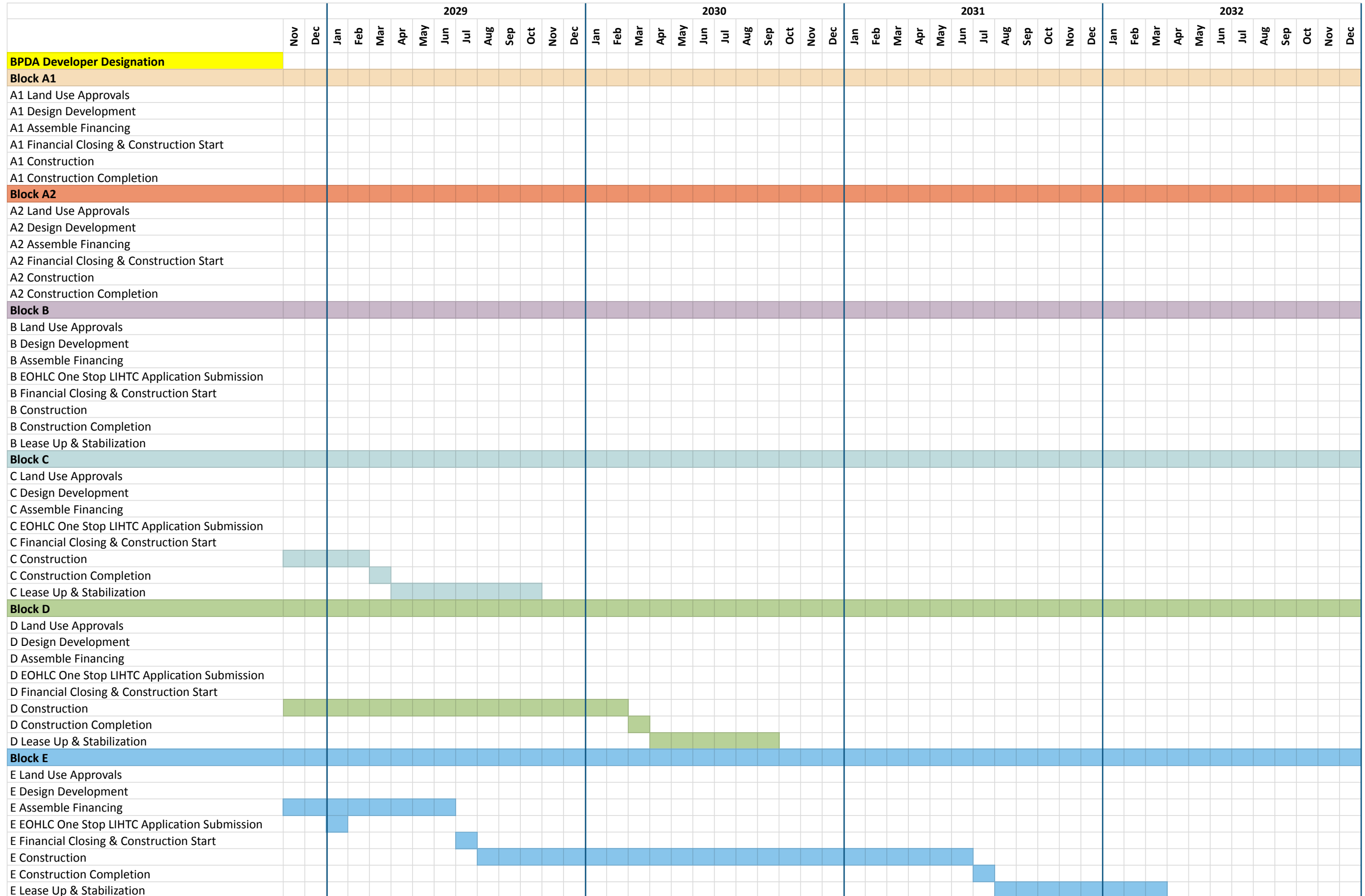
TIMELINE

pg. 1 of 2



TIMELINE

pg. 2 of 2



UNIT TYPES

In response to the development objectives outlined by the BPDA and by community stakeholders, our proposal offers a wide variety of housing options to a wide variety of people: 1-, 2- and 3-BR units for families and seniors at a variety of incomes ranging from 30-100% AMI. The income targeting is a direct response to the needs and incomes of households in Roxbury. Notably, we have dedicated about 40% of units to low income households that earn below 50% of the AMI, which we will pursue financial support for through a partnership with the Boston Housing Authority using project based vouchers. Below is a breakdown of unit types offered per building.

Block A1 - Affordable Homeownership				
	1 BR	2 BR	3 BR	Total
30% AMI/ Section 8				0
60% AMI				0
80% AMI	7	11	2	20
100% AMI	7	11	2	20
Total	14	22	4	40

Block A2 - Affordable Homeownership				
	1 BR	2 BR	3 BR	Total
30% AMI/ Section 8				0
60% AMI				0
80% AMI	5	8	2	15
100% AMI	6	9	2	17
Total	11	17	4	32

Block B - Affordable Family				
	1 BR	2 BR	3 BR	Total
30% AMI/ Section 8	5	17	8	30
60% AMI	30	38	2	70
80% AMI				0
100% AMI				0
Total	35	55	10	100

Block C - Affordable Senior				
	1 BR	2 BR	3 BR	Total
30% AMI/ Section 8	13	4		17
50% AMI/ Section 8	50	10		60
80% AMI				0
100% AMI				0
Total	63	14	0	77

Block D -Affordable Family				
	1 BR	2 BR	3 BR	Total
30% AMI/ Section 8	2	9	4	15
60% AMI	11	14		25
80% AMI				0
100% AMI				0
Total	13	23	4	40

Block E - Affordable & Workforce Housing				
	1 BR	2 BR	3 BR	Total
30% AMI/ Section 8	6	15	9	30
60% AMI	4	25	3	32
80% AMI	17	15		32
100% AMI				0
Total	27	55	12	94

This proposed unit mix is a discussion starting point, not ending point. We look forward to continuing to have open dialogues with the city and community stakeholders to collaboratively arrive at the right unit mix, program and density for the community.

REGULATORY APPROVALS

See Zoning Analysis section of Design Submission for more information.

Work Session — April 7, 2023



OPERATIONS PLAN

Management Plan

Beacon Residential Management Limited Partnership (“BRM”) will be responsible for property management of the proposed project. Beacon is a fully integrated development and management company committed to developing well-built buildings that are efficient to maintain and operate. Development staff will work closely with management, leasing, and operations staff to make optimal decisions about design, materials, and building systems to help ensure a smooth and efficient transition to long-term operations.

About Beacon Residential Management

As part of its development process for new construction of affordable housing, Beacon assembles a team of development, operations, and management staff to collaborate from the inception of a project so that all development decisions reflect the needs of its residents and are consistent with the goals of long-term ownership and exceptional management.

With more than four decades of experience, Beacon’s management company affiliates manage over 150 communities and more than 19,000 apartments in 13 states. These communities vary in size from 44 units to nearly 1,000 apartment units. Projects range from suburban new construction and urban historic rehabilitation to former public housing sites converted into mixed-income developments. Beacon’s management company consistently achieves high occupancy rates, high rent collection rates, and REAC scores in the 90s (for occupancy and rent collection, typically the high 90s). Beacon has a fully staffed, seasoned and highly reputable compliance department that oversees approximately 6,000 LIHTC apartments in mixed-income or entirely low-income communities in 7 states. The compliance department ensures eligibility for new-move-ins and ongoing occupancy rules by closely monitoring resident certifications, conducting regular quality assurance reviews, providing ongoing training and support to property staff and reporting oversight.

Living Well by Design

BRM understands that critical to maintaining the quality of life for all residents -especially older adults - is the availability of safe, accessible, and affordable housing connected to health and other community services. That is why BRM works closely with development, design, and construction teams throughout the process to ensure appropriate design of spaces and development of partnerships to provide a unique living experience enhanced by services that link housing and health. Across its housing portfolio, Beacon has developed partnerships with a number of neighborhood service providers and wellness professionals. The residents residing at Reed Square will benefit from these preexisting relationships, as well as some economies of scale and opportunities for shared services across the Beacon portfolio.

The wellness program enhances the community by offering residents health and wellness programs, assistance with services, and cultivating ongoing relationships with essential service providers.

...the availability of safe, accessible, and affordable housing connected to transportation, health, and other community services is critical to maintaining the quality of life...



Key components of the wellness program include:

<p>Resident Service Coordinator</p>	<p>Beacon’s dedicated Resident Service Coordinators (“RSC”) are responsible for building partnerships with service providers and developing on-site educational, recreational, and cultural programming. RSC’s assist residents in obtaining needed services and benefits, both on-site and off-site. They provide support and referrals to counseling or supportive services and address and resolve lease compliance issues. The RSC ensures that elderly residents, especially those who are frail or at risk, and those non-elderly residents with disabilities, are linked to the specific supportive services they need to continue living independently.</p>
<p>Wellness Office</p>	<p>Residents will receive accessible preventative healthcare from an on-site nurse who will frequently visit the property. The Wellness Nurse has face-to-face interactions with residents to understand their situation, answer questions about self-management of the conditions, assist with medication self-management and assists with communication with physicians. In addition to one-on-one interactions with residents, the Wellness Nurse also provides group education sessions and programs.</p>
<p>Healthy Meals + Nutrition Education</p>	<p>Residents will receive healthy meals multiple times each week through community partnerships, such as with the Greater Boston Foodbank.</p>
<p>Fitness Center</p>	<p>The building will include an on-site fitness center with specialized equipment, which will be used for individual and group exercise.</p>
<p>Programming + Education</p>	<p>The RSC builds vibrant community through various on-site programs and services, which have included: Nutrition Programs, weekly art and pottery classes, Bingo, Medicare and Medicaid education, Zumba and Chair Yoga, Smoking Cessation and ESL Classes, and Monthly Multi Cultural & Birthday Celebrations.</p>
<p>Computer Learning Center + Connected Living</p>	<p>The Connected Living computer literacy program offers individual and group classes with supportive programming. This helps residents access the Internet and connect with family, friends, and service providers.</p>

Beacon will work to tailor the Resident Service Program so that it is responsive to the specific needs of the senior residents residing at the development, while making a greater connection to the broader Boston community.

Staffing

The development will be fully staffed with on-site management. BRM will provide property management and operations staff capable of handling the complexity of this development. Beacon’s dedicated staff will handle LIHTC and Section 8 compliance; will oversee lease up of units, including coordination with referral partners tasked with identifying eligible applicants for the PACE preference and homeless set-aside units; service coordination; and maintaining energy efficient systems.

BRM expects to staff the property with property managers, administrative staff, a maintenance supervisor and maintenance staff, and Resident Services Coordinators. In addition, the property will have the support of Beacon’s regional property management team, as well as the breadth of Beacon’s corporate resources – located nearby at Two Center Plaza - including its Accounting, Asset Management, IT, Maintenance Operations, Compliance, Insurance/Risk Management, Marketing, and Community Engagement departments.

Community Center and Childcare — East Corner of Harrison and Thorndike Street



Homeless Set-Aside

The proposed project will also set aside 32 units for eligible homeless subpopulations in compliance with the Mayor’s Office of Housing (“MOH”) Homeless Set-Aside Policy. BRM will draw on its past successes and relationships with local service providers to provide the necessary referrals, case management, and services/programming to ensure these households are receiving the support they need in advancement of housing stability and long-term independent living. BRM will communicate closely with MOH as necessary, collaborate with local comprehensive service providers, and the development team will apply for MRVP vouchers through the state to supply each unit with a project-based rental subsidy.

BRM has a proven track record of managing properties with homeless supportive housing units. At Quincy Tower in Boston (also a senior property), Beacon has participated in MOH’s (then DND) Homeless Set-Aside Policy since 2017. Beacon partnered with HomeStart, a non-profit organization working to end and prevent homelessness in Greater Boston. HomeStart offers stabilization services through its Chronically Homeless Housing Program and assists with referrals to comprehensive healthcare providers, including Community Support for People Experiencing Chronic Homelessness (“CSPECH”), the Program for All Inclusive Care for the Elderly (“PACE”), Senior Care Options (“SCO”), and SCO providers such as Commonwealth Care and Tufts. These agencies provide overall healthcare and mental health support to assist residents in remaining housed and receiving the services they require for independent living.

At Reed Square, Beacon will arrange for similar services/partnerships for these units and implement a comprehensive management plan detailing guidelines for tenant eligibility, referrals, tenant selection process, and case management and the provision of services on-site.

Management Plan

BRM will develop a site-specific Management Plan that will outline the roles and responsibilities of the owner(s) and its relationship and delegation of authority to the management agent. This plan will include:

- Organizational chart of supervisory relationship to whom persons responsible for day-to-day operations.
- Policies and guidelines under which the managing agent must operate.
- Sample forms of management reports used at properties managed by the managing agent.
- Personnel policy and staffing arrangements, including training and promotion, wages and benefits, employee grievances procedures, etc.
- Plans and procedures for marketing apartments and achieving and maintaining occupancy.
- Procedures for determining resident eligibility and for certifying and re-certifying incomes.
- Grievance procedures.
- Plans for carrying out an effective maintenance and repair program.
- Rent collection policies and procedures.
- Plans for resident-management relations and resident services, and the Affirmative Marketing Plan.
- Other, as may be defined or required for the specific community.

BRJP/ DIVERSITY & INCLUSION PLAN

The development team, comprised of Beacon Communities, Madison Park Development, and JGE Development, are committed to fostering a responsible and equitable development plan involving the multiple parking lots in Lower Roxbury and adjacent to the South End and the Nubian Square district. Our plan will include strong and proven methods of D,E,I outreach and engagement that will lead to optimal results of inclusion. We intend to leave a footprint that will positively impact Boston residents, women, people of color, and especially residents of Roxbury. We also intend to seek out MBEs, WBEs, and local businesses to not only participate in the construction work, but will also look for ways to increase their business capacity and infrastructure.

THE DEVELOPERS

Beacon Communities, LLC (Beacon) is a national leader in the management and operation of multi-family and mixed-income residential developments. Beacon's core mission is to create well-designed, healthy homes that improve the quality of life of residents and enhance the neighborhoods in which they are located. Diversity, equity, and inclusion are fundamental principles to their project teams and are at the core of the work they have done and the communities they serve since it was founded more than fifty years ago. These principles are ingrained in Beacon's values and are represented in their day-to-day work. Beacon's goal with every project is to maximize participation from historically disadvantaged groups and individuals. Further, the company has internally taken steps to actively foster a more diverse and inclusive organizational culture and has formed a diversity, equity, and inclusion steering committee in the Fall of 2020 to support these efforts internally and externally.

Madison Park Development Corp (MPDC) is certified by the Massachusetts Supplier Diversity Office as an M/W/NOP. All of MPDC's board members are people of color, and more than half the board members are Black women. MPDC's CEO, Leslie Reid is also a Black woman, and among MPDC's leadership team all Director level positions are held by women and/or people of color.

JGE Development LLC (JGED) is certified by the Massachusetts Supplier Diversity Office via the Minority Business Development Agency as an MBE and is focused on transforming underperforming assets and underutilized parcels into stabilized income-restricted, and market-rate multi-family housing. For JGED, DEI begins at the center

and works its way outward – it is central to how the firm operates and is represented in every project they are involved with. JGED aims to maximize participation from historically disadvantaged groups and individuals and is intentional about finding and partnering with organizations, firms, and people who share the same values. JGE Development is committed to using each project to create opportunities for and to empower minority, women, and veteran-owned businesses.

THE DEVELOPMENT TEAM

The synergy of the development team brings together not only superb planning and design skills, but also distinct companies and their diverse staff members from the initial planning stages to ongoing operations and is evidence of the Developers’ commitment to diversity, equity and inclusion. Collectively, the development team is comprised of fifteen minority- or women-led firms representing 71% of the team, ten of which (10) are certified by the Massachusetts Supplier Diversity office (56%).



DEVELOPMENT TEAM SNAPSHOT

COMPANY NAME	ROLE	DIVERSE DESIGNATION
Beacon Communities	Lead Developer	
Madison Park Development Corp	Co-Developer	M/W/NPO
JGE Development LLC	Co-Developer	MBE
Sasaki	Building, Architecture and Planning and Landscape Architecture	
JGE Architecture + Design	Building, Architecture and Planning	MBE
Bruner/Cott Architects	Building, Architecture and Planning	
Brown, Richardson + Rowe	Landscape Architecture	WBE
Nitsch Engineering	Civil Engineering	(women led)
H.J. Russell & Company	Construction Management	MBE
InOrder Business Development	MBE/WBE Diversity & Workforce Compliance	M/WBE
Beacon Residential Management	Property Management	
VHB	Permitting Support and Traffic Engineering	(women led)
CA Crowley Engineering	MEP/FP Engineering	WBE
RSE Associates	Structural Engineering	MBE
Andelman and Lelek Engineering	Sustainability/ Passive House Certification	WBE
Sladen Feinstein	Lighting Design	WBE
Beacon Concepts	Interior Design	(women led)
McPhail Associates LLC	Geotechnical Engineering	
Rob “Problak” Gibbs	Mural Artist	MBE
Congregation Lion of Judah	Faith Organization/ Social Service Partner	Minority- and women- led
Klein Hornig LLP	Legal Counsel	

■ Indicates minority- and women- led

DIVERSITY CONSULTANT & GOALS

The diversity effort will be led by Shelley Webster and her team of professionals at InOrder Business Development, Inc. (InOrder), a certified M/WBE firm based in Dorchester. Webster is a resident of Dorchester and grew up in Roxbury in what was known as *Orchard Park Housing Projects*, located down the street from the proposed development. Growing up in Roxbury affords her a special awareness of the importance of bringing equitable, meaningful, and intentional opportunities and impact to a community's businesses and residents, women, and people of color.

InOrder's most notable completed project to date is the Encore Boston Harbor and involved implementing a system to engage and track diverse tradespeople and historically underutilized business enterprises consisting of minority, women, and veteran owned businesses. Encore had a construction budget exceeding \$1.4 million and over 7,600 trades people that worked on site. Under Webster's leadership, the project exceeded the 15.3% People of Color | 6.9% Female | 3% Veteran goals at 25.7% | 7.2% | 5.3% respectively. The project issued over 250 subcontracts to MBEs/ WBEs and VBEs valued at \$264 million. Business enterprise goals were 5% MBE | 5.4% WBE | 1% VBE and goals achieved were 5.7% | 12.5% | 2.7% (without double counting of vendors that had multiple diverse designation 18.5% achieved).

As a result of the success at Encore Casino and Hotel, some of the *Best Practices* implemented by InOrder have been published in the Massachusetts Gaming Commission's *Built to Last: Best Practices for Diversity in the Construction Industry* and the Policy Group on Women's Trades Issue's (PGTI) *Finishing the Job: Best Practices for a Diversity Workforce in the Construction Industry*.

Our proposed team is in alignment with the Boston Resident's Jobs Policy (BRJP) goals of 51% Boston residents, 40% People of Color and 12% Female workers. Since it is our practice to treat the goals as the floor and not the ceiling, we intentionally set the People of Color goal at 51%. Therefore, our stated goals for the project are:

- 51% Boston residents
- 51% People of Color
- 12% Female

Given the project is a multi-year, multi-phased, project, the M/WBE goals have been set at **35% MBE and 10% WBE**. All subcontractors will be expected to adhere to the *Boston Jobs and Living Wage Ordinance*.

DIVERSITY STRATEGY

Equity and Ownership

Building a truly diverse team must start at the very top, with developers who understand, represent and affect the communities they hope to build. Our development team consisting of Beacon Communities, Madison Park Development Corp., and JGE Development are aligned in the importance of, and approach to creating meaningful access and representation within the Roxbury area where such diversity has not yet been achieved. Ownership in the home ownership phases of the project is comprised of 60% MPDC, 30% Beacon and 10% JGED and the rental phases 30% MPDC, 60% Beacon, and 10% JGED.

Design

While each member company of the design team's track record stands on its own, our team is greater than the sum of its parts, as evidenced by their collective track record of proven success on past projects. While assembling the design and engineering team for this project, the development partners were intentional about finding the right blend of firms having not only the capability, capacity, synergy and proven success, but who also were designated as MBEs and WBEs and those who are known to have strong commitments to involving diverse groups among their team members. These firms have also demonstrated their commitment by investing in programming and internships to improve the number of women and people of color that are exposed to and therefore, elect architecture and engineering as a career choice.

Construction

Maximizing equitable representation throughout construction is a priority for our entire team. Therefore, we thought it important to lead with an MBE construction management firm and have chosen to work with H.J. Russell (HJR). Derrick Chery, the company's Director of Operations for the Boston office, will also serve as Project

Executive. Mr. Chery is black (African American) who has formed a diverse project management team. HJR will be responsible for the overall construction management and oversight and final delivery of the proposed development.

Since its inception in 1952, H. J. Russell has been committed to creating and sustaining a diverse, inclusive, and equitable environment that extends beyond walls and onto each project site, where all employees have an equal path to advancement, and can work in an environment free from bias. Their commitment to MWBE engagement, supplier diversity and equity both externally with their partners, and internally with their employees, flows directly from Russell's CEO, Michael Russell, down through the entire executive leadership team. The executive leadership is held financially accountable for corporate inclusion goals and each project team receives project-based financial incentives for meeting and exceeding project diversity goals. They recognize the importance of providing opportunities to business enterprises that have traditionally found barriers to employment within the construction industry. They are committed to the development, utilization and overall growth of our minority trade partners. Our project sites should reflect our communities and we implement purposeful and intentional strategies to provide equal opportunities and a fair process for all.

While the RFP does not specify MBE and WBE goals, we have committed to the following goals and are confident that implementing methodology used on other projects will lead to not only achieving the goals but also exceeding them.

- **35% MBE**
- **10% WBE**

H.J. Russell's approach to achieving these targets includes:

- Providing minority trade partners with the resources necessary for incremental & sustainable growth
- Leveraging partnerships with national minority organizations to identify qualified trade partners
- Providing a transparent & inclusive bidding process
- Establishing and fostering joint venture & tier partnerships
- Removing obstacles that jeopardize a contract award

ADVANCING DIVERSE TEAMS

Russell Educational Academy for Diversity and Inclusion Program (R.E.A.D.I.)

The READI Program is designed to provide minority firms with the tools necessary to implement diversity, equity and inclusion strategies that are considered best practices in our industry. A major component of the READI Program is Capacity Building, which is defined as the process of developing and strengthening the skills, instincts, processes, and resources that firms need to survive, adapt, and thrive in the industry. This program was developed based on a demonstrated need for Capacity Building on projects and within the communities we serve.

Workforce Diversity Strategy & Pipeline Creation

Throughout the entire development process, our team believes we have a responsibility to leave our industry better off than it was before this project. Fundamentally, that means that it is not just enough to leverage and utilize those resources that currently exist. Our process must include efforts to further cultivate and develop opportunities for those who follow us. We will develop and execute targeted initiatives that provide gateways for the next generation of industry talent, because any process that does not address inequities in access and opportunity at the ground floor, is committing to prolonging them.

In many respects, Boston's greatest asset is the talent of its youth. We would like to leverage this to our mutual benefit, by creating a pathway for young people in our communities to gain hands on experience in the field of finance, development, architecture, and construction. We have previously worked with several potential partners who are currently preparing their students for careers in these fields, and we aspire to be a resource for their professional development.

Beacon, MPDC, and JGED will work diligently with community partners to increase the pipeline of opportunities in the trades and construction professional services administration for local, people of color, and female workers including but not limited to:

- Youthbuild Boston (certified MBE)
- Benjamin Franklin Cumming Institute of Technology
- Various Resident and Neighborhood Associations
- Roxbury Community College
- Career Link and other employment programs
- Wentworth Institute of Technology
- Madison Park Vocational High School
- Beacon Residential Management's summer employment opportunities program for youths
- Neighboring properties surrounding Nubian Square
- CREST (Commercial Real Estate Success Training) Internship Program
- Workforce Opportunity Resource Center (WORC2)
- ACE Mentor Program
- City of Boston's Jobs Bank
- REEX Summer Programs

Separately, several of our team members have supported the above-mentioned institutions in their own ways. We will strive to take these engagements yet another step further, by coordinating a teamwide, project-focused approach to increasing the pipeline. By leveraging our collective resources as a team, we can maximize our impact in new, ambitious ways.

Madison Park's job fairs have become a great opportunity for local residents with or without construction experience to connect with general contractors and subcontractors seeking local residents on projects. We will hold in person and virtual job fairs in order to cast a wide net of those seeking employment, especially in the Roxbury community. Contractors and subcontractors will be required to participate in the job fair and their engagement and demonstrated efforts to make meaningful connections with Boston residents, people of color, and females will be tracked by the diversity consultant. The diversity consultant will identify and track job readiness and necessary resources needed for employment and engagement by the contracting community who will be required to interview at least three (3) candidates and inform of their efforts.

An example of an MPDC job fair held in August 2020 incorporated MPDC’s own construction team and contractors from the Whittier Street Development as well as Winn Residential. Over 75 Greater Boston residents participated in this virtual experience, 4 were immediately hired within 24 hours of the job fair – to include two adult learners registered in the MT2T Pre-Apprenticeship Program. MPDC also held a virtual job fair in January 2021, a new format that also led to successful hires. Below is a table detailing MPDC’s Work Development Program from 2016 – 2021.

Job Fair/Job Placement Stats

Year	Employers	Attendees	Trained	Hired
2021	10	93	25	26
2020	8	75	38	41
2019	48	175	78	54
2018	30	318	76	96
2017	22	180	12	57
2016	5	137	24	12

Additionally, Beacon’s recently completed project at Lenox Street Apartments yielded positive outcomes as a result of working with the City of Boston’s Jobs Bank, the BRJP’s walk on application process and holding two (2) job fairs during construction in October 2020 and again in April 2021 in which all subcontractors connected to the site, especially those who were not achieving the workforce goals, were required to participate and hold interviews on site. We hear that all hires as a result of these engagements have gone on to permanent placement and are now working on other construction projects.

Community Engagement Stats

Lenox Street Apts Job Fairs	38 Attendees	7 Hires
City of Boston’s Jobs Bank	4 Referrals	1 Hire
On site Walk on Applicants	21 Applicants	1 Hire

InOrder's President and CEO is on the Board of Directors for Youthbuild Boston and has been instrumental in job placement, union admission, and construction contract awards on behalf of the organization. InOrder is currently working with the leadership of Youthbuild to design programs in all three pillars of the organization's program consisting of Design, Construction and Facilities Maintenance, with a particular focus on their Facilities Maintenance program and possible involvement by Madison Park High School's Facilities Maintenance program. Our project team will explore possible areas of engagement not only in construction, but also, regarding ongoing operations.

We intend to incorporate proven best practices used on BRJP and other construction projects to optimize the workforce diversity goals. Although we have seen a significant decrease in the ability to achieve the 51% Boston resident goal across projects being performed in the City, our team is committed to holding our contractors to the goal by engaging best practices that include ongoing interaction between our diversity consultant and the contractors. not only by our team members, but also by construction teams participating in construction.

We intend to use published and proven Best Practices gleaned from Massachusetts Gaming Commission (MGC) and the Policy Group on Tradeswomen's Issues (PGTI). Some of the processes include:

- Develop and publish a project specific Diversity Plan and Strategy that fosters transparency for all stakeholders and clearly outlines the goals, expectations, and recommended strategies
- During the selection process for subcontractors, review BRJP histories and consider prior to hiring and to set expectations on this project
- Include BRJP's new ordinance in all subcontract documents
- Include diversity expectations and requirements in all subcontract documents
- Schedule BRJP pre-construction meetings well prior to subcontractors starting on site to understand workforce composition and work with subcontractors to correct deficiencies prior to arriving on site
- Form a Workforce Committee to focus on and develop strategies to better ensure the integration of local community tradespeople and those interested in providing professional and/or administrative services.



- Include the Policy Group on Tradeswomen’s Issues Finishing the Job checklist for the Construction Manager and subcontractors
- Assign a full-time person to serve as a funnel, point person, and/or liaison that will handle all diversity matters and community engagement (InOrder).
- Work with community workforce advocacy groups, the City of Boston’s Jobs Bank Coordinator, and existing pre-apprentice training programs to introduce new talent to our subcontractors; and have an appointed person serve as liaison between these groups.
- Install walk on application signage with in-person application acceptance on the job site, or signage with a QR code leading to an application so that any passersby wanting to participate in the construction work can fill out an application that will be circulated to all subcontractors on site and submitted to the City of Boston’s jobs bank
- Weekly review of BRJP stat reports and establish a consistent periodic meeting cadence that will allow for quick corrective action if the subcontractor is out of compliance not only with the BRJP’s 7 Compliance Efforts but those who don’t appear to be demonstrating true workforce engagement practices considered to best faith efforts by the construction management and development team

MBE/WBE STRATEGY

It is important to our team that MBEs and WBEs are not only meaningfully engaged on this project, but who are also poised for success well beyond this project. As such, the diversity team has identified the following resources that are available to help build capacity for MBEs and WBEs. Some of these organizations offer technical assistance on a non-fee or subsidized fee basis. These resources will be made known to all MBEs and WBEs and when necessary, relationships will be facilitated by InOrder.

- Minority Business Development Agency (MBDA)
- Black Economic Council of Massachusetts (BECMA)
- SRGE Construction Accelerator
- The City of Boston’s Small Business Office of Economic Inclusion
- InOrder Business Development, Inc.
- WORC2

We intend to use published and proven Best Practices gleaned from Massachusetts Gaming Commission (MGC) and processes developed after this publication that has led to high, meaningful participation by MBEs and WBEs:

- The diversity consultant and construction manager will work together in the pre-construction phase to create a strategic roadmap that envisions a robust strategy to achieve the MBE/WBE goals set for the project
- Require each prime tier subcontractor to submit a MBE/WBE Commitment Strategy with their bid that will be reviewed and signed off by the diversity consultant and construction manager
- Publish a bid opportunities timeline that will list when the different scope items are bidding so that MBEs/WBEs can be prepared to bid or contact prime bidders to express interest. This also affords the MBE/WBE ample time to plan for actual execution
- Include diversity expectations and requirements in all subcontract documents
- Review prime subcontractor’s history of engaging MBEs/WBEs on past projects
- Encourage teaming relationships between larger prime tier subcontractors and small to mid-sized MBEs and/or WBEs. Give preference to these types of relationships when considering bid submissions

- Require prime tier subcontractors to submit an MBE/WBE commitment strategy at the same time their bid is submitted.
- Wherever possible, break bid packages down into smaller packages
- Early on, make direct contact with larger MBEs/WBEs to gauge interest in bidding the project
- The diversity consultant has a vast database of MBEs and WBEs that are certified by the Massachusetts Supplier Diversity Office. Combined databases between the diversity consultant and construction manager we are confident will yield sufficient bidders for the project

Ongoing Operations

Our commitment to contract with MBEs and WBEs during design and construction also extends to every market and service our project will require going forward. From advertising to catering, snow removal to cleaning, we will invest in contracting with local, diverse businesses wherever the opportunity presents itself.

Frequently, these management and operations contracts are the lifeblood of many small businesses because they can be recurring, predictable, and/or charge a premium. Understanding that, our team is motivated to award these contracted services to MBEs/WBEs wherever possible. Since these types of contracts are rarely monitored or quantified the way general contractor or subcontractor contracts are, this often means that MBEs and WBEs are once again left out of this lucrative sector of the economy as more well-established or “convenient” companies benefit from the business-as-usual practices. We are committed to not allowing this to happen.

Beacon Residential Management (BRM) has piloted an initiative to increase MBE/WBE purchasing. As a management agent, BRM understands the importance of using MBE/WBE vendors, suppliers, and small contractors during a property’s operations and is committed to meeting or exceeding the goals set for each property. BRM keeps a database of these potential vendors in Massachusetts and sets goals for this kind of participation in a property’s operating budget. Quasi-public lenders, like MassHousing and MassDevelopment, require annual reporting of MBE/WBE purchasing performance by the management company. Each property’s goal ranges from 14-28% MBE and 12% WBE. MBE/WBE status is now tracked across all vendor types and considered as a preference in all purchasing decisions. As part of our team’s strategic DEI approach and

outreach strategies described here, we will look to partner with small, local, MBE/WBE businesses wherever possible.

BRM has great success with hiring and employing residents at BRM's communities. Available employment opportunities are posted at projects whenever available. Residents have been hired for a variety of permanent positions including administrative assistants, maintenance technicians, marketing specialists, certified occupancy specialists, activity directors, and outreach workers. Many of these hires have become long-term hires still employed by BRM and have grown and excelled with the company. In addition, Beacon operates summer employment opportunities for youth, with work involving painting, landscaping, and clerical assistance. Beacon team members have committed to participate in ongoing job training and educational programs to foster inclusion and create opportunities.

Additional Project Commitments

The development team intends to take the following affirmative measures to ensure employment opportunities and employment on the project by including the following requirements in our contract documents.

Contractor agrees to the following additional provisions pertaining to Labor and Subcontracting Requirements:

1. All prime tier subcontractors will make a \$3,000 donation to one of the pipeline institutions listed in the Workforce Diversity and Pipeline Creation section of this plan.
2. All prime tier subcontractors will commit to sponsoring two OSHA10 trainings for community residents either through its own OSHA training program or an external program.
3. Each prime tier subcontractor will commit to hiring a minimum of two (2) job ready residents either in an accounting, administrative, or trade position - full time or internship. Except for the trade position, such hires are not required to work on this project.
4. Each prime tier subcontractor will compel its subcontractor to implement *Best Faith Efforts* to hire one job ready resident in an accounting, administrative, or trade position- full time or internship. Except for the trade position, such hires are not required to work on this project.

5. During the project construction period, the Construction Manager will hire two Roxbury or nearby neighborhood residents into professional or pre-professional positions either as full-time or internship positions. Such hires are not required to work on this project.

Conclusion

Our development team is committed to diversity, equity, and inclusion throughout the lifecycle of the BWSC project, and we believe we have a strong, realistic, and proven process to achieve our objectives in this regard.

ADDITIONAL INFO

PATHWAYS TO WEALTH BUILDING

Madison Park Next Door Program

As part of Madison Park Development Corporation's commitment to reducing racial wealth disparities in Boston, the Madison Park Next Door program provides comprehensive assistance asset and wealth-building opportunities, including first time homebuyer assistance, to residents of MPDC affordable rental housing properties. In addition to facilitating pathways to homeownership, MPDC also supports residents towards achieving other asset-building and economic mobility goals through the Family Self-Sufficiency Program.

First Time Homebuyer Program

Participants range from individuals just beginning the process of becoming homebuyers, to individuals who are already actively viewing properties at the initial point of engagement with MPDC. Program activities and services include:

- Orientation Sessions
- First Time Homebuyer Classes
- First Time Homebuyer Club

- 1:1 Counseling and Technical Assistance
- Referrals to additional resources including financial and credit counseling
- Down payment and closing cost assistance, upon completion of requirements. Awards of **\$100,000 are available for purchases in the City of Boston or \$50,000 for purchases outside of Boston**, and recipients are encouraged to combine MPDC awards with other available local and state assistance programs, such as the Massachusetts Affordable Housing Alliance (MAHA)'s STASH program
- Beginning in 2024 all new DPA recipients will be offered a legal consultation to write a will and devise and intergenerational plan for their new asset. We will also begin to offer this retroactively to former recipients.

MPDC also offers the **Family Self-Sufficiency (FSS)** Program to its residents. FSS helps families increase earnings and build financial capability and assets via two key features, including: a financial incentive for participants to increase earnings in the form of an escrow savings account, with a goal of building savings that resident can use to improve quality of life, advance personal goals and pay for services such as employment training, homeownership, or starting a business; and case management/coaching to overcome barriers to employment, strengthen financial capability, and address other challenges. This program, which is administered by Compass Working Capital, is an additional key strategy for preparing more residents for homeownership. We are in discussion with Compass Working Capital to expand the partnership into the future BWSC site if awarded.

IDA Match

Currently, the primary savings vehicle for residents of MPDC rental housing is participation in the Family Self Sufficiency program. However, because participation in FSS is limited to households with a project based Section 8 voucher in select properties of our Winn managed portfolio. In order to maximize the financial impact of program by piloting an additional Individual Development Account (IDA) savings match, to augment savings accrued in escrow accounts.

Rent to Own Pilot

As an additional response to Boston’s complex housing environment, MPDC is in the planning phase of launching an innovative rent-to-own model, utilizing a new financing tool that will create a clear pathway for low/moderate-income MPDC tenants to build savings toward a down payment over the course of two years. This model will allow tenants to set aside half (50%) of monthly rent payments in a trust account for two years, which they can then use as a down payment to become homeowners. Simultaneously, tenants will attend first-time homebuyer classes and receive financial counseling to help prepare them for homeownership, while also becoming eligible for an additional MPDC down payment assistance award (see above). The strength of this model is its dual impact, including facilitating homeownership opportunities for low- and/or moderate-income Roxbury residents, while simultaneously addressing the shortage of affordable rental units by opening income-restricted MPDC rental units, as participating tenants are able to move into their own homes.

Ultimately, the long-term goal of this program is to establish a viable model to transition renters in income-restricted units to homeowners, thereby increasing household wealth for homebuyers while simultaneously freeing up highly in-demand affordable rental units. The additional advantage of this model is that, should a renter choose not to purchase a home, escrow funds will remain available for alternate financial goals. Additionally, when combined with other first time homebuyer resources, MPDC projects this will allow residents to be competitive in the market rate homeownership pool and hopefully increase the rate of wealth-building among these households.

If awarded, MPDC and Beacon Communities are going to commit \$250,000 each, for a total of \$500,000 to fund this Rent to Own model at the site.

Rent To Own Model Highlights

We would set up this program at the first rental building – Building B as soon as the building was leased up and in stabilized occupancy. 13 households would be selected to participate in two year cycles, with 91 households participating over 15 years. We project that 63 of the households would be able to successfully become homeowners with the assistance of this ownership pathway program. In the first 13 family cohort

families would be able to access homeownership opportunities from \$480,000 to \$573,000, assuming only \$10,000 in additional personal savings.

We’ve projected that over 15 years, with an endowment of \$500,000 from MPDC and Beacon Communities, 7 cohorts could go through the program. The cost per family that is able to transition into homeownership is under \$8,000. And that same \$8,000 also unlocks a unit of affordable housing for the next family on the waitlist. The pathway and mobility this program provides both supports the household that is able to attain homeownership and the household that is able to access affordable rental housing.

First Time Homebuyers: 2018-Present Highlights Data

Year	Total Assistance	Number of Households	Demographics	Households
2018	\$100,000	2	Black/African American	9
2019	\$50,000	1	Hispanic/Latino	7
2020	\$100,000	2	Female-led Household	10
2021	\$250,000	3	Families - intergenerational	11
2022	\$350,000	5		
2023	\$150,000	2		
TOTALS	\$1,000,000	13		

As an example – one of our homebuyers was able to leverage \$100k from MPDC, combined with another \$113k from MassDreams and the Boston Housing Authority to be able to afford a two-family home in Boston with a purchase price of over \$765k. She went from a Section 8 mobile voucher holder to a homeowner and landlord.

Watch her story here: <https://fb.watch/qaq5nUGnAL/>

Family Self Sufficiency within MPDC Existing Portfolio

Total Funds Escrowed in 2024: \$251,174.33

Total Participants: 44

Highest amount saved: over \$30,500

Savings goals: over 50% were saving up for homeownership

Affordable Costs to Homeowners

See below homeownership affordability analysis to ensure that costs do not exceed 45% of a household’s monthly income.

Affordability Analysis

Building A1											
Unit Type	# Units	Sales Price	Down Pmt	P&I	Utilities	Condo Fee	Total Pmt	HH Size	Income Limit	Max Housing Cost	Check
1 BR (80% AMI)	7	\$ 219,500	\$ 10,975	\$ 1,250	\$ 228	\$ 166	\$ 1,644	1.5	\$ 89,080	\$ 3,341	\$ 1,696
2 BR (80% AMI)	11	\$ 258,500	\$ 12,925	\$ 1,472	\$ 292	\$ 196	\$ 1,960	3	\$ 106,880	\$ 4,008	\$ 2,048
3 BR (80% AMI)	2	\$ 297,200	\$ 14,860	\$ 1,693	\$ 352	\$ 225	\$ 2,270	4.5	\$ 123,480	\$ 4,631	\$ 2,361
1 BR (100% AMI)	7	\$ 287,400	\$ 14,370	\$ 1,637	\$ 228	\$ 218	\$ 2,083	1.5	\$ 111,350	\$ 4,176	\$ 2,093
2 BR (100% AMI)	11	\$ 334,700	\$ 16,735	\$ 1,906	\$ 292	\$ 253	\$ 2,452	3	\$ 133,600	\$ 5,010	\$ 2,558
3 BR (100% AMI)	2	\$ 378,000	\$ 18,900	\$ 2,153	\$ 352	\$ 286	\$ 2,791	4.5	\$ 154,350	\$ 5,788	\$ 2,997

Building A2											
Unit Type	# Units	Sales Price	Down Pmt	P&I	Utilities	Condo Fee	Total Pmt	HH Size	Income Limit	Max Housing Cost	Check
1 BR (80% AMI)	5	\$ 219,500	\$ 10,975	\$ 1,250	\$ 228	\$ 160	\$ 1,638	1.5	\$ 89,080	\$ 3,341	\$ 1,702
2 BR (80% AMI)	8	\$ 258,500	\$ 12,925	\$ 1,472	\$ 292	\$ 188	\$ 1,953	3	\$ 106,880	\$ 4,008	\$ 2,055
3 BR (80% AMI)	2	\$ 297,200	\$ 14,860	\$ 1,693	\$ 352	\$ 216	\$ 2,261	4.5	\$ 123,480	\$ 4,631	\$ 2,369
1 BR (100% AMI)	6	\$ 287,400	\$ 14,370	\$ 1,637	\$ 228	\$ 209	\$ 2,074	1.5	\$ 111,350	\$ 4,176	\$ 2,101
2 BR (100% AMI)	9	\$ 334,700	\$ 16,735	\$ 1,906	\$ 292	\$ 244	\$ 2,442	3	\$ 133,600	\$ 5,010	\$ 2,568
3 BR (100% AMI)	2	\$ 378,000	\$ 18,900	\$ 2,153	\$ 352	\$ 275	\$ 2,780	4.5	\$ 154,350	\$ 5,788	\$ 3,008

ASSUMPTIONS	
Down Payment	5%
Mortgage Rate	6%
Mortgage Term	30
Max housing Cost	45%

Eviction Prevention

Across its portfolio of 19,000 residences, Beacon Communities strives to maintain an open dialogue with tenants and to find solutions that prevent or avoid eviction. BRM encourages tenants to talk to management staff about any questions or concerns they may have regarding payment of rent, and to ask for help in identifying possible resources available to tenants should they fall behind or struggle to make payments.

Beacon's mission is to work with tenants and help them stay in their home. To help prevent or avoid eviction/legal proceedings, Beacon management staff is readily available to:

- Work with tenants to set up an internal Repayment Agreement to pay back overdue rent over time
- Explore Interim Recertification if there's been a change in income (ex. loss of job) and the household's rent is based on income
- Assist tenants in accessing available rental and/or utilities assistance that may be available at the local, regional, or state level to help pay overdue bills.

Attached, please find an example of the Resident Rent Payment Guide Beacon provides its tenants and posts on property websites detailing its policy and steps in handling rent-payment issues and efforts to prevent eviction. These resources are also available to tenants in need of a reasonable accommodation or language interpretation.

See Attachment Example Resident Rent Payment Guide.



Beacon Communities

Resident Rent Payment Guide

This guide has important information for residents about...

- Page 1: expectations for **paying rent**
- Page 2: what can happen if you **don't pay rent** (before court and during court)
- Page 3: definitions of **common terms**
- Page 5: **resource list** if you need help paying rent or other bills

WHAT ARE EXPECTATIONS FOR PAYING RENT?

REMINDER: If you have a disability and you need a different way to get official information from the management office, you can make a request for a **Reasonable Accommodation (RA)**. You can make this request in writing by submitting a Reasonable Accommodation Request Form or some other way of communication that answers all the questions on the Request Form. You can get an RA Request Form at the management office.





REMINDER: If you need **language interpretation**, please contact the management office. If you need interpreter and/or translation services or have Limited English Proficiency (LEP), we are here to help and will provide these services at no cost to you.

- **Rent is due on or before the 1st day of each month.**
- You can pay **electronically** (preferred) or by **check** or **money order**. Rent cannot be paid in cash.
 - **Electronic:** pay through <https://portal.rentpayment.com>. There is an automatic payment (autopay) option available, which automatically withdraws money from your bank account each month to pay rent. If you choose to use autopay, it must be renewed each year.
 - **Check or Money Order:** bring in-person to management office or send through USPS mail.
- Keep **proof of payment** (examples: copy of a check, money order stub receipt, bank statement showing cleared check or electronic funds transfer) in a safe place.
 - It is helpful to keep your own records in case of follow up questions about your payment.
- **Talk** to management office staff if you have questions about your rent payment, your payment will be late, or you are having trouble paying your rent.
- Ask for help – there are local and state **resources** that may be able to help you pay rent or other bills if you fall behind. Our mission is to work with you and help you stay in your home and avoid legal action and/or eviction.



WHAT CAN HAPPEN IF YOU DON'T PAY RENT?

Before Court






-  You will receive **communications** from management about late rent, and if your rent remains unpaid, future steps that may lead to court.
-  You may receive a **pre-court notice** (called a Notice to Quit (NTQ) or a Pre-Termination Notice depending on the state). This notice does not go on your permanent court record at this point, but it is the first step of an eviction process.
-  Throughout this time, please come **talk** to the property management team to discuss your situation and potential solutions.
-  Paying your unpaid rent **stops** the eviction process.

Communication with the management office is KEY! We are here to help and can work with you to find a solution. Our mission is to work with you and help you stay in your home and avoid legal action and/or eviction. Contact the management office for more information or for help with accessing local resources. Staff can also talk to you about the following options, which may pause the eviction process:

- **Internal Repayment Agreement:** You may be able to work with management on an internal repayment agreement to pay back your overdue rent.
- **Interim Recertification (IR):** You may be eligible for an interim recertification if your income changed (example: you had a job loss or fewer working hours) and your rent amount is based on income (example: you have an applicable subsidy or voucher, like a Housing Choice voucher).
- **Rental or Utilities Assistance:** There are often local, regional, and state programs that can help pay a portion of your overdue rent or utility bills. If you submit a rental assistance application on your own, please tell the management office. A list of state resources is also available at the end of this guide.

WHAT HAPPENS AFTER AN EVICTION IS FILED IN COURT?

During Court

-  When an eviction is filed with the court you will receive formal **court paperwork**. This will create an eviction record.
-  Next, a **court hearing** will be scheduled. Going to the scheduled hearing is important so we can talk with you directly. If you do not go to the hearing, as the next step we (the landlord) will automatically receive paperwork to physically evict you from the apartment.
-  You may have the option to have a **court payment agreement**. The agreement will create a plan with certain requirements, which may include repaying your unpaid rent within a certain time frame and/or keeping up with your future monthly rent payments. Our mission is to work with you and help you stay in your home and avoid legal action and/or eviction.
-  If you **do** what the court payment agreement requires, the eviction process will **stop**.
-  If you **do not** do what the court payment agreement requires, the eviction process will **continue**, and the court will issue paperwork to physically evict you from the apartment.

REMEMBER: Please come talk to the management office. We are here to help and want to find a solution that allows you to stay in your apartment.



COMMON TERM DEFINITIONS¹

Arrears or Arrearage: The amount that is unpaid or overdue. Rent arrears is the amount of rent owed.

Affidavit: A written statement that a person signs, swearing that the information in the statement is the truth.

Affidavit of Indigency: A sworn statement that a person signs that says they cannot afford to pay court fees and costs.

Complaint: A document filed with a court or agency to start a legal action.

Defaulted or Default Judgment: A court decision in favor of one party in a lawsuit if the other either failed to respond to a *complaint* within the time required by law or failed to appear in court on the date of the *hearing*.

Defendant: The person defending or being sued. A resident is the defendant in an eviction case.

Dismiss: To end a court case without a complete trial.

Entry Date: The date in an eviction action by which the landlord must file the complaint, filing fee, and other necessary papers with the court.

Evict, Eviction: To remove a resident and take possession of rental property. For a landlord to evict a resident, a landlord must go through a certain process.

Execution: A paper issued by the court clerk's office that allows a landlord to have a sheriff or constable physically remove a resident and their belongings from their home. A landlord can get an *execution* only after a *judgment* is

made by the court or by an agreement of the landlord and resident filed with the court.

Head of Household: In housing, the head of household is the person who assumes responsibility for the lease by signing it.

Hearing: A formal process where a judge, a hearing officer, or other officials listen to the parties, consider evidence, and make a ruling or decision. In *eviction* cases, the *hearing* is the same thing as a *trial*.

Housing Authority: A government entity that owns and operates government-funded housing. A housing authority may process your *interim recertification*.

HUD: The United States Department of Housing and Urban Development (HUD). HUD funds federal housing programs and establishes and enforces policies related to those programs.

Indigent: Poor or financially needy. People who meet certain Federal Poverty Guidelines can file a form called an *Affidavit of Indigency* to ask a court not to have them to pay court costs / fees.

Interim Recertification (IR): The process of reviewing your household's income and composition to revise your rent, if you have a housing voucher or subsidy where your rent is based on income. Needed for income changes or other household changes.

Judgment: The official and final decision of a judge after a case is heard.

Lease: A written agreement between a landlord and a resident that contains the terms of the tenancy and is for a fixed period of time.

¹ Definitions sourced in part or adapted from the [Massachusetts Law Reform Institute](#) and the [Connecticut Eviction Guide](#).



Lessee: Resident.

Lessor: Landlord.

Limited English Proficiency (LEP): If you do not speak English as your primary language and have a limited ability to read, write, speak, or understand English. You may be entitled to language assistance with respect to a particular service or benefit.

Management Company: A company that is hired by the owner of property to manage the property, collect rents, and take care of repairs.

Mediation, Mediator: Informal alternative to resolving disputes before they go before a judge in which both sides meet with a neutral third party (the mediator) to negotiate a resolution.

Motion: A written or verbal request to a court to make a specific ruling or order.

Notice to Quit (NTQ): A document the resident receives from the landlord at the beginning of or during the eviction process. A NTQ does not mean you have to move out by the date on the notice. A landlord must always get a court's permission to move out a resident.

- DC, FL, MA, ME, NY, OH, PA, VA: the Notice to Quit is a written notice from a landlord to a resident at the beginning of an eviction process. It is the first step that a landlord takes in an eviction. The NTQ does not go on your permanent record unless an eviction is filed in court.
- CT: the Notice to Quit is a written document that the resident receives from the landlord during an eviction process.

Order: Written command by a judge or court clerk describing the court's decision.

Plaintiff: The person who brings a lawsuit. The landlord is the plaintiff in an eviction case.

Pre-Termination Notice: In CT, this is a written notice from the landlord to a resident at the beginning of an eviction process. It is the first step that a landlord takes in an eviction. It notifies the resident what the problem is and how they might resolve it. *Whether you have the right to receive a pre-termination notice depends on the type of problem involved and if you live in public housing or another type of government-subsidized housing.*

Pro Se: To represent yourself without the assistance of a lawyer.

Reasonable Accommodation (RA): The legal requirement that a landlord provide some services or equipment, or change a lease or rules about tenancies, to allow a resident with disabilities to remain in their home.

Stay or Stay of Execution: An order delaying an eviction. A judge may delay (stay) an order or execution to evict a resident to give a person more time to move.

Summary Process: The official court process for evicting a resident.

Summons and Complaint: The document a party uses to begin a lawsuit in court. The summons and complaint tells you when and why you must be in court.

Tenancy: The legal relationship between a landlord and a resident

Trial: A formal hearing in court in front of a judge during which parties present evidence (testimony and/or documents) and at the end of which a judge makes a final decision.



RESOURCE LIST

First please contact the management office for information on local and regional resources.

CONNECTICUT

For help dial 2-1-1 or 1-800-203-1234

UniteCT Eviction Prevention Fund
1-844-864-8328
<https://portal.ct.gov/DOH/DOH/Programs/Eviction-Prevention-Fund>

CT Home Energy Assistance Program
<https://portal.ct.gov/heatinghelp>

FLORIDA

For help dial 2-1-1 or visit www.211.org

FL Eviction Prevention Assistance
1-888-780-0443
www.floridalegal.org/eviction-prevention

FL Home Energy Assistance Program
www.floridajobs.org/LIHEAPHelp

MAINE

For help dial 2-1-1 or 1-866-811-5695

MaineHousing Rental Programs
1-866-357-4853
www.mainehousing.org/programs-services/rental

MaineHousing Home Energy Assistance
1-877-544-3271
www.mainehousing.org/programs-services/energy/liheap

MARYLAND

For help dial 2-1-1 or visit <https://211md.org/>

MD Emergency Rental Assistance
1-877-546-5595
<https://dhcd.maryland.gov/Pages/EvictionPrevention>

MD Energy Programs
<https://dhs.maryland.gov/office-of-home-energy-programs>

MASSACHUSETTS

For help dial 2-1-1 or 1-877-211-6277

MA Emergency Rental Assistance – RAFT
www.mass.gov/housinghelp

MA Home Energy Assistance Program
1-800-632-8175
www.mass.gov/hed/fuel

NEW YORK

For help dial 2-1-1 or visit <http://211nys.org/>

NY Local Departments of Social Services
<https://otda.ny.gov/workingfamilies/dss.asp>

NY Home Energy Assistance Program
1-800-342-3009
<https://otda.ny.gov/programs/heap/>

OHIO

For help dial 2-1-1 or visit www.211.org

OH Emergency Rental Assistance
<https://mha.ohio.gov/supporting-providers/housing-providers/resources/emergency-rental-assistance-era>

OH Home Energy Assistance Program
1-800-282-0880
<https://development.ohio.gov/heap>

PENNSYLVANIA

For help dial 2-1-1 or 1-855-567-5341

PA Emergency Rental Assistance
www.dhs.pa.gov/ERAP

PA Home Energy Assistance Program
www.dhs.pa.gov/LIHEAP

VIRGINIA

For help dial 2-1-1 or 1-800-230-6977

VA Eviction Helpline
1-833-663-8428
<https://evictionhelpline.org/>

VA Home Energy Assistance Program
www.dss.virginia.gov/benefit/ea/

WASHINGTON D.C.

For help dial 2-1-1 or 1-202-463-6211

DC Eviction Prevention & Rental Assistance
<https://dhs.dc.gov/service/eviction-prevention-rental-assistance>

DC Home Energy Assistance
<https://doee.dc.gov/energyassistance>

WEST VIRGINIA

For help dial 2-1-1 or 1-833-848-9905

WV Home Energy Assistance
<https://dhhr.wv.gov/bfa/programs/Pages/LIEAP>

WV Rental Assistance Programs
www.wvhdf.com/mountaineer-rental-assistance-program

COMMUNITY ENGAGEMENT

Beacon, Madison Park and JGED (collectively, the “Developers”) understand the various components and complexities involved in the planning and development of affordable housing and mixed- financed projects and the potential impact it can have on a community. We believe that community engagement should begin at the earliest possible opportunity.

The early stages of the design process are formative and will set a foundation for how the development will progress. It is important then to engage the participation of the community at this stage of planning. Community-based consultation should be an open and transparent process that allows for active participation and a level of detail and refinement that ensures residents and the community understand the process and that their views are considered and incorporated into the development.



Our team believes that a fun and interactive community planning process that builds upon strong existing community ties is central to the success of any development plan. The Developers and their consultants will bring years of experience in community-based planning efforts (including at Lenox & Camden apartments) to the Lower Roxbury & South End neighborhoods.

Utilizing a “bottom-up” approach to the community consultation process, the Developers will ensure ample opportunity to incorporate community feedback into the design process through regular outreach efforts and interactive meetings. As a core stakeholder, it is important that we are addressing the goals of the City of Boston and incorporating the views of the community with a focus on ensuring the long-term viability of the development.

As projects advance toward the start of construction, the development team will convene a predetermined number of predevelopment status meetings with project stakeholders, residents, and members of the community. During construction, the development team will continue to conduct periodic community updates to provide construction status, respond to any concerns, and inform of next steps in the construction process.

...the development team will ensure ample opportunity to incorporate community feedback into the design process...

Our development team understands the critical role a clear and concise Community Engagement Plan can play in the development of affordable housing.

Inclusion is central to any engagement plan, and identifying the players is an important

first step. As a matter of past practice, together with its partners, Beacon first opens dialogue with key stakeholders that include the local municipality, elected officials, potential lenders and financing agencies, and the surrounding community.

As developers, we understand the responsibility we have to the communities we work in. We strive to implement an open and transparent process that ensures the project’s various stakeholders remain regularly apprised of pre-development and development progress, providing a minimum of quarterly updates.

We understand the important role our local partners – whether the local municipality, housing authorities, or community organizations - play in community engagement. The

most beneficial engagement plans are those that understand community leadership dynamics and the previous experiences of residents. The Developers bring years of experience to this process, but we recognize that our local partners often have a relationship with the community cultivated over years of interaction and dialogue, and that those experiences must serve as the foundation for a successful engagement plan.

Below is a sample plan Beacon has implemented for other developments. We recognize that community engagement and participation can vary locale to locale. Which is why we work closely with our local partners to tailor a plan to the specific needs of local organizations and the community.

Key components of our Community Engagement Plan model include:

- Periodic community meetings and updates, beginning after developer selection and continuing throughout the ENTIRE development process
- A development planning charrette
- Utilization of the web-based planning tools to create a community page for the development

Community Meetings

Once a development is conceptualized, Beacon and its partners hold in-person community meetings throughout the development process. However, in response to the COVID-19 pandemic, Beacon was successful working with its partners and local leadership to reach communities virtually, prioritizing the safety of residents. Our team of 59 community engagement professionals have proven able to adapt to such uncertain circumstances and evolving agency/government guidelines to ensure the local community continues to receive important project updates.

Meetings provide progress updates, as well as address key topics important to our neighbors. For example, a pre-development community meeting may focus on the following agenda:

- Ownership, developer, and property management introductions
- Project overview

- Development plans and design progress of the development
- Projected construction completion timeline

Once construction starts, meetings shift to updating the community on the work being undertaken and updates to the timeline for completion, as well as addressing any concerns local residents may have during the construction process.

Our team understands the importance of maintaining open communication with other key project stakeholders and holds quarterly stakeholder meetings with elected officials, board members, and members of the community on project updates.

Development Planning Charrette

Working with the community, a Development Planning Charrette is an opportunity to learn what residents value about their community, and how best the proposed project can fit into the existing fabric of the neighborhood while creating new affordable housing with improved amenities, conditions, and energy efficiencies that meet the needs of the modern family and contribute to a person’s quality of living both physically and mentally. The development and design teams aim to engage the community in the design process to develop a shared vision for a new development.

Meeting topics generally include:

- Preferred exterior design elements
- How to maximize and beautify open space for the use and enjoyment of residents and community
- Feedback on walkability, accessibility, and access to public transportation, and how the design process might improve upon it
- How the development connects and supports the vitality of the larger community and vice versa (what services would be helpful for residents to be better connected within the community?)

The planning charrette has time and again proven an invaluable asset in ensuring the voices of the community are heard and help shape the future of the development.

Utilization of Web-based Planning Tools

Our team strives to make community involvement in the planning process as easy and as flexible as possible. Although community meetings remain a great resource for sharing information and person-to-person collaboration, the fact is, people may be too busy with work and daily life to attend every meeting.

In our ongoing efforts to reach as many in the community as possible, Beacon utilizes the firm coUrbanize to build a personalized web page to serve as a virtual gathering space for its developments. The company offers an online community management platform designed for real estate developers interested in alternative means of sharing real time information with residents, the community, and/or other key stakeholders.

Through coUrbanize, community members have access to a project-specific webpage, where they can find information about the project, review development and timeline updates, and provide comments and feedback. Comments can also be shared via text or voicemail, which ensures this service remains accessible without an internet connection. The platform allows the development team an opportunity to respond to comments and/or address community concerns in a timely manner.

Utilizing coUrbanize has proven a valuable resource for breaking down barriers in communication and building relationships within the community. The platform had been especially helpful during the COVID-19 pandemic, with public meetings more difficult to attend. To date, the Beacon team has successfully used the coUrbanize platform to engage community members on several projects in New England, each resulting in more inclusive feedback, productive discussions, and increased community support for the project.

Summary

When implemented, these collective measures form a holistic approach to community engagement that encourages community participation in the development process from planning to construction and through to operations. The intent is to provide ample opportunities and access for residents and community members to participate in the process, whether through regularly scheduled public meetings or use of web-based platforms, for an open and transparent development process whereby those with a stake in the community are able to voice their views and see them incorporated into the final project.

COMMUNITY SUPPORT LETTERS

Congregation Lion of Judah



February 22, 2024,

James Arthur Jemison, Director,
Boston Planning & Development Agency
One City Hall, Ninth Floor
Boston, Massachusetts 02201

Dear Mr. Jemison,

We write you to express our enthusiastic support of the collaborative proposal of Beacon Communities, Madison Park Development Corporation, and JGE Development to develop affordable housing and social services on the site of the current Reed Street Boston Water & Sewer Commission parking lots. We are confident that given their extensive history with our community, and the depth of their collective capacity, it is hard to imagine a candidate for this project that would have a higher probability of succeeding than they would. But more so, the fact they should know us – and have proactively reached out to us to join them as a community partner – speaks volumes about their commitment to the residents of this community, which extends far beyond the development of bricks and mortar.

I am the Lead Pastor of the Congregación León de Judá (CLJ), a 1,200-member predominantly-Latino congregation that has been a part of this Reed Street community for over 20 years. We love this neighborhood, we love our neighbors, and we are committed to their wellbeing. As stewards of their trust, we are vigilant of any proposed project that has the potential to re-shape this neighborhood – perhaps forever.

We therefore urge you to support a project led by a collaborative of entities who are already a part of this community, and have a demonstrated track record of developing ambitious community development projects here successfully. Beacon and Madison Park have a history of development in this community that spans decades. Collectively they own 500+ units of affordable housing within blocks of Reed Street, in developments such as Lenox/Camden apartments and Mandela Homes (Beacon) and Orchard Park/Madison Park Village (MPDC), and several others throughout Lower Roxbury. Together with JGE Development, their partnership represents the perfect combination of deep local expertise, community roots, and decades of affordable rental/homeownership development experience on sites of this scale and complexity.

But what is most compelling about this collaborative is that they have a vision for what this community can become – a vision they have invited the Congregación León de Judá to help bring to life as a community partner. Our church – and by extension, this site – is near the epicenter of Boston's opioid crisis, in the heart of the "Mass/Cass Corridor". It is an area ringed by shelters serving hundreds battling homelessness and addiction (including Woods Mullin, Pine Street, and Rosie's Place). As a consequence, over the decades, our church has developed a constellation of community-serving ministries that already serves the residents of this area – and would be at the disposal of Beacon, Madison Park, and JGED. This includes *Miracle Mile Ministries*, that serves as a nexus of churches and non-profits providing life-transforming support providing them (volunteers, nutrition, clothing, love, etc.) throughout the

68 Northampton Street, Boston, Massachusetts 02118 Phone: 617.541.4455 Fax: 617.541.1357 www.leondejuda.org

COMMUNITY SUPPORT LETTERS

Congregation Lion of Judah cont.



week to 60 to 90 guests experiencing addiction and homelessness: it includes the Boston Higher Education Resource Center (HERC), which connects over 800 first-generation Boston youth each year, to a corps of Coaches who are themselves first-generation to college, equipping them to “achieve a higher education, escape the grip of poverty, and become agents of change in their community”; and it includes Agencia ALPHA, an immigration justice ministry serving 5,000 “new Bostonians” each year through citizenship classes, trustworthy legal representation, and as advocates for just immigration reform.

We would, of course, make ourselves available to anyone developing this site who would ask for our help. But that is the point: Beacon, Madison Park, and JGED, *asked*. They know *this neighborhood* ... they know *us* ... and they *asked*. And to the degree that they did, we consider them – and their proposal – a literal answered prayer. These folks are not just developing a project. They are creating a neighborhood. A neighborhood they have been rooted in for decades. And we cannot imagine anyone more worthy of our trust.

We are therefore delighted to support the proposal of Beacon Communities, Madison Park Development Corporation, and JGE Development. Please feel free to reach out to us at anytime in this process to discuss our support in person.

Sincerely,


Mercedes Lopez, Lead Pastor

68 Northampton Street, Boston, Massachusetts 02118 Phone: 617.541.4455 Fax: 617.541.1357 www.leondejuda.org

COMMUNITY SUPPORT LETTERS

Resident Task Force Lenox/Camden Apartments

February 22, 2024

Willie Dixon
President of Resident Task Force
Lenox/Camden Apartments
136 Lenox Street
Boston, MA 02118

Re: Support for Boston Water and Sewer Commission (BWSC) Parking Lots Disposition Planning led by Madison Park Development Corporation, Beacon Communities, and JGE Development.

Dear Ms. Teresa Polhemus:

Madison Park Development Corporation (MPDC), Beacon Communities (BC), and JGE Development, (JGED) have partnered up to reimagine the improvement of the former Boston Water and Sewer parking lots into a vibrant new community named Reed Square.

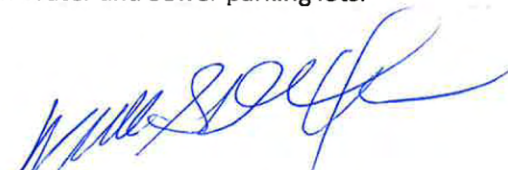
My understanding is that this project would **create a healthy, sustainable and climate resilient community** that would include approximately **400 units of affordable housing, wealth creation opportunities, promote equitable mobility, and bridge connectivity gaps** to key transportation networks such as bike paths and public transit on Melnea Cass Boulevard, Massachusetts Avenue, and Washington Street, and more all while **centering diversity, equity & inclusion as a driving force throughout all aspects of development.**

The development team consisting of MPDC, BC, and JGED was carefully assembled and is uniquely positioned to execute this vision and serve the needs of the lower Roxbury community. They have made significant investments in the lower Roxbury neighborhood, as evidenced by their **dozens of communities and nearly 2,000 collective units of affordable housing developed in Roxbury over decades.** Their team represents a combination of seasoned experts in executing complex multi-phase affordable and mixed-income housing development projects, deep roots and relationships with community members, and thoughtful architectural and urban design backgrounds.

I strongly support the efforts of MPDC, BC, and JGED to reimagine the improvement of the former Boston Water and Sewer parking lots.

Sincerely,

Willie Dixon



COMMUNITY SUPPORT LETTERS

Mandela Residents' Cooperative Association



MANDELA RESIDENTS' COOPERATIVE ASSOCIATION INC.

1855 Washington Street, Suite 3 Boston, MA 02118 | Phone (617) 445-7768 | Fax (617) 445-7735

Email: mrcacommunity@mrca1855.org

Re: Support for Boston Water and Sewer Commission (BWSC) Parking Lots Disposition Planning led by Madison Park Development Corporation, Beacon Communities, and JGE Development.

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I strongly support the efforts of MPDC, BC, and JGED to reimagine the improvement of the former Boston Water and Sewer parking lots.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerome F Branch". The signature is written over a horizontal line.

Jerome F Branch

COMMUNITY SUPPORT LETTERS

Prive Parking

February 23, 2024

Ricardo Pierre-Louis
Founder & CEO
Privé Parking LLC
409 Dudley Street, Unit 8
Boston, MA 02119

Dear Ms. Teresa Polhemus,

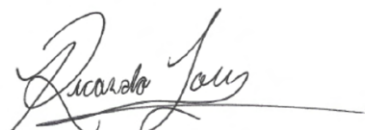
Privé Parking is excited to extend our full support to Madison Park Development Corporation (MPDC), Beacon Communities (BC), and JGE Development (JGED) in their endeavor to transform the former Boston Water and Sewer parking lots into the vibrant community of Reed Square.

We understand that this transformative project aims to create a sustainable and resilient community, offering approximately 400 units of affordable housing alongside opportunities for wealth creation. Additionally, it seeks to promote equitable mobility and enhance connectivity to key transportation networks such as bike paths and public transit on Melnea Cass Boulevard, Massachusetts Avenue, and Washington Street. We commend the emphasis on diversity, equity, and inclusion, which are integral to the development's vision.

The collaborative efforts of MPDC, BC, and JGED are poised to bring this vision to fruition. They are well-equipped to meet the community's needs with their track record of investing in Lower Roxbury and expertise in executing complex affordable housing projects. Their commitment to thoughtful architectural and urban design further underscores their dedication to creating a thriving environment for all.

Privé Parking fully supports MPDC, BC, and JGED's initiative to reimagine the former Boston Water and Sewer parking lots. We look forward to this project's positive impact on the Lower Roxbury community and are eager to contribute to its success.

Sincerely,



Ricardo Pierre-Louis

COMMUNITY SUPPORT LETTERS

Re: Support for Boston Water and Sewer Commission (BWSC) Parking Lots Disposition Planning led by Madison Park Development Corporation, Beacon Communities, and JGE Development LLC.

February 28, 2024

Dear Ms. Teresa Polhemus:

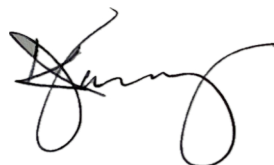
Madison Park Development Corporation (MPDC), Beacon Communities (BC), and JGE Development (JGED) have partnered up to reimagine the improvement of the former Boston Water and Sewer parking lots into a vibrant new community named Reed Square.

My understanding is that this project would **create a healthy, sustainable and climate resilient community** that would include approximately **400 units of affordable housing, wealth creation opportunities, promote equitable mobility, and bridge connectivity gaps** to key transportation networks such as bike paths and public transit on Melnea Cass Boulevard, Massachusetts Avenue, and Washington Street, and more all while **centering diversity, equity & inclusion as a driving force throughout all aspects of development.**

The development team consisting of MPDC, BC, and JGED was carefully assembled and is uniquely positioned to execute this vision and serve the needs of the lower Roxbury community. They have made significant investments in the lower Roxbury neighborhood, as evidenced by their **dozens of communities and nearly 2,000 collective units of affordable housing developed in Roxbury over decades.** Their team represents a combination of seasoned experts in executing complex multi-phase affordable and mixed-income housing development projects, deep roots and relationships with community members, and thoughtful architectural and urban design backgrounds.

I strongly support the efforts of MPDC, BC, and JGED to reimagine the improvement of the former Boston Water and Sewer parking lots and add much needed housing in my community.

Sincerely,



Kim Janey

COMPASS

WORKING CAPITAL

February 23, 2024

Dear Ms. Teresa Polhemus:

Madison Park Development Corporation (MPDC), Beacon Communities (BC), and JGE Development (JGED) have partnered up to reimagine the improvement of the former Boston Water and Sewer parking lots into a vibrant new community named Reed Square.

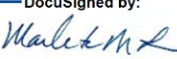
Compass Working Capital has an existing relationship with MPDC, with over 40 families enrolled in our Family Self Sufficiency program across three of their properties, and plans for continued expansion in 2024 and beyond. Through our program, MPDC residents have over \$250,000 in their FSS Savings Accounts, with one household achieving a remarkable \$30,000 in savings. We look forward to working with MPDC and Beacon Management to discuss the establishment of an FSS program at the future BWSC site and are also in discussion about the opportunity to assist non-FSS-eligible households by establishing alternative pathways so that all families on the site might have access to matched savings and homeownership. We understand that MPDC and BC have agreed to seed a pilot program and can offer our support.

My understanding is that this project would **create a healthy, sustainable and climate resilient community** that would include approximately **400 units of affordable housing, wealth creation opportunities, promote equitable mobility, and bridge connectivity gaps** to key transportation networks such as bike paths and public transit on Melnea Cass Boulevard, Massachusetts Avenue, and Washington Street, and more all while **centering diversity, equity & inclusion as a driving force throughout all aspects of development.**

The development team consisting of MPDC, BC, and JGED was carefully assembled and is uniquely positioned to execute this vision and serve the needs of the lower Roxbury community. They have made significant investments in the lower Roxbury neighborhood, as evidenced by their **dozens of communities and nearly 2,000 collective units of affordable housing developed in Roxbury over decades.** Their team represents a combination of seasoned experts in executing complex multi-phase affordable and mixed-income housing development projects, deep roots and relationships with community members, and thoughtful architectural and urban design backgrounds.

I strongly support the efforts of MPDC, BC, and JGED to reimagine the improvement of the former Boston Water and Sewer parking lots.

Sincerely,

DocuSigned by:

FFE30614CF694D0...

Markita Morris-Louis
Chief Executive Officer
Compass Working Capital



Tuesday, February 27, 2024

United Neighbors of Lower Roxbury
90 Windsor Street
Roxbury, MA 02120

Re: Support for Boston Water and Sewer Commission (BWSC) Parking Lots Disposition Planning led by Madison Park Development Corporation, Beacon Communities, and JGE Development.

Dear Ms. Teresa Polhemus:

Madison Park Development Corporation (MPDC), Beacon Communities (BC), and JGE Development (JGED) have partnered up to re-imagine the improvement of the former Boston Water and Sewer parking lots into a vibrant new community named Reed Square.

The Reed Square project, led by MPDC, BC, and JGED, **holds great promise for the lower Roxbury community. It envisions a vibrant, sustainable, and climate-resilient neighborhood, offering approximately 400 units of affordable housing and wealth creation opportunities. The project also aims to enhance mobility and connectivity, bridging gaps in critical transportation networks such as bike paths and public transit on Melnea Cass Boulevard, Massachusetts Avenue, and Washington Street. Notably, the project is committed to diversity, equity, and inclusion, ensuring these principles are woven into every aspect of development.**

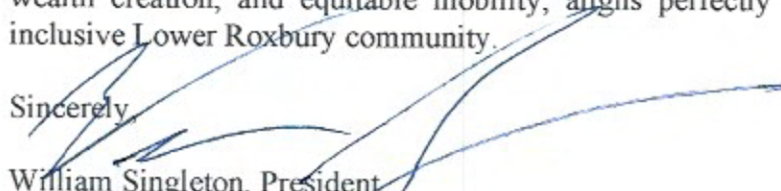
The development team, a strategic alliance of MPDC, BC, and JGED, brings a wealth of experience and a deep understanding of the lower Roxbury community. Their extensive track record includes the development of **dozens of communities and nearly 2,000 units of affordable housing in Roxbury over several decades.** This team, comprising seasoned experts in complex, multi-phase, affordable housing and mixed-income developments, is uniquely positioned to execute the vision for Reed Square. Their commitment to community engagement and thoughtful approach to architectural and urban design further underscore their suitability for this project.

We are especially encouraged by the aspects of the proposal that seek to create homeownership opportunities for new residents. So often, new housing initiatives focus solely on rental opportunities, which do not encourage the same lasting impacts for homeowners who become generational stakeholders. We are also encouraged by this development's effort to create therapeutic giving first right of refusal to residents displaced by urban renewal. This community still reels from the effects of the targeted and unjust theft of generational wealth creation, homes, businesses, and neighborhood institutions in the name of so-called blight and urban renewal. I

encourage the BPDA to make this a requirement for all RFPs in Lower Roxbury and on all properties acquired through eminent domain in the city's historical portfolio.

We wholeheartedly endorse the efforts of MPDC, BC and JGED, to transform the former Boston Water and Sewer parking lots into Reed Square. This project, focusing on affordable housing, wealth creation, and equitable mobility, aligns perfectly with our vision for a thriving and inclusive Lower Roxbury community.

Sincerely,


William Singleton, President
United Neighbors of Lower Roxbury



Thank you!



Request for Proposals

Boston Water and Sewer Commission Parking Lots Disposition

Boston Water and Sewer Commission & Boston Redevelopment Agency

Project No. Mass. R-56

February 28th, 2024



2 Design Submission

REED SQUARE

OUR INSPIRATION FOR THE DESIGN OF REED SQUARE HONORS THE RICH PHYSICAL, SOCIAL AND CULTURAL HISTORY OF THIS LIVELY NEIGHBORHOOD.

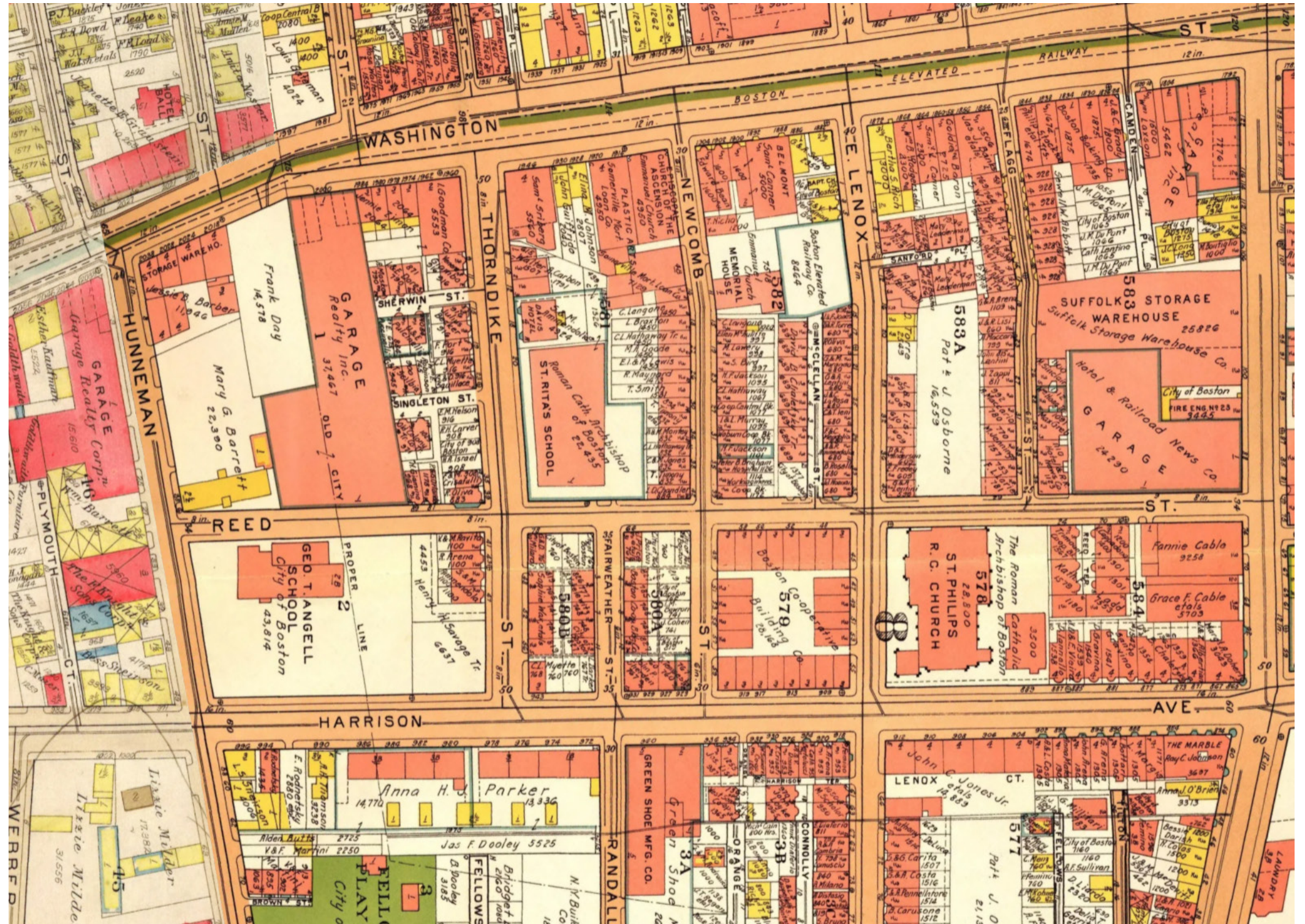


A HISTORY IN PLACE

EARLY INDUSTRY AND DEVELOPMENT

Our research into this site begins in the 1820s, when what is now the border between the South End and Lower Roxbury was mostly marshland. Along what is now Harrison Avenue, an old streambed was widened to create the Roxbury Canal — an early attempt to bring the maritime industry of Boston further south. By the 1830s, however, the construction of new rail lines and the start of land reclamation for Back Bay cut the area off from the rest of Boston, left on the “wrong side of the tracks”.

By the 1850s, light industry dotted the area with rope works, coppersmiths, distilleries, and tanneries. Reed Street was laid out to provide access to a long rope walk building, the further expansion south of the pre-Civil War maritime industry. After the Civil War and driven by waves of immigration, the area developed rapidly. By 1875 brick townhouses lined Thorndike, Newcomb, E Lenox, and both sides of Harrison Street. Made up of hotels, churches, carriage factories, and the West End Street Railway Company depot, what is now the BWSC parking lots was once a burgeoning working-class neighborhood, with individually-owned townhouses nestled in dense rows. Community centers and amenities quickly sprang up, including the still-standing Church of the Ascension on Newcomb and Washington Streets, and the now-demolished St Philips Church at Reed and E Lenox. Like many areas of the late 19th-century city, the concentration of working-class immigrants created a vibrant but overcrowded neighborhood prone to fire and disease.

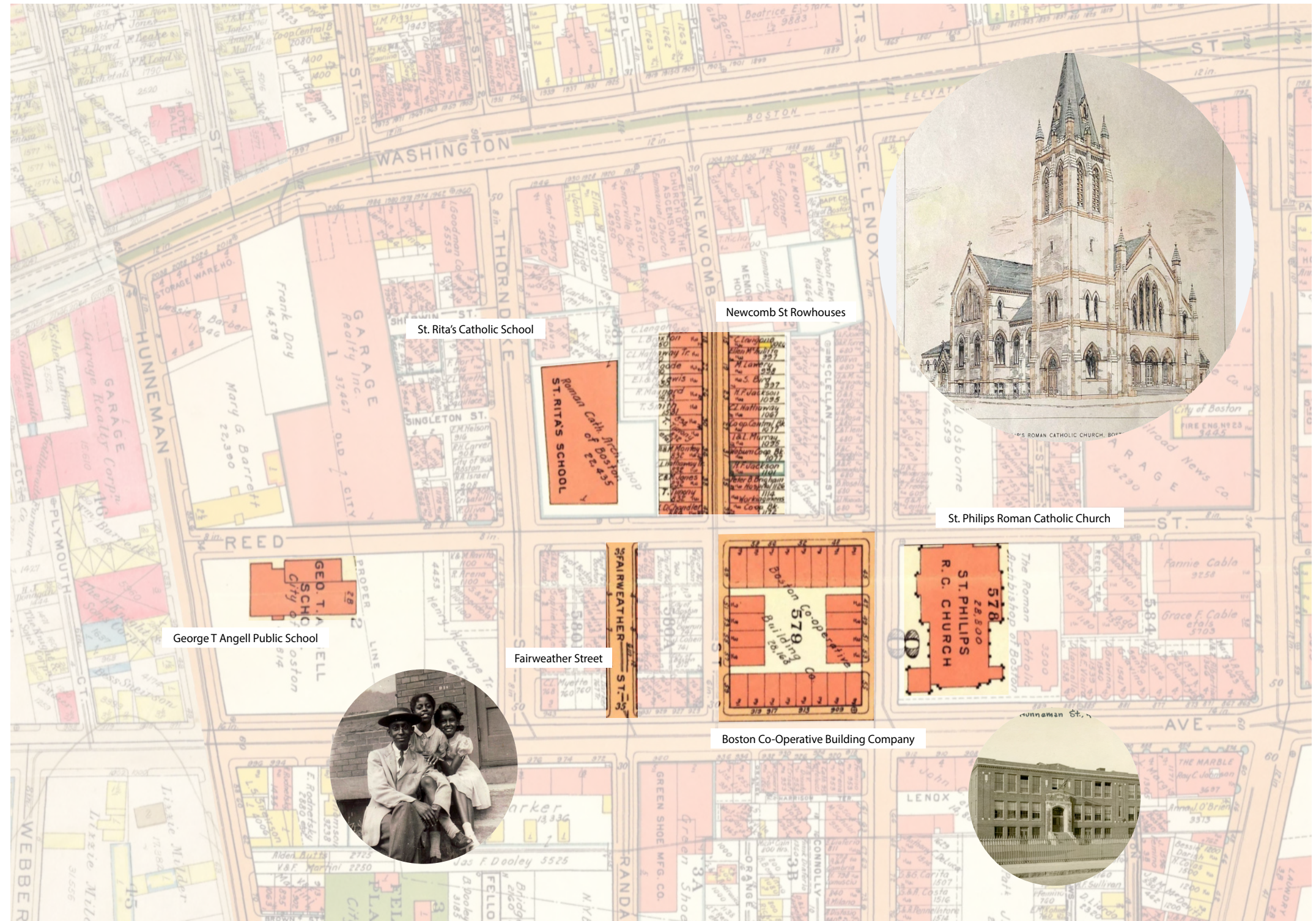


A HISTORY IN PLACE

THE BOSTON CO-OPERATIVE BUILDING COMPANY: AN EARLY SOCIAL HOUSING MODEL

To address these urban conditions, a group of social philanthropists invested in one of the first social housing experiments in America. Founded in 1871, the Boston Co-operative Building Company was established as an investment company dedicated to “hold and improve real estate in [Boston], as home for working people, at moderate cost.” Modeled on the work of social activists in London, the company built high-quality working-class housing, and put a high priority on the good of the tenants. Agents who worked for the company functioned as social workers, working to ensure good living conditions. The original bylaws stipulated that one half of the officers had to be women.

Rather than constructing cheap and unsafe tenements, the Boston Co-operative Building Company decided to build rowhouses with separate apartments on each floor. In the 1890s, a block of 24 rowhouses was constructed fronting Harrison Street between Newcomb and E Lenox, providing 72 units of high-quality affordable housing. Arranged with a central courtyard, the development not only provided a dense affordable housing but access to light and air, running water, and communal social spaces. These early affordable housing units were sold on payment plans, allowing working class people to build equity over time. All in all, the Boston Co-operative Building Company developed and operated five estates, the best of which was the one on Harrison Avenue.



A HISTORY IN PLACE

THE GREAT MIGRATION, JAZZ CULTURE, THE SOUTH END

At the same time in the late 19th century, tens of thousands of Black migrants from the American South arrived in the South End. Known as the Great Migration, Boston's Black population grew fourfold between 1900 and 1950, the majority settling in the South End and Lower Roxbury. Long a center of abolitionist activity, Boston in this era represented opportunity for homeownership and upward mobility for newly-arrived Black Americans. The rowhouses in the South End and Lower Roxbury, initially built as housing for predominantly Irish and Italian working-class families, became first homes for thousands of Black Bostonians. Homeownership provided some stability for these families, and notably for Black women who often grew their wealth by owning and operating rooming houses in the South End. The area became a buzzing center of Black culture, with growing wealth and an increasingly prominent cultural scene.

Wally's Jazz Club, still in operation today, is the oldest Black Owned Business in Massachusetts and one of the oldest in the state. Founded in 1947 by Joseph L Walcott — an immigrant from Barbados who came through Ellis Island in 1910 — Wally's Jazz Club quickly became a buzzing center of the booming Jazz scene in the South End. Legends like Duke Ellington, Cab Calloway, Charlie Parker, Dizzy Gillespie all played in the dozens of jazz clubs scattered throughout the South End and Lower Roxbury. Community politics were discussed, and Black candidates and elected officials frequently met to plan political strategies. Black-owned jazz clubs became hubs of culture and community, a network of places that reflected and celebrated the identity of newly arrived Black Americans.

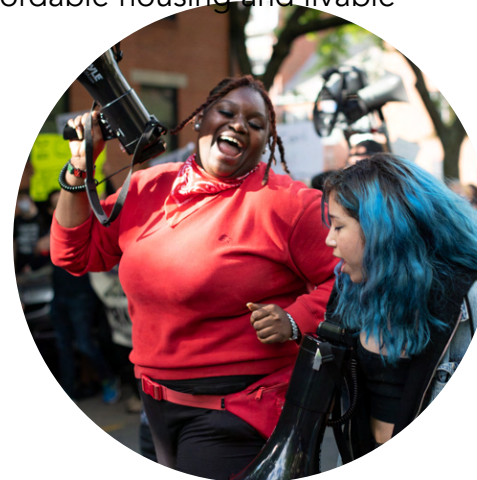
Many of these jazz musicians were represented by the American Federation of Musicians Local 535, the top Black musicians' union in the country from 1915 to 1970. The Local 535 was headquartered in the South End above Charlie's Sandwich Shoppe, another legendary local establishment in the early civil rights era. From its establishment in 1927, Charlie's shunned the norms of segregation and served an inclusive clientele. The Brotherhood of Sleeping Car Porters (BSCP) met regularly above Charlie's and would go on to become one of the country's most powerful all-Black working-class organizations. Published in the "Green Book" in the 1940s, Charlie's was frequented by jazz musicians, cops, athletes, entertainers, politicians, and even sitting presidents.

DISINVESTMENT, URBAN RENEWAL, ACTIVISM

Waves of immigration continued through the century, and by 1950 the South End had become the heart of the city's Latine community. Redlining and racially-discriminatory lending practices eviscerated wealth in the South End, preventing residents from owning homes or building generational wealth. By the late 1960s, the South End's Black and Puerto Rican residents banded together to fight against displacement due to urban renewal, and community organizing and grassroots activism led to a new model of community-led urban development.

One notable example of this development was Villa Victoria, a short walk from the BWSC site on Tremont Street. A fledgling group of Puerto Rican activists, organizing against the impending demolition of much of the South End, formed Inquilinos Boricuas en Acción (IBA), and its sister organization the Emergency Tenants' Council (ETC). In 1969 after years of struggle, the ETC won the right to develop Parcel 19 and by 1976 had designed and completed Villa Victoria.

A haven of community, pride, and ownership, the development of Villa Victoria created more than 600 affordable housing units and represents a key example of community-driven development. Throughout the 1970s and continuing until today, the South End and Lower Roxbury has a long and storied history of civic activism and community organizing for affordable housing and livable communities.



CONNECTING COMMUNITIES

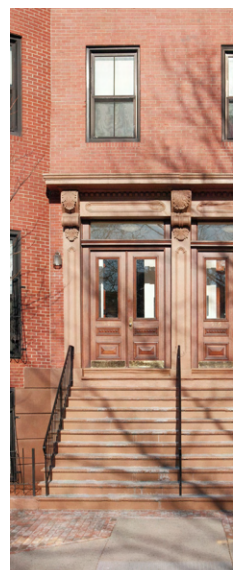
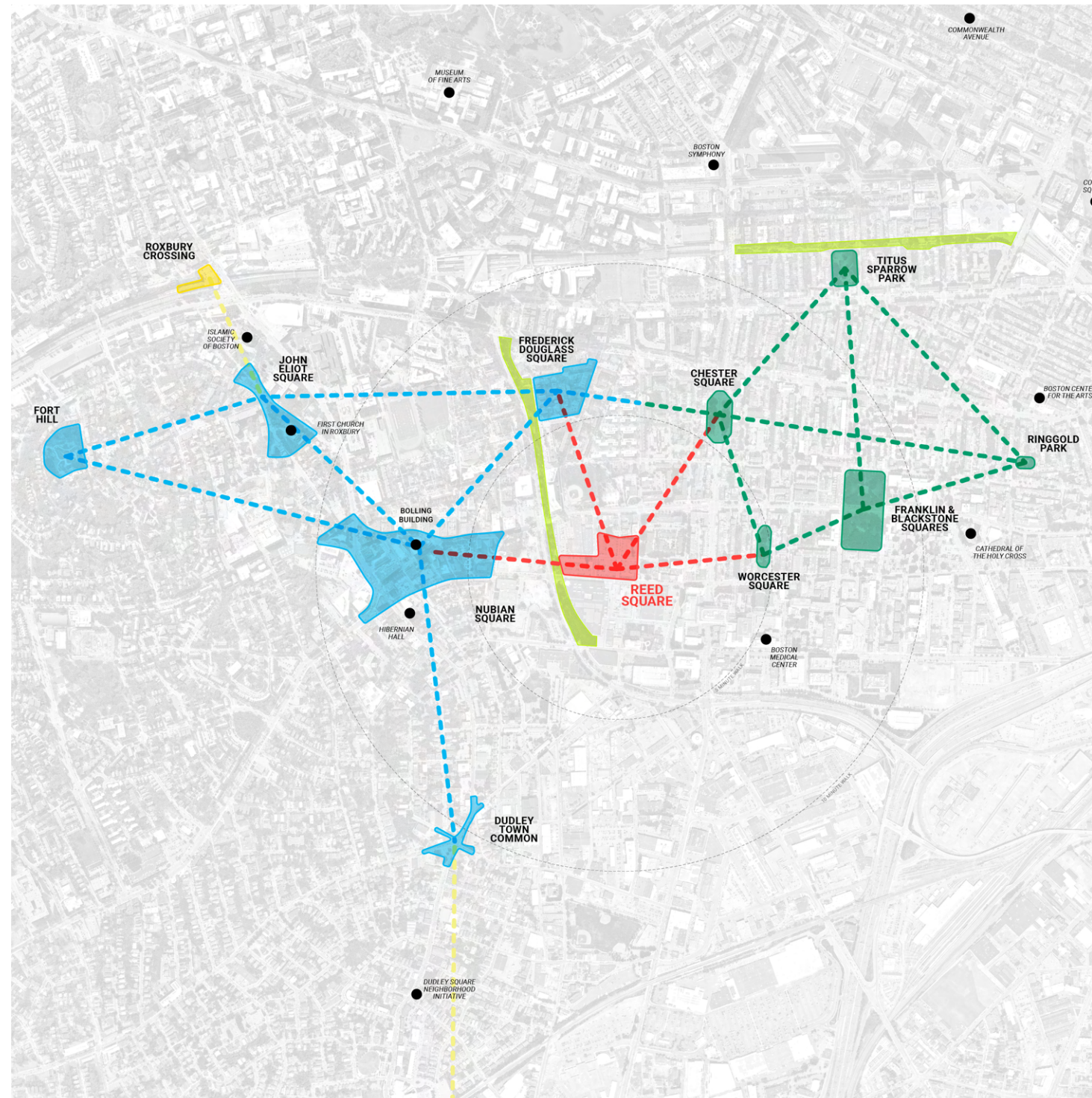
BRIDGING THE GAP

This neighborhood, nestled between the South End and Lower Roxbury, has always been a place of community. From early social housing models to building community wealth, the blocks now occupied by the five BWSC parking lots that make up our site have always held the promise of good housing, social mobility, cultural celebration, and community wealth-building. Here is a critical hinge point in the city of Boston, an opportunity created from the destruction brought by the urban renewal of the 1970s. Once connected by culture, community, and identity, we see our site as critically important in bridging the gap between two vibrant communities.

THE POWER OF THE SQUARE

What does it mean to make a place? In Lower Roxbury and the South End, a network of squares connects across the city, each with its own identity and distinguishing characteristics. Each square is unique, but linked to its surroundings and to its neighbors. Like nodes on a map, the unique but unifying character of these networked places are what create the identity of these two neighborhoods.

To be in a square means to have arrived in a place. Public green space often defines these places, like at Chester Square and Franklin & Blackstone Squares in the South End. Here, the parks are formal, symmetrical, and set within an urban form that is classically composed and uniform. Important community landmarks and amenities also define a square. The Bolling Building and Hibernian Hall define the character of Nubian Square, as do local neighborhood institutions like the Cooper Community Center and the Reggie Lewis Track and Athletic Center. The rhythm of four- and five-story brick rowhouses with lively community-run small businesses on the street give flavor and definition to a place. These markers of social identity tell us who lives here, who is celebrated here, and who these places belong to.

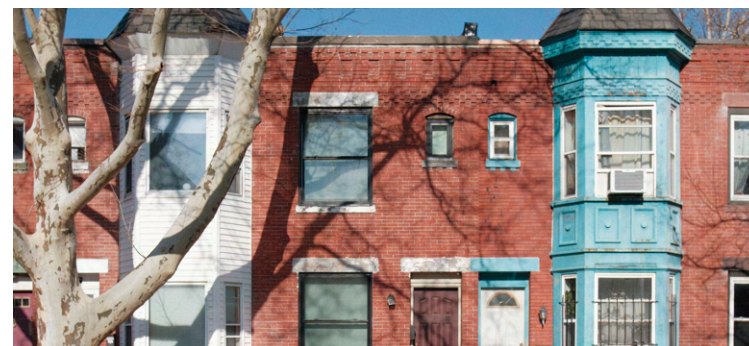
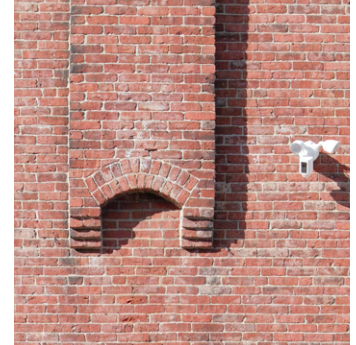
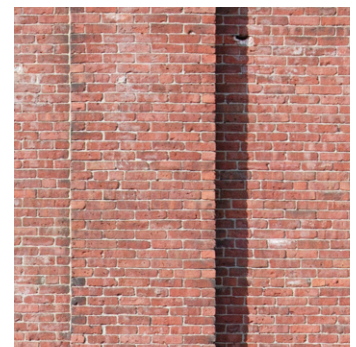


CONNECTING COMMUNITIES

THE POWER OF THE MARKER

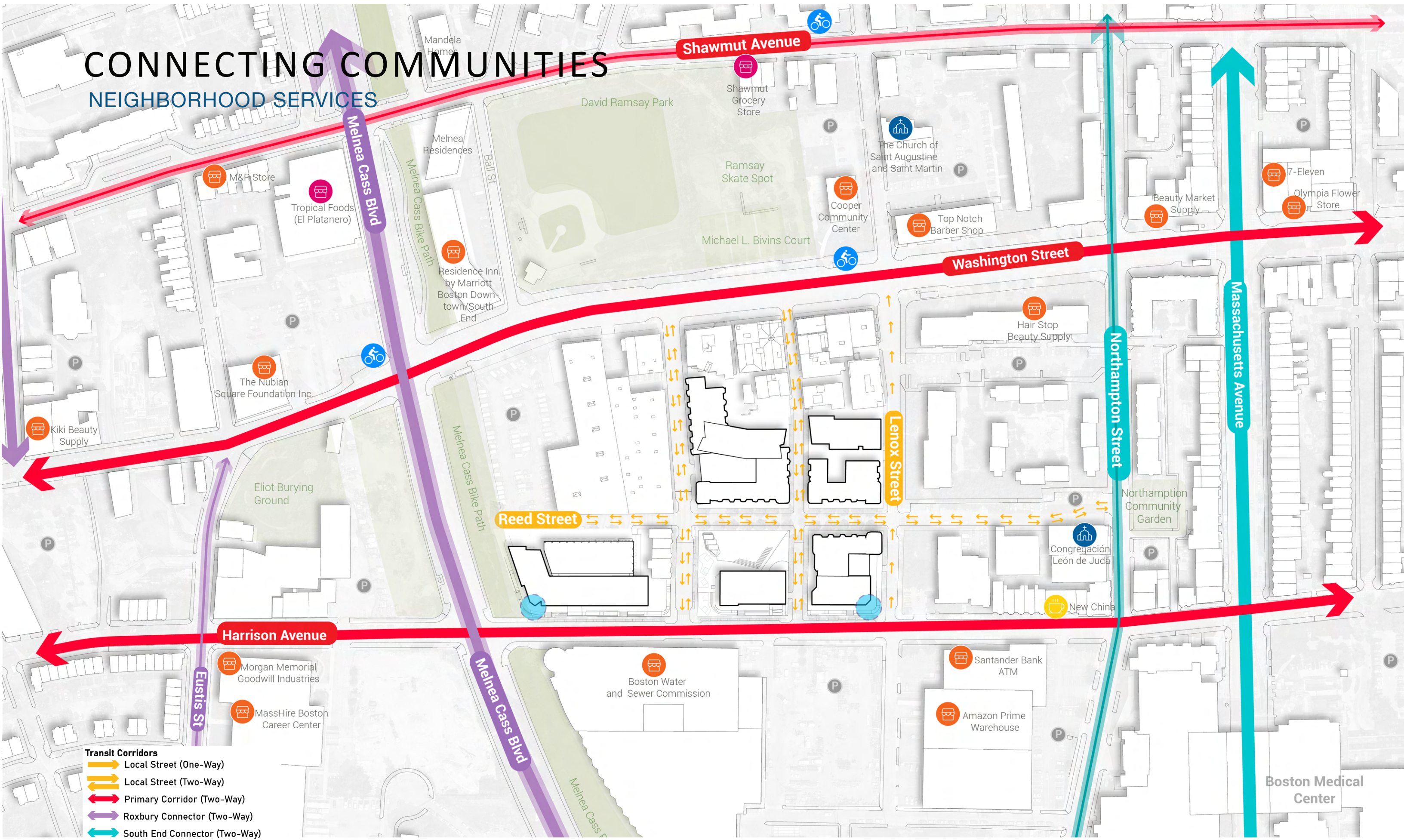
In the South End, these markers of place are more formal. Wrought iron balustrades, rhythmic curved brick bay windows, sedate parks and corner stores. The South End is organized by long straight boulevards, which visually connect long distances. Lines of rowhouses, typically built in groups of five or six, create a human-scaled rhythm down long side streets forming quiet urban enclaves. Elegant bays curve and generous stoops step back from the street edge, creating a vibrant residential streetscape. A small pocket park nestled between split streets at Worcester Square creates a communal front yard. Gentle curves and symmetrical widenings of the building facades create enclosure and threshold, define residential urban enclaves distinct from the busy commercial corridors.

In Lower Roxbury, squares are more vibrant. Streets come together at sharp angles, creating central intersections surrounded by prominent buildings. Key institutions and community centers cluster around these nodes. Bright murals, small businesses tucked away on side streets, and active corner parks all come together to create a syncopated symphony of daily life. Street vendors, block parties, and festivals swirl through the seasons. Here, the streets belong to the community. Colorful buildings, playgrounds, and pop-ups create and celebrate the identity of place. To move from square to square in Lower Roxbury is a journey to see what's around the next corner.



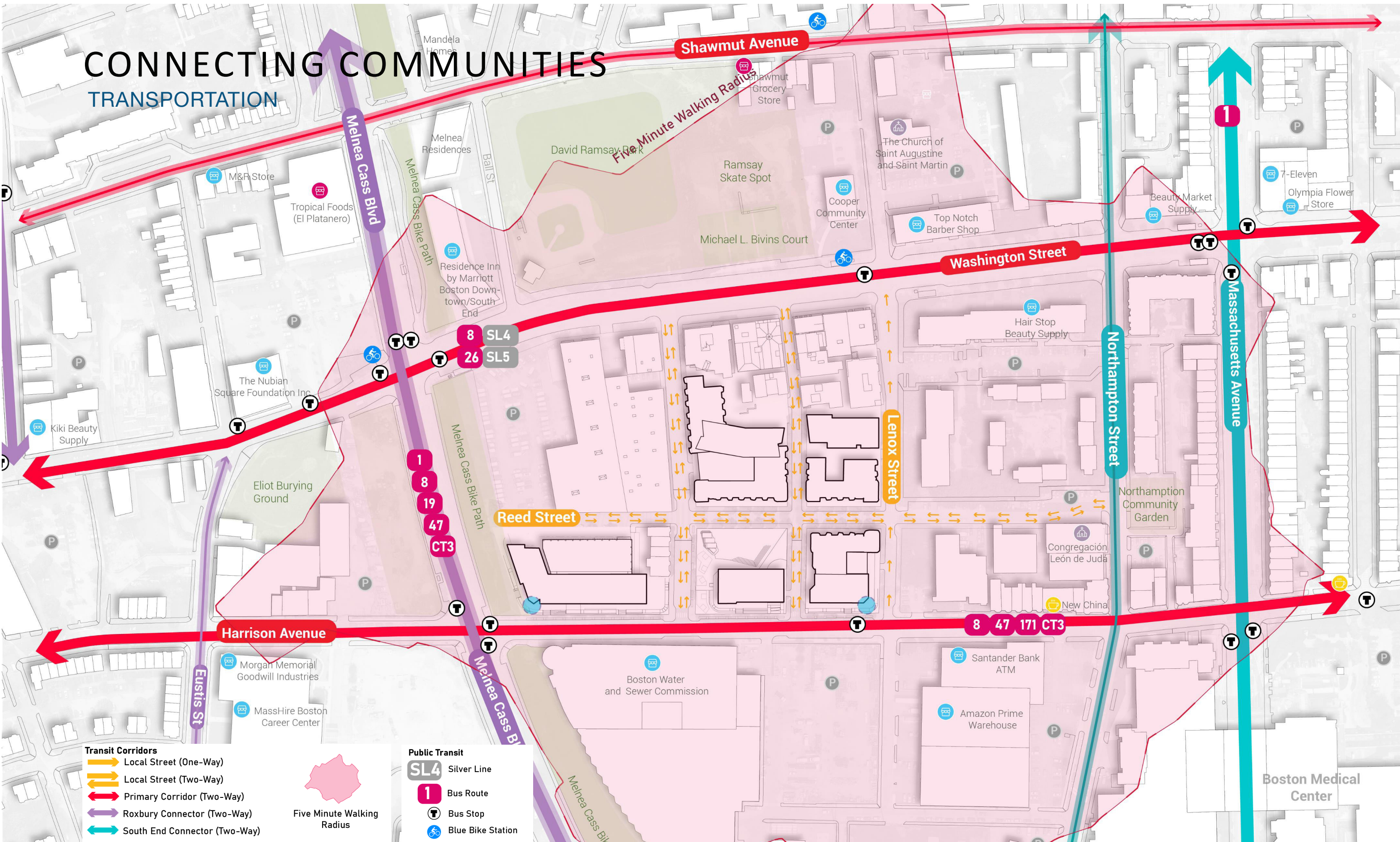
CONNECTING COMMUNITIES

NEIGHBORHOOD SERVICES



CONNECTING COMMUNITIES

TRANSPORTATION



ZONING

“PUBLIC LAND FOR PUBLIC GOOD”

The PLAN: Nubian Square opening letter states this plan “prioritizes the use of public land for public good” in an effort to better position the publicly-owned vacant parcels within the Roxbury neighborhood to support positive growth and economic development. This development proposal aims to do that in alignment with the Strategic Plan and with suggested alterations to the current zoning requirements to fulfill that “public land for public good” mentality. The following is an assessment of the current zoning and the areas where this development seeks amendments and alterations to Zoning.

ENTITLEMENTS APPROACH

Our approach to pursue these zoning amendments through entitlements is to follow the Article 80B process with the BPDA assuming a supported, expedited path to achieve the RFP’s anticipated approvals in November of 2023. We will simultaneously seek zoning relief through Article 121A as further justification and support of our proposed increased density on site. The following sections describe some of the existing zoning conditions as well as the areas where we will seek amendments, denoted in underline.

ZONING OVERLAYS & DISTRICTS

Reed Square occupies (5) BWSC-owned parcels in the Lower Roxbury sub neighborhood of Boston. The properties are within the New Market Industrial Development

Area (New Market IDA) and the Multifamily Residential (MFR) subdistricts. All (5) parcels are within the Groundwater Conservation Overlay District and a Restricted Parking District. The (3) parcels along Harrison Avenue also sit within the Coastal Flood Resilience Overlay District.

Under the New Market IDA and MFR subdistricts, with their current zoning guidelines, this proposal will require zoning relief for density and building height.

As part of the GCOD, it is understood the permitting of these projects will require both a Certification of No Harm and an Article 32 compliance note from Boston Water & Sewer Commission before any zoning relief will be issued. The development team will comply with these requirements.

In the Restricted Parking District, it is understood this is a zoning tool that “require[s] developers to justify parking levels that will be built as part of the development project. Parking is considered a “conditional use” in these areas. ... In a restricted parking district, the Board of Appeal shall grant a conditional use for an off-street parking facility, whether a parking lot, a public garage, or parking which is accessory or ancillary to any use other than a residential use, only if the Board of Appeal finds that the facility meets one or more of the following conditions:

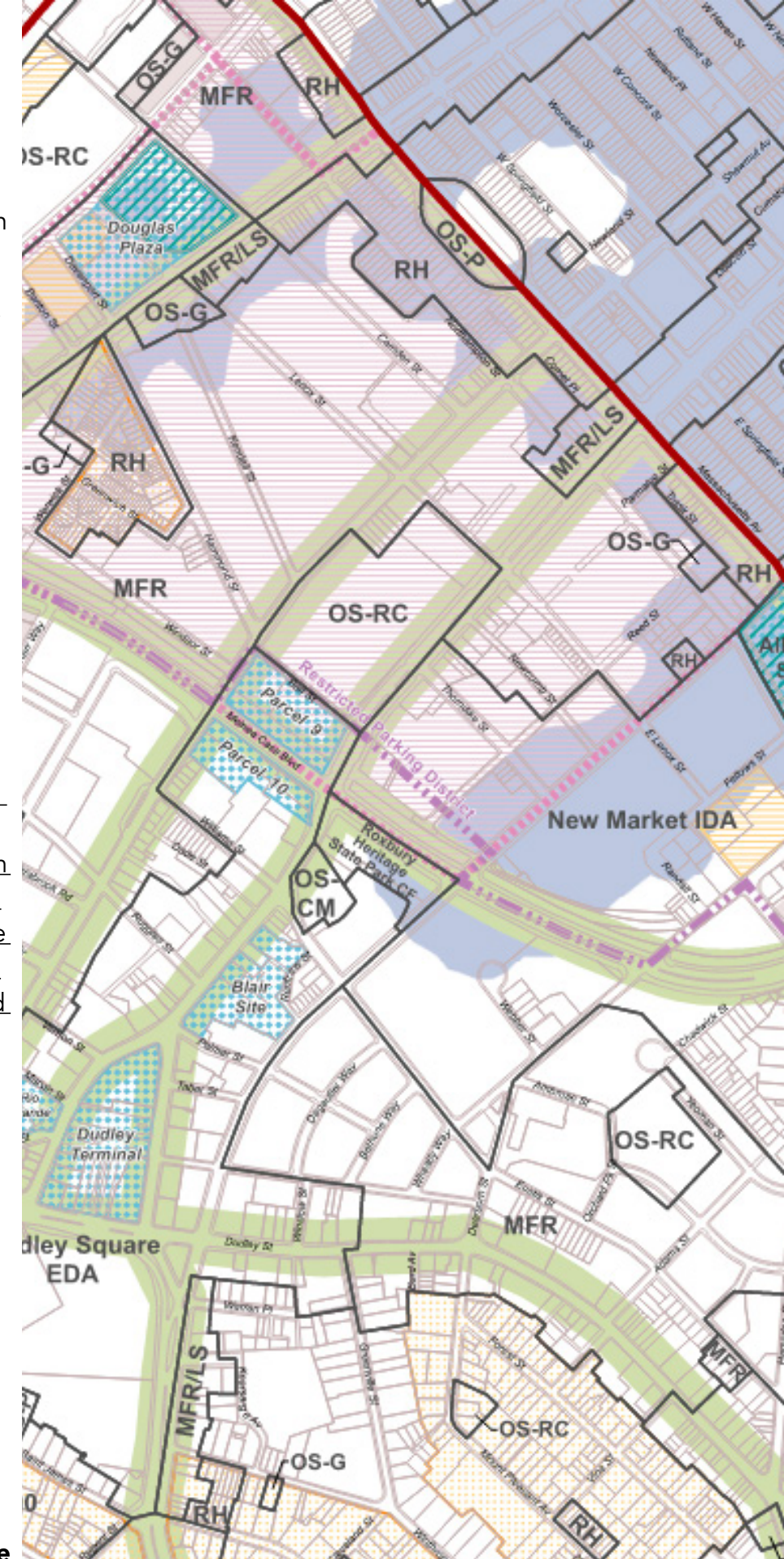
- It will serve a traffic demand not adequately provided for by public transportation; or
- It will replace existing off-street parking spaces in one or more nearby parking facilities, or it will replace legal on-street parking spaces that have been physically

eliminated through permanent modification or demolition; or

- It is accessory or ancillary to a use which by its nature does not contribute significantly to traffic flows during peak traffic periods; or
- The facility constitutes a temporary parking lot use of land and that serious intent to reuse the land for an allowed use within a specified period of time has been demonstrated to the satisfaction of the Board of Appeal.”

The numbers provided below suggest this proposal complies with the stated parking ratios in the current zoning as well as the more recent metrics included in the RFP for transit-oriented development. The development team strongly recommends maintaining the parking counts included within this proposal due to the community’s stated increased need of parking for the family-oriented housing being provided on site.

In the Coastal Flood Resilience Overlay District, it is understood the Sea Level Rise Design Flood Elevation (SLR-DFE) for all non-residential programming is 1’-0” above the Base Flood Elevation (BFE) and the SLR-DFE for all residential program shall be 2’-0” above BFE. The BFE for these parcels is 18’-0” making the SLR-DFE’s 19’-0” and 20’-0”. With the Request for Proposals, it is stated the SLR-DFE for these parcels is 20’-6”. **For the purposes of this proposal, the design has taken the more conservative 20’-6” SLR-DFE but would consider moving the non-residential programs to 19’-0” to help reduce the podium’s elevation as much as possible.**



ZONING

ALLOWED USES

Most of the uses provided in this proposal are either allowed by right or with conditional approval.

The allowed uses on this site that are or may be included in the future include:

- Community Uses (Adult Education Center; Community Center)
- Open Space Uses (Open Space)
- Residential Uses (Elderly Housing; Group Residence, limited; Multifamily Dwelling; Transitional Housing)
- Vehicular Uses (Parking Garage, as an accessory)
- Accessory and Ancillary Uses (Family Day Care Home; Outdoor Café; Parking; Professional Office In A Dwelling; Services Incidental To Educational Uses; Accessory Parking)

The conditional uses on this site that are or may be included in the future include:

- Community Uses (Day Care Center; Day Care Center, Elderly)
- Cultural Uses (Art Gallery; Public Art Display Space; Studio, arts)
- Educational Uses (Kindergarten, Trade School)
- Restaurant Uses (Restaurant; Take-out Restaurant, small; Take-out Restaurant,

large)

- Retail Uses (Bakery, General Retail Business; Local Retail Business)
- Services Uses (Barber or Beauty Shop; Dry Cleaning Shop; Laundry; Self Service Laundry; Shoe Repair; Tailor Shop)

There may be some forbidden uses on this site the development team would like to discuss as the project develops. It is understood there is a current initiative to review many of the entertainment zoning regulations within residential and residential-adjacent areas and this team is in support of including these programs to support the mixed use nature of this and future developments. These include:

- Entertainment Uses (Restaurant with Entertainment)
- Industrial Uses (Art use; Artists' Mixed-Use)
- Services Uses (Caterer's Establishment)

BUILDING DIMENSIONS

Newmarket IDA
FAR = 2.0
Minimum Open Space 50 sf/dwelling unit

MFR
FAR = 1.0
Building Height Max = 4 stories or 45'
Usale Open Space Minimum 200 sf/dwelling unit

This proposal includes 471,500 sf (inclusive of parking) of development across 191,528 sf

of land within the (5) parcels. This includes a total of 383 dwelling units and some additional commercial spaces. The FAR is 2.46. The building heights exceed the allowable (4) stories and/ 45'-0" and the project will seek a zoning amendment to provide the appropriate density to meet the housing needs of the neighborhood.

PARKING ALLOWANCES

The off-street Parking allowances allowed through the current zoning for Roxbury are:

- Day Care Center = 0.7 spaces / KSF
- Retail = 2.0 spaces / KSF
- Restaurant = 4.0 spaces / KSF
- Elderly Housing = 0.5 spaces / unit
- Transitional Housing = 0.25 spaces / unit
- Affordable Housing = 0.7 spaces / unit

The off-street parking allowances* per GoBoston 2030 and the RFP are:

- Residential – rental = 0.5 spaces / unit
- Residential – condo = 0.75 spaces / unit
- Retail - < 5,000 sf = 0.3 spaces / KSF
- Retail - > 5,000 sf = 0.6 spaces / KSF

*it is highly encouraged to come in at a minimum of 50% the above allowable parking spaces

We have 383 affordable units, of which 72 are home ownership and 311 are rental. This proposal includes 145 off-street parking spaces, and believes, though in a Restricted Parking District, the total is below the GoBoston 2030 allowable count and halfway to the recommended 50% reduction. The development team strongly recommends maintaining the 145 off-street parking spaces as they are critical to support the family-oriented dwelling within the development.

	ZONING WITHIN ROXBURY	GOBOSTON 2030	GOBOSTON 2030 50% REDUCTION
RESIDENTIAL -- RENTAL	268.1 SPACES	155.5 SPACES	77.75 SPACES
RESIDENTIAL -- CONDO	INCLUDED ABOVE	54 SPACES	27 SPACES
RETAIL > 5,000 SF	30 SPACES	9 SPACES	4.5 SPACES
TOTAL	298 SPACES	212 SPACES	109 SPACES

ALIGNMENT WITH PLAN: NUBIAN SQUARE

“Key finding in the study was to prevent displacement and ensure that families who have made the neighborhood their home for generations can afford to stay.”

Per the RFP requests and through the inclusion of home ownership units, family-oriented units, and senior housing units, this development brings almost 400 housing units to the neighborhood for multigenerational occupancy.

“Potential uses for larger parcels, like Dudley Street Commercial, were identified. More specifically, this site, and sites like it, were highlighted as places where a ground floor retail use, combined with commercial and/or residential above, could serve dual purpose of housing residents while bringing a larger consumer base to support surrounding businesses.”

The ground floor spaces of the (3) parcels along Harrison Avenue all include community facing programs and retail spaces to encourage activity throughout the day and week as well as to provide vital leasable spaces for small and local businesses to gain access and investment in the community.

“Improved bicycle and pedestrian connections were identified as a priority for getting around and connecting to neighborhood destinations, such as nearby parks and open space. A key way to achieve better accommodations is through the implementation of the City’s ‘Complete Streets’ program throughout the area.”

All streets within this development will follow the Boston Complete Streets Guidelines, introducing safe pedestrian and cyclist experiences and a lush tree canopy to the neighborhood.

“Many community members expressed a desire to reduce the amount of driving in the area to encourage a greater use of public transit. However, many stakeholders would also like to ensure that there is adequate parking in Nubian Square for those visiting existing retail shops and as new development come to the area and the population of the Square grows.”

This proposal meets and exceeds the GoBoston 2030 maximum parking ratios while making a case for sufficient parking to allow for family-oriented development that supports the needs of the community and to allow the commercial spaces to thrive and succeed.

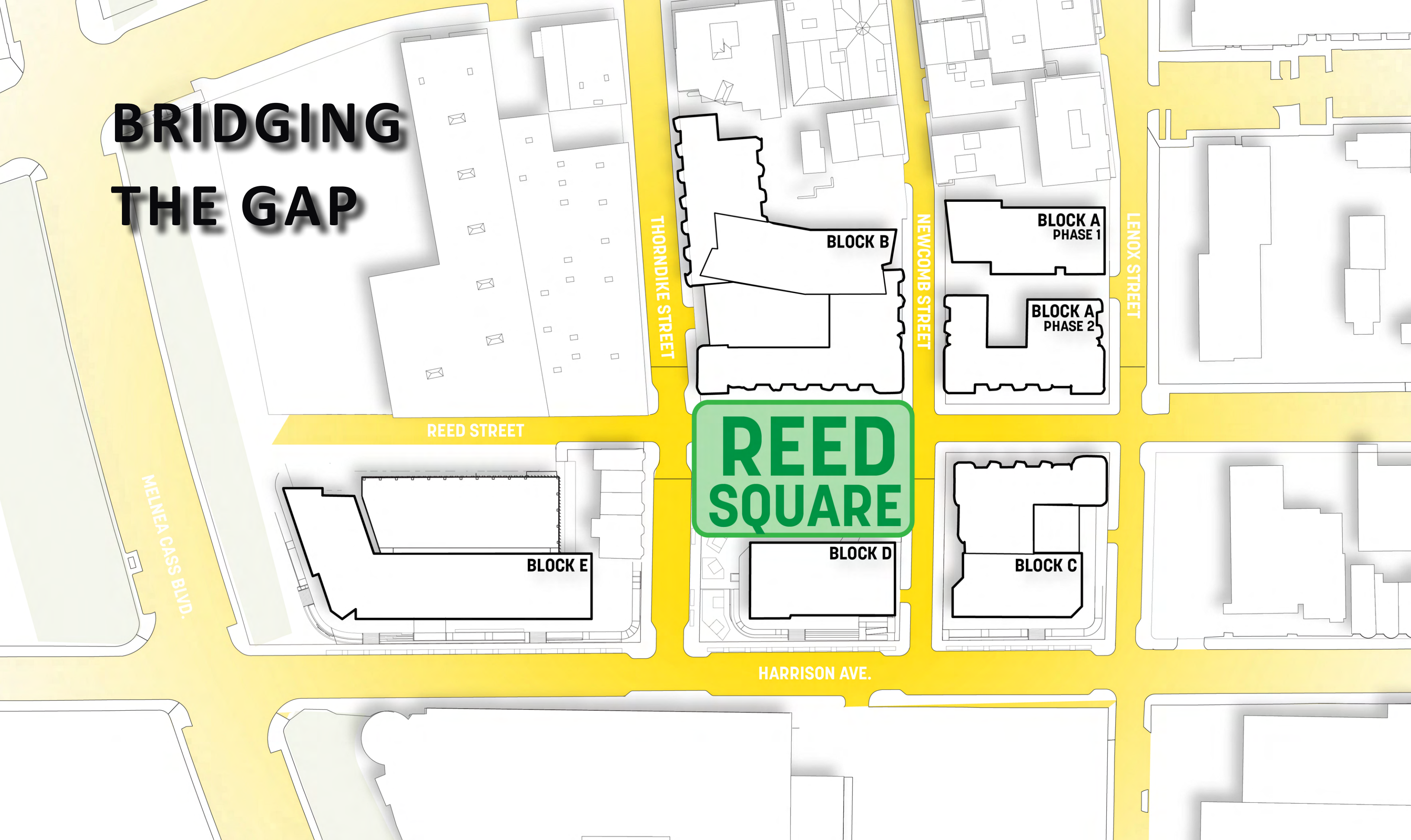
“Workshop attendees communicated an eagerness to see mixed use public spaces that fostered interaction and encouraged an 18-hour-day filled with activity.”

Commercial, community, and retail spaces are provided throughout the ground floor of the development to encourage small and local business entrepreneurship as well as invite more public activity to the neighborhood. Supportive open space with opportunities for both active and passive programming creates a public realm experience that is welcoming to all, through all seasons and all weather.

“Community members discussed the necessity of climate readiness and resiliency in the neighborhood. More specifically, how to reduce the urban heat island effect in Nubian Square.”

This proposal places all interior program above the Sea Level Rise Design Flood Elevation for the neighborhood, keeping the entire development at a protected level and out of flood risk for the foreseeable future. In addition, significant green infrastructure measures are included within the landscape to account for storm water in heavy precipitation events and potential flooding instances. Within that green infrastructure is the introduction of a robust tree canopy to help reduce the extreme heat island effect currently felt on this site.

BRIDGING THE GAP



Our vision creates green corridors to provide a healthy tree canopy to mitigate against urban heat island effects, replace lost tree canopies in the Roxbury neighborhood, and provide welcoming and comfortable outdoor spaces to foster social interaction and community amongst neighbors.



REED SQUARE

PLACES ALONG REED STREET

In Lower Roxbury, squares are vibrant.

Bright murals, small businesses tucked away on side streets, and active corner parks all come together to create a syncopated symphony of daily life.

Street vendors, block parties, and festivals swirl through the seasons.

Here, the streets belong to the community.

Colorful buildings, playgrounds, and pop-ups create and celebrate the identity of place.

To move from square to square in Lower Roxbury is a journey to see what's around the next corner



A PLACE TO COMMUNE

REED SQUARE AT THE INTERSECTION OF NEWCOMB STREET AND REED STREET



A PLACE TO CELEBRATE AND SHARE

ART WALK AND COMMUNITY KITCHEN- CORNER OF MELNEA CASS BLVD AND REED STREET



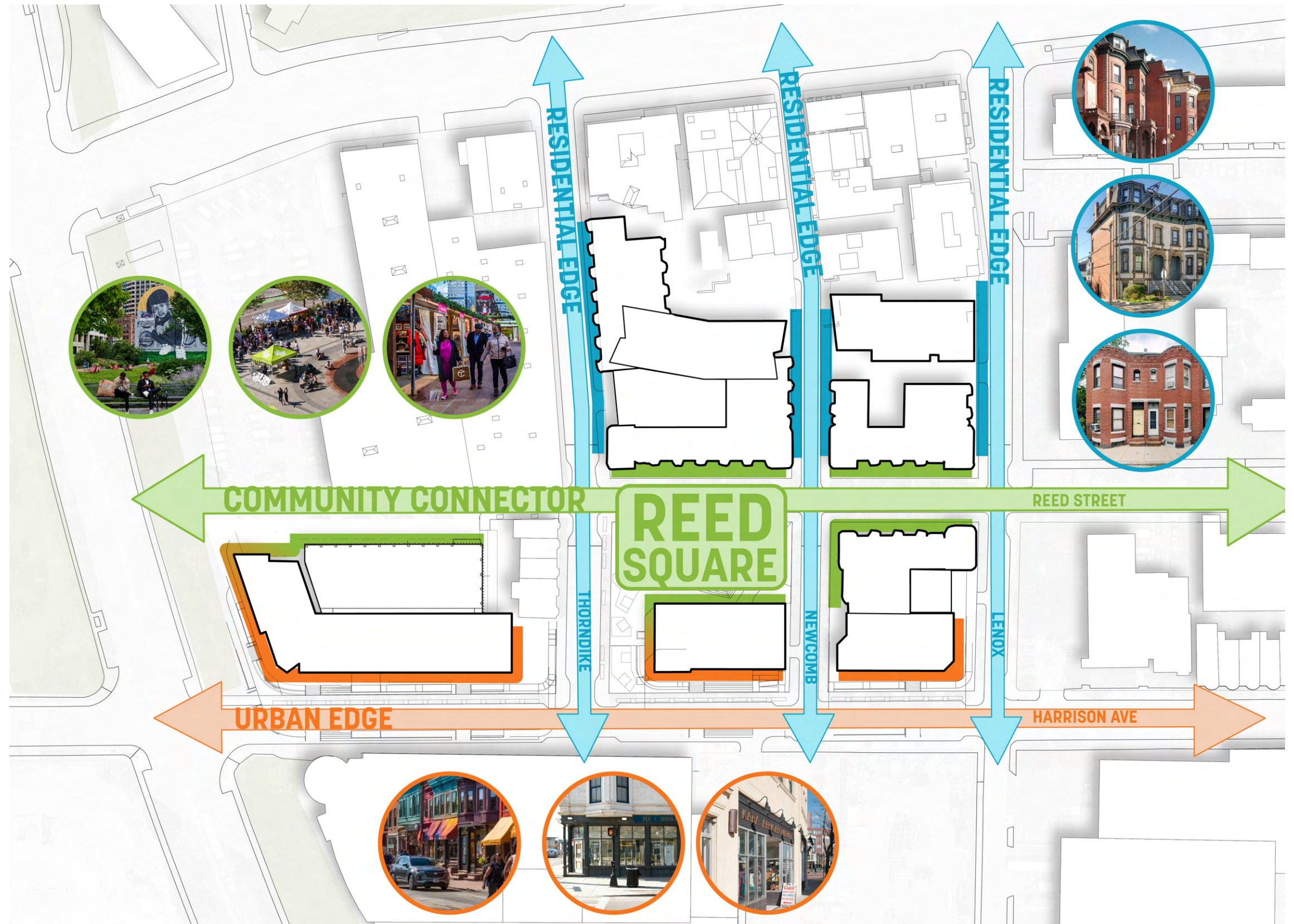
ENGAGING EDGES

WHAT DOES IT MEAN TO MAKE A PLACE?

In Lower Roxbury and the South End, a network of squares connects across the city through a variety of streets and edges, each with its own identity and distinguishing characteristics.

Each square is unique, but linked to its surroundings and to its neighbors.

Like nodes on a map, the unique but unifying character of these networked places are what create the identity of these two neighborhoods.

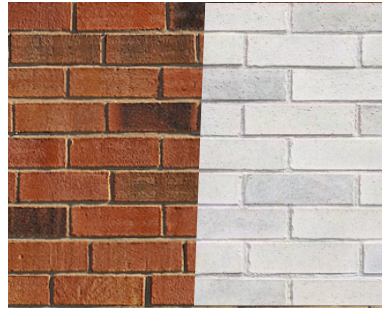


URBAN EDGE: A PLACE TO MEET

HARRISON AVENUE PROMENADE



URBAN EDGE: MATERIALITY



Full Depth Modular Brick Veneer_ Red and Warm White



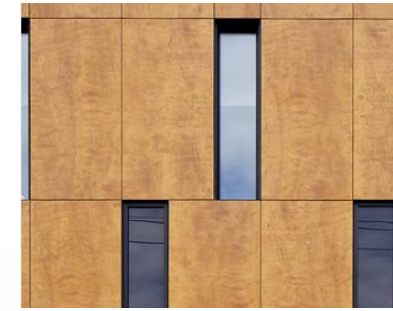
Full Depth Modular Brick Screen_ Parking Walls



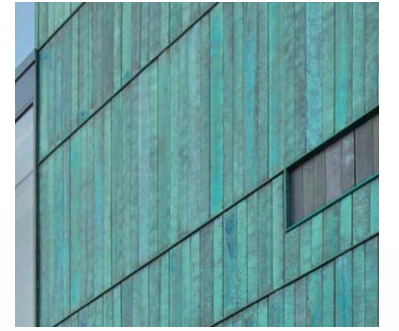
Limestone Veneer Cladding with Honeycomb Backing



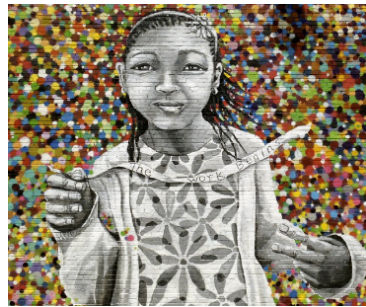
Curtainwall and Storefront Glazed Components with Anodized Bronze Frames



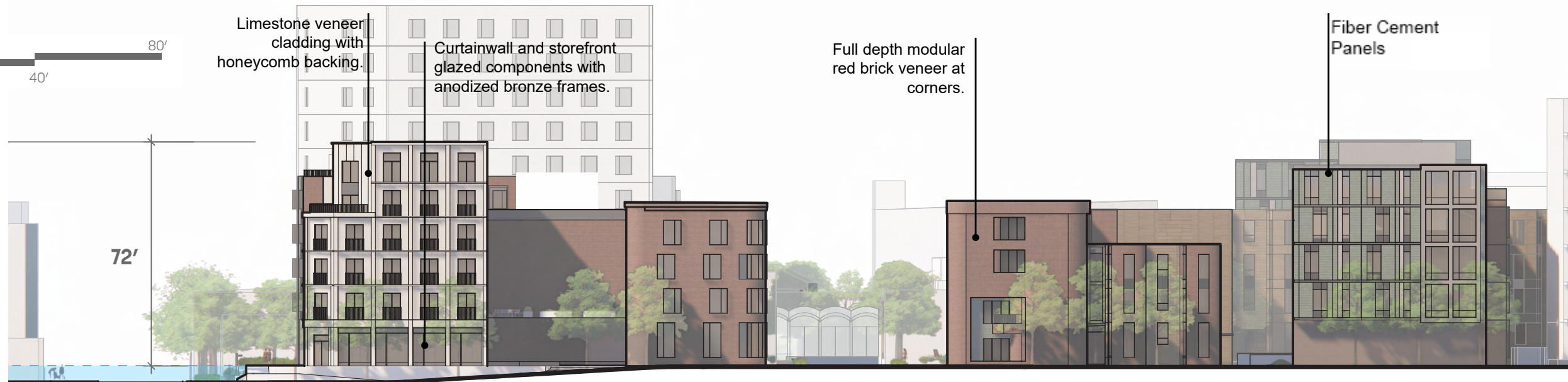
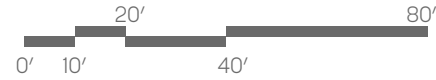
Wood Look Composite Metal Panel



Composite Metal Panel_ Various finishes



Wall Art Murals



BLOCK C

LENOX STREET

BLOCK A

Precast architectural concrete.

Wood-look composite metal

Limestone veneer cladding with honeycomb backing.

Full depth modular red brick veneer.

Full depth modular warm white brick veneer.

Limestone veneer cladding with honeycomb backing.

Wood-look composite metal panel at windows

Full depth modular warm white brick veneer.

Curtainwall and storefront glazed components with anodized bronze frames.

Composite metal panel.

Limestone veneer cladding with honeycomb backing.

MELNEA CASS BOULEVARD

THORNDIKE STREET

NEWCOMB STREET

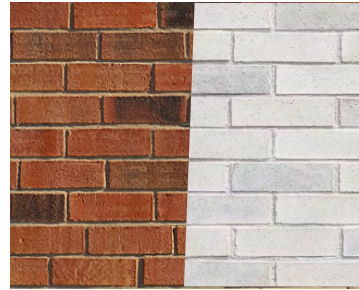
116'

RESIDENTIAL EDGE: A PLACE TO SEE FRIENDS

REED STREET



RESIDENTIAL EDGE: MATERIALITY



Full Depth Modular Brick Veneer_ Red and Warm White



Full Depth Modular Brick Screen_ Parking Walls



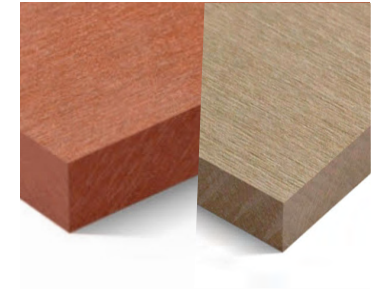
Limestone Veneer Cladding with Honeycomb Backing



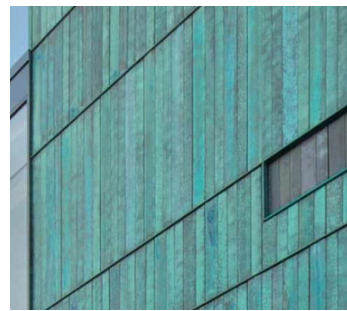
Curtainwall and Storefront Glazed Components with Anodized Bronze Frames



Wood Look Composite Metal Panel



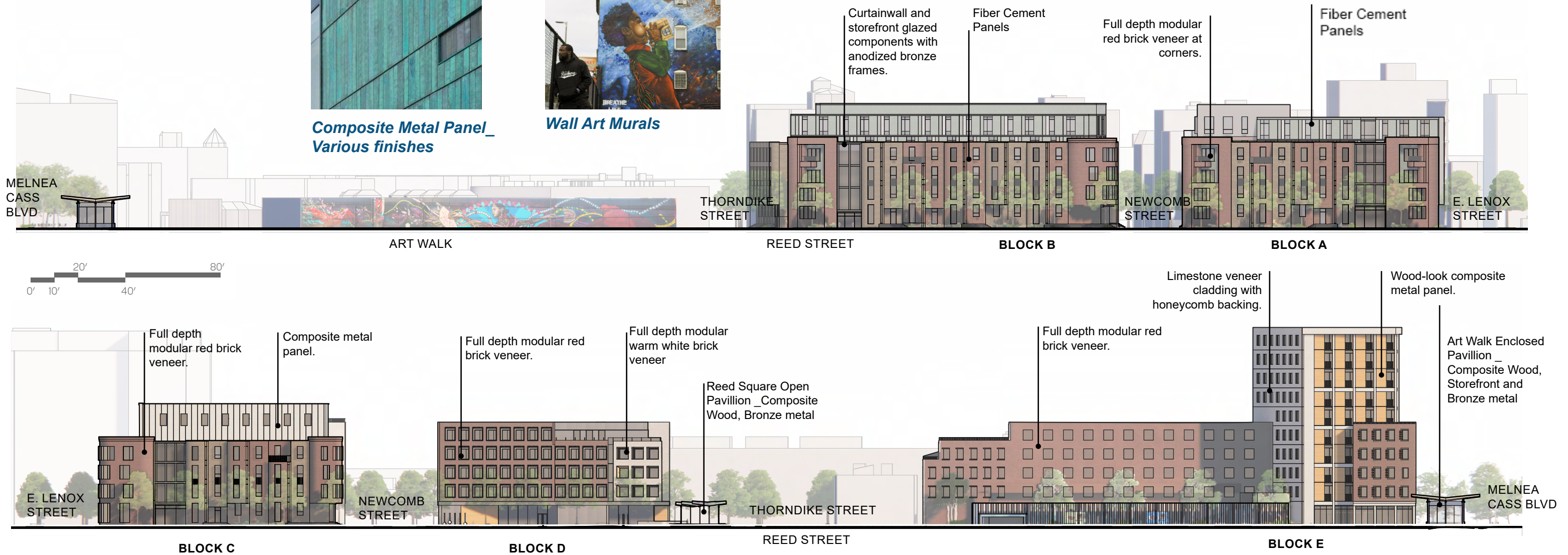
Fiber Cement Panels_Concealed fasteners



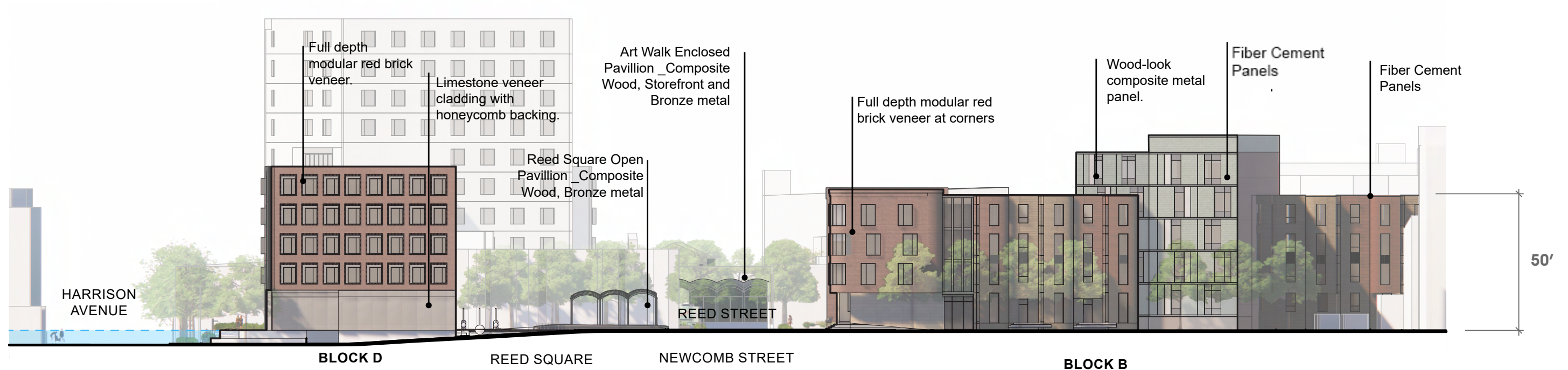
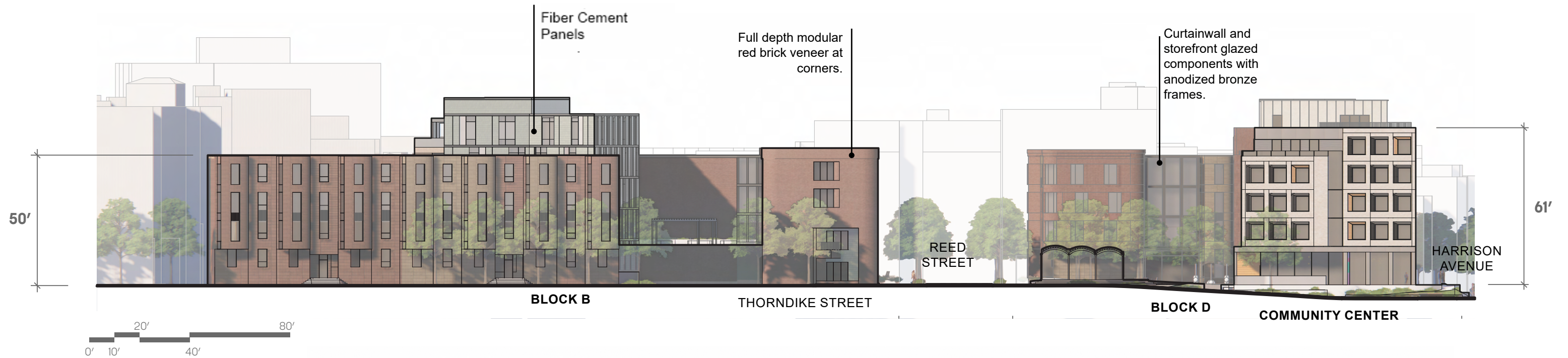
Composite Metal Panel_Various finishes



Wall Art Murals



RESIDENTIAL EDGE: MATERIALITY

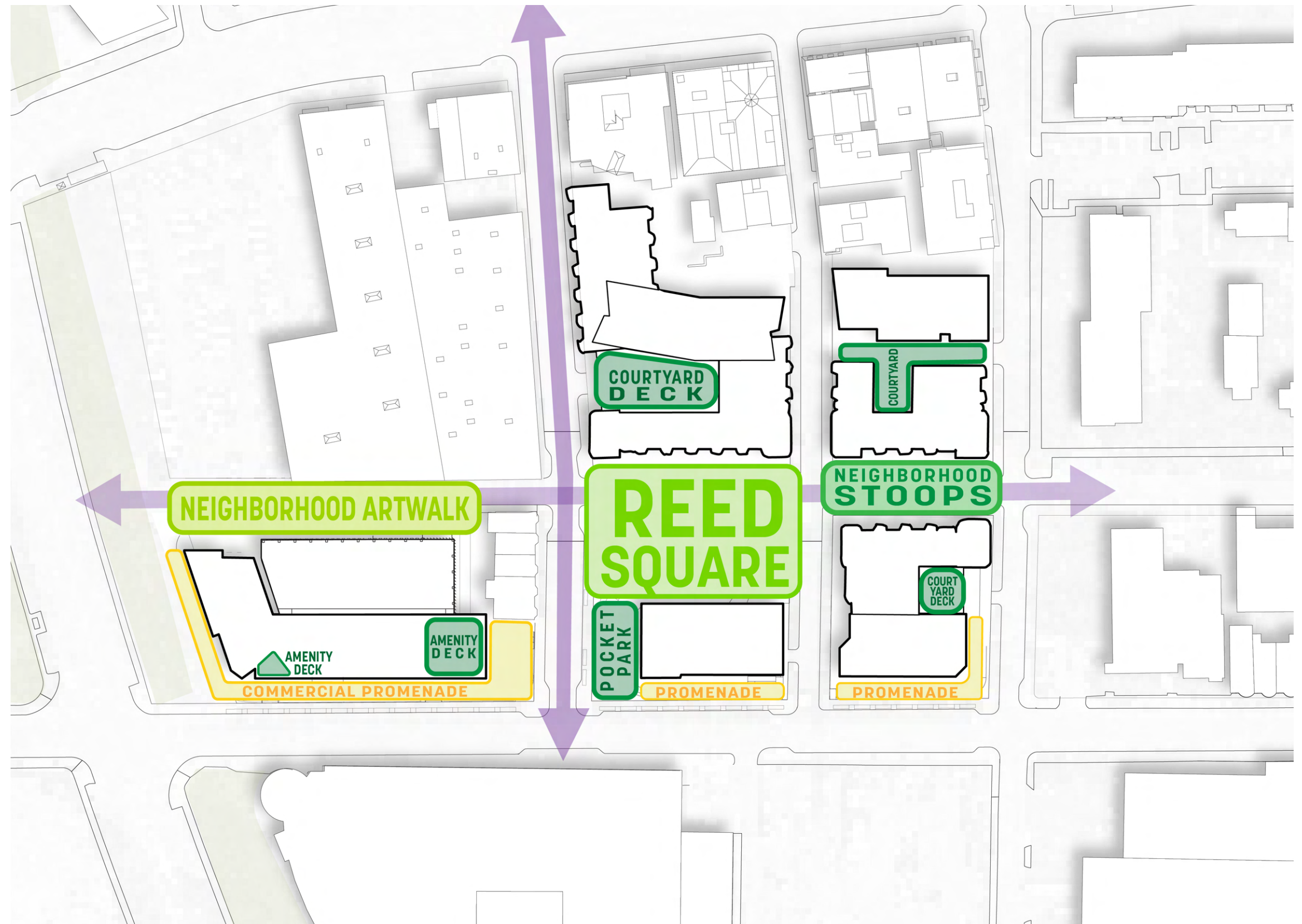


GREEN SPACES AND PUBLIC REALM

INTEGRATED ARCHITECTURAL AND LANDSCAPE DESIGN

A healthy environment includes the natural world as well sustainable buildings:

- Shared parks, plazas and terraces offer places to gather.
- Streetscapes are enhanced with a planted, elevated podium lifting the entry for above the design flood elevation
- Facade niches with green walls and planted trellises divert rainwater into podium rain gardens
- Focus on shade mitigates urban heat, and increases resilience during summer months for residents, and the broader community



GREEN SPACES AND PUBLIC REALM

PARKS, COURTYARDS AND AMENITY DECKS

Reed Square bridges the gap between the South End and Roxbury through significant improvements to the public realm, which includes a sizable 18,000 sf green space at the heart of this new neighborhood development. A primary feature of this public realm space is a sunken multi-use lawn that is suitable for both formal programmed events as well as informal small group and family activities. A covered pavilion can serve as a stage for programmed events. The location of the pavilion is visible from both Washington Street and Harrison Avenue, providing visual cues to this new green space. At the Neighborhood Stoops zone, building massing is set back with modern stoops that serve as front yard activity zones, comparable with the surrounding historic districts. Landscape planters with comfortable bench seating integrated into the walls line these Reed Street townhomes and front stoops, providing additional seating and informal conversational opportunities.

The Neighborhood Artwalk, located at the opposite end of Reed Street, is an ideal location for occasional events such as food trucks, block parties, and other programmed events in tandem with the anchoring pavilion building. This alley is adorned with permeable pavers, artistic murals, and festival string lights to enliven the edges and maximize multi-modal function and usability of this neighborhood street.

The public promenade along Harrison Avenue provides a sidewalk level with site furnishings above projected flood levels. This accessible promenade facilitates pedestrian circulation along Harrison Avenue and into the neighborhood. A small pocket park on Harrison is an additional welcoming gateway into Reed Square.

Other greenspace and amenity areas include a courtyard (on Block A) that could host a small dog park, and four amenity roof decks that offer opportunities for residents to commune and engage in a variety of inviting terraces that include activities such as rooftop gardening.



GREEN SPACES AND PUBLIC REALM

PARKS, COURTYARDS AND AMENITY DECKS



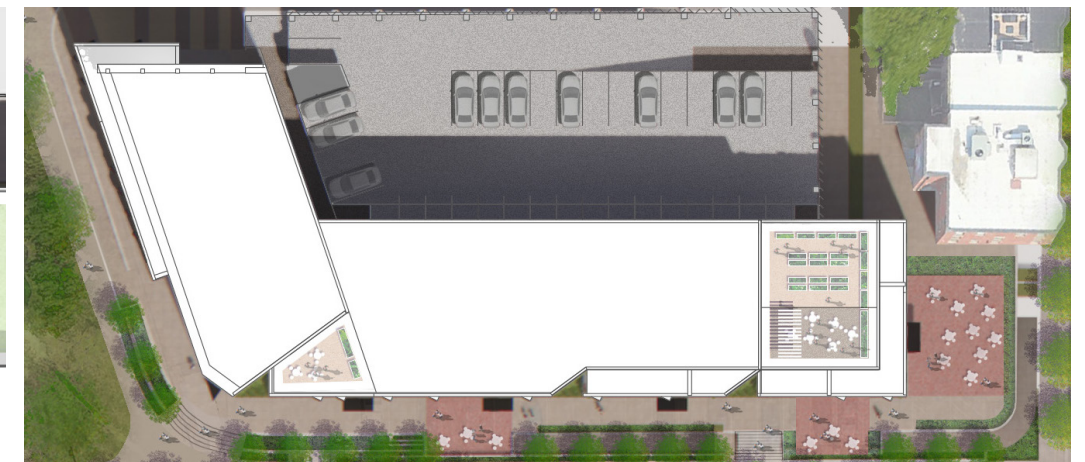
At the heart of Reed Square is a large multi-use lawn that serves both informal gatherings as well as larger programmed events. To the north of the lawn, a tightly spaced bosque of trees provides shade for outdoor cafe tables. An outdoor pergola anchors the south end of the lawn and leads to U-shaped planters with bench seating to accommodate smaller groups. String lights across the lawn help to animate and activate the space for night festivities.



The Reed Street Neighborhood Artwalk could be activated on weekends or other designated times and feature food trucks, outdoor art exhibits, or local crafts and goods. Large blank facades showcase murals by local artists. The permeable paving pattern will be punctuated by a 5' width minimum concrete sidewalk. The sidewalk provides accessible routes through the shared street, and to the new pavilion and multi-use paths on the green space adjacent Melnea Cass Boulevard.



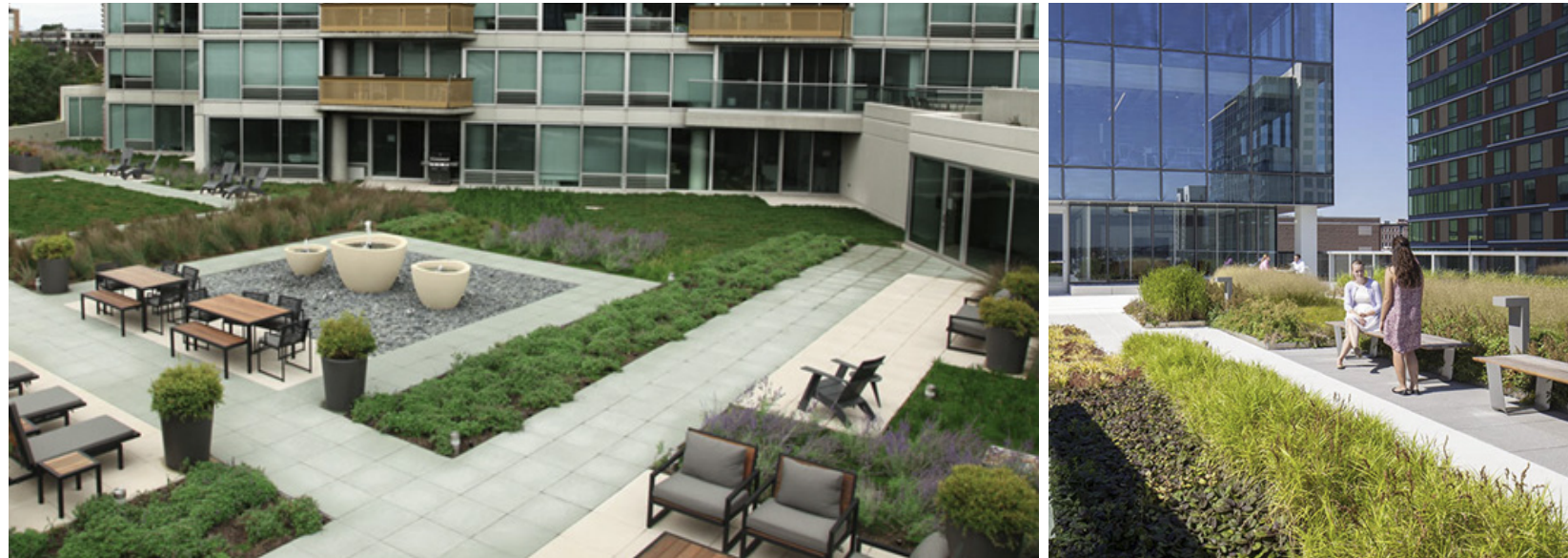
The courtyard at Block A could feature a small fenced dog run and an interior shade garden accentuated with a pergola and outdoor grilling areas.



Amenity decks on Block E could feature outdoor seating areas as well as freestanding accent planters and outdoor garden areas. Public realm space at grade could feature outdoor cafe seating or public plaza space.

GREEN SPACES

PARKS, COURTYARDS AND AMENITY DECKS



Modular Liveroof planter trays are a viable option for lightweight extensive green roof planting areas while also providing an aesthetically pleasing and diverse array of ornamental grasses and pollinator-friendly perennials.

- freestanding round or tapered planter (ornamental accent planter, typical)
- 2'x4' pedestal paver (typical)
- cafe style table with chairs and umbrella (4' min. diameter table for wheelchair accessibility)
- freestanding community garden planters
- freestanding modular rectangular planter (ornamental buffer at residential units, typical)

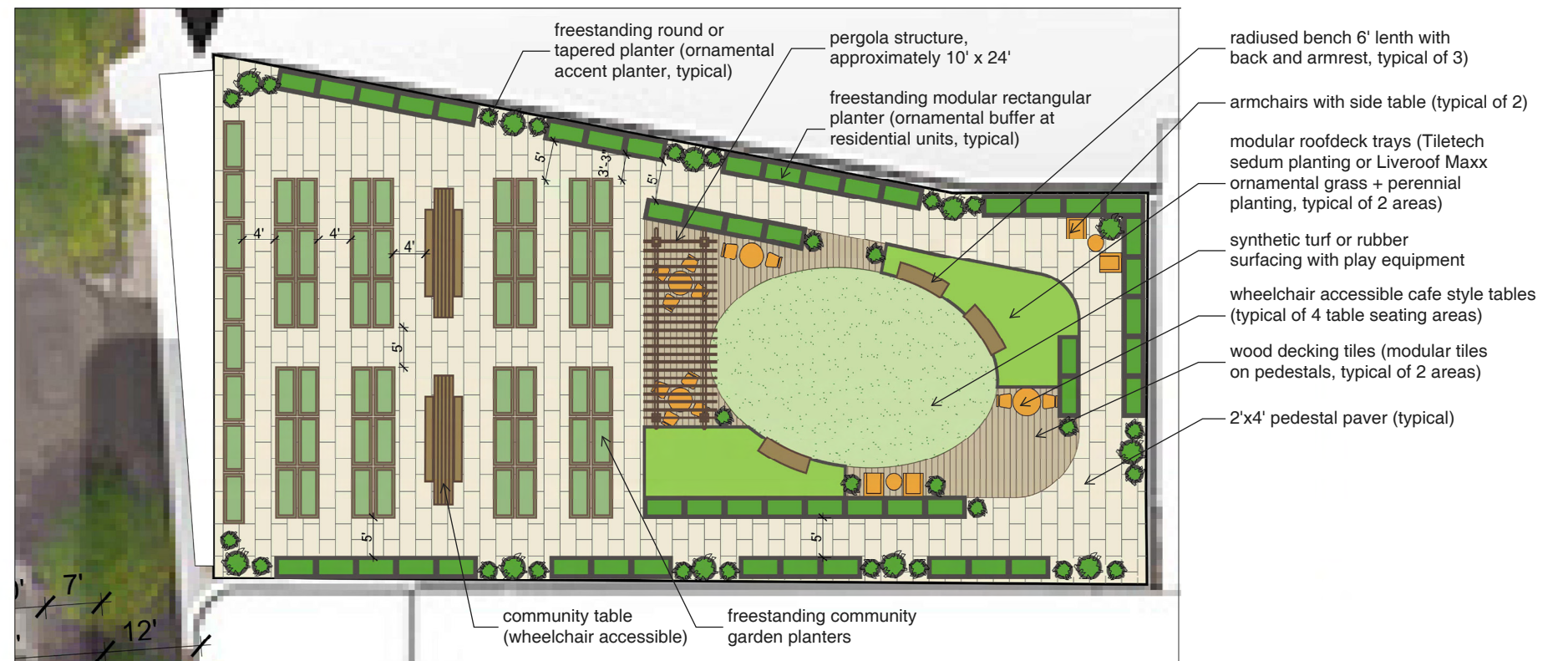


Amenity Deck at Building C

Sample programs for the amenity roof decks are shown on this page. All decks could offer freestanding garden planters for residents. Additional freestanding planters can be planted with evergreen and flowering shrubs to serve as buffers and screens for abutting residential units. Seating areas can include large wheelchair accessible community tables and/or smaller intimate conversational seating areas. Larger terraces can accommodate additional activity zones such as synthetic turf for outdoor group fitness or even a small kids zone with play equipment.



Outdoor gardening opportunities + wheelchair accessible garden table



Amenity Deck at Building B

A PLACE TO PLAY

REED SQUARE AT THE INTERSECTION OF THORNDIKE STREET AND REED STREET



THE NEIGHBORHOOD

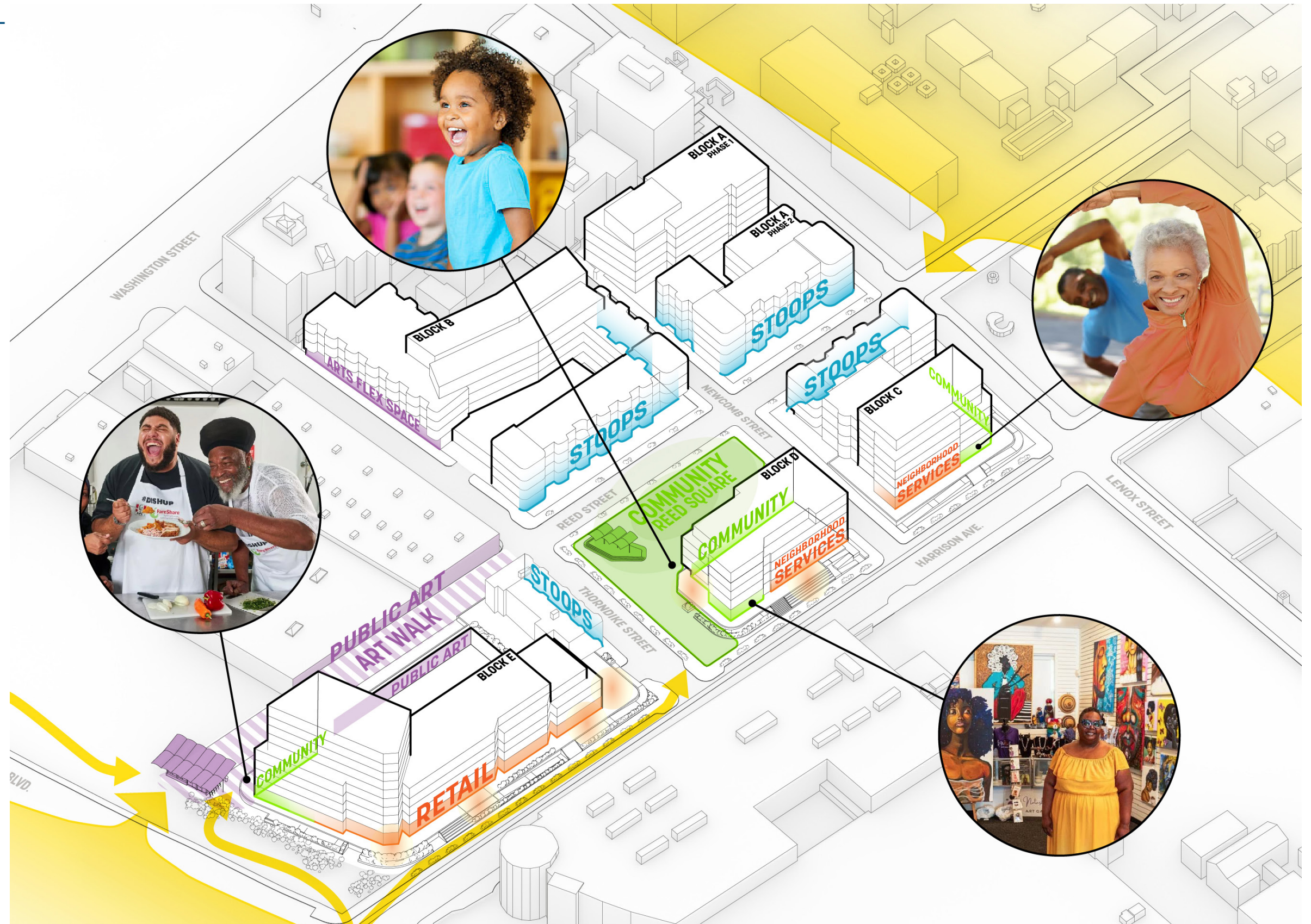
A PLACE TO LIVE WELL

Reed Square is designed for community! The people-first ethic offers shared community spaces, a healthy lifestyle with a focus on wellness, and inspires change throughout the greater community.

The design responds to the various urban conditions around it with an activated retail edge along Harrison Ave that welcomes the public to engage and participate.

Calmer residential edges counter that activity with a sense of neighborhood calm.

The community connector and the Art Walk along Reed Street blend both experiences in a communal manner to foster interaction and spontaneity.



A PLACE TO LIVE AND GATHER

COMMUNITY KITCHEN AND RESTAURANTS - CORNER OF MELNEA CASS BLVD AND HARRISON AVENUE



A PLACE TO SHOP AND DINE

CORNER OF HARRISON AVENUE AND THORNDIKE STREET



A PLACE TO CELEBRATE

COMMUNITY CENTER AND CHILDCARE - CORNER OF HARRISON AVENUE AND THORNDIKE STREET



A PLACE TO LIVE WELL

SENIOR LIVING - WEST CORNER OF HARRISON AVENUE AND LENOX STREET



INCLUSIVE PUBLIC REALM



PROMOTING EQUITABLE MOBILITY

The proposed development encompasses the city's goal of creating multi-modal green corridors aimed at fostering safe and convenient circulation for pedestrians, cyclists, and vehicular traffic within and around the site. We recognize the pivotal role that well-designed infrastructure plays in promoting sustainable urban living, prioritizing both comfort and safety for all users. One key aspect of our proposal involves the creation of green corridors with shaded sidewalks, strategically positioned to enhance pedestrian comfort, walkability, and connections to adjacent parks and neighborhood services. These shaded streets will shield pedestrians from harsh sun exposure and contribute to the aesthetic appeal of the surroundings, fostering a more inviting atmosphere. Proposed tree spacing is tightly spaced to meet MOH design guidelines and also to maximize ecosystem services that include mitigation against urban heat island effect, improved air quality, stormwater infiltration, pollinator habitat, carbon sequestration, reduced energy costs for surrounding buildings, and increased property values

In line with our commitment to inclusivity, all sidewalks within the project area will adhere to Disabilities Commission standards, featuring clear widths of no less than five feet of sawcut concrete paving. This extends to plaza-like areas such as Reed Street, where six foot clear width concrete walks will be integrated into the design of the permeable plaza paving, ensuring accessibility for all individuals.

Moreover, we prioritize the promotion of cycling as an ecofriendly mode of transportation by installing bike parking racks on all streets in accordance with City of Boston standards, ensuring optimal functionality and accessibility for cyclists. Over 66 new outdoor bike racks are proposed throughout the site to accommodate resident and visitor cyclists. On Harrison Avenue, a new bike lane could provide cycling connections to Melnea Cass Boulevard. Two new bike share locations on Harrison Avenue are also proposed to support existing bike infrastructure.

EQUITABLE MOBILITY

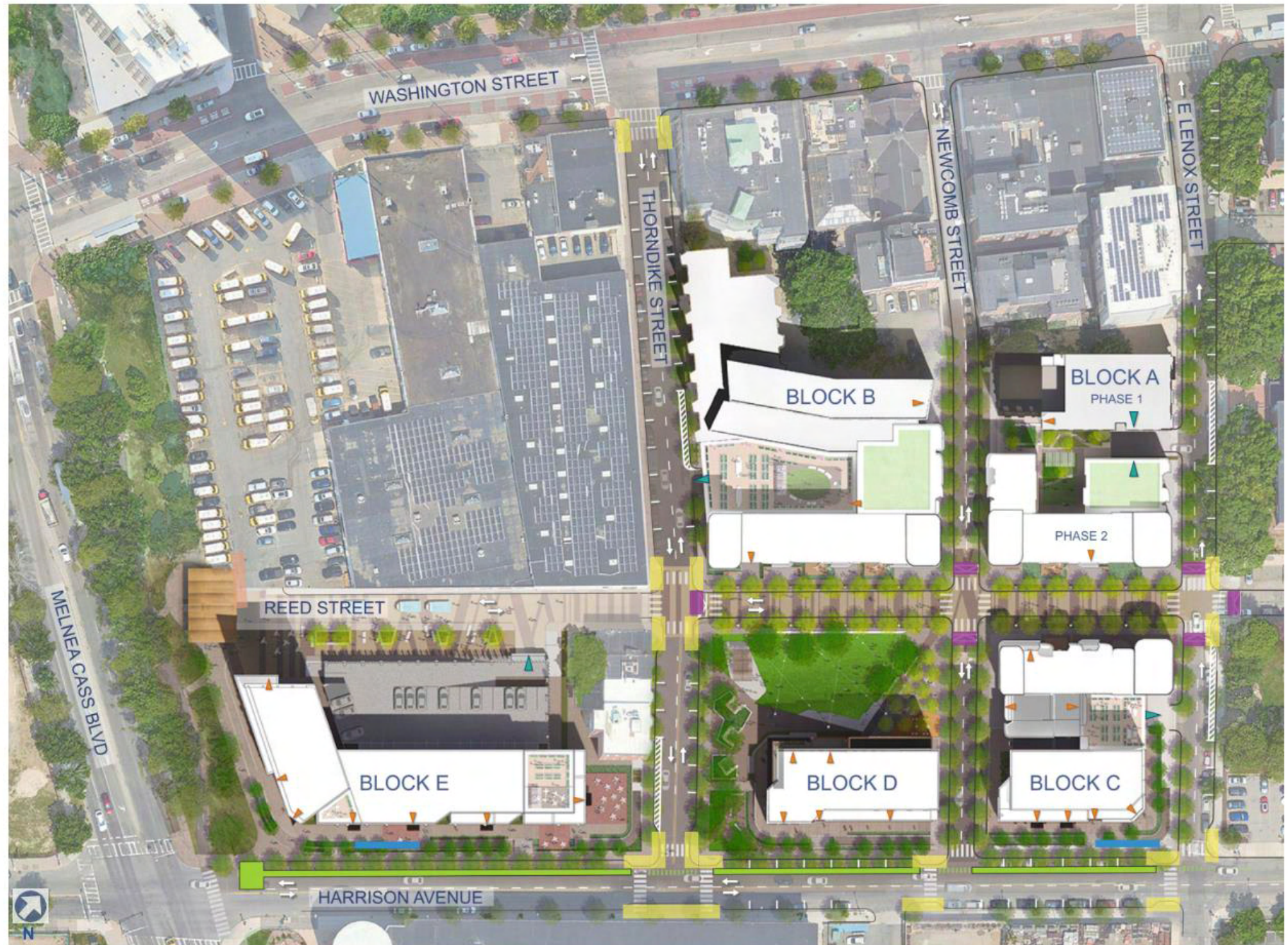
SAFE + COMPLETE STREETS

Safety is paramount in our design approach, and as such, we propose several measures to improve street safety. This includes the consideration of a raised table top design for Reed Street, which would serve as a speed bump to mitigate traffic speed for the east/west cross streets such as Thorndike Street, Newcomb Street, and East Lenox Street. The table topped Reed Street is intended to function like a slow shared street, accommodating vehicles, but primarily functioning like a pedestrian plaza. A visually striking permeable paver pattern will extend the length of Reed Street to provide additional visual cues that for pedestrian priority of this core neighborhood street.

Additionally, our plan aligns with the City of Boston's Complete Street Guidelines, incorporating curb extensions to enhance the visibility of pedestrians at crosswalks for on-coming vehicles, establish clear sightlines at corners for pedestrians, and provide shorter pedestrian crossings to minimize the crossing time.

Recognizing the importance of accommodating diverse modes of transportation, we propose widening Reed, Thorndike, Newcomb, and East Lenox streets to meet the right-of-way recommendations noted in the RFP. This expansion will facilitate multi-modal streets and connections, promoting seamless integration of various transportation methods while prioritizing the safety and convenience of all users.

To further enhance the experience of pedestrians, we propose the incorporation of bench seating at select intervals along the corridors. These street furnishings provide resting spots for commuters and pedestrians alike, encouraging social interaction and community engagement. Additional site furnishings will include City of Boston standard light fixtures. Pedestrian scale and roadway scale lighting will be coordinated with the Street Lighting Department to ensure streets and sidewalks are evenly lit throughout the neighborhood site. Tree species, tree locations, and pole light locations will be coordinated to avoid shadow conflicts.



LEGEND

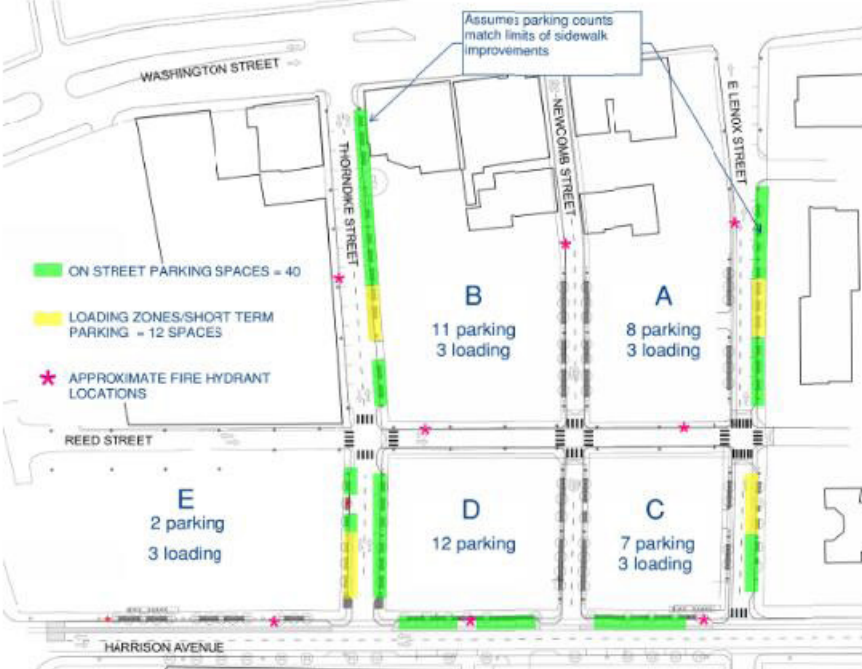
- BUILDING ENTRANCES
 BIKE LANE
 TABLE TOP LOCATIONS
- GARAGE ENTRANCES
 BIKE SHARE STATION
 CURB EXTENSIONS

EQUITABLE MOBILITY

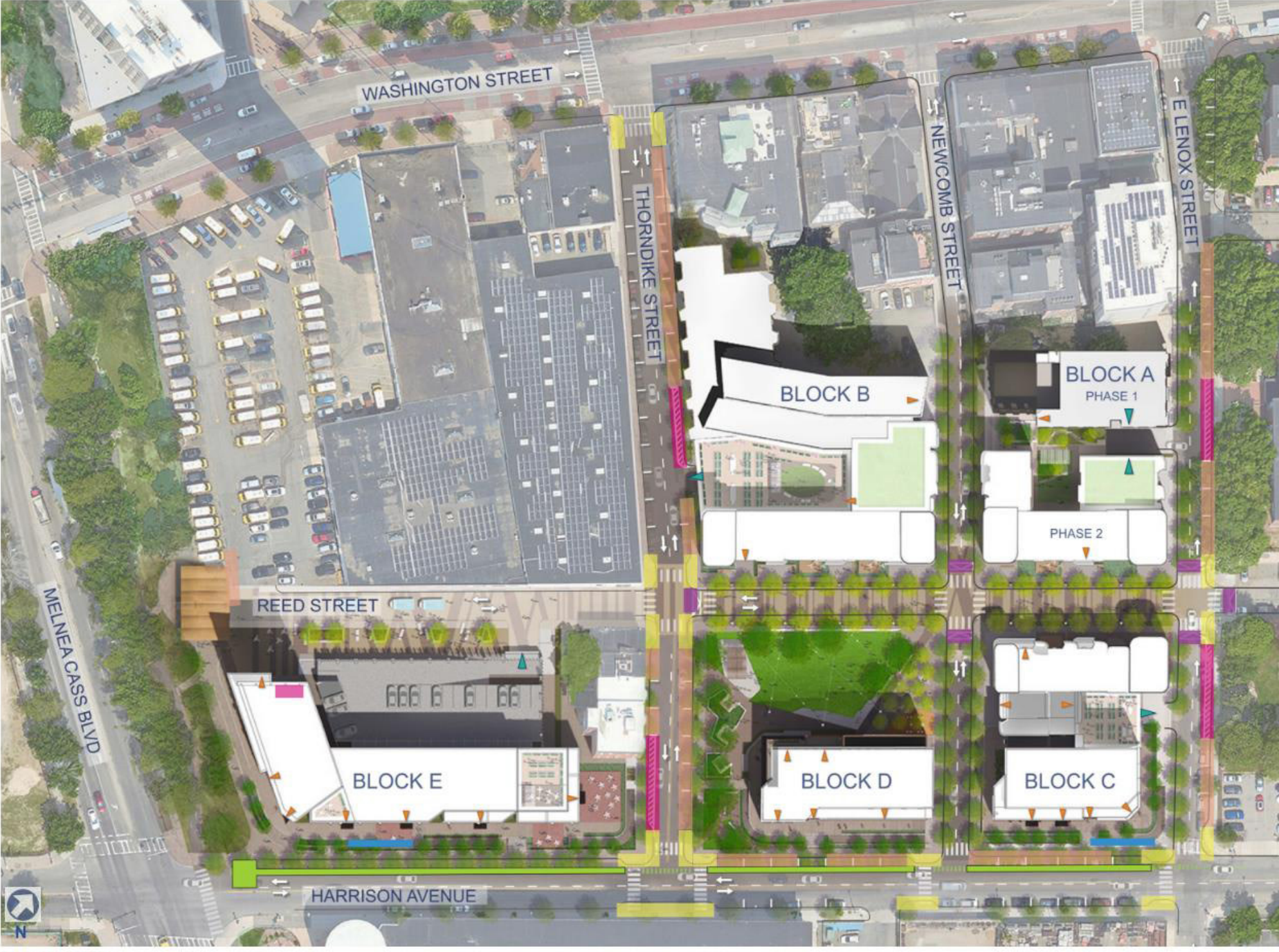
ON STREET PARKING + LOADING ZONES

Establishing designated loading zones will be essential to facilitate efficient back-of-house operations. Our proposal identifies optimal locations for on street loading zones on Thorndike and East Lenox Street to cater to adjacent loading docks while minimizing disruptions for tenants and neighboring residents. Collaborating with the City, we will request the redesignation of certain public spaces into loading zones accessible for the development.

Furthermore, in addition to the on-site parking dedicated to residents, we acknowledge the importance of accommodating guests and residents without parking permits through on-street public parking. The number of on-site parking spaces will align with the City of Boston Transportation Department’s mobility objectives, which prioritize reducing reliance on single-occupancy vehicles. This commitment aims to promote the use of multi-modal transportation options and enhance transit accessibility.



Parking and loading zone counts (40 on-street parking spaces, 12 loading zone/short term parking spaces)



LEGEND

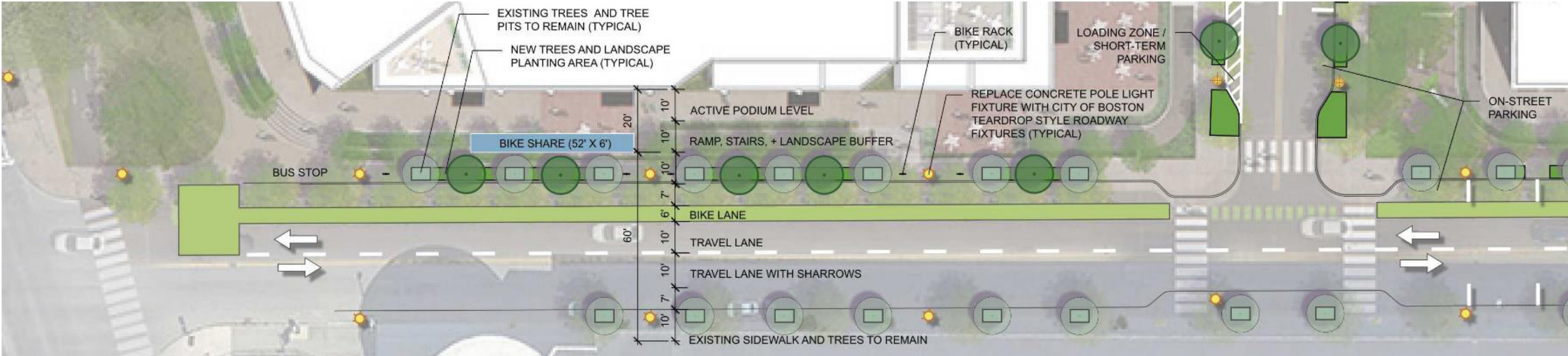
- ▶ BUILDING ENTRANCES
- ▶ BIKE LANE
- ▶ TABLE TOP LOCATIONS
- ▶ LOADING ZONES/LOADING DOCKS
- ▶ GARAGE ENTRANCES
- ▶ BIKE SHARE STATION
- ▶ CURB EXTENSIONS
- ▶ ON STREET PARKING

EQUITABLE MOBILITY

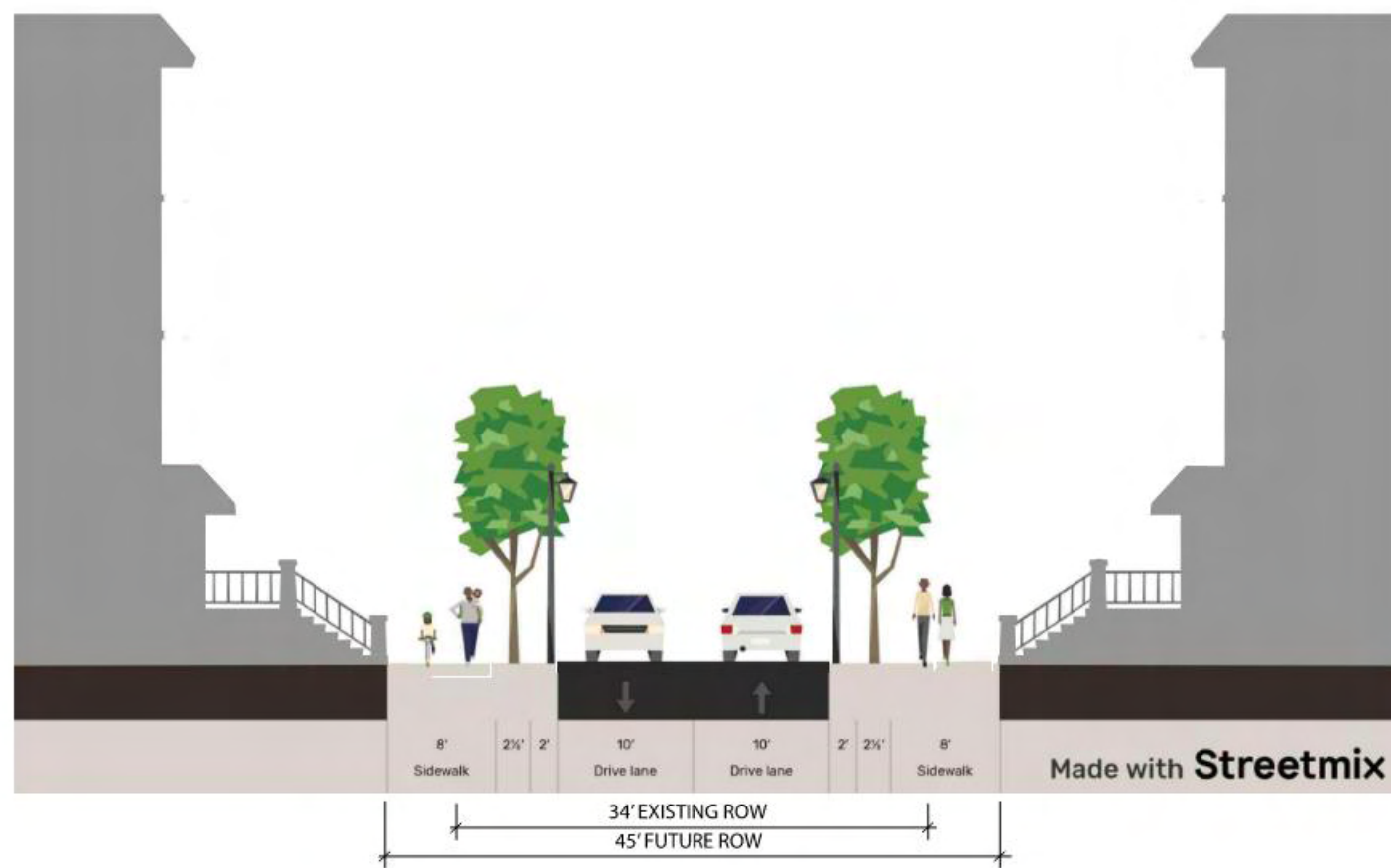


HARRISON AVENUE

The existing 60' ROW on Harrison Avenue can be restriped to accommodate a new 6' bike lane on the west side of the street as well as existing travel lanes and on-street parking. Vehicular travel lane widths could be reduced from 12' and striped at 10'; and on-street parking could be striped at 7' widths. Existing street trees would be protected in place during construction, and the project would seek to identify opportunities to add additional street trees on Harrison Avenue to maximize tree canopy cover and reduce urban heat island effect. Where possible, compacted soils below permeable pavers could be replaced with open landscape planting areas with hardy plant material that can accept and tolerate stormwater runoff. A 20' building setback accommodates a new (10' minimum width) public sidewalk at the building podium level that is above projected flood levels. The remaining 10' width accommodates accessible ramps, bike share stations, and additional landscape and tree planting zones.



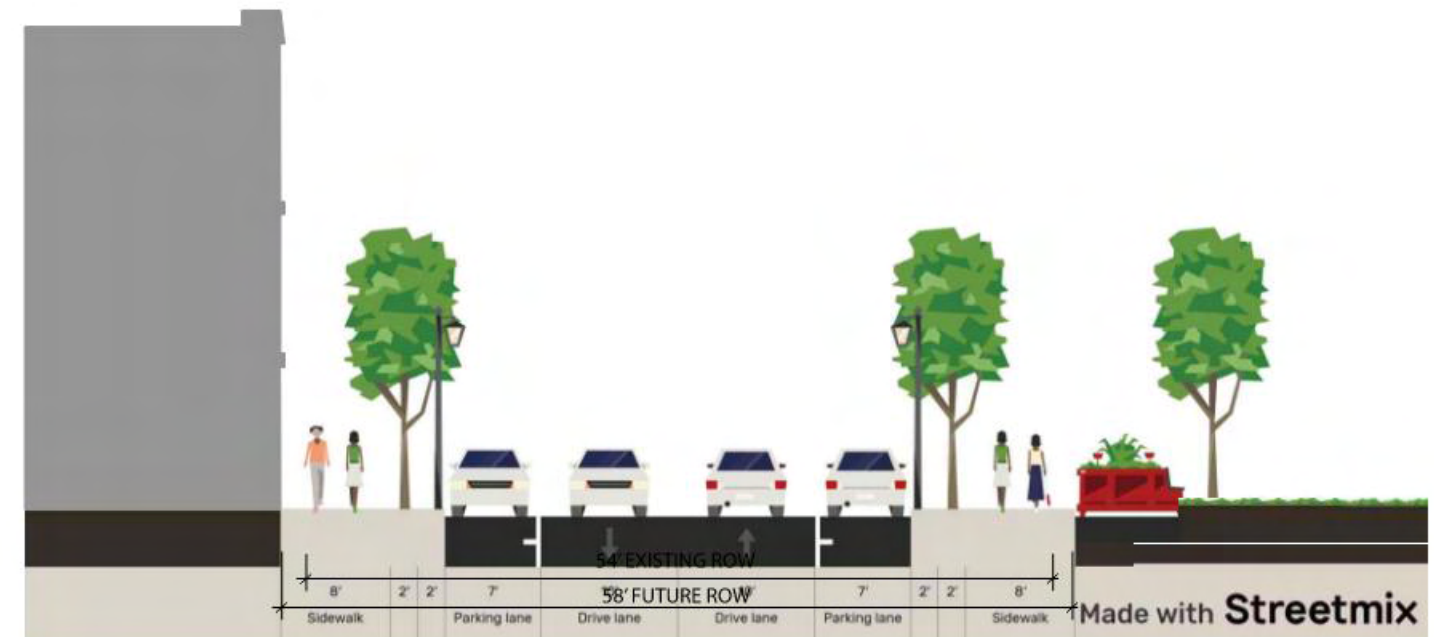
EQUITABLE MOBILITY



REED STREET

The existing 34' ROW consists of a 20' width roadway with 7' sidewalks on both sides of the street.

The new 45' ROW will include a 20' width roadway, and 12'-6" sidewalks that include 4'-6" curb/greenscape/furnishing zones, and 8' clear sidewalk widths. The new Reed Street will be a table-topped



THORNDIKE STREET

The existing 54' ROW consists of a 34' width roadway with 8' sidewalks on both sides of the street.

The new 58' ROW will include a 34' width roadway with 10' travel lanes and 7' width parking on both sides of the street. The 12' sidewalks include 4' curb/greenscape/furnishing zones and 8' clear sidewalk widths.

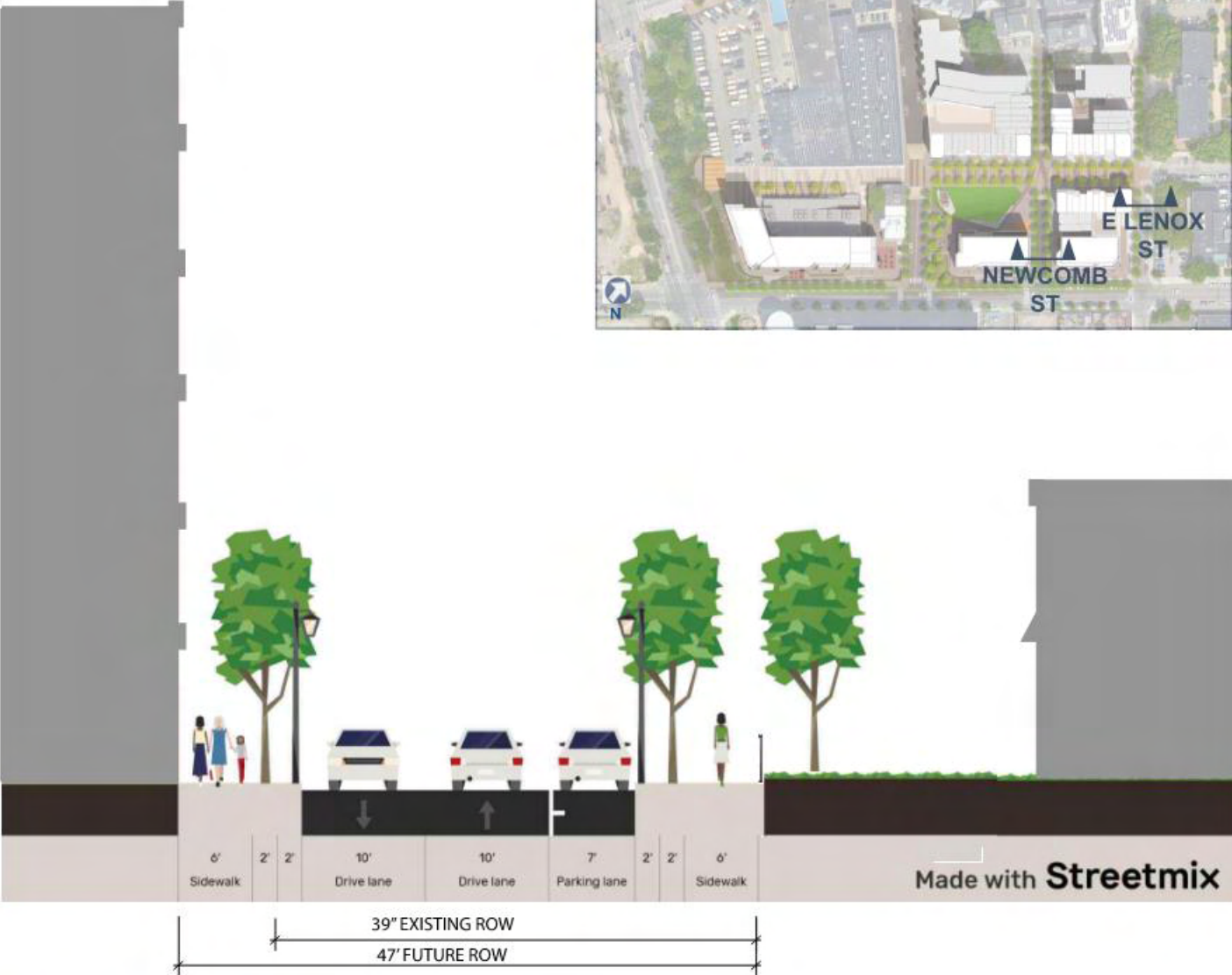
EQUITABLE MOBILITY



NEWCOMB STREET

The existing ROW consists of an 18' width roadway with 6' sidewalks on the west side of the street and 6.5' sidewalks on the east side of the street.

The new 40' ROW will include a 20' width roadway, and 10' sidewalks that include 4' curb/greenscape/furnishing zones, and 6' clear sidewalk widths.



E LENOX STREET

The existing ROW consists of a 23' width roadway with 10' sidewalks on the north side of the street and 6' sidewalks on the south side of the street.

As the project only borders the south side of E Lenox, sidewalks on the north side (adjacent existing buildings will not be widened). The new 27' minimum roadway width will include 10' travel lanes and 7' parking on the north side of the street. 10' sidewalks on the south side of the street will include 4' curb/greenscape/furnishing zones, and 6' clear sidewalk widths.



BUILDING FOR THE FUTURE

RESILIENT DEVELOPMENT

We believe that this project is an opportunity to address Boston's climate action goals— and to improve the resilience of the residents, the surrounding community, and the environment.

Reed Square exemplifies Boston's vision for a vibrant, resilient and equitable community that provides excellent value and quality of life for residents while creating a positive impact on the social, environmental, and fiscal health of the City.

The design incorporates the most current sustainability practices: integrating cutting-edge practices for carbon neutral, all-electric, high performance building systems, Passive House certification for energy efficiency and thermalcomfort, holistic landscape design for resilience planning to protect the community from risk of flooding and heat, and materials that are healthy for the residents and the environment.

SMART GREEN DEVELOPMENT

Reed Square is designed for community! The people-first ethic offers shared community spaces, offers a healthy lifestyle with a focus on wellness, and inspires change throughout the greater community.

Health is disproportionately affected by the environmental and social environment—especially for affordable housing residents. Access to outdoor gardens, urban gardens, and shade trees contribute to physical, psychological, and social wellness.

HEALTHY BUILDINGS=HEALTHY COMMUNITIES

Thoughtful selection of building materials and products can ensure the health of Reed Square residents, the community, and the surrounding environment. We are leaders of industry in designing healthy building materials that are non-toxic and protect excellent indoor air quality, and meet MOH and HUD standards.

The design team has extensive experience with databases like Cradle to Cradle, Declare, and Red2Green for certified healthy building materials and products for affordable housing

NET ZERO NARRATIVE

Reed Square will be a fossil-fuel free, 100% electric community powered by both on-site and off-site renewable energy— and will set a new standard for residential development in the City of Boston.

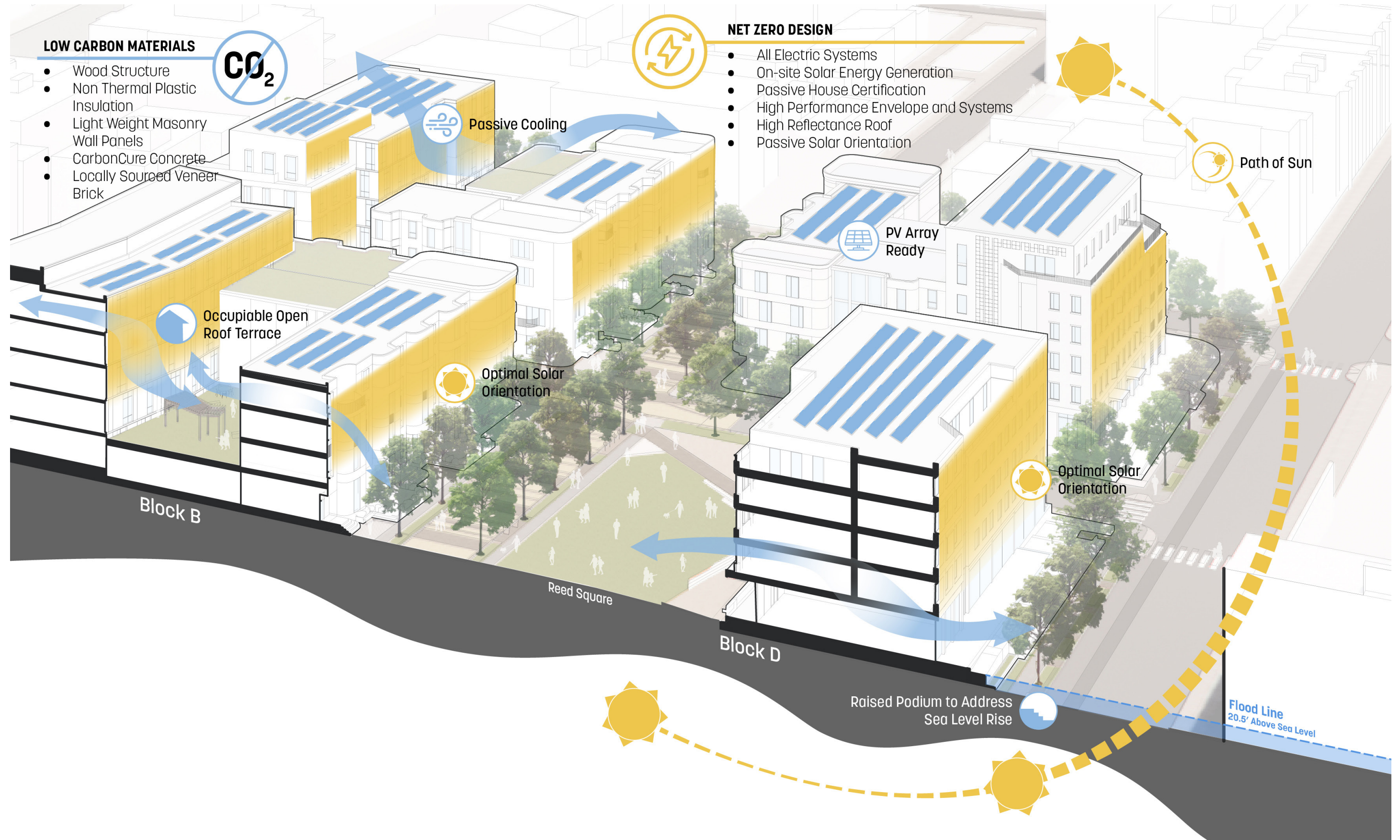
The design embraces both active and passive massing and orientation strategies.

The holistic vision for Reed Square incorporates strategies for Passive House certification. Passive House has proven to be an ideal strategy to reduce carbon emissions and maximize energy efficiency, water conservation and increased comfort for residents. The focus on an airtight building envelope design will meet or exceed MA Specialized Net Zero Stretch Code requirements

Carbon neutral design aligns completely with the City of Boston's BERDO goals, as well as the City and Commonwealth Climate Action Goals.



BUILDING GREEN



RESILIENCE=DESIGN TO SURVIVE

Reed Square is designed to meet the resilience challenges that face our communities – and to enable families to thrive in an era of climate change. We are leaders in the community in resilient design, including Climate Ready Boston and Boston Heat Resilience Strategies.

Flooding:

In keeping with best practices to ‘future-proof’ Reed Square from the impacts of climate change, the site is designed for a Sea Level Rise - Design Flood Elevation (SLR-DFE) of 20.5’, which is 2’-6” above the Sea Level Rise - Base Flood Elevation (SLR-BFE) of 18’. This exceeds the 2’-0” required by the City’s Article 25A, the Coastal Flood resilience Overlay District. The landscape design carefully balances raising up the buildings while ensuring accessible approaches to lowest occupied floors, with a raised, accessible building entry level lifted above the sidewalk. The setbacks are calculated to allow for ramps up to entry level as well as landscaping, bicycle parking and generous street furniture and amenities.

Heat:

Many Bostonians grew up without air conditioning, and remember when 80 degree summer days were rare. Times have changed, and our design strategies have changed with them. The design embraces the importance of tree canopy and built shading for outdoor thermal comfort in summer, and provides extensive roof terraces, which can be shaded by Solar PV for renewable energy generation.

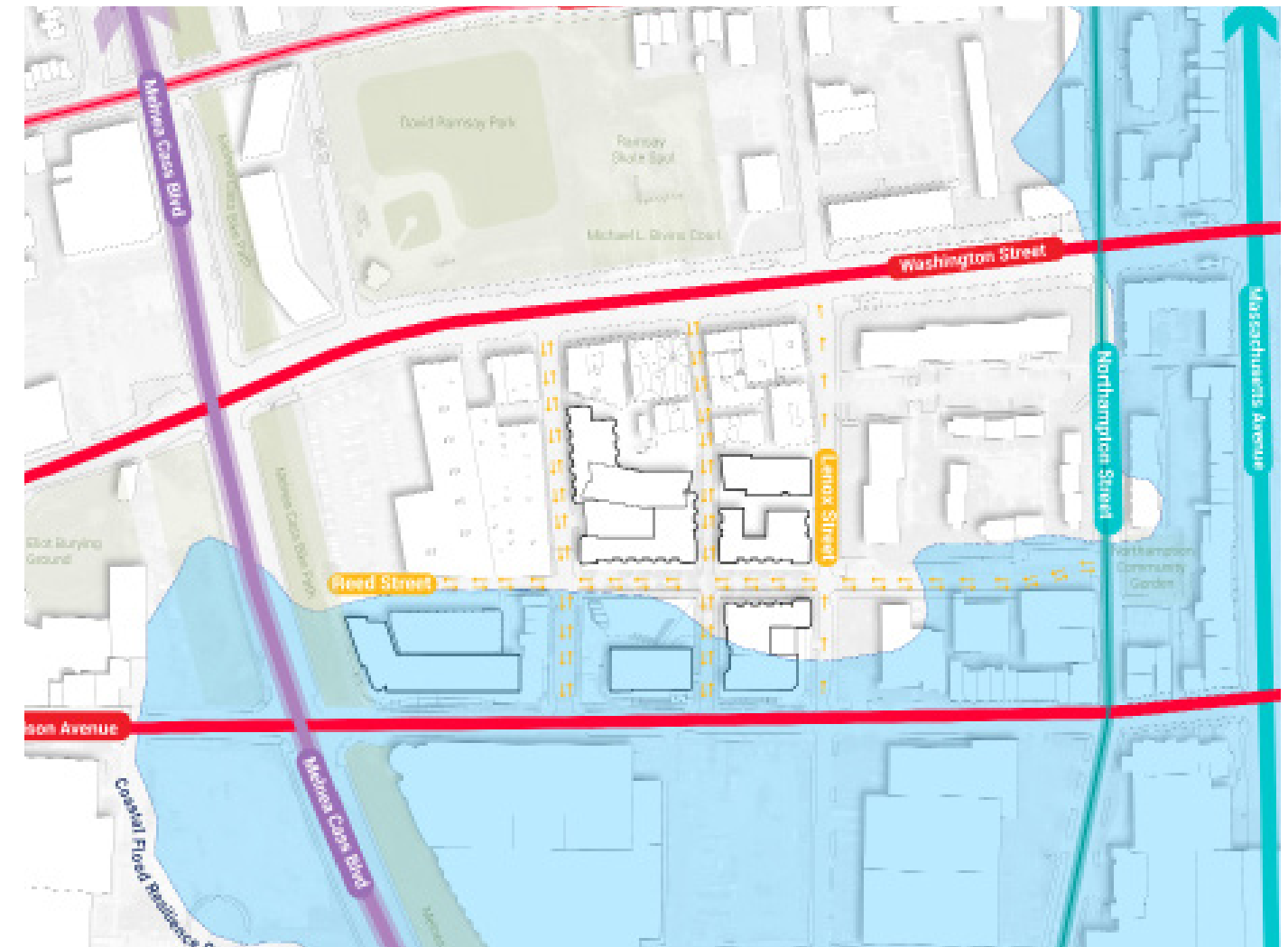
Stormwater:

As precipitation events have become more intense, Reed Square’s extensive public open spaces, parks, and planted sidewalks provide an integrated solution for nature-based stormwater management. The project exhibits best practices for native species, bioswales and rain gardens.

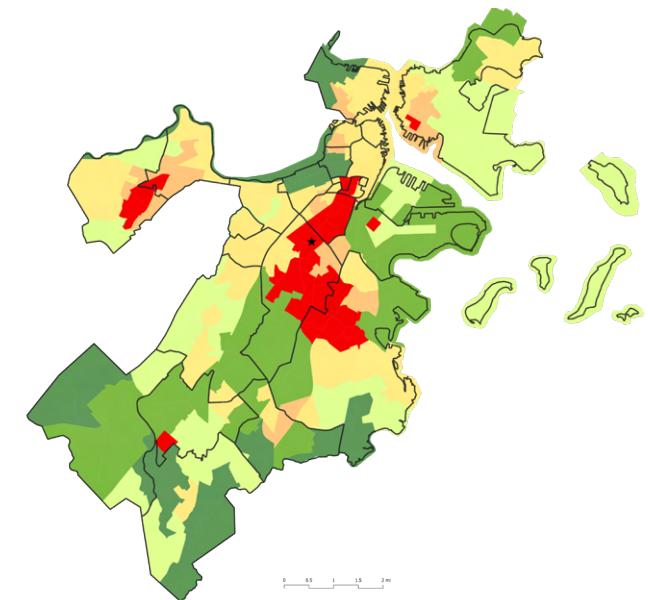
Sheltering in place:

Reed Square offers residents an invaluable amenity: a community room with backup power in the event of an extended power outage of up to 24-hours. The Net Zero narrative aligns well with this resilience goal, in that a highly insulated building envelope enhanced passive survivability and prevents thermal ‘drift’ – the homes can remain warm in winter and cool in summer due to the high-performance building envelope, ensuring thermal comfort for residents in the event of any disruption in power. The community room with power backup can serve several functions: as a place of gathering and support, providing any necessary services, and a place to charge your phone when the power is down.

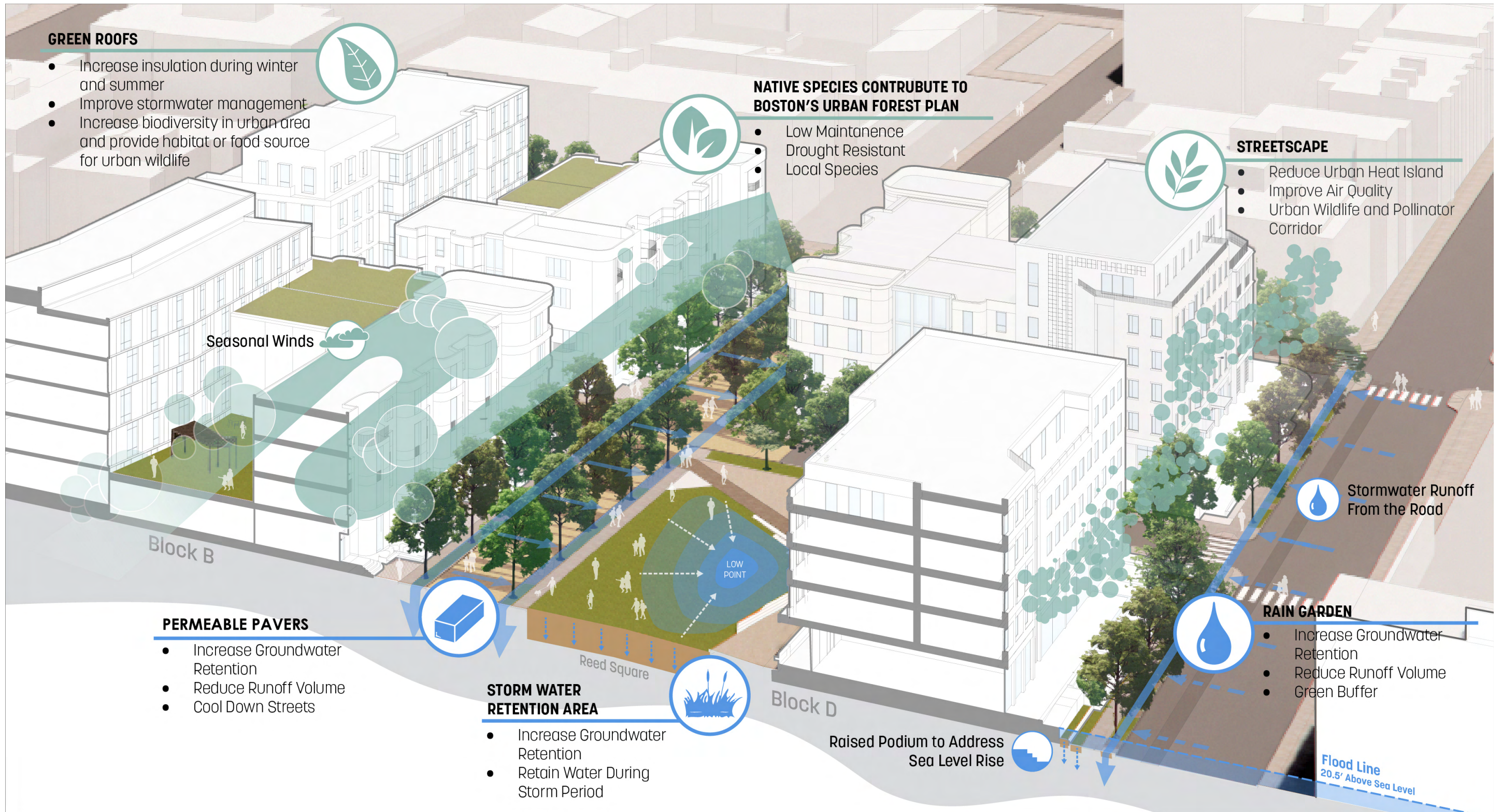
SEA LEVEL RISE



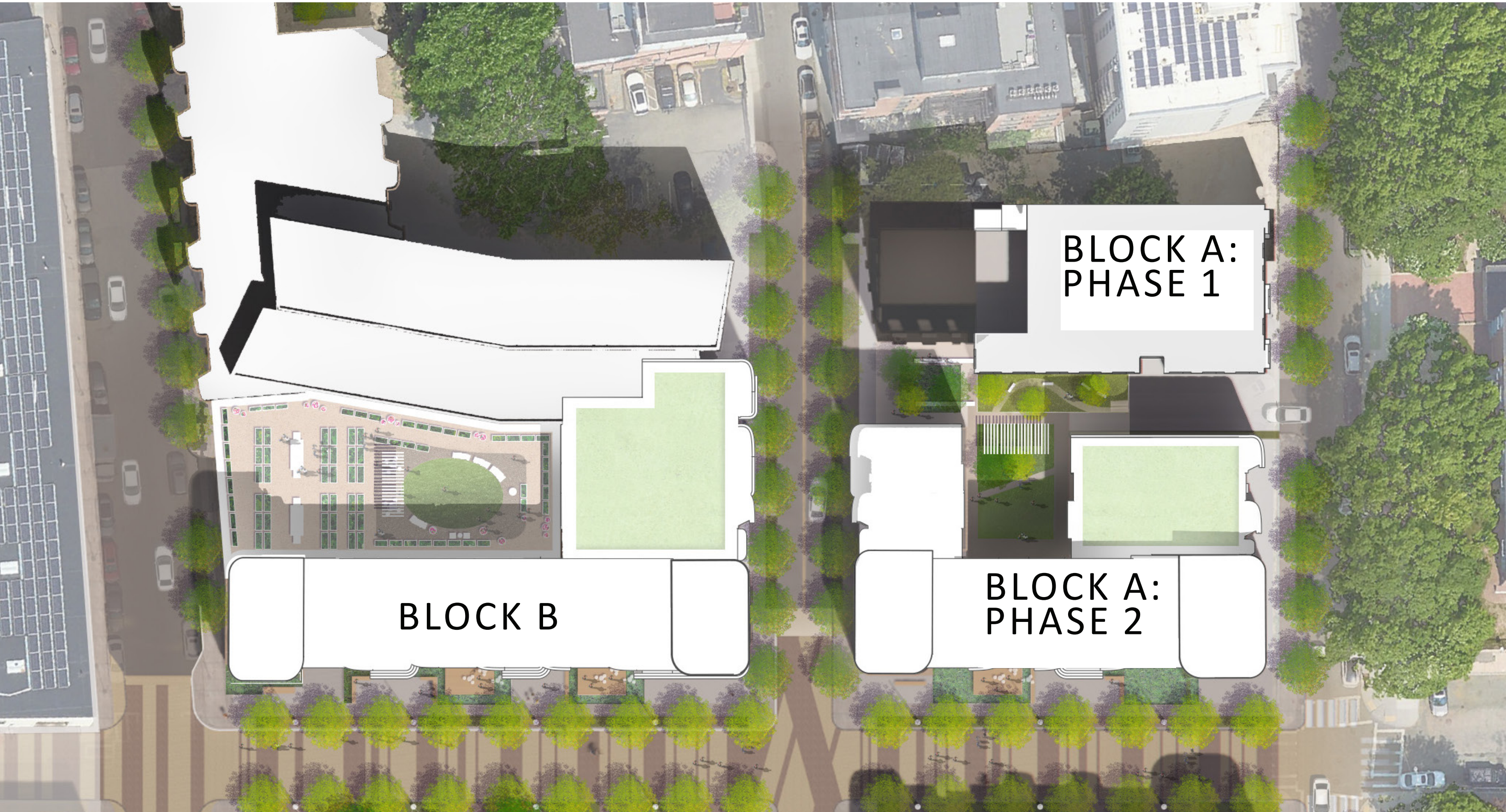
HEAT ISLAND



RESILIENCY



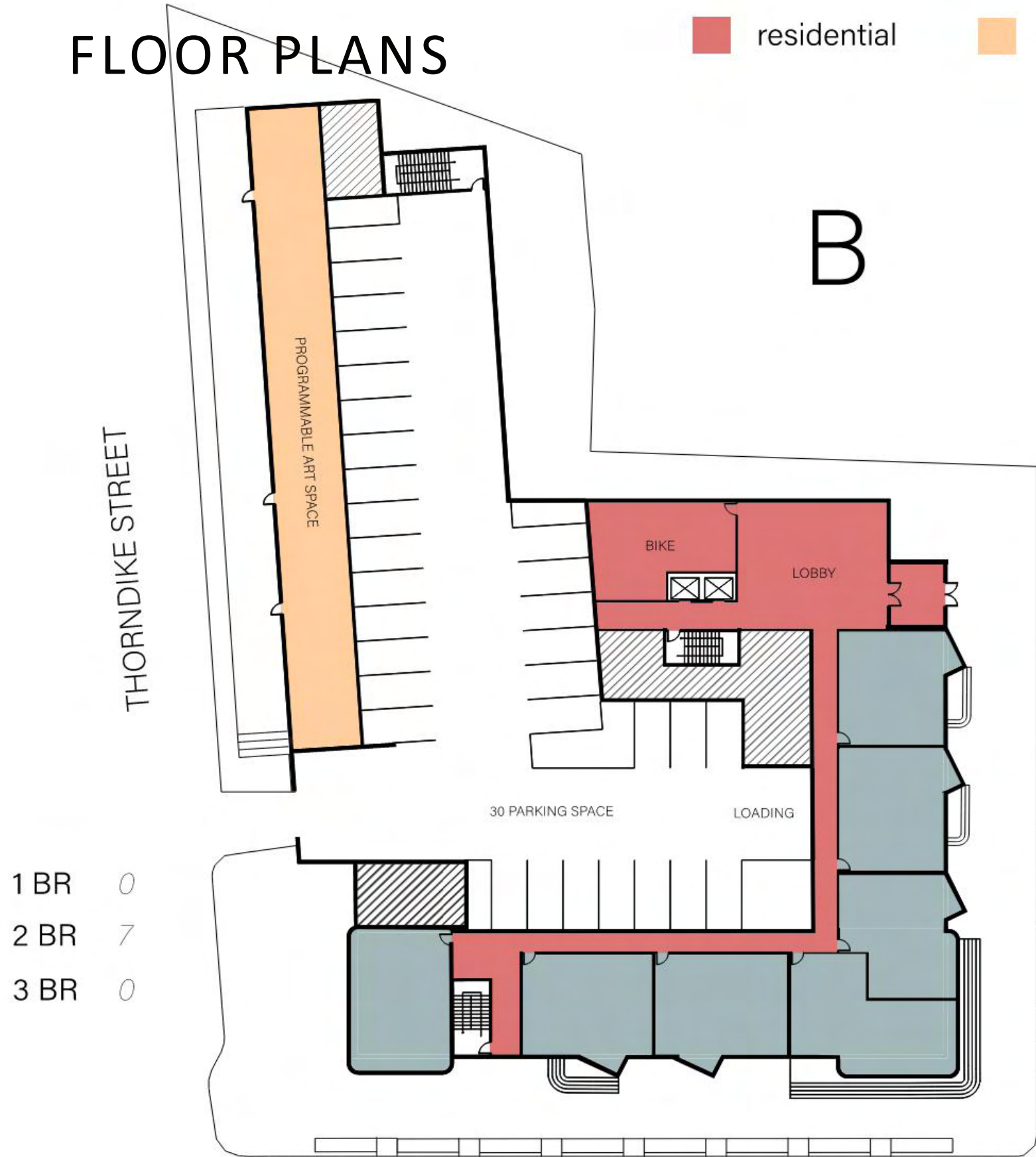
DRAWINGS: BLOCK A AND BLOCK B



FLOOR PLANS

■ residential
 ■ commercial
 ■ neighborhood services

■ 1 BR 3
■ 2 BR 8
■ 3 BR 2
 back of house



1 BR 0
 2 BR 7
 3 BR 0



1 BR 3
 2 BR 1
 3 BR 2

Block A and B 1st fl

REED STREET

scale: 1/32" = 1'



FLOOR PLANS

- 1 BR 17
- 2 BR 23
- 3 BR 5
- landscaped deck
- back of house

- 1 BR 11
- 2 BR 11
- 3 BR 3



- 1 BR 3
- 2 BR 6
- 3 BR 1

- 1 BR 3
- 2 BR 6
- 3 BR 1

Block A and B 2nd fl

BWSC & BRA—Project No. Mass. R-56

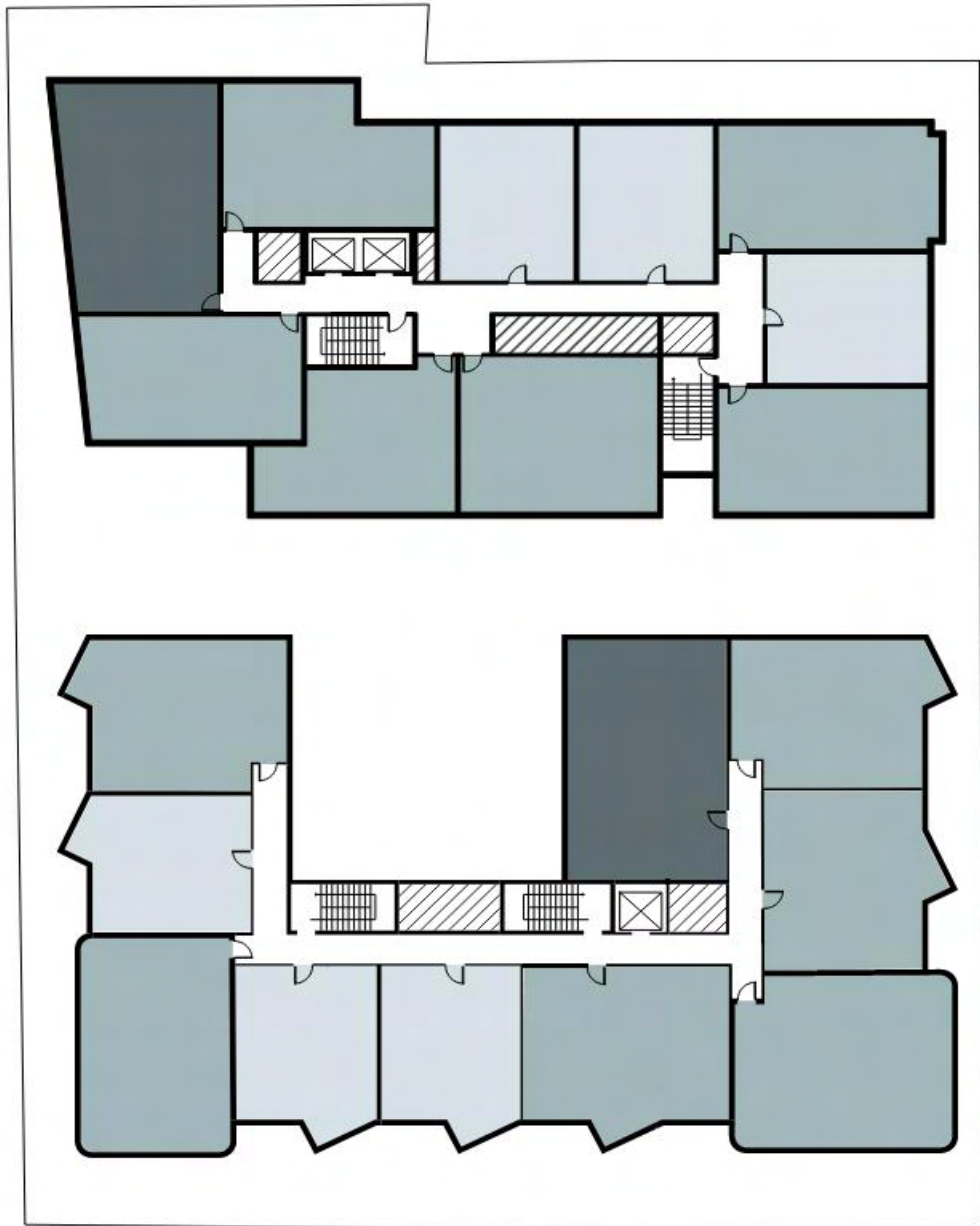
scale: 1/32" = 1'



FLOOR PLANS

- 1 BR 17
- 2 BR 23
- 3 BR 5
- back of house

- 1 BR 11
- 2 BR 11
- 3 BR 3



- 1 BR 3
- 2 BR 6
- 3 BR 1

- 1 BR 3
- 2 BR 6
- 3 BR 1

Block A and B 3rd fl

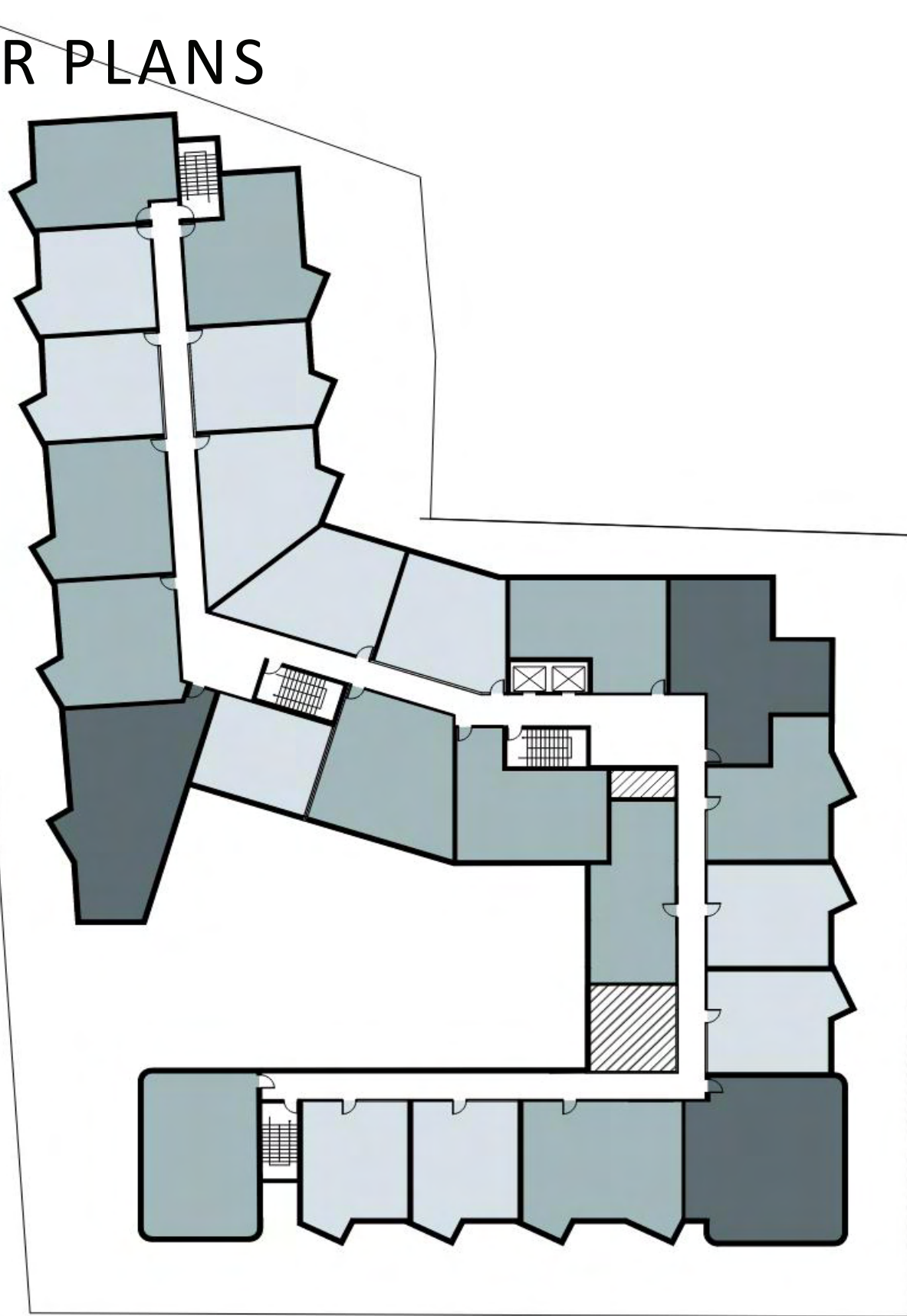
BWSC & BRA—Project No. Mass. R-56

scale: 1/32" = 1'



FLOOR PLANS

1 BR 11
2 BR 11
3 BR 3



1 BR 17
2 BR 20
3 BR 5
green roof
back of house

1 BR 3
2 BR 6
3 BR 1



1 BR 3
2 BR 3
3 BR 1

Block A and B 4th fl

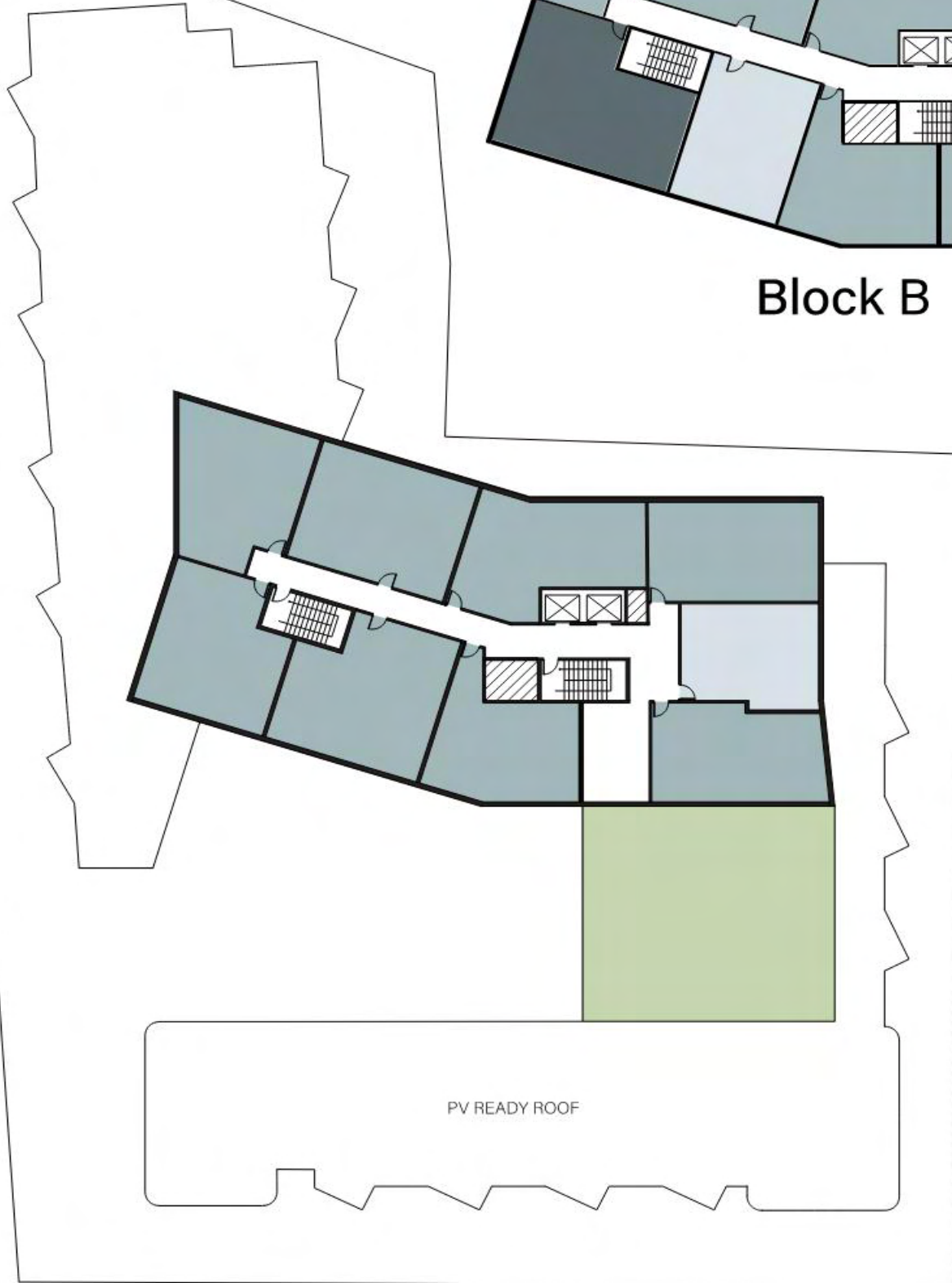
BWSC & BRA—Project No. Mass. R-56

scale: 1/32" = 1'



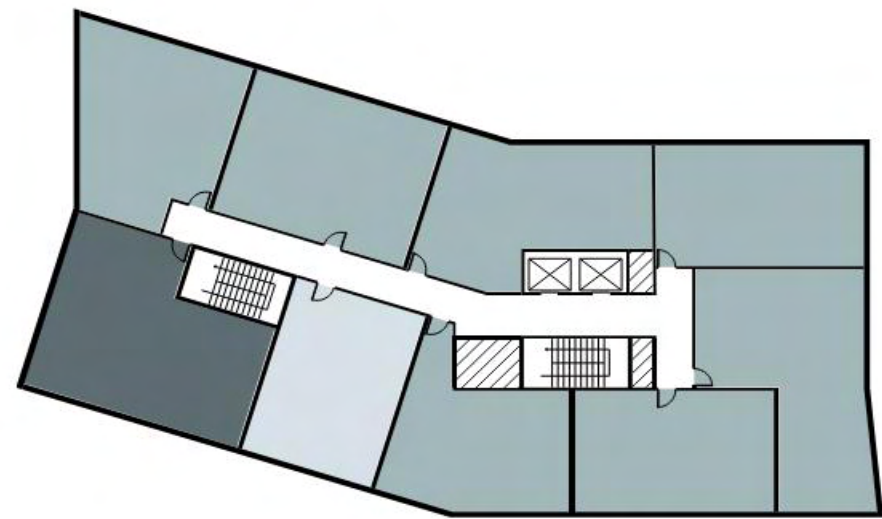
FLOOR PLANS

1 BR 1
2 BR 8
3 BR 0



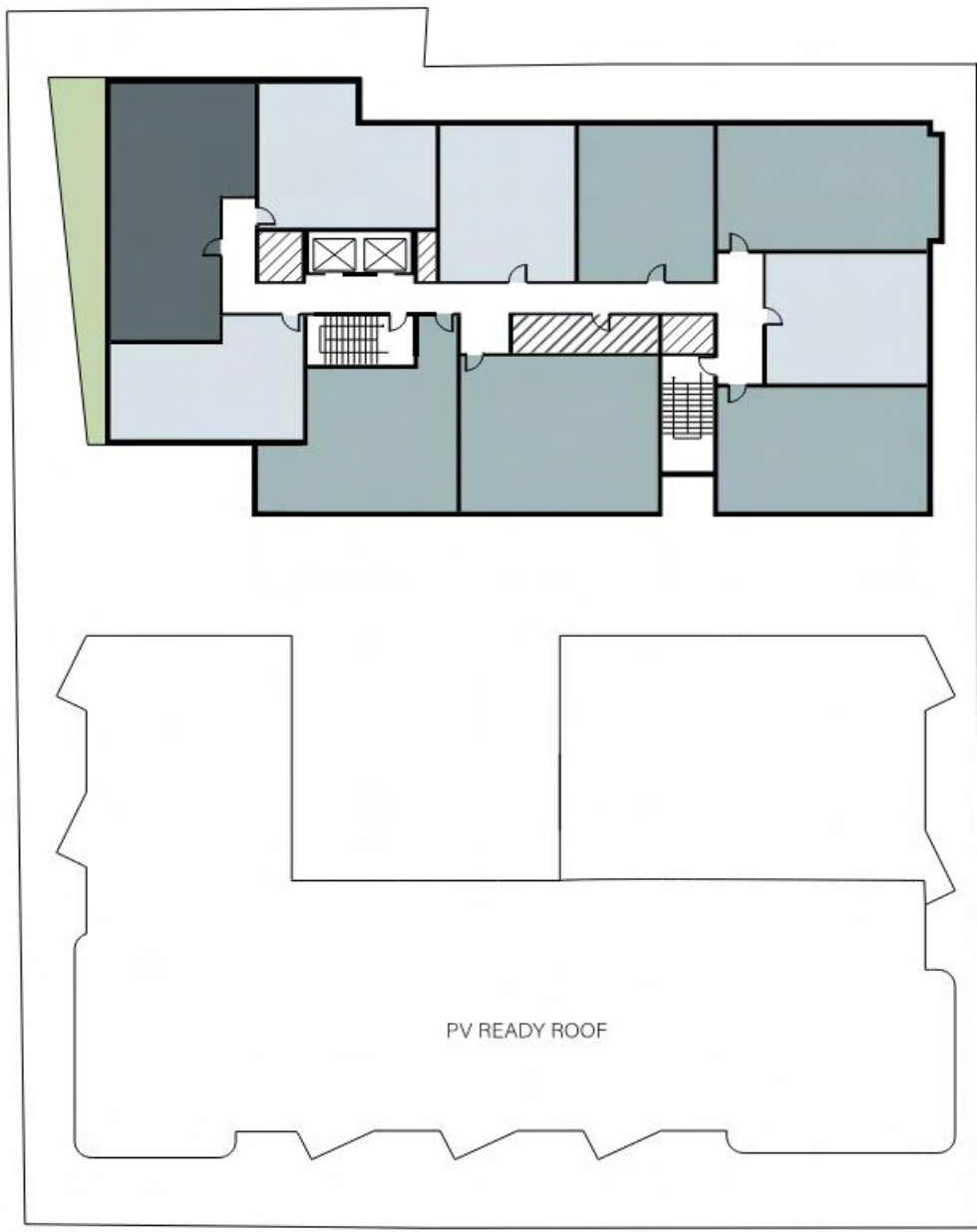
Block A and B 5th fl

BWSC & BRA—Project No. Mass. R-56



Block B 6th fl

1 BR 1
2 BR 7
3 BR 1



1 BR 4
2 BR 5
3 BR 1

- 1 BR 5
- 2 BR 13
- 3 BR 1
- green roof
- back of house

scale: 1/32" = 1'



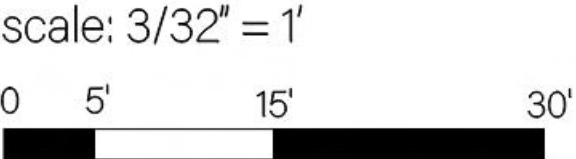
BLOCK A: OWNERSHIP PHASE 1: ELEVATION



BLOCK A PHASE 1 COURTYARD ELEVATION

BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED



BLOCK A: OWNERSHIP PHASE 1: ELEVATION



BLOCK A PHASE 1 COURTYARD ELEVATION

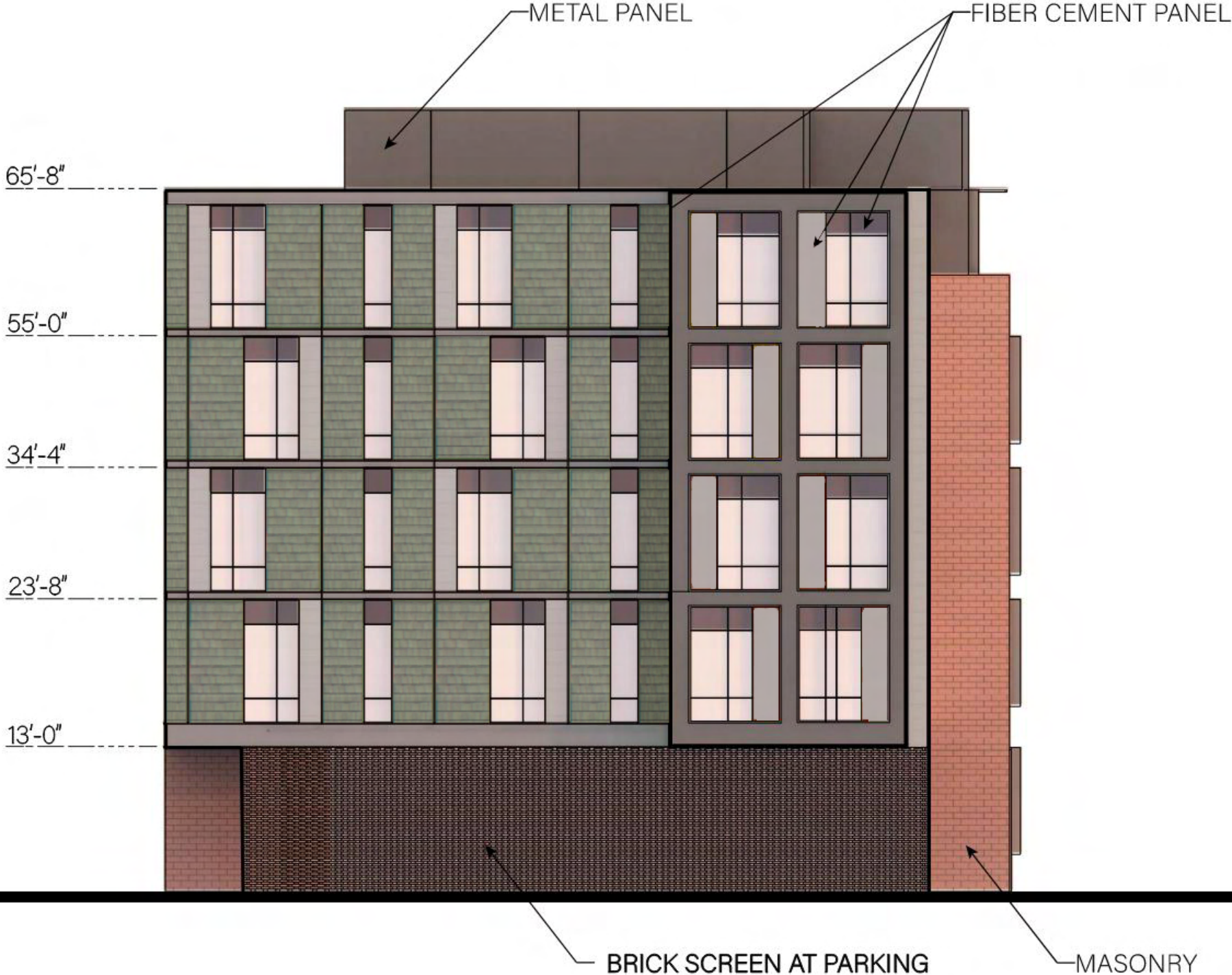
BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED

scale: 3/32" = 1'



BLOCK A: OWNERSHIP PHASE 1: ELEVATION



BLOCK A PHASE 1 E. LENOX ST. ELEVATION

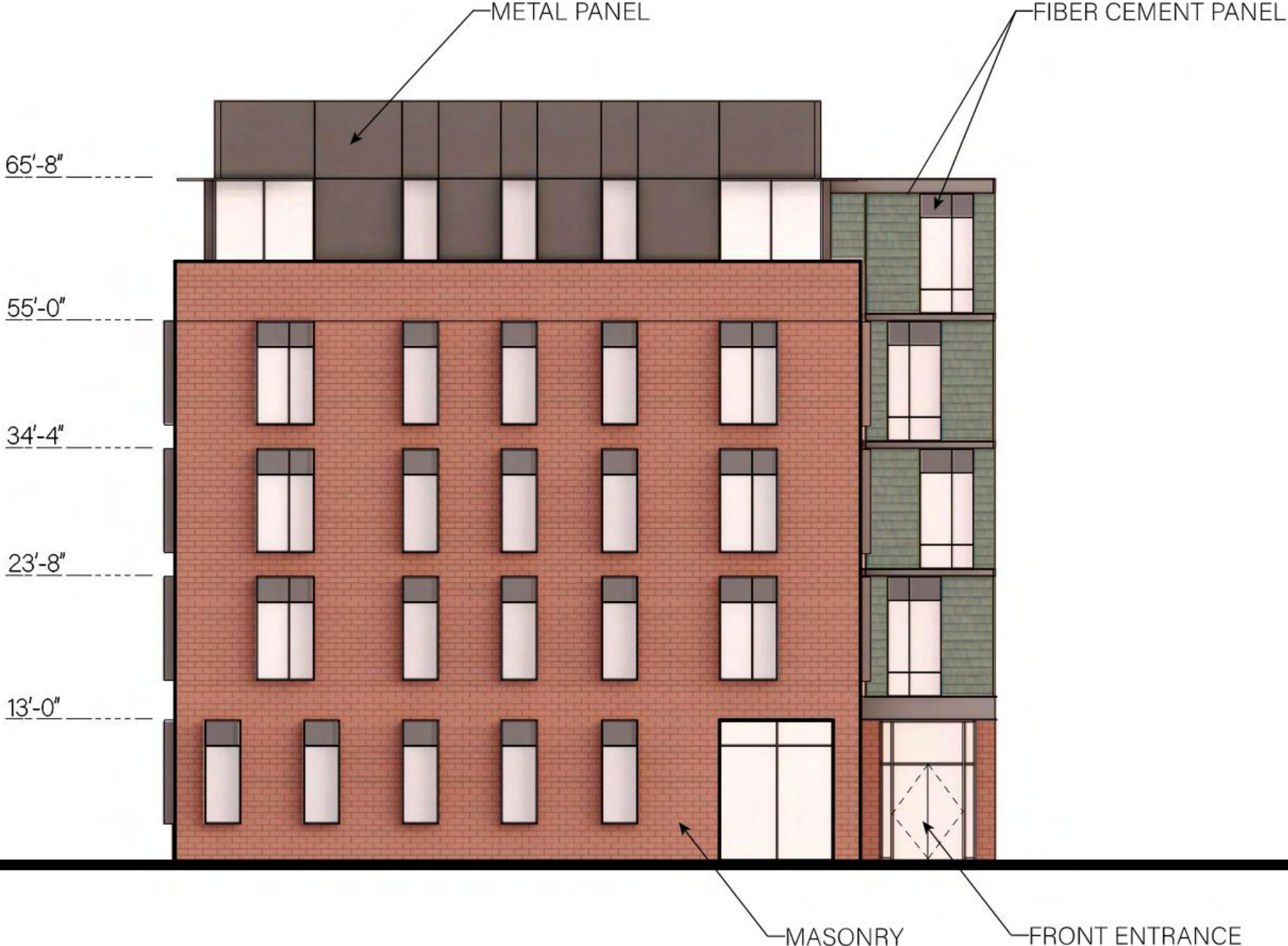
BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED

scale: 3/32" = 1'



BLOCK A: OWNERSHIP PHASE 1: ELEVATION



BLOCK A PHASE 1 NEWCOMB ST. ELEVATION

BWSC & BRA—Project No. Mass. R-56


ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED

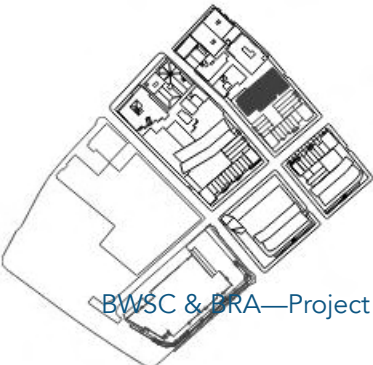
scale: 3/32" = 1'



BLOCK A: OWNERSHIP PHASE 1: FLOOR PLAN

services

 back of house



Block A PHASE 1
1st Fl

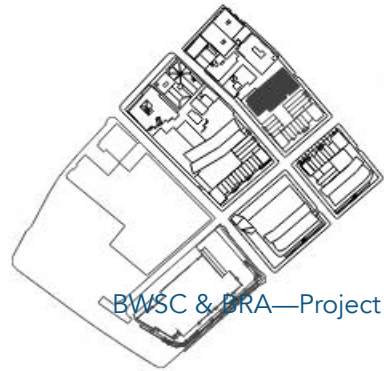
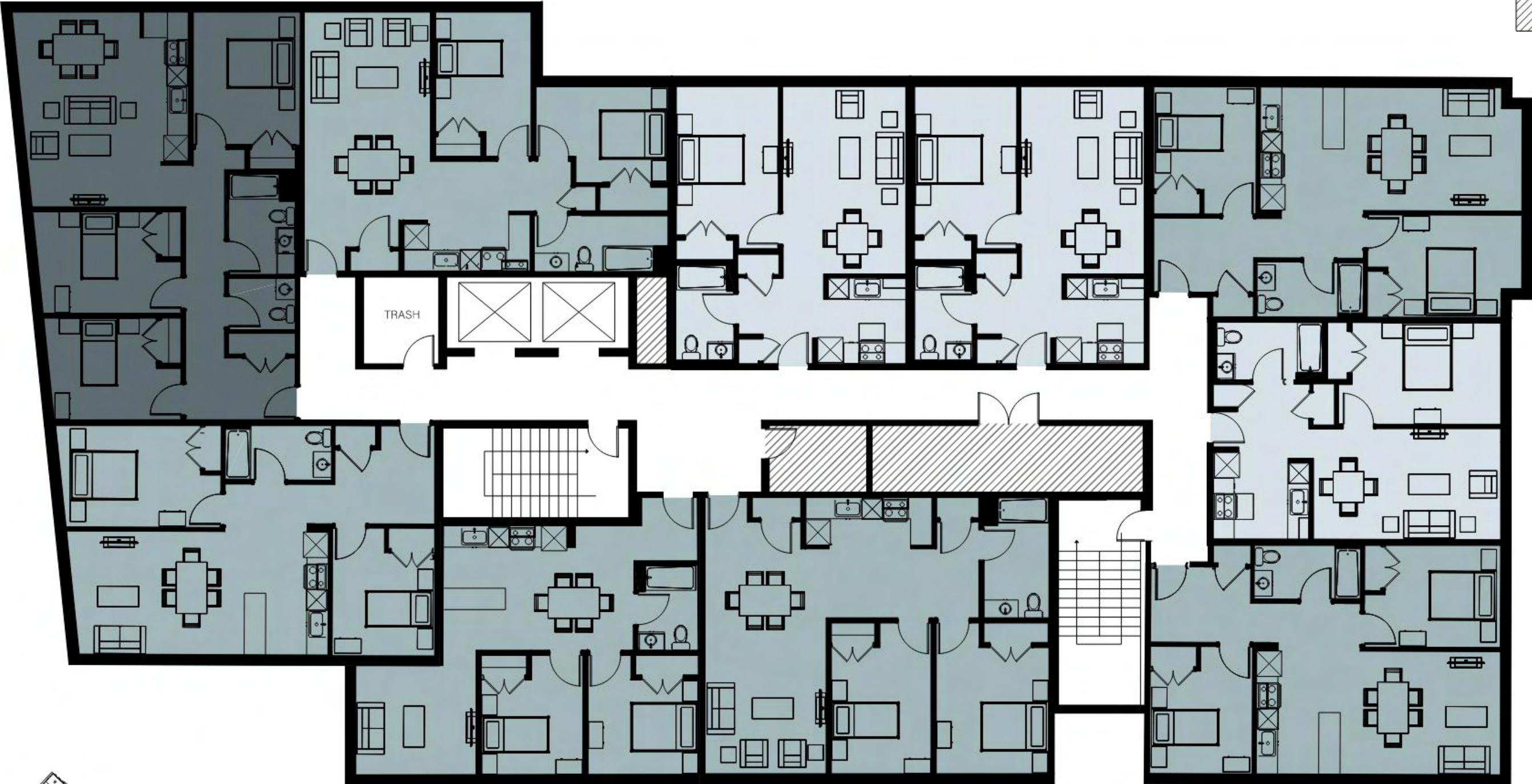
BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED



BLOCK A: OWNERSHIP PHASE 1: FLOOR PLAN

- 1 BR 18
- 2 BR 10
- 3 BR 1
- back of house



Block A *PHASE 1*
2nd, 3rd, 4th fl

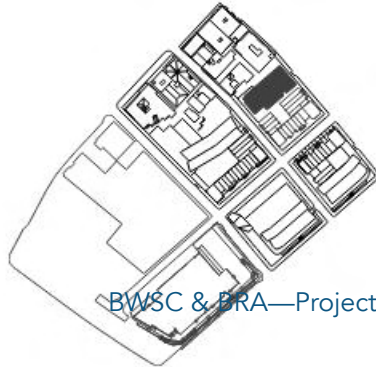
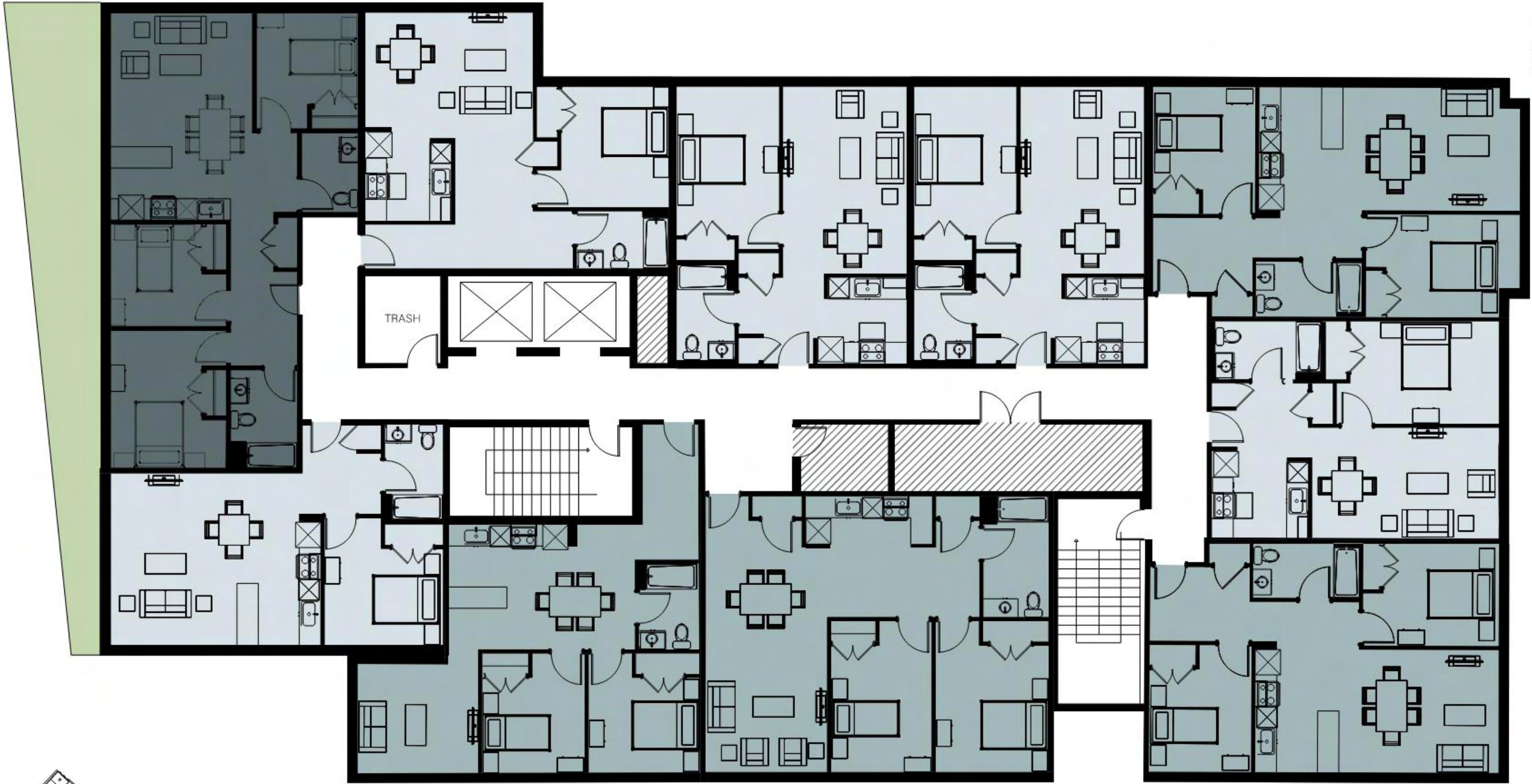
BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED



BLOCK A: OWNERSHIP PHASE 1: FLOOR PLAN

- 1 BR 12
- 2 BR 7
- 3 BR 1
- green roof
- back of house



Block A PHASE 1
5th fl

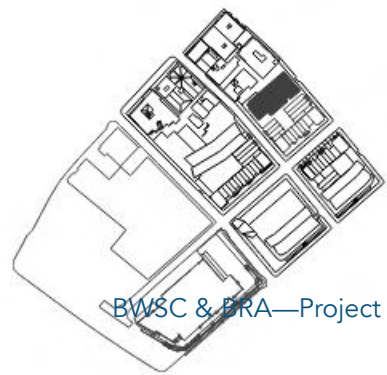
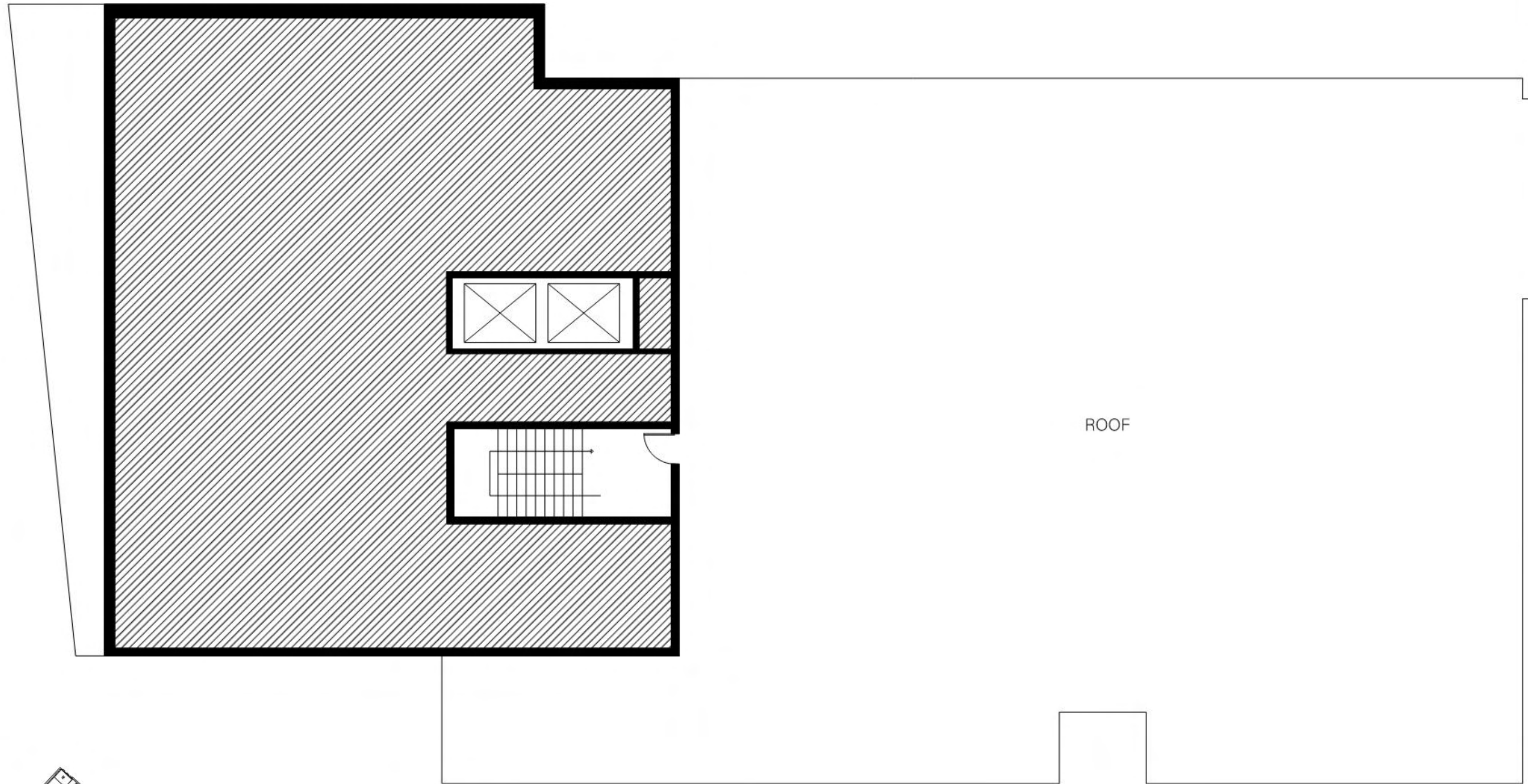
BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED



BLOCK A: OWNERSHIP PHASE 1: FLOOR PLAN

- 1 BR 12
- 2 BR 7
- 3 BR 1
- back of house



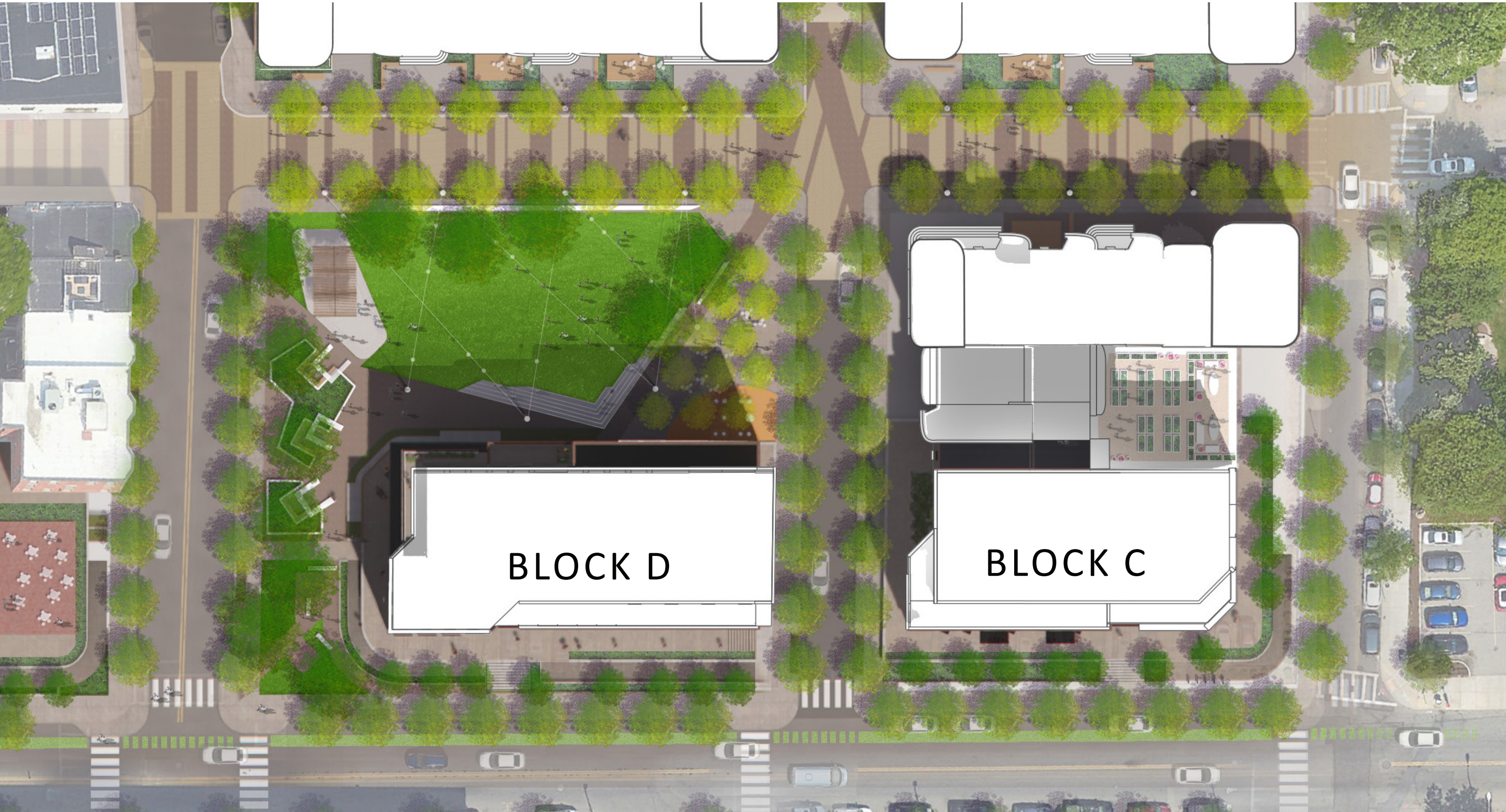
Block A PHASE 1
roof

BWSC & BRA—Project No. Mass. R-56

ADDITIONAL DRAWING SCALES CAN
BE PROVIDED AS NEEDED



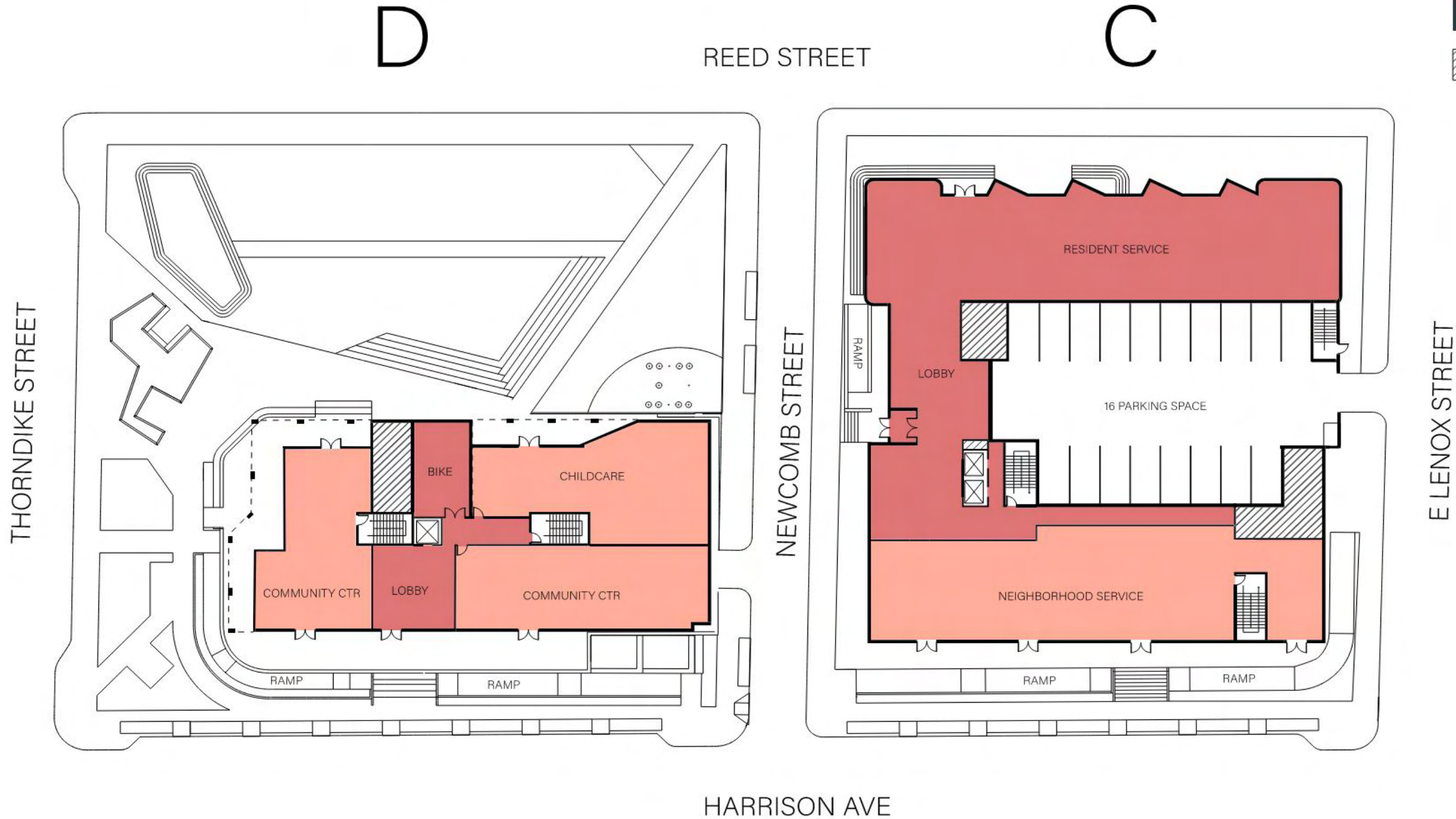
DRAWINGS: BLOCK C AND BLOCK D



FLOOR PLANS

■ residential
 ■ commercial
 ■ neighborhood services

■ 1 BR 18
■ 2 BR 10
■ 3 BR 1
 back of house



Block C and D 1st fl

BWSC & BRA—Project No. Mass. R-56

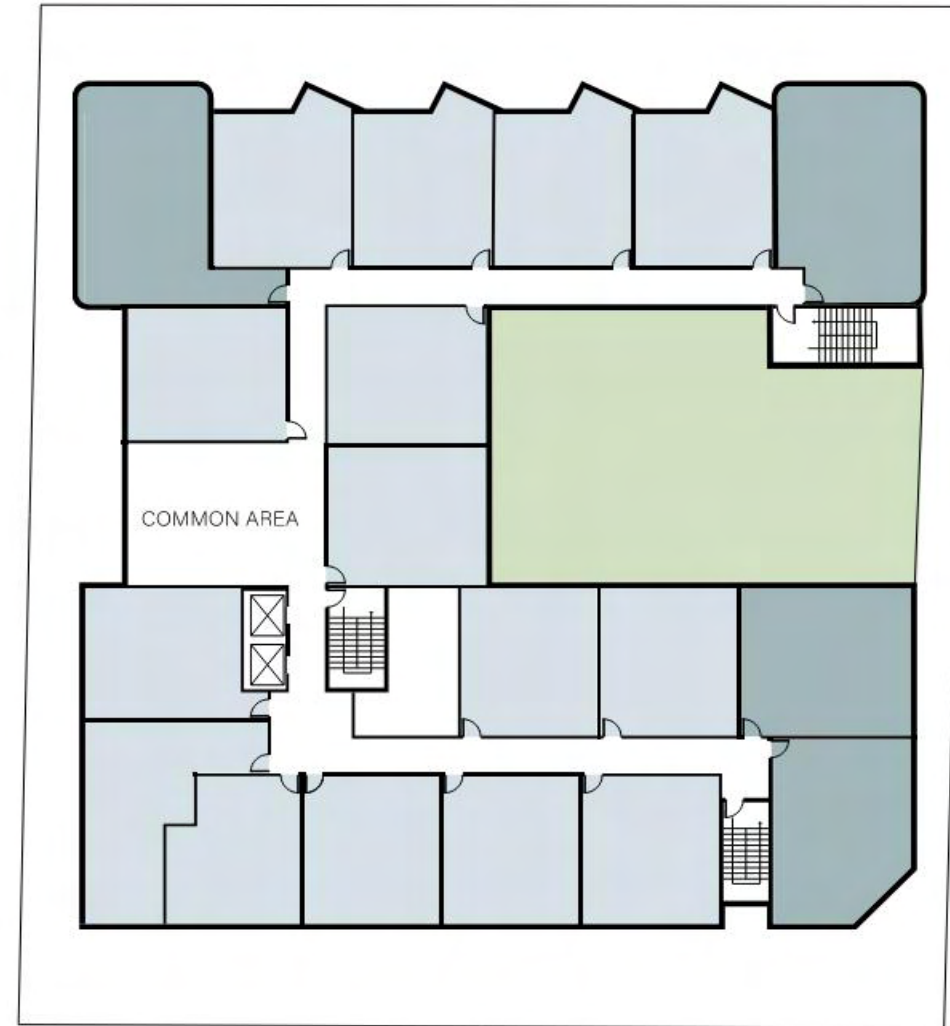
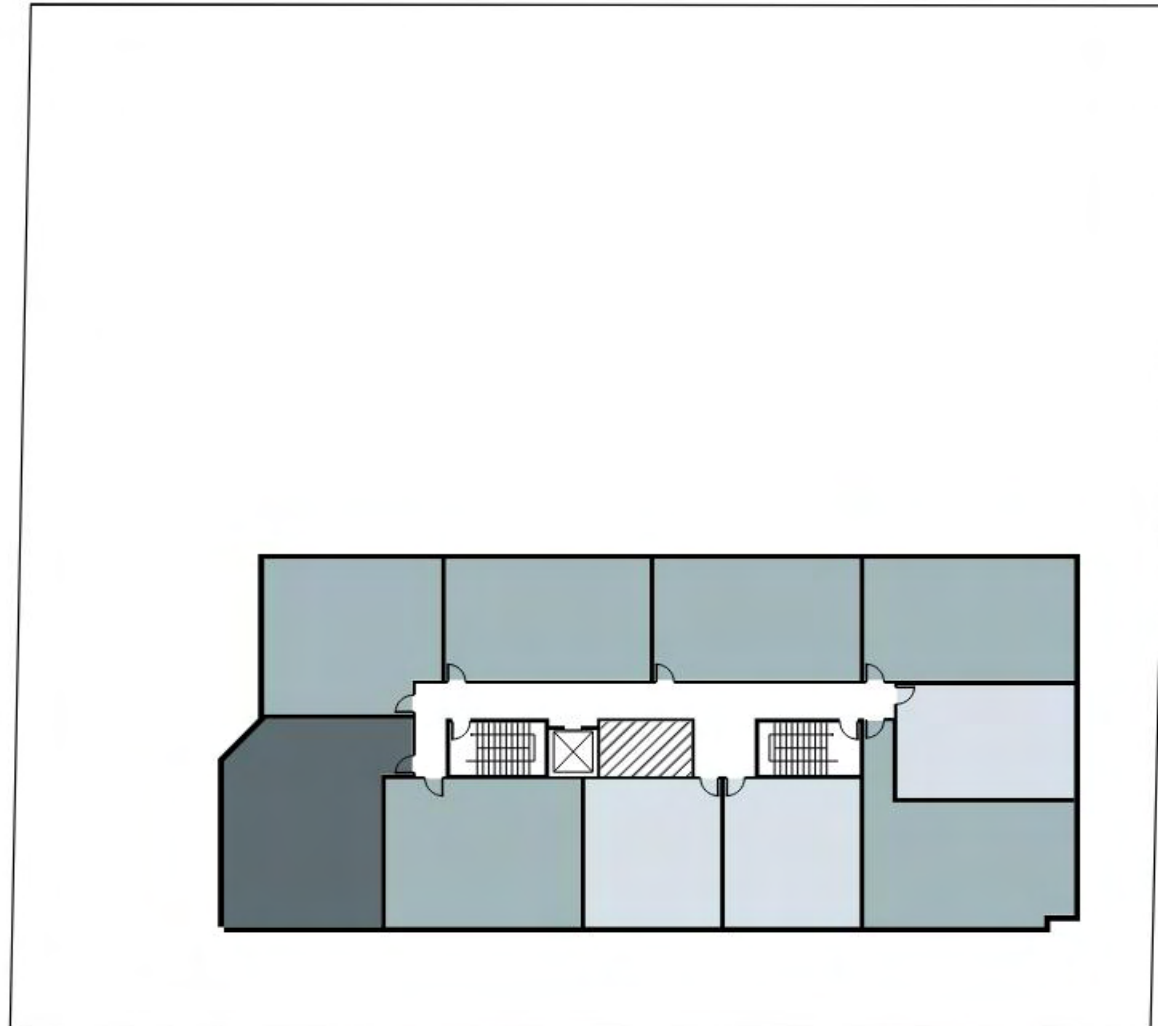
scale: 1/32" = 1'



FLOOR PLANS

- 1 BR 18
- 2 BR 10
- 3 BR 1
- landscaped deck
- back of house

- 1 BR 3
- 2 BR 6
- 3 BR 1



- 1 BR 15
- 2 BR 4
- 3 BR 0

Block C and D 2nd fl

BWSC & BRA—Project No. Mass. R-56

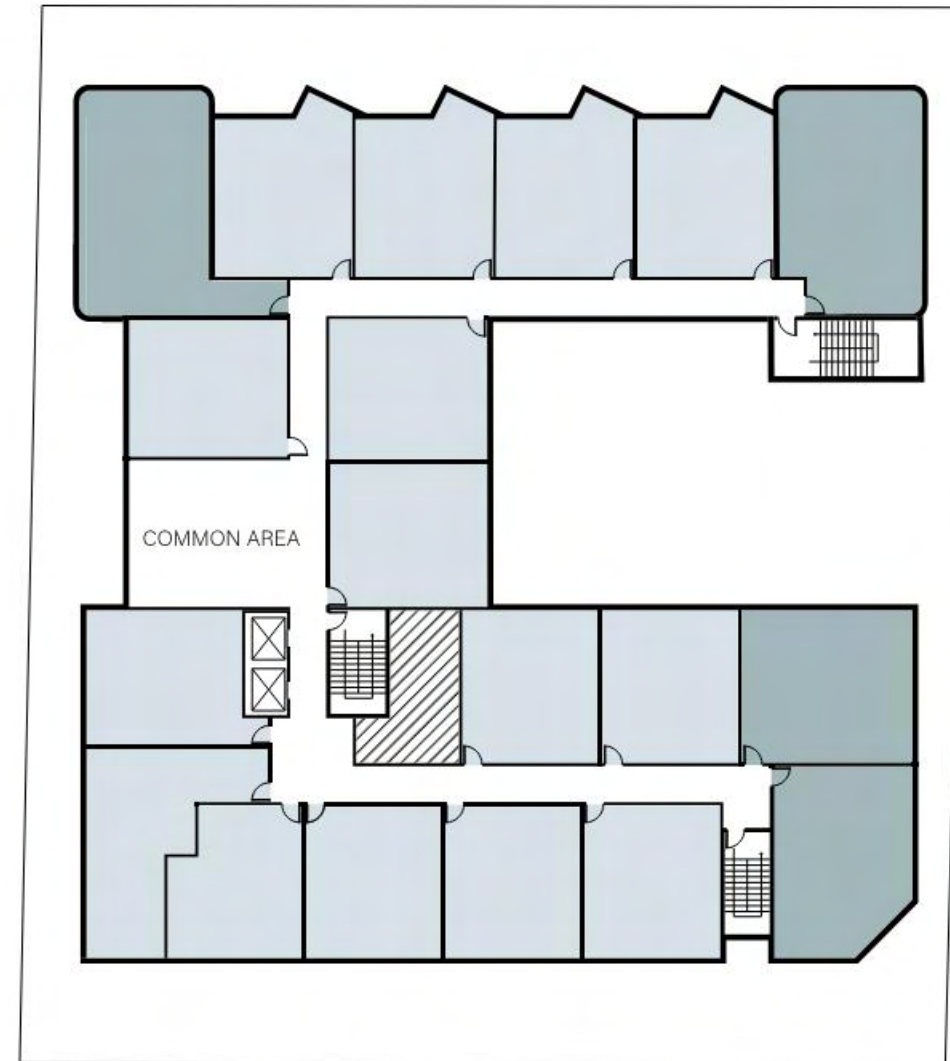
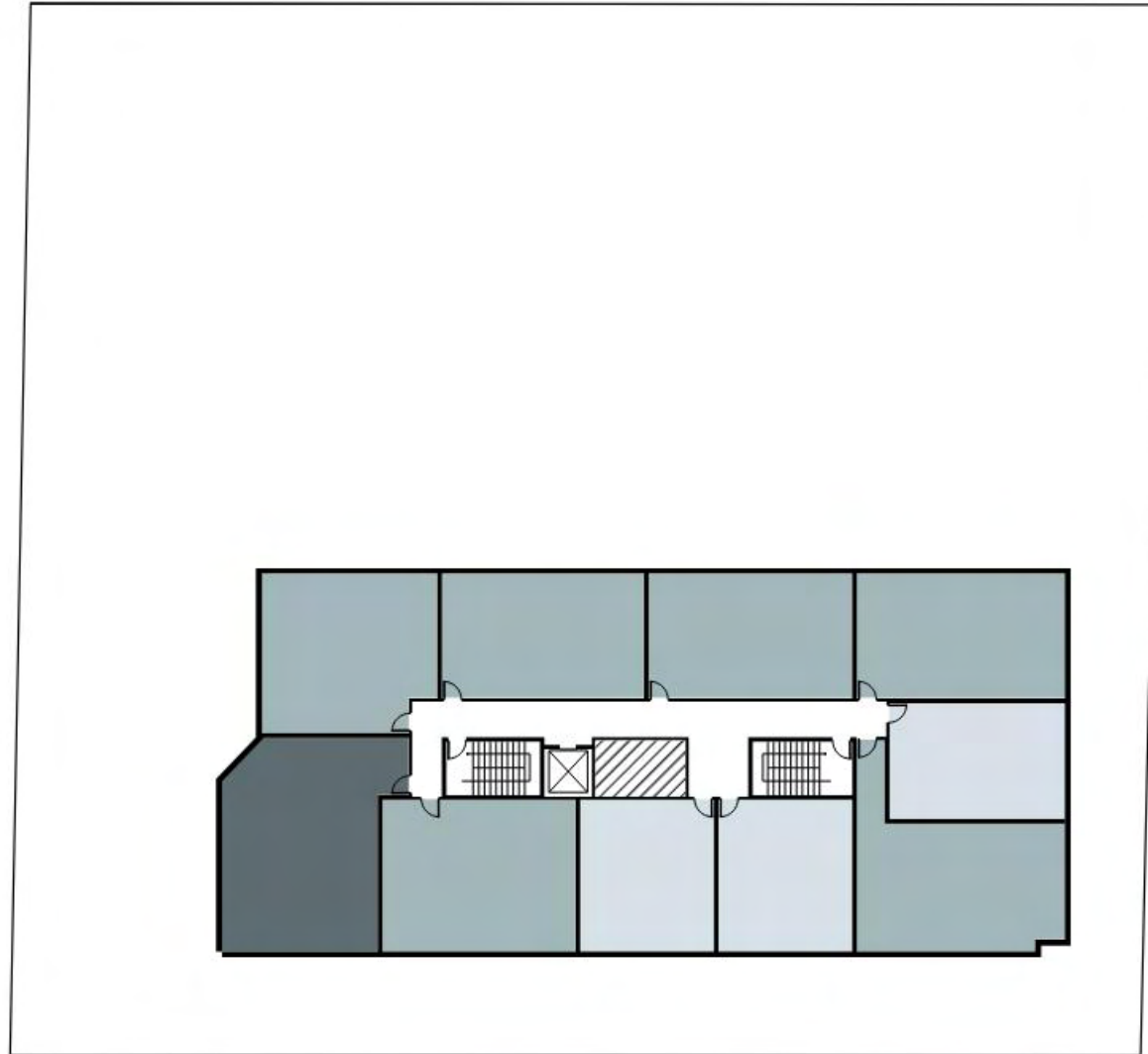
scale: 1/32" = 1'



FLOOR PLANS

- 1 BR 18
- 2 BR 10
- 3 BR 1
- back of house

- 1 BR 3
- 2 BR 6
- 3 BR 1



- 1 BR 15
- 2 BR 4
- 3 BR 0

Parcel C and d 3rd and 4th fl

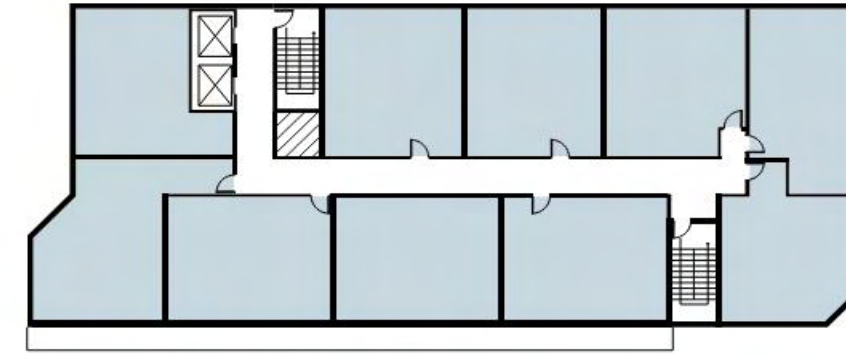
BWSC & BRA—Project No. Mass. R-56

scale: 1/32" = 1'



FLOOR PLANS

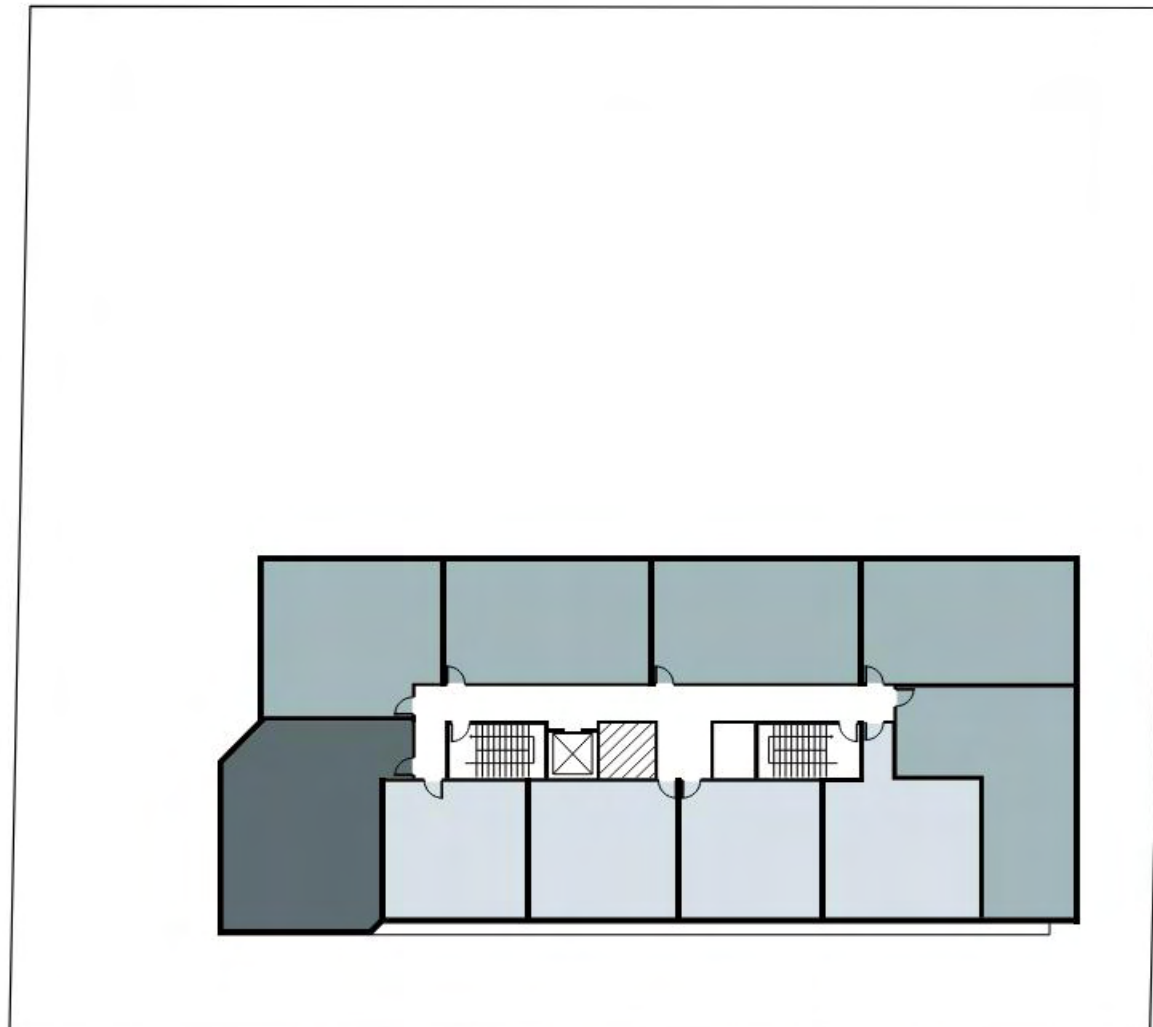
1 BR 10
2 BR 0
3 BR 0



Parcel C 6th fl

- 1 BR 12
- 2 BR 7
- 3 BR 1
- green roof
- back of house

1 BR 4
2 BR 5
3 BR 1



Parcel C and D 5th fl

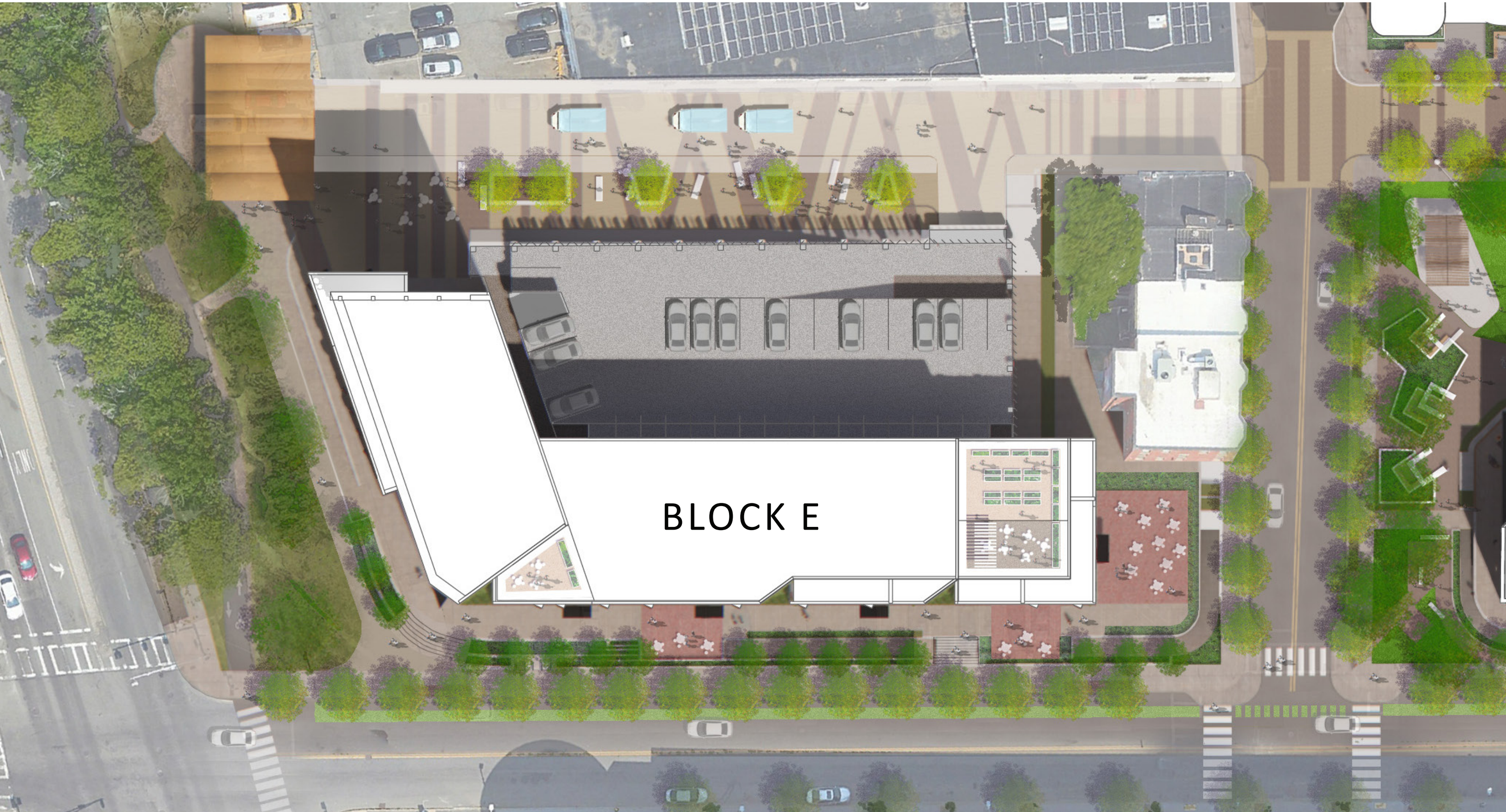


1 BR 8
2 BR 2
3 BR 0

scale: 1/32" = 1'



DRAWINGS: BLOCK E



FLOOR PLANS

residential

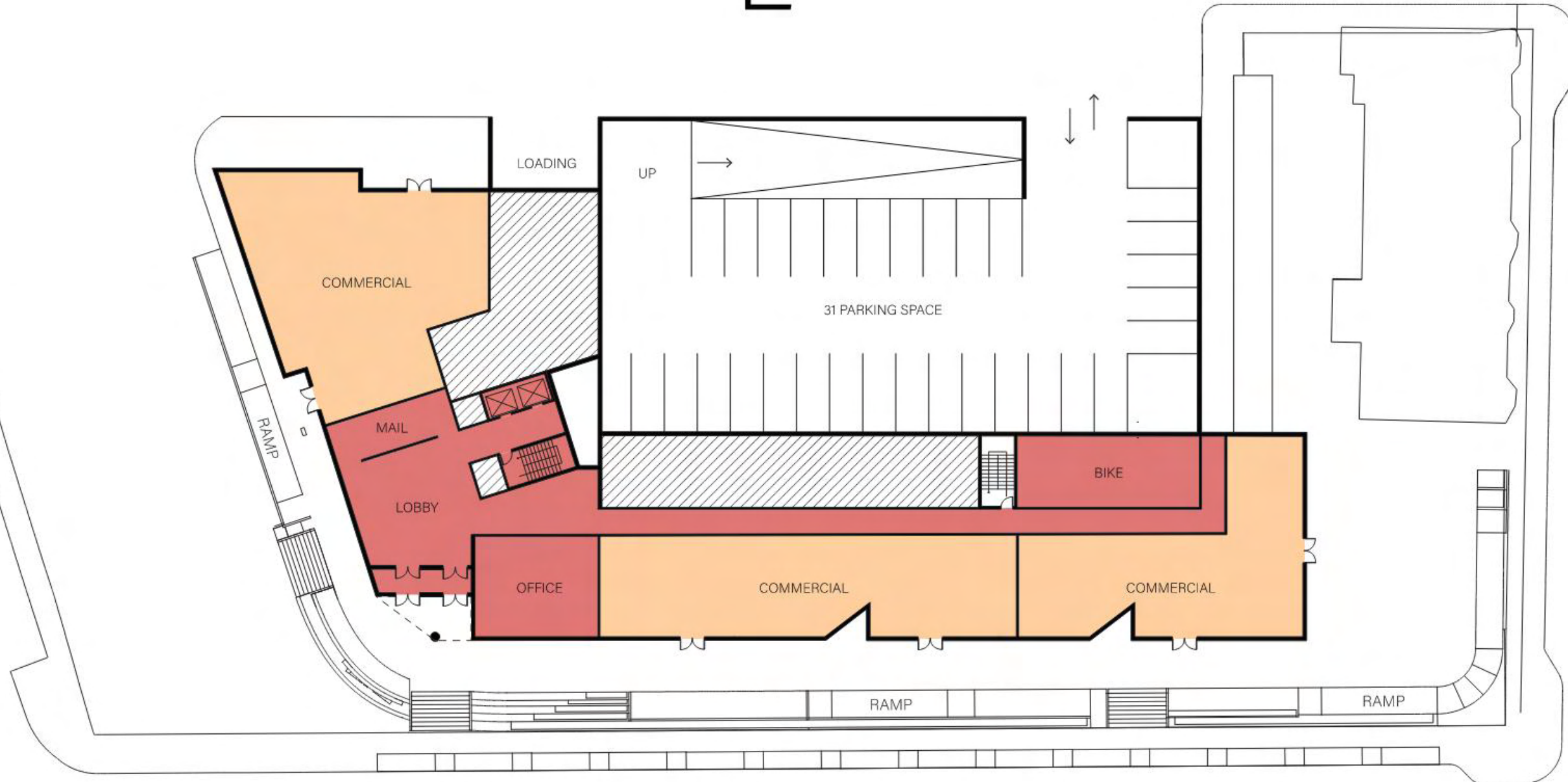
commercial

neighborhood services

back of house

E

MELNEA CASS BLDG.



HARRISON AVE

THORNDIKE STREET

Block E 1st fl

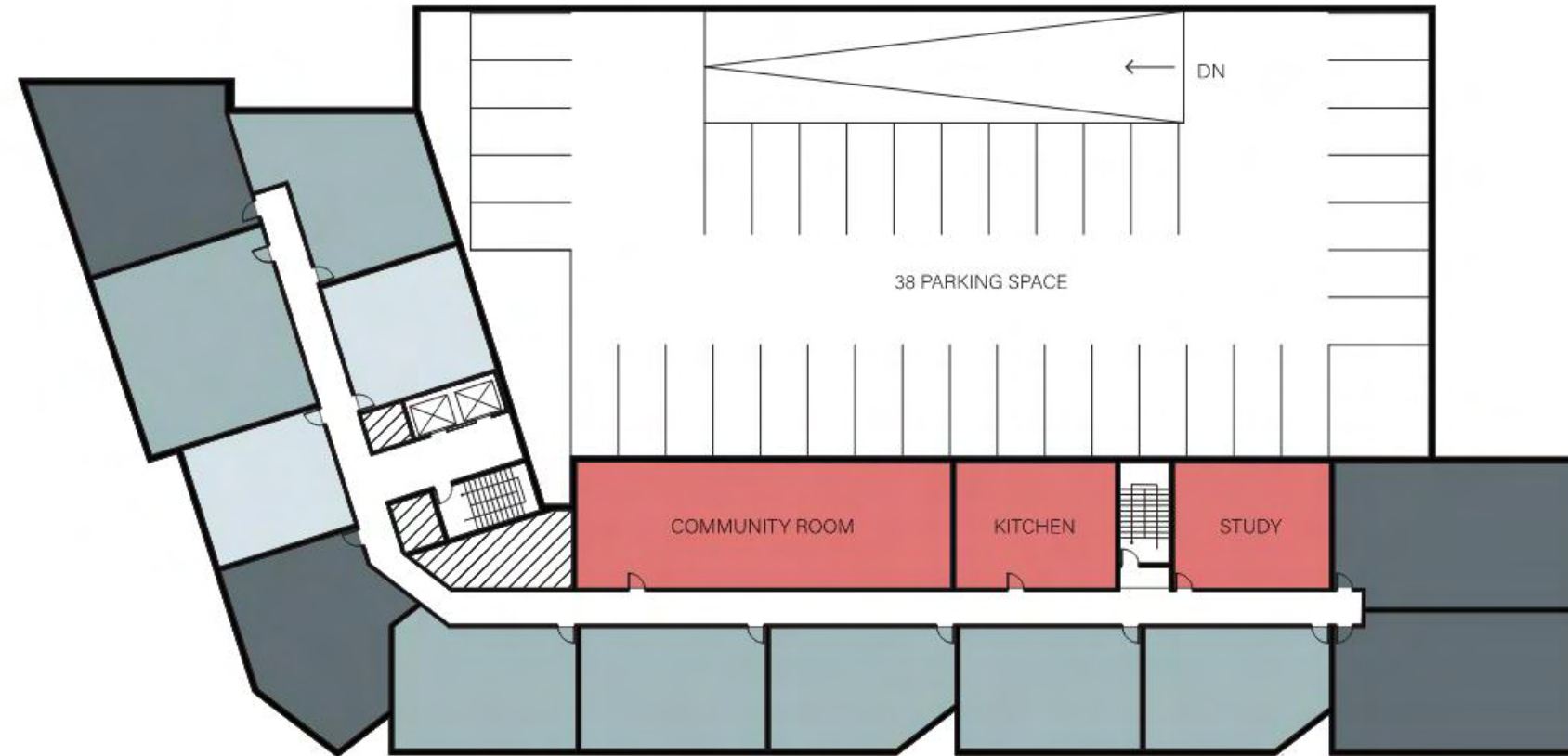
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scale: 1/32" = 1'



FLOOR PLANS

- 1 BR 2
- 2 BR 7
- 3 BR 4
- residential
- back of house



Block E *2nd fl*

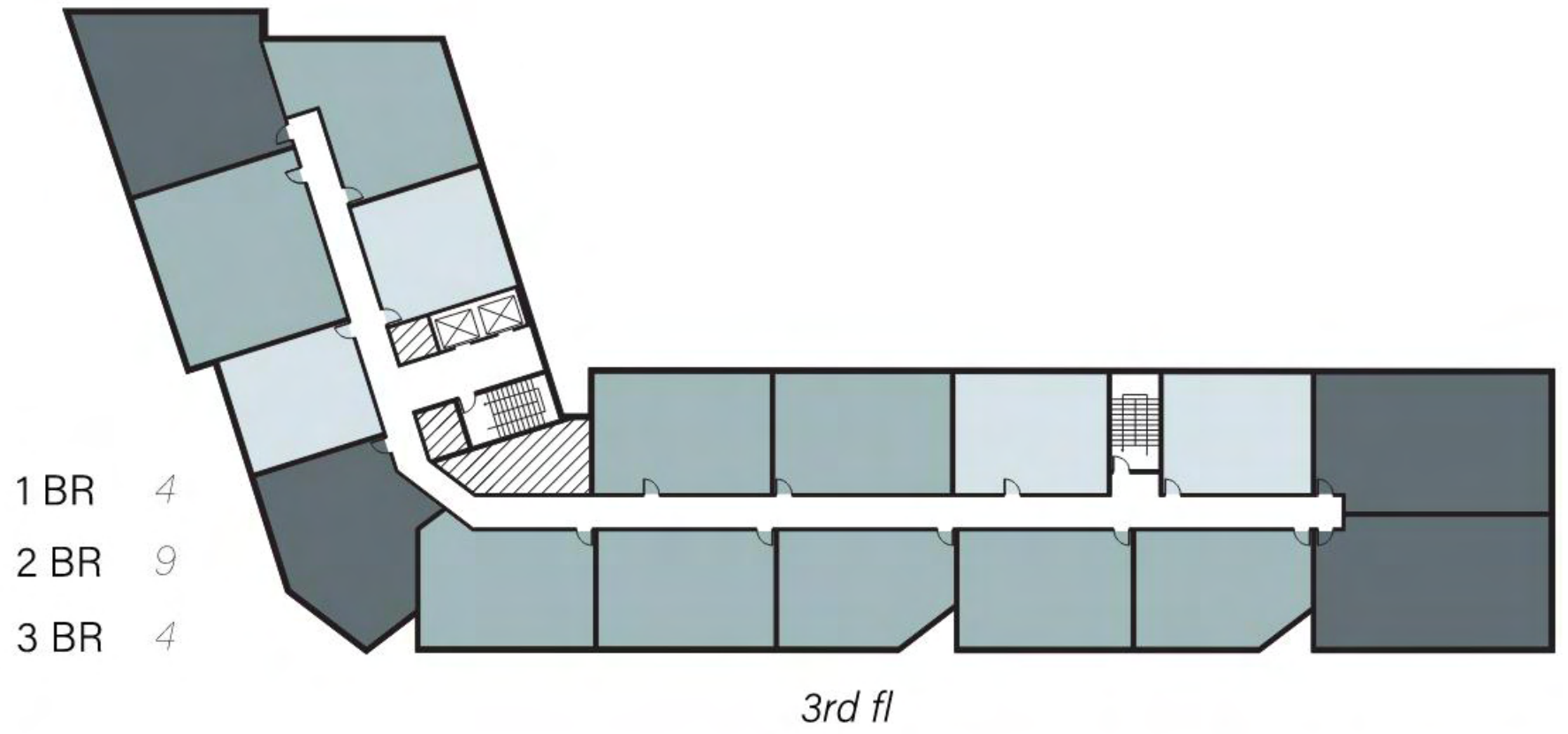
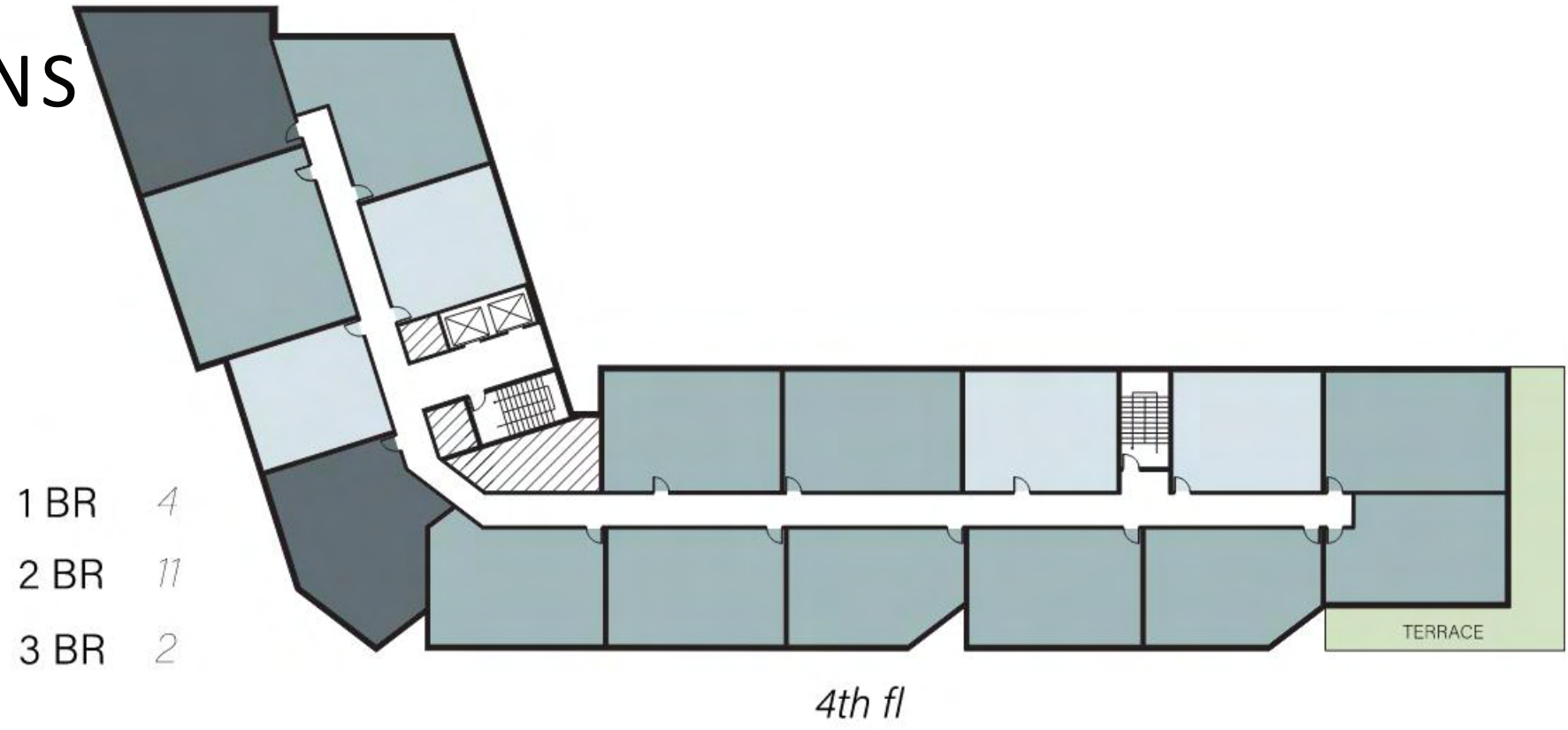
BWSC & BRA—Project No. Mass. R-56

scale: 1/32" = 1'

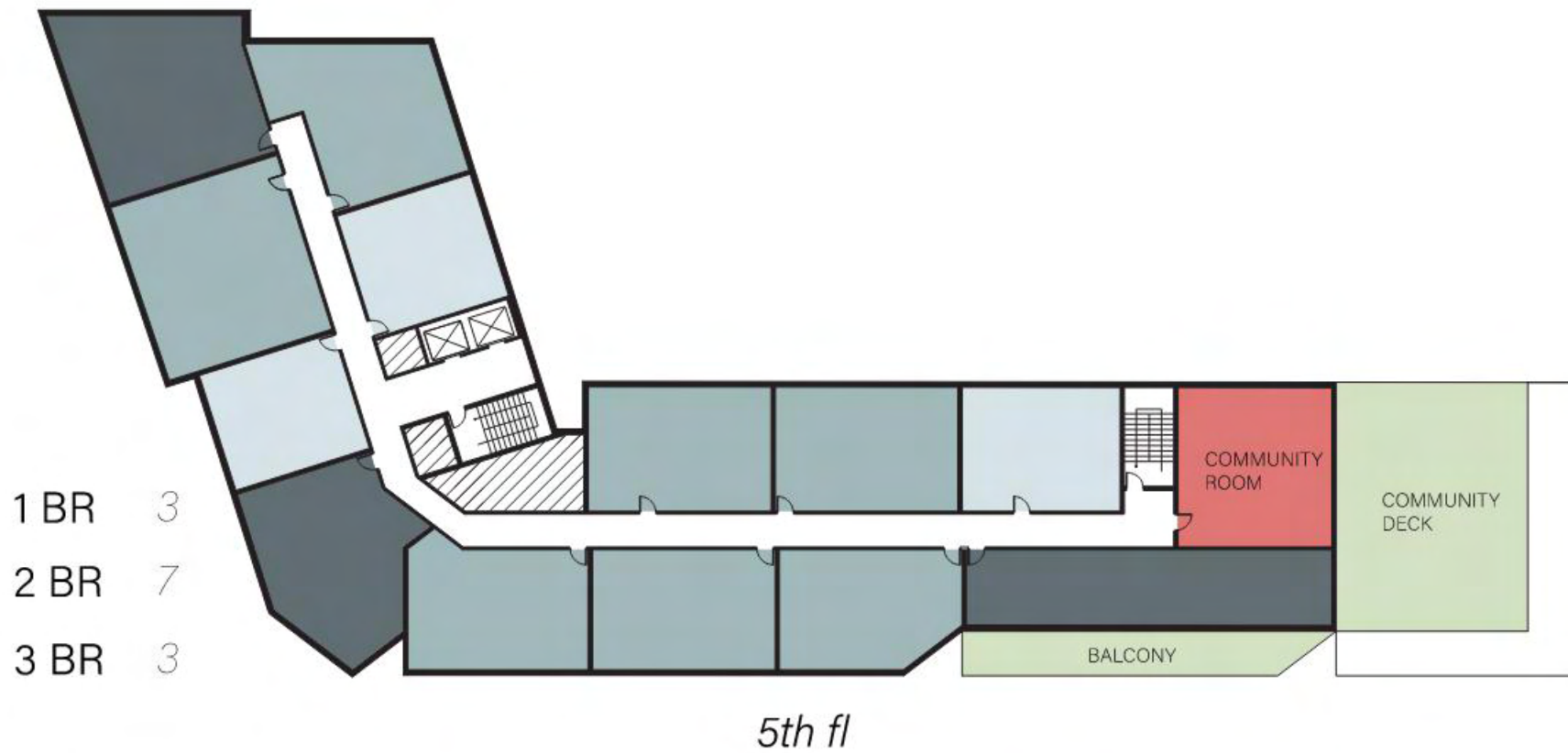
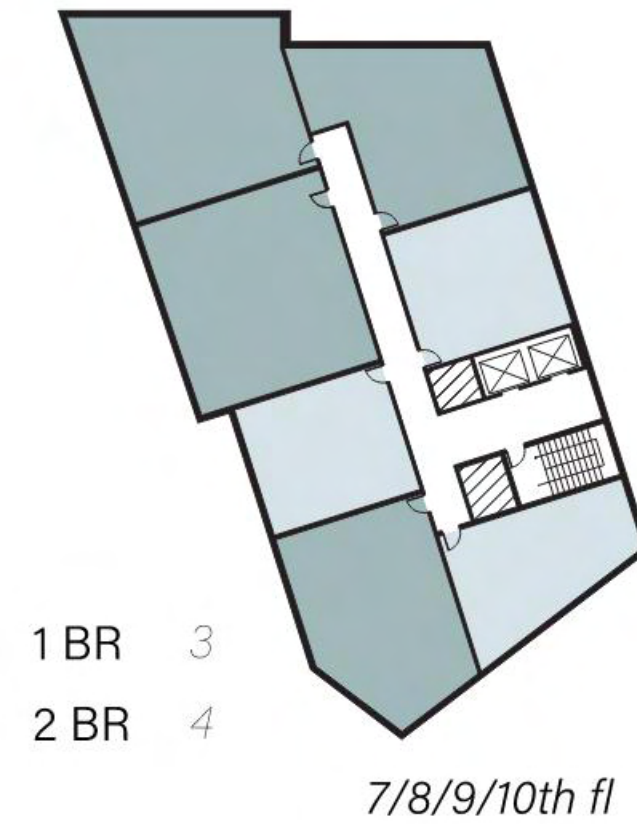
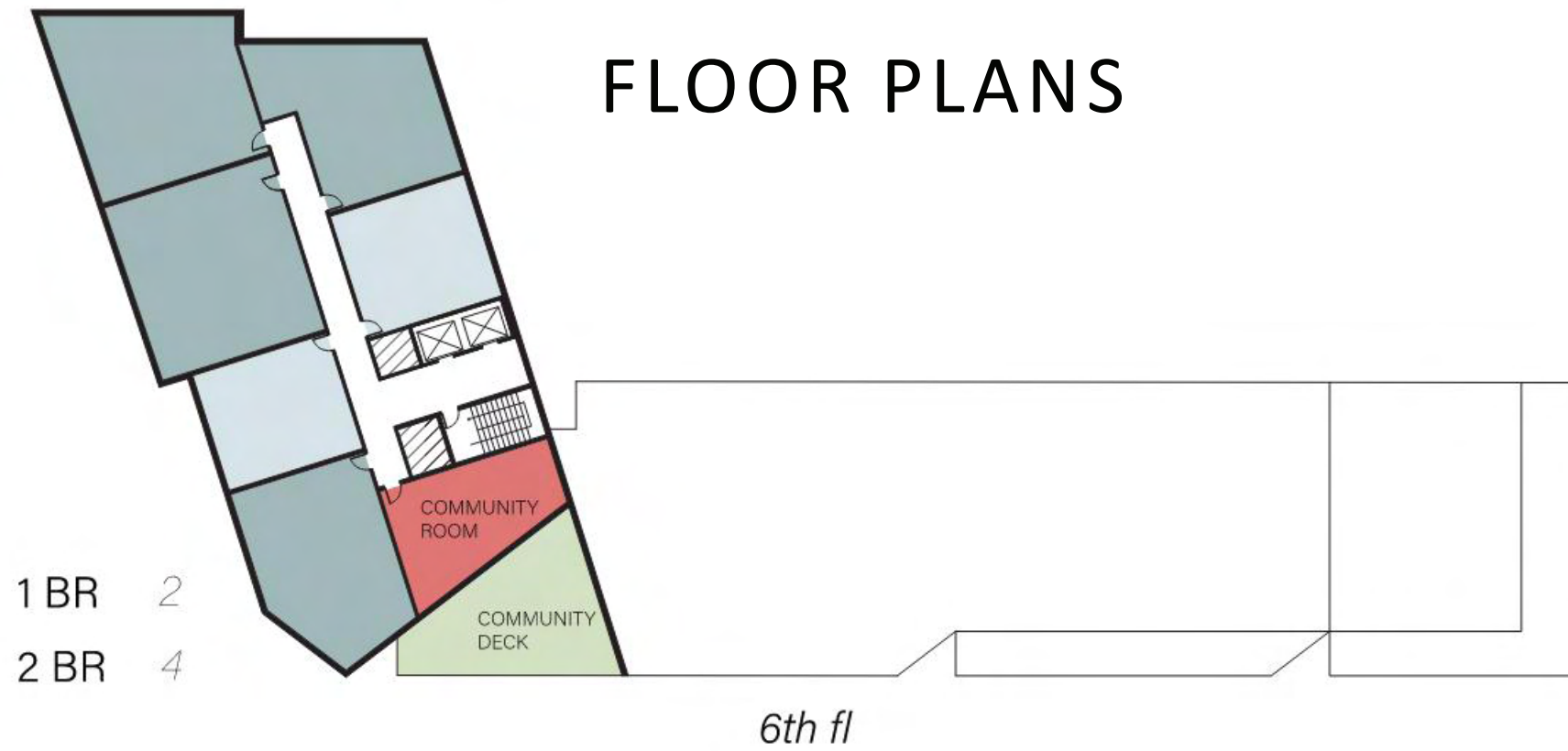


FLOOR PLANS

- 1 BR
- 2 BR
- 3 BR
- terrace
- back of house



FLOOR PLANS



- 1 BR
- 2 BR
- 3 BR
- residential
- terrace
- back of house



Block E upper floors

BWSC & BRA—Project No. Mass. R-56



Thank you!

