



# Columbia Lofts

**Boston Planning and Development Agency  
RFP for Upham's Corner Arts & Innovation District**

**555-559 Columbia Road, Dorchester, MA**

Submitted by Columbia Rd Lofts, LLC  
122 E. 42<sup>nd</sup> Street, Suite 4900, New York, NY 10168  
(646) 366-4940

June 15, 2022



## Columbia Lofts Submission Checklist

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

- Submission Fee of \$100.00
- Development Submission
- Design Submission
  - Design Narrative
  - Design Drawings
- Financial Submission
  - Formation documents
  - Financial documents
  - Financial submission workbook
  - OneStop
  - Financial Narrative
  - Price Proposal Form
  - Preliminary market study
  - Financing
- Disclosures
  - Disclosure Statement for Transaction with a Public Agency Concerning Real Property
  - City of Boston & BPDA Disclosure Statement
  - Certificate of Tax, Employment Security, and Contract Compliance
  - HUD Form 6004: Developer's Statement for Public Disclosure and Developer's Statement of Qualifications and Financial Responsibility
- Submission Checklist

# Columbia Lofts

## Development Submission

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# A Introduction / Development Team

# 01 Letter of Interest

Teresa Polhemus, Executive Director/Secretary  
Boston Planning & Development Agency  
22 Drydock Avenue, 2nd Floor  
South Boston, MA 02210

Re: Proposal for 555 – 559 Columbia Road, Boston, MA

Dear Ms. Polhemus,

The NHP Foundation (NHPF) and Caritas Communities, on behalf of Columbia Rd Lofts, LLC, is please to submit this proposal in response to the RFP for 555 – 559 Columbia Road in Dorchester.

With over 30 years of experience providing low- and moderate-income families and individuals with quality affordable housing, both NHPF and Caritas are committed to creating a vibrant and sustainable development that will embrace and serve the community of Upham's Corner.

## **Development Concept**

Boston's Upham's Corner is an increasingly dynamic, creative, and entrepreneurial neighborhood. The rich history of the area is blending with the organic growth of the community infrastructure to drive innovation, arts, and education. This is a transformative and exciting time for Boston and particularly for Dorchester, an area that historically suffered from redlining and racism. As a city we are on the cusp of a true renaissance in social thought – and the Subject property has all the ingredients needed to ignite a “stay local” live-work dynamic, kindling a resurging cultural fire in the innovative neighborhood surrounding it.

Upham's Corner, and specifically the 555–559 Columbia Road parcel, is in a proposed Boston Neighborhood Innovation District (NID) that is brimming with potential and possibility. The proposed Columbia Lofts project will offer under-represented entrepreneurs beautiful affordable loft residences – but also access to best-in-class local start-up incubator, Innovation Studio. Innovation Studio is a successful local start-up incubator focused on diversity, equity, and inclusion. Their mission is to *make innovation, entrepreneurship, and business ownership attainable through an empowering and inclusive network of community spaces and individualized pathways.*

The goal of the Project is to provide a rich and creative environment with innovative programs that meet under-represented local individuals where they are in their start-up and in their life. Innovation Studio has already demonstrated proof of concept in successfully and sustainably helping entrepreneurs fulfill their dreams. A large part of Innovation Studio's operational success stems from collaboration with community organizations to leverage networks, mentorships, access to capital, training – and more. The entrepreneurs, along with the artists-in-residence, will bring a level of dynamism to the table that is reflected in the thoughtful design of the space.

The Upham's Corner Branch of the Boston Public Library will take up most of the first and second level of the newly constructed 6-story building. It will share the ground level with a gallery/flex-space, market/boutique, eatery/café, and the Innovation Studio Incubation Lab space. The uses, their connectivity and design come together to create a sense of community surrounded by entrepreneurs, artists, and intrigued community members of all cohorts. As the innovation and entrepreneurship activation coordinator, Innovation Studio will provide the following resources to the community:

- Oversee activation of the innovation & entrepreneurship lab, Café/Lounge, Entrepreneur Boutique Market Space, and Art Gallery/Flex Space
- Engage the business and arts community and residents of Upham's Corner in Dorchester and connect it to the Greater Boston innovation community
- Collaborate with other business support ecosystem partners to offer a continuum of resources that meet the needs of the local business community and residents.

The first level will have its grand Boston Public Library entrance on Columbia Rd, while the residential/incubator entrance will be on Cushing Ave. The first level will house the residential lobby, community room, mailroom, management office, resident services office, and bicycle parking. Innovation Studio will master lease three “commercial” spaces on the first level: gallery, boutique, and cafe. The residential component of the building, floors three through six, will provide loft-style flex-studio and flex-1-bedroom apartments that can be individually configured for a live-work environment and provide an entrepreneur or artist with everything they need to be successful in their endeavors.

20% of residential units will be set-aside for the Innovation Studio entrepreneurs-in-residence, who will market their products and services in the boutique downstairs. Another 20% of units will be set-aside for artists-in-residence, whose art will be shown in the gallery downstairs. The library will be supplemented by the café, which will be operated by Commonwealth Kitchen or similar organization, and which will adjoin the start-up boutique that leads back to the gallery space -- which will in turn connect back to the library once more. The site will swiftly transform into a hub of commerce, learning, and entrepreneurship – but the theme of community will imbue and connect the dynamic uses. In the Innovation Studio Lab there is a professional mentor and mentee building a close bond, in the library a child is learning to read, in the café old friends are reconnecting, in the boutique a local business owner sells his new product, in the art gallery someone's life changes forever – and it all flows together without being chaotic.

## **Organizational Structure**

Columbia Rd Lofts, LLC is a partnership among The NHP Foundation (NHPF), Caritas Communities, The Architectural Team, UHM Properties, and Haynes Construction group.

### [The NHP Foundation](#)

The NHP Foundation is a not-for-profit real estate organization dedicated to preserving and creating sustainable, service-enriched multifamily housing that is both affordable to low- and moderate-income families and seniors, and beneficial to their communities. Since 1989, NHPF has served low- and moderate-income Americans from coast to coast. Today, our portfolio includes 57 properties providing 10,095 affordable housing units in 16 states and the District of Columbia. NHPF seeks to promote greater diversity, inclusion, racial equity, and social justice in addition to its long-established mission of providing sustainable, service-enriched affordable housing. NHPF is committed to increasing access to opportunities for historically underrepresented individuals and businesses in the development and operation of affordable housing communities.

Throughout all these communities, we are committed to serving families with children, adults, and seniors living in NHPF properties. NHPF has provided nationally recognized resident services for almost three decades. In 2016, the strategic decision was made to make the NHPF resident services division—Operation Pathways—its own 501(c)(3) non-profit corporation. This restructuring allows Operation Pathways—now an NHPF subsidiary—to expand its impact and serve more affordable housing communities across the country. Whether after-school opportunities for our youngest residents, wellness programs to encourage healthy families, or financial literacy services for adults and seniors, Operation Pathways turns housing into homes.

## Caritas Communities

At Caritas Communities, we prevent homelessness by providing very low-income individuals with permanent housing, support, a sense of community and expanded opportunities. Since 1985, Caritas has helped fill the need for safe, secure housing in Greater Boston. Caritas serves more than 1,000 citizens of Greater Boston who would otherwise not be able to afford housing in our city and state. We enable working men and women on minimum wage, veterans experiencing post-service challenges, and low-income elderly and disabled citizens to live in a clean, safe home that they can afford. For over 30 years, Caritas has stayed true to our mission of providing sustainable and affordable housing to some of Boston's most vulnerable citizens: previously homeless veterans, those dealing with mental and physical health issues, the elderly and disabled, those on extremely low fixed incomes or unable to earn a living wage. We know that permanent housing allows our residents to find their footing and begin to rebuild their lives. That is a benefit not only to our residents, but to the communities of Greater Boston as a whole.

## The Architectural Team

Since 1971, the master planning, architecture and interior design firm, The Architectural Team, Inc. (TAT), has been recognized for its thought leadership and diverse portfolio of acclaimed design solutions. The 95+ person firm has earned more than 200 awards for design excellence across a broad range of building types and programs, including new construction of large-scale urban mixed-use developments, multifamily, commercial, waterfront and hospitality developments, assisted and senior living facilities, and community centers. Driven by a commitment to exceptional design and an unyielding focus on achieving client objectives, our distinctive portfolio is a result of the firm's ability to understand and draw inspiration from our client's goals. Our insightful, pragmatic design solutions reflect our respect for site, context, and environmental sustainability. While our work has been honored with many awards, we are most proud of our lasting client relationships, and our part in their success.

## UHM Properties

UHM Properties (formerly United Housing Management) is a full-service property management company. We have a proud tradition of delivering services that maximize value for residential and commercial property owners. As a minority-owned business, we champion the importance of stable, affordable housing as a means to assuring strong, vibrant communities. UHM Properties manages over 1,400 housing units. We have generated an extraordinary track record for property management services, delivering profitability for owners and growing the local economy of our managed communities – all while providing quality service to our residents.

## Haynes Construction

Founded in 1962, The Haynes Construction Company has been a reputable and upstanding member of the local Construction Industry providing General Contracting and Construction Management Services for over a Half Century. Haynes Construction has provided these Construction services to many repeat clients in both the private and public sectors. Haynes Construction has successfully completed a wide range of building projects in many markets such as academic, institutional, health care, commercial, industrial, retail and criminal justice. However, Haynes Construction has been heavily involved and has a long history of building affordable housing units for Municipal & State housing authorities. Haynes Construction has completed well over 4,000 affordable housing units over the past decades. Haynes has enjoyed steady growth since its inception in 1962. While many companies have been challenged during these uncertain times, Haynes Construction has continued to grow at a steady and well managed pace. Our goal is not to be the biggest but the “best” at what we do.

The Columbia Rd Lofts, LLC team, with its exceptional track record in serving low- and moderate-income communities, will work together to create the infrastructure, opportunities, and support that will allow Upham's Corner's creative and enterprising individuals to flourish.

Thank you for considering our qualifications and proposal for this exciting project.

Sincerely,



Mecky Adnani  
The NHP Foundation

*Greg Rittchen*

Greg Rittchen  
Caritas Communities



## 02 Contact Information

### **Owner/Developer**

Columbia Lofts, LLC  
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Park, Suite 206  
Braintree, MA 02184  
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### **Community Sponsor**

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### **Architect**

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(617) 889-4402

### **Sponsor**

Caritas Communities  
25 Braintree Hill Office  
Park, Suite 206  
Braintree, MA 02184  
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### **Legal**

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101 Arch Street, # 1101  
Boston, MA 02110  
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### **General Contractor**

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32 Progress Avenue  
Seymour, CT 06483  
(203) 888-9408

### **Sponsor**

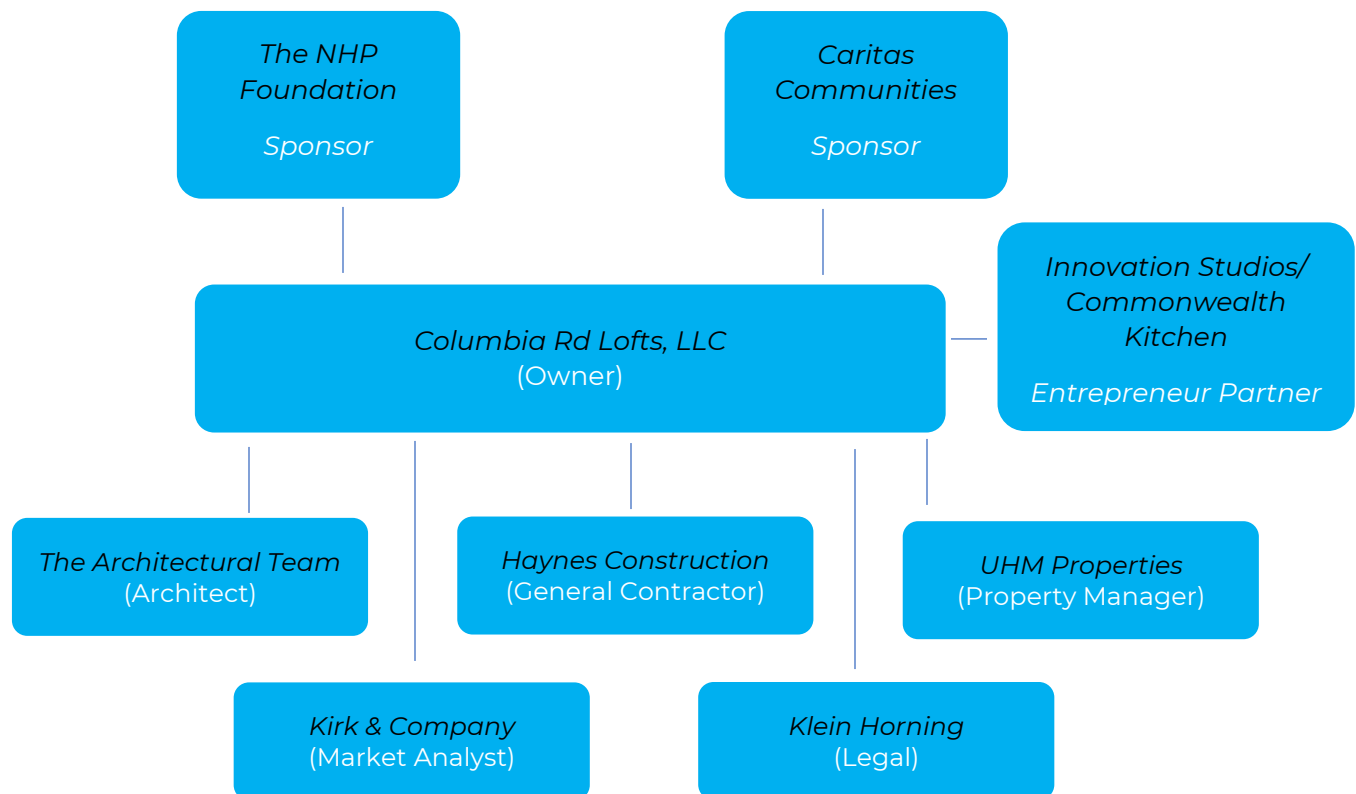
The NHP Foundation  
122 East 42<sup>nd</sup> Street, Ste  
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(646) 336-4945

### **Market Analyst**

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Boston, MA 02109  
(617) 261-7100

### **Property Manager**

UHM Properties  
530 Warren Street  
Boston, MA 02121  
(617) 541-5510



## 03 Developer Qualifications

### The NHPF Foundation

The NHP Foundation (NHPF) is a 501(c)(3) nonprofit developer and owner of 9,000 units of low-and moderate-income housing in 16 States and the District of Columbia. The Foundation's headquarters are in New York, NY, with additional offices in Chicago, IL and Washington, DC. NHPF Employs 46 professionals among its three offices. NHPF was incorporated as a nonprofit housing developer in 1989.

NHPF is fully authorized to do business in the State of Massachusetts, and our tax exempt non-profit status with the Internal Revenue Service (IRS) is current and up to date, with all filings accomplished. Our DBA is The NHP Foundation, sometimes found as The National Housing Partnership Foundation, but our legal name in all States we do business in is The NHP Foundation. For the fiscal year ended December 31, 2020, The NHP Foundation had approximately \$103.7 million in revenue. Our 2019 and 2020 Audited Financial Statements (with accompanying Notes) may be found under separate cover.

### Project Leadership



**Mecky Adnani, Senior Vice President**

Mecky is a member of NHP Foundation's Senior Management with over 25 years of experience in the field of affordable housing. She is an expert in identifying investments, raising capital, subsidy renewal, and capital restructuring and finance strategies that lead to feasible housing transactions. Since joining NHPF in 2014, her primary charge is to find at-risk acquisition prospects that can be structured and financed as successful LIHTC preservation transactions. Her efforts have resulted in acquisitions totaling \$106 million. Through these accomplishments, NHPF gained more than 1,000 affordable units in various stages of recapitalization, generating \$300 million of total investments in nine properties.



**Joanna Cuevas, Project Manager**

Joanna joined NHPF in 2020 as a member of the acquisition/development and group where she is primarily responsible for the management of financing, development and preservation of multifamily housing. She has been working in the field of affordable housing since 2000, with a deep commitment to improving diverse communities. Prior to joining NHPF, Joanna worked at Conifer Realty where she completed a variety of mixed-income, mixed-use projects located in the Long Island and Westchester region. At Jonathan Rose Companies, she proudly raised over \$100 million in capital funding for projects located in New York, New Jersey, Connecticut, and Philadelphia, as well as provided consulting services to public housing authorities. Joanna began her career in Los Angeles, where she worked in non-profit, mission-based affordable housing developers, and has extensive experience in the development of green buildings and interiors using Enterprise Green Communities, LEED, NJ Green Future, NYSEERDA, and Energy Star rating programs. She was a speaker at the USGBC Greenbuild Conference (2010 & 2013) and has had a LEED ND and Homes Platinum project awarded USGBC Project-of-the-Year.



Samantha Richens, Project Manager

Samantha joined NHPF in 2018 as a member of the acquisitions and development group where she is primarily responsible for the financing, development, and preservation of multifamily housing. She works on the financial underwriting, raising of debt and tax credit equity, and the coordination of design and construction teams for multifamily, affordable housing projects in the pre-development and development phase. She has active projects in South Florida and Connecticut. Prior to joining NHPF, Samantha served as a Project Manager for Real Estate Development at the West Side Federation for Senior and Supportive Housing (WSFSSH), developing supportive housing in Manhattan for formerly homeless older adults. She also has experience in disaster recovery in New Orleans, LA, working with for low-income homeowners affected by Hurricanes Katrina and Rita. She worked for the State of Louisiana's Disaster Recovery Unit, Hazard Mitigation Grant Program and New Orleans Area Habitat for Humanity.

## Project Experience

### NUBA Apartments / Parcel 8 in Roxbury, MA



NUBA Apartments is a proposed new construction rental project that is located on two city-owned parcels at Harrison Avenue (City of Boston Assessing Parcel ID #0802426040) and Washington Street (City of Boston Assessing Parcel ID #0802426030) in the Nubian Square area of Roxbury. The project area consists of approximately 47,333 square feet of vacant land fronting on Melnea Cass Boulevard on a block bounded by Washington Street, Eustis Street

and Harrison Avenue. NUBA Apartments will include 67 rental family units, consisting of 22 one-bedroom units, 35 two-bedroom units, and 10 three-bedroom units. The project envisions 6 units with income-restrictions at the 30% AMI level and 9 units at the 50% AMI level, with project-based rental assistance. An additional 25 units will be affordable at the 50% AMI and 80% AMI levels, with 20 units restricted at 120% AMI/Market rents. The project will contribute to the redevelopment efforts within the Roxbury neighborhood of Boston as well as contribute to several extensive planning initiatives, including the Roxbury Strategic Master Plan, Dudley Vision, the Roxbury Heritage State Master Plan, and most recently, PLAN: Nubian Square. The overall project will include a public park, museum, and live/work artist spaces that will celebrate the historic and cultural values of the site while serving as a Gateway to the Nubian Square neighborhood.

## The Blue Mountain Portfolio: NHP Foundation's Current Investment in Roxbury, MA



The NHP Foundation is excited to be leading a \$100 million redevelopment of our Blue Mountain rental apartment portfolio in Boston. The project will close later this year and when completed, will accomplish a comprehensive green rehabilitation of 217 rental apartments in the Roxbury community, ensuring their availability and continued affordability for Boston families for generations to come. We are proud that the Massachusetts Department of Housing and Community Development and Mass

Housing are supporting this important project with generous funding, including federal and state low-income housing tax credits, historic tax credits, tax exempt bonds, and soft loans.

## The Strand Residences and Theater



The Strand Residences and Theater is a mixed-use, mixed-income development featuring an 86-unit midrise building (new construction), new retail space (10,000 SF), a 60-space parking garage, and the renovation of an historic theater in Washington, DC's Deanwood community. The development is currently under construction with a completion date of January 2021. The residences will serve District of Columbia households earning between 30% and 80% of Area Median Income (AMI). The \$33.2 million project was funded with low income housing tax credits, new markets tax credits (for the

community theater) and additional funding from the DC Municipal Government. The project is currently in construction and employs Enterprise Green design and construction standards.

## The Mark Twain Hotel



The Mark Twain Hotel is a mixed-use single room occupancy (SRO) hotel with 10,000 SF of ground floor retail space in Chicago, IL's Near North neighborhood. NHPF used a combination of federal historic tax credits, low income housing credits, and additional funding from the City of Chicago to transform the hotel into a 148-unit rental building serving households with incomes up to 60% of Area Median Income (AMI). The total project costs is \$53.4 million. Substantial completion was reached in December 2019.

## Sunset Bay Apartments



Sunset Bay Apartments is a 308-unit multifamily property in Cutler Bay, FL serving households earning between 30% and 80% of AMI. The property was acquired in 2016 and a joint venture partnership of NHPF and TPI (a Florida nonprofit) plans a comprehensive \$62.9 million green rehabilitation of the property's interiors, systems and exteriors using 4% LIHTC and tax-exempt bonds from the Miami-Dade Housing Authority. Construction completion is expected in Summer 2022.

## Roundtree Residences



The NHP Foundation and Vision of Victory CDC's Roundtree Residences is a 91 -unit newly constructed senior housing building located in the Anacostia neighborhood of Ward 8 in the District of Columbia (SE DC). The \$18 million project was constructed with a combination of 4% LIHTC equity, District of Columbia HFA tax exempt bonds, HOME funds, and grants from the District of Columbia. 80% of the project's rental units are set at 60%AMI and the remaining 20% are 50%AMI. The project site comprises approximately 3 acres in size and construction

type is 3 - 4 story stick construction on sloped land. Completion and then conversion to permanent financing occurred in the fall of 2013. Roundtree seniors receive a menu of educational and health and wellness services built into the project and offered by NHPF. Vision of Victory CDC is the nonprofit affiliate of Allen AME Chapel, one of the oldest AME churches in the United States. The project was built with Enterprise Green construction standards and includes solar electric cogeneration panels on its rooftops.

## Walnut Square Apartments



The NHP Foundation's Walnut Square Apartments is another outstanding example of successful collaboration with a public housing authority to build badly needed affordable housing following one of America's largest natural disasters. Walnut Square had been a 289-unit low-income rental property prior to Katrina; however, the entire development was destroyed by the hurricane. Those buildings in the prior Walnut Square that were not completely destroyed by the hurricane were

razed, leaving only the concrete pads from the prior development. Construction on the new Walnut Square Apartments began in 2008 and permanent conversion took place in 2010. Walnut Square Apartments' construction financing was provided by federal tax credit equity (9%), and CDBG funds from Louisiana Office of Community Development.

## Bayview Towers



Bayview Towers in Stamford, Connecticut was built in 1973 as 200-unit mid-rise and high-rise towers under the HUD LIHPRHA and Section 236 programs. The property serves low and moderate income families and seniors. NHPF acquired the property and served as developer of a \$37 million recapitalization of the property using a tax exempt bond, 4% low income tax credits, and soft funds provided by Connecticut Light and Power and Connecticut Housing Finance Agency Housing Tax-Credit Contribution Program. Approximately 40% of the

units also receive Project-based Section 8 Rental Assistance from HUD. The project consisted of an in-place tenant rehabilitation with approximately \$62,000 of repairs per unit and the addition of a community services center and fitness center for residents. The project was completed in the summer of 2014. NHPF also has been able to document approximately \$150,000 in annual utility and water/sewer savings resulting from the green rehabilitation, adding to Bayview's ongoing financial health.

## Ships Cove



Ships Cove in Fall River, MA was built in 1973 as 201-unit, 18 story high-rise tower under the HUD LIHPRHA and Section 236 programs. Approximately 81% of the units also received Project-based Section 8 Rental Assistance from HUD. The property serves low and moderate income families and seniors. NHPF acquired the property and served as developer in 2018 of a \$27 million redevelopment (with tenants in-place) of the property using a tax exempt bond, 4% LIHTC equity (Mass Housing), seller note and existing project capital reserves. The redevelopment consisted of life and safety improvements, modernization and upgrade to the building's

external envelope, HVAC and electrical upgrades, UFAS accessibility improvements. Selective plumbing upgrades were also accomplished. The project's "green upgrades" involved modernization of the building's exterior cladding and windows, plumbing and lighting fixtures (apartment interiors, corridors and common areas) and HVAC replacement. Post construction, NHPF continues to own and operate the project, utilizing third party property management.

## Resident Services Summary

The NHP Foundation's social and resident services affiliate, Operation Pathways proposes to be included in the redevelopment to provide services to project residents. Operation Pathways Overview Building on its commitment to affordable housing, NHPF launched Operation Pathways in 1996 to provide programs and service coordination for their residents. As this

resident services division grew, it took on the name Operation Pathways and developed nationally recognized programs and services. In 2015, Operation Pathways began implementing organizational changes to better equip the organization to expand its impact and serve more affordable housing communities across the country. This process included becoming a 501(c)(3) nonprofit organization affiliated with NHPF. The bulk of Operation Pathways 1 funding is provided from NHP Foundation revenues and NHP Foundation developer fees.

Residents in the communities we serve have access to a wide variety of educational, health, and enrichment programming, including one-on-one support through our work. These programs offer low- and moderate- income families assistance as they engage and choose their pathway to academic achievement, healthier living, and financial stability.

Operation Pathways programs and services are offered at 25 community centers across the country, impacting the lives of over 11,000 individuals. As noted above, we are positioning ourselves for the future so that we can continue to expand this impact. We've instituted a new data collection system to better track a range of outputs and outcomes across our programs and developed a new leadership team structure to facilitate organizational growth and support our local staff.

We would include an annual budget in our underwriting and develop a menu of services for the property with the following program parameters:

- Financial self-sufficiency program, tenant savings program, and a resident
- internship (summer) for youth
- Workforce development
- Community art/neighborhood beautification
- Youth development and after school programming
- Adult literacy
- Health and Wellness (including health screenings, fitness programs)
- Senior Services (fraud prevention, aging in place supports, cultural enrichment)

## **NHPF References**

### **Daytona Beach Housing Authority**

Terril Bates, CEO  
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[batest@dbhaf1.org](mailto:batest@dbhaf1.org)

### **District of Columbia Housing Finance Authority**

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815 Florida Avenue, NW  
Washington, DC 20001  
(202) 777-1600

### **City of Houston Housing and Community Development**

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601 Sawyer, Suite 400  
Houston, TX 77007  
(832) 394-6200

### **Bank of America Community Development**

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### **R4 Capital**

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### **PNC Real Estate**

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(502) 581-3262

## **Certifications**

The NHP Foundation does not have any identities of interest with any third party developers, sub-contractors, or community partners that might influence the development plan for Columbia Lofts.

The NHP Foundation is not the subject of any legal proceedings or pending proceedings filed by owners or contractors against it. In addition, The NHP Foundation has never been sued or the subject of any disciplinary action by any public housing authority or any other government instrumentality. The NHP Foundation has not been subject to any Debarment, Project Termination or Unfavorable Practices action for any of its projects in the past five years.



## Caritas Communities

Caritas Communities, LLC, (Caritas) is a 501(c)(3) nonprofit developer and owner of nearly 1,000 units of very low income housing in Greater Boston.

Caritas is fully authorized to do business in the State of Massachusetts, and our tax exempt non-profit status with the Internal Revenue Service (IRS) is current and up to date, with all filings accomplished.

### Project Leadership



Greg joined Caritas Communities in June 2021 to lead acquisitions and development. In February 2022, Greg was promoted to his current role as director of real estate assets – encompassing his prior responsibilities in addition to asset management of the portfolio. Greg is actively repositioning and recapitalizing Caritas’s aging assets, while also growing a healthy acquisitions pipeline. Prior to Caritas Greg was as an affordable housing consultant at TCAM, where he worked with a variety of clients. Examples of assignments include oversight of LIHTC Investor Limited Partner equity interests during the development phase; underwriting of large loans for the California HFA; and affordable housing general partner workouts. Prior to TCAM Greg spent over two years in Wells Fargo’s direct LIHTC asset management group, where he focused on managing affordable housing development projects from closing through construction, stabilization, and disposition on behalf of the Bank. Prior to Wells Fargo Greg co-founded a small non-profit housing organization, worked in multifamily debt at Arbor Realty Trust, and brokered commercial real estate for a boutique investment sales establishment in Brooklyn, NY. Greg serves as a board member of the Allston Brighton CDC. He received his BA in Philosophy from Colgate University.

### Project Experience



#### O’Connor Way, South Boston

This property, located on the grounds of the Mary Ellen McCormack Public Housing campus, provides 47 units designed for seniors ages 62 or older with income at 30%, 50% and 60% of the HUD AMI. Units are fully accessible, and residents receive supportive services from the South Boston Neighborhood House. The building has a community room, a laundry room, a management office, and a patio.



### 206 West Broadway, South Boston

Caritas developed an empty lot into 16 units of housing and a commercial storefront. Housing units serve low-income individuals earning 70%, 60%, and 30% of AMI.

## Caritas Communities - Resident Services Summary

Recognizing that housing is the first step in stabilizing a person who has experienced poverty and homelessness, Caritas Communities is committed to helping residents retain their hard-won housing and thrive in the community through the Resident Supportive Services Program. Caritas has spent the past 7+ years building out a high-quality, high-impact supportive services team. A knowledgeable and experienced staff help residents navigate complex benefit programs and connect with job training and placement services, mental health and substance use disorder treatment, health services, healthy food access, and more. They also support the property management team with crisis intervention and lease education and coordinate with partnering agencies that provide case management to residents transitioning from homelessness such as Pine Street Inn, More Than Words, AIDS Action, New England Center and Home for Veterans, and more. Additional wrap around services include the Welcome Basket Program, which provides all new residents with a laundry basket of bedding, kitchen and personal hygiene items need for a new resident to move in with dignity. Caritas's Homelessness Prevention Program provides support for residents in arrears by providing rental assistance, budget support, connection to resources, and fostering accountability. Lastly, the Healthy Resident Program provides residents with in-house food pantries and libraries, YMCA memberships, community meals and activities, and art and writing workshops. Caritas has worked hard to build programs that together provide the scaffolding that extremely low-income residents need to succeed in permanent housing and achieve health, well-being, and a sense of community.

## Caritas Communities References

### CEDAC

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### The Life Insurance Community Investment Initiative

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### Red Stone Equity Partners

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[Pete.Flynn@rsequity.com](mailto:Pete.Flynn@rsequity.com)

### City of Quincy Planning Department

Jim Fatseas  
(617) 376-1362

## **Project Certifications**

Caritas Communities does not have any identities of interest with any third-party developers, sub-contractors, or community partners that might influence the development plan for Columbia Lofts.

Caritas Communities is not the subject of any legal proceedings or pending proceedings filed by owners or contractors against it. In addition, The NHP Foundation has never been sued or the subject of any disciplinary action by any public housing authority or any other government instrumentality. Caritas Communities has not been subject to any Debarment, Project Termination or Unfavorable Practices action for any of its projects in the past five years.

## B Development Concept

# 01 Development Uses

## EXECUTIVE SUMMARY

Boston's Upham's Corner is an increasingly dynamic, creative, and entrepreneurial neighborhood. The rich history of the area is blending with the organic growth of the community infrastructure to drive innovation, arts, and education. This is a transformative and exciting time for Boston and particularly for Dorchester, an area that historically suffered from redlining and racism. As a city we are on the cusp of a true renaissance in social thought – and the Subject property has all the ingredients needed to ignite a “stay local” live-work dynamic, kindling a resurging cultural fire in the innovative neighborhood surrounding it.

Upham's Corner, and specifically the 555–559 Columbia Road parcel, is in a proposed Boston Neighborhood Innovation District (NID) that is brimming with potential and possibility. The proposed Columbia Lofts project will offer under-represented entrepreneurs beautiful affordable loft residences – but also access to best-in-class local start-up incubator, Innovation Studio. Innovation Studio is a successful local start-up incubator focused on diversity, equity, and inclusion. Their mission is to *make innovation, entrepreneurship, and business ownership attainable through an empowering and inclusive network of community spaces and individualized pathways.*

The goal of the Project is to provide a rich and creative environment with innovative programs that meet under-represented local individuals where they are in their start-up and in their life. Innovation Studio has already demonstrated proof of concept in successfully and sustainably helping entrepreneurs fulfill their dreams. A large part of Innovation Studio's operational success stems from collaboration with community organizations to leverage networks, mentorships, access to capital, training – and more. The entrepreneurs, along with the artists-in-residence, will bring a level of dynamism to the table that is reflected in the thoughtful design of the space.

The Upham's Corner Branch of the Boston Public Library will take up most of the first and second level of the newly constructed 6-story building. It will share the ground level with a gallery/flex-space, market/boutique, eatery/café, and the Innovation Studio Incubation Lab space. The uses, their connectivity and design come together to create a sense of community surrounded by entrepreneurs, artists, and intrigued community members of all cohorts. As the innovation and entrepreneurship activation coordinator, Innovation Studio will provide the following resources to the community:

- Oversee activation of the innovation & entrepreneurship lab, Café/Lounge, Entrepreneur Boutique Market Space, and Art Gallery/Flex Space
- Engage the business and arts community and residents of Upham's Corner in Dorchester and connect it to the Greater Boston innovation community
- Collaborate with other business support ecosystem partners to offer a continuum of resources that meet the needs of the local business community and residents.

The first level will have its grand Boston Public Library entrance on Columbia Rd, while the residential/incubator entrance will be on Cushing Ave. The first level will house the residential lobby, community room, mailroom, management office, resident services office, and bicycle parking. Innovation Studio will master lease three “commercial” spaces on the first level:

gallery, boutique, and cafe. The residential component of the building, floors three through six, will provide loft-style flex-studio and flex-1-bedroom apartments that can be individually configured for a live-work environment and provide an entrepreneur or artist with everything they need to be successful in their endeavors.

20% of residential units will be set-aside for the Innovation Studio entrepreneurs-in-residence, who will market their products and services in the boutique downstairs. Another 20% of units will be set-aside for artists-in-residence, whose art will be shown in the gallery downstairs. The library will be supplemented by the café, which will be operated by Commonwealth Kitchen or similar organization, and which will adjoin the start-up boutique that leads back to the gallery space -- which will in turn connect back to the library once more. The site will swiftly transform into a hub of commerce, learning, and entrepreneurship – but the theme of community will imbue and connect the dynamic uses. In the Innovation Studio Lab there is a professional mentor and mentee building a close bond, in the library a child is learning to read, in the café old friends are reconnecting, in the boutique a local business owner sells his new product, in the art gallery someone's life changes forever – and it all flows together without being chaotic.

#### ACTIVATION OF ENTREPRENEURSHIP AND ARTS INNOVATION SPACES

The Project will be designed and developed to foster innovation and increased entrepreneurship activity. Innovation Studio will pull on its experience activating the Roxbury Innovation Center in Nubian Square and Biz Bodega in Central Providence to assist the Sponsor, Architect, and the rest of the team in creating a welcoming and functional space.

The Café/Eatery/Lounge will function as an inviting and open space for the community, fostering open communication and collaboration. The Café will be operated by a local food and beverage anchor MWBE entrepreneur. Innovation Studio will leverage its relationship with Commonwealth Kitchen to identify an activation ready food entrepreneur to operate the Café on a rotating basis to offer critical customer application-based experience necessary for food entrepreneurs to grow and develop. The Café will likely offer hours between 8-3PM daily. The Café would also incorporate a flexible Café Counter space to accommodate multi-use programs and events after 3PM.

Creating and maintaining the physical space is important, but true activation is done through engagement. Innovation Studio will hire a full-time Community Engagement & Business Support Specialist, who will be responsible for managing the day to day operation, completing community outreach activities, promoting the use of the space, creating and executing engagement events, building and maintaining partner relationships, managing the meeting room schedule, scheduling opportunities for resource partners, ensuring community needs are being met and working with the Innovation Studio team to create programs and fill in gaps that are not being addressed.

Innovation Studios envisions this position being filled by a local resident who understands the needs of the community and is already engaged and trusted. This person should be outgoing, involved, supportive, understanding and organized, but does not necessarily have business support experience. The team has many years of experience working with ecosystem partners

and understands the business support landscape, so they are confident that they can train and support the right community-minded person for this role.

Additionally, Innovation Studio's entrepreneurs-in-residence and interested artists-in-residents will spend a couple hours each week in their respective spaces – boutique or gallery – showcasing their work and thereby also showcasing the impact of Innovation Studio for the broader community.

## 02 Community Benefits

The positive community impact of the Proposal is not limited to the artists, entrepreneurs, formerly homeless, or the other folks in residence. There will be a much larger impact on employment opportunities. There will also be a requirement that every enterprise in the building hire locally wherever possible (except the BPL, over which we exert no control).

Innovation Studio is first and foremost for the community itself. Innovation Studio has built its organization on the beliefs that innovation is diverse, ideas should be fostered, and entrepreneurial goals can be achieved through accessible and individualized pathways. The only way to truly make that possible is through collaboration with the community.

Hearing first-hand from the community is the best way to understand what entrepreneurs or aspiring entrepreneurs need to build their ideas. Many of the Innovation Studio participants will live in the Proposed building – but many will not, and that is exactly as it should be. For this program to be successful, many logistical factors need to be addressed related to programming, including time, day, training method, language, and culture. The Innovation Studio Team will request regular and significant feedback from the community as to what is and is not working. Resident engagement will also help promote opportunities offered through the various Innovation Studio spaces, hosted by key partners. The Community Engagement & Business Support Specialist will host regular events to engage residents but also will attend community events hosted by others. The goal is to become part of the community to work together to create a more economically mobile society.



## 03 Jobs

There will be a significant impact on employment opportunities. There will be a requirement that every enterprise in the building hire locally (except the BPL, over which we exert no control). This hiring policy is true for the Incubator administrator as much as the maintenance staff, the baristas in the café, the assistant in the boutique, and the art gallery coordinator.

The Innovation Studio boutique will prioritize products and services from the entrepreneurs-in-residence but also be available for the Fairmount Innovation Lab fellows and others to pilot their concepts together. Innovation Studio entrepreneurs from other sites will also be welcome participants.

We estimate 120 jobs created during construction and at least twelve permanent jobs created as a result of this Proposed development.

## C Development Plan



## 02 Operating Costs

### Partnership with UHM Properties

UHM has provided operating costs for Columbia Lofts residential reflecting operating expenses of \$9,100 per unit (not including the annual ground lease). This includes one property manager and maintenance personnel.

UHM currently manages 24 properties consisting of over 1,500 residential units and 215,000sf of commercial space in greater Boston. The residential properties include 13 that have 100% Section 8 contracts, and nine of the remaining eleven all have affordability components. UHM has the capacity and experience to manage housing and commercial properties owned by local not-for-profits as exhibited by our customer base which includes Dorchester Bay EDC, Habitat For Humanity, VBCDC, The City of Boston, and also the Boston Housing Authority. For-profit clients include NHP, Vitus and PNC Bank. Financing for these properties consists of many typical lenders found in the local affordable housing arena, including HUD-insured mortgages, MassHousing, MHIC, MHP, and conventional lenders.

### Commercial Component

Operating expenses associated with the incubator space and affordable commercial components will be carried by Innovation Studios and their program partners.

The public library condominium will be owned and operated by the Boston Public library.

## 03 Regulatory Approvals

Permit/Approval	Application Date	Expected Approval Date
<b>Boston Planning and Development Agency</b> Article 80 Large Project Review	June 2023	September 2023
<b>Boston Civic Design Commission</b> Project Review	July 2023	September 2023
<b>Boston Zoning Board of Appeal</b> Zoning Variance Approval	September 2023	December 2023
<b>Boston Water and Sewer Commission</b> Site Plan Approval Water and Sewer Connection Permit	September 2023 September 2023	December 2023 December 2023
<b>Boston Public Improvement Commission</b> Specific Repair(s) Plan	December 2023	May 2024
<b>Boston Public Works Department</b> Curb Cut Permit Street/Sidewalk Occupancy Permit	December 2023 December 2023	May 2024 May 2024
<b>Boston Transportation Department</b> Construction Management Plan Transportation Access Plan	December 2023 December 2023	May 2024 May 2024
<b>Boston Inspectional Services Department</b> Building Permit Certificate of Occupancy	April 2024 July 2025	July 2024 September 2025

*\* Not all permits/approvals listed may be required; permit/approvals not listed may prove necessary based upon changes in the project's design and/or program*

## D Boston Residents Job Policy

### Goals

The development team will make its best efforts to achieve the following goals during construction:

- 51% of the total works hours go to Boston residents.
- 51% of the total work hours go to minorities.
- 12% of the total work hours go to women.
- Additionally, at least 40% of the total contracted trades will be with W/MBE.

### Hiring Plan

To help meet the diversity goals, our compliance strategies include deploying workforce advertising, W/MBE utilization and bid solicitation; Carpenters Union workforce and community feeder organization(s).

We will engage the project's surrounding communities and offer a designated onsite job application drop box. We will review the applications and understand the applicants' qualifications. Advertising the potential work opportunities will draw attention and interest to the project hiring process. The Sponsor and their resident services team will attend specific local job fairs to recruit Boston residents and educate them about the project. Prior to each subcontractor mobilizing to the jobsite, they will be asked to submit workforce utilization projections so that adjustments can be made if need be to meet workforce participation goals.

Throughout the estimation and pre-construction phase we will solicit bids from Minority and Women Owned Businesses. During the project procurement period, additional efforts will be made to reduce participation barriers such as frequency of payment for labor-only scope(s) of work, securing bonding and obtaining materials on credit, and focus on M/WBE certified subcontractors utilizing the community outreach program(s) and contacts.

We'll work with the Carpenters Union Business Agent to assist with securing the proper manpower to achieve the aforementioned project hiring goals.

In conjunction with our community outreach and labor strategies we will also attempt to partner with organizations such as Youth Build to participate in the project. This effort will help us achieve surrounding community involvement and aid in meeting project hiring goals.

While the above-noted strategies are only an outline of how we'll strive to meet the goals of our agreement, we will be monitoring the compliance on a weekly basis. We will compile data to document the progress monthly while meeting our weekly reporting obligations. The project will tie all subcontractors into the terms and conditions of the agreement and impose financial penalties for repeat offenders, non-compliance and other such issues involving not making good faith effort(s) related to the hiring goals. Weekly subcontractor coordination meetings will be held to reinforce the hiring and contracting goals.

# E Good Jobs Strategy Plan

The Proposal is anticipated to create many jobs both directly because of the development and indirectly because of the Innovation Studio entrepreneurship incubator leading to enterprise creation and economic growth in the neighborhood.

**Residential Component – Three or more full-time jobs**

The Sponsor expects three full-time jobs to be created to operate the residential portion of the building: property manager, maintenance tech, and resident services provider. There may be further full-time and/or part-time positions.

**Innovation Studio Master Lease Component – Three or more full-time jobs**

Innovation Studio expects to hire one full-time Community Engagement & Business Support Specialist. Depending on overall demand for programs there could be a need to hire a Program Coordinator over time. The café/lounge, boutique market, and gallery/flex space will need two additional full-time people to operate.

**The Upham’s Corner Branch Boston Public Library – Six or more new full-time jobs**

The BPL will continue to employ people currently working at the location plus many additional librarians, techs, and other support staff to operate the much larger, more robust library facilities. The expectation is that at least six additional full-time jobs will be created, with approximately the same number of part-time jobs.

Innovation Studio is recognized as a leader in Diversity, Equity, and Inclusion – specifically in the entrepreneurship incubator space in Boston and beyond. Innovation Studio’s plan to master lease the four retail spaces will help to fuel further enterprise as the boutique offers pilot products and services and the café/lounge is operated by a likely Commonwealth Kitchen F&B entrepreneur. These uses, together with the gallery/flex-space, create the ultimate scene for creative and cultural growth. On top of that, there will be a strong preference for all the various uses – café/lounge, boutique/market, gallery/flex-space, the Incubator space, and the residential operation – to hire locally.

Innovation Studio is committed to helping small enterprise owners develop their businesses and grow in a sustainable way that builds wealth and generates good, full-time jobs in the community. Innovation Studio is firmly aligned with the DEI ethos this concept represents. The residential component of the property further requires that the artists, entrepreneurs, formerly homeless, and other populations in residence are local. In addition, the property management company, UHM Properties, is a M/WBE with local Dorchester roots. The ingredients for this project have been carefully chosen to be precisely what is needed to execute a groundbreaking project. The Sponsor foresees a snowball effect of flourishing businesses and a thriving community sprouting up around the Subject. The Sponsor is committed to ensuring the seven priorities of the good job standards are given the utmost attention.

1. At least 51% of the total employees working on the parcel shall be bona fide Boston Residents. Please note that the community has expressed a preference for developers

to select tenants for retail spaces who are committed to hiring Roxbury residents specifically. Proponents are expected to work with community partners as an element of their employee recruitment.

2. At least 51% of the total employees working on the parcel shall be people of color.
3. At least 51% of the total employees working on the parcel shall be women.
4. All employees shall be paid a “good wage”, defined as a salary or hourly wage equal to or greater than the Boston Living Wage, which shall be defined as \$17.62 on January 1, 2019 and thereafter increasing annually by the rate of inflation.
5. At least 75% of all employees working on Site 1, and at least 75% of all employees of each lessee, sub-lessee, or tenant working on Site 1, shall be full-time employees. “Full time” shall mean at least 30 hours per week.
6. All employees shall work “stable shifts,” which include a predictable schedule that is appropriate for the particular field of work. Such a work schedule allows employees to reasonably schedule other family care, educational, and work obligations. A schedule that does not include “on-call” time and has a set weekly pattern that does not change more than two times per year shall be presumed to be stable.
7. All full-time employees shall be offered benefits, defined as the opportunity to opt into a company sponsored health insurance plan with coverage that meets Massachusetts Minimum Creditable Coverage (“MCC”).



## F Diversity and Inclusion Plan

The team is committed to including meaningful participation by people of color, women, and Minority/Women Business Enterprises (M/WBEs) in all stages of the development process.

### **OWNERSHIP STRUCTURE**

Columbia Rd Lofts is a partnership between Caritas and The NHP Foundation. As a team, we will be able to take advantage of the specialties of each member and maximize minority participation in the developer team.

Caritas is an experienced owner/operator/develop in Boston, with 352 units in the City and approximately 600 additional units in the surrounding area. Caritas is committed to housing the most vulnerable populations, acknowledging that housing without services is not enough for many folks. The Resident Services team at Caritas is very conscious of trauma-informed care and embedded in the local organizations that provide the innumerable services and programs needed to support these individuals.

NHPF is a leading nonprofit real estate developer, owner, and operator of more than 9,000 affordable housing units in 16 States and the District of Columbia. In addition to being a successful developer/owner of affordable housing, and in full alignment with the non-profit service mission, The NHP Foundation also operates a robust Resident Services program that features Education/Youth Development, Health and Wellness, Financial Empowerment and Literacy, and Senior Services that we believe will be contributing to the long-term sustainability of affordable housing projects and to moving residents ever closer to financial self-sufficiency, holistic living and overall well-being.

NHPF is committed to building on its affordable housing mission to achieve greater inclusivity, diversity and racial equity through the establishment of internal, external, and resident engagement goals. NHPF aims to increase the organizational capacity and understanding of the systems, practices and beliefs that have historically led to inequitable treatment and lack of access to opportunities to residents of color in affordable housing communities. By creating an organizational culture that acknowledges the past and addresses inequities, NHPF furthers its mission and vision of building equitable, sustainable and enriched communities.

NHPF's RSI Framework identified three Areas of Commitment with the purpose of operationally achieving inclusivity, diversity, and equity. Each of the Areas of Commitment were deeply rooted in NHPF's mission and commitment to housing access and equity. The Areas of Commitment were: 1. Internal – ensure that NHPF Policies, Procedures, Practices and organizational culture are aligned with inclusivity, diversity, and racial equity; 2. External – ensure that NHPF Business Practices and all vendors are aligned with values of inclusivity, diversity, and racial equity; and 3. Resident Engagement – provide residents and communities tools and opportunities that position them to achieve their goals and transform their lives. Each commitment area identified a set of action items to be further developed, and each action item had a clearly identified purpose, staff commitment; projected timing to achieve; potential cost; and a commitment to report progress on each on a quarterly basis.

Caritas and The NHP Foundation will manage overall buyouts, coordinate all contractors, correspond with consultants, monitor the status and quality of construction, ensure the compliance of Boston Residents Jobs Policy, etc.

### **INNOVATION STUDIO**

Innovation Studio is a start-up incubator with a mission focused on diversity, equity, and inclusion. The programs Innovation Studio coordinates and operates are aligned with the concept of providing opportunities for all folks to succeed, no matter their heritage. Innovation Studio currently operates the Roxbury Innovation Center in the heart of Nubian Square to support local economic development through small business growth in one of the most overlooked and underrepresented neighborhoods in Boston. Recently, Innovation Studio has seen impressive results operating their Biz Bodega resource and support hub in a majority-Spanish-speaking area of Providence, RI. Innovation Studio's visionary success in Roxbury and Providence is something they hope to emulate and build upon in the Upham's Corner location within the Columbia Lofts building.

### **AFFIRMATIVE FAIR HOUSING MARKETING**

The team of the Columbia Rd Lofts project is fully committed to complying with the City of Boston Affirmative Fair Housing Marketing Program. We have a very strong team with an incredible working knowledge of Boston's neighborhoods. We will develop and implement a plan to increase access and awareness to the housing opportunities and to attract an applicant pool that mirrors the racial composition of the City as a whole.

### **OPERATIONS**

Columbia Lofts will be managed by UHM Properties, a minority business enterprise (MBE). Throughout its history, UHM has made a strong commitment to providing housing, services, employment and business opportunities to minorities and women. As a corporation, we live our philosophy of encouraging minority participation within the corporation at all levels-on the projects we develop, as well as on the projects we manage.

UHM will strengthen the communities it serves through employment and wealth building opportunities by ensuring that its purchasing and contracting activities utilize business enterprises that employ or are owned by local residents, minorities, women, or other disadvantaged individuals.

## G Permits and Licensing

NHPF is fully authorized to do business in the State of Massachusetts, and our tax exempt nonprofit status with the Internal Revenue Service (IRS) is current and up to date, with all filings accomplished. Our DBA is The NHP Foundation, sometimes found as The National Housing Partnership Foundation, but our legal name in all States we do business in is The NHP Foundation.

Caritas Communities, LLC, (Caritas) is a 501(c)(3) nonprofit developer and owner of nearly 1,000 units of very low income housing in Greater Boston. Caritas is fully authorized to do business in the State of Massachusetts, and our tax exempt nonprofit status with the Internal Revenue Service (IRS) is current and up to date, with all filings accomplished.

## H Resident Services Plan

### The NHP Foundation - Resident Services Summary

The NHP Foundation's social and resident services affiliate, Operation Pathways proposes to be included in the redevelopment to provide services to project residents. Operation Pathways Overview Building on its commitment to affordable housing, NHPF launched Operation Pathways in 1996 to provide programs and service coordination for their residents. As this resident services division grew, it took on the name Operation Pathways and developed nationally recognized programs and services. In 2015, Operation Pathways began implementing organizational changes to better equip the organization to expand its impact and serve more affordable housing communities across the country. This process included becoming a 501(c)(3) nonprofit organization affiliated with NHPF. The bulk of Operation Pathways 1 funding is provided from NHP Foundation revenues and NHP Foundation developer fees.

Residents in the communities we serve have access to a wide variety of educational, health, and enrichment programming, including one-on-one support through our work. These programs offer low- and moderate- income families assistance as they engage and choose their pathway to academic achievement, healthier living, and financial stability.

Operation Pathways programs and services are offered at 25 community centers across the country, impacting the lives of over 11,000 individuals. As noted above, we are positioning ourselves for the future so that we can continue to expand this impact. We've instituted a new data collection system to better track a range of outputs and outcomes across our programs and developed a new leadership team structure to facilitate organizational growth and support our local staff.

We would include an annual budget in our underwriting and develop a menu of services for the property with the following program parameters:

- Financial self-sufficiency program, tenant savings program, and a resident
- internship (summer) for youth
- Workforce development
- Community art/neighborhood beautification
- Youth development and after school programming
- Adult literacy
- Health and Wellness (including health screenings, fitness programs)
- Senior Services (fraud prevention, aging in place supports, cultural enrichment)

### Caritas Communities - Resident Services Summary

Recognizing that housing is the first step in stabilizing a person who has experienced poverty and homelessness, Caritas Communities is committed to helping residents retain their hard-won housing and thrive in the community through the Resident Supportive Services Program. Caritas has spent the past 7+ years building out a high-quality, high-impact supportive services team. A knowledgeable and experienced staff help residents navigate complex benefit programs and connect with job training and placement services, mental health and substance use disorder treatment, health services, healthy food access, and more. They also support the

property management team with crisis intervention and lease education and coordinate with partnering agencies that provide case management to residents transitioning from homelessness such as Pine Street Inn, More Than Words, AIDS Action, New England Center and Home for Veterans, and more. Additional wrap around services include the Welcome Basket Program, which provides all new residents with a laundry basket of bedding, kitchen and personal hygiene items need for a new resident to move in with dignity. Caritas's Homelessness Prevention Program provides support for residents in arrears by providing rental assistance, budget support, connection to resources, and fostering accountability. Lastly, the Healthy Resident Program provides residents with in-house food pantries and libraries, YMCA memberships, community meals and activities, and art and writing workshops. Caritas has worked hard to build programs that together provide the scaffolding that extremely low-income residents need to succeed in permanent housing and achieve health, well-being, and a sense of community.

Caritas will provide resident services to the homeless set-aside population, the population at or below 50% AMI, and any special needs population ultimately determined by our partners and financiers.

#### Resident Services Plan:

1. Property Manager – United Housing Management (UHM)
2. Property Manager Experience – UHM Properties provides highly personalized, comprehensive property management services for residential and commercial properties. UHM Properties currently manages over 1,400 residential units, all in MA.
3. Staffing Plan – A part-time onsite NHP RSC will work in coordination with a part-time onsite Caritas RSC. NHP will cater to the lower-touch 60%+ AMI cohort and Caritas will cater to the higher-touch 50%- AMI cohort.
4. On-site Resident Services Coordination – We expect at least two part-time resident service coordinators onsite for the duration of the day. 10% of the population will be homeless set-aside and will receive high-touch resident services from Caritas Communities' local team with expertise in working with this population. Onsite management and coordination with onsite services will be essential.
5. Management responsibilities for tenancy stabilization – housing is our foremost goal for our residents. We understand that life is often difficult, and these are traumatized individuals. We do our best to ensure that financial-related evictions do not occur – and that the person stabilizes to the best of their capacity. Not only do the resident service coordinators work closely with residents on rent relief and assistance, they also connect them with financial literacy courses along with a litany of related support with addiction and other mental illnesses. The goal of resident services in this situation is to create a safe space for open communication and resolution.
6. Special Service Needs – No Special Populations expected except the 10% homeless set-aside. Caritas Communities has a large population of residents with disabilities and there will be no issues accommodating Special Needs whenever the need arises, so long as the position is funded.
7. Partnering Agencies – AIDS Action Committee, Carey Transitional Housing Program, DHS, Department of Veteran Services, Heading Home, More Than Words, New England Center and Home for Veterans (NECHV), North Charles, Bridge Program, Pine Street Inn, Project Place, Vinfen, Clear Path New England.

8. Specific Service Coordination: Caritas Communities envisions a high-touch population of formerly homeless, moderate-touch with the 50% AMI cohort, and diminishing services needs at the higher AMIs. Caritas takes a holistic approach to the resident's wellbeing, including tracking hours spent with each resident per week, case management, goal-oriented planning, financial literacy, and more. This property's lower-income cohort would be serviced by Caritas Supportive Services Manager, David Thibault. The 60%+ AMI population would be provided services by The NHP Foundation and their service partners.
9. Physical plan of building will allow for shared experiences and collaboration between different cohorts of people. Resident services will be housed in an accessible, yet private area in the residential management/lobby area of the first level. The nearby café will offer healthy eating options; the boutique will display cutting edge pilot concepts, and the gallery will show art along with other events. This all plays into the overall quality of life of the residents of the building, some of whom will come from backgrounds that has left them traumatized. The Boston Public Library will be able to flow into the ancillary retail uses whenever collaboration is of interest. This will serve to build community and bring residents together with their neighbors. The sense of community inherent to the space will imbue the design as well.
10. Proposed Services - A knowledgeable and experienced staff help residents navigate complex benefit programs and connect with job training and placement services, mental health and substance use disorder treatment, health services, healthy food access, and more. They also support the property management team with crisis intervention and lease education and coordinate with partnering agencies that provide case management to residents transitioning from homelessness such as Pine Street Inn, More Than Words, AIDS Action, New England Center and Home for Veterans, and more. Additional wrap around services include the Welcome Basket Program, which provides all new residents with a laundry basket of bedding, kitchen and personal hygiene items need for a new resident to move in with dignity.

# I Affordable Commercial Plan

Innovation Studio will master lease all three retail bays on the first level for three dynamic uses: café/lounge, market/boutique, gallery/flex. On the second level Innovation Studio will master lease the Incubator Lab Space. As an experienced operator they know how to maximize mission while maintaining solvency and remaining in growth-mode. As lessee, Innovation Studio will be expected to sub-lease the three ground-level spaces to an operator. For example, Commonwealth Kitchen would be a good fit for the café/eatery. Innovation Studio will utilize their infrastructure and network to keep the boutique, gallery, and flex-space occupied and contributing to the mission, and, to a reasonable degree, the bottom line.

Innovation Studio offers a diverse array of spaces focused on democratizing innovation by:

- Meeting entrepreneurs where they are
- Finding the tools necessary to make /create a space better than it had been and present it to the community in a way that they have not seen it before
- Innovation + Equity = Empowerment

The crux of Innovation Studio's mission is continuous activation of its spaces. Places like the café/lounge would flow, or have the ability flow, easily into the boutique, for example. An experienced operator like Innovation Studio will have the proper operational scheduling infrastructure to handle the multitude of activation requests in support of – first and foremost, the live-in artists and entrepreneurs – and then of course the community itself; and finally, a third-party user could rent the space for an event.

The café/lounge will serve as the initial introduction and landing point where the community can feel welcomed to engage and learn from others and gain access to services. The space will serve as the window to the entrepreneurship activation present in the rest of the building. A coffee/light F&B vendor would likely be active from 8AM-3PM daily. The cafe/lounge could be converted into a welcoming and convening event space for a standing reception after 3PM, allowing for the showcasing of more boutique goods or art gallery shows and events.

The Sponsor is proposing to work in collaboration with the BPL design team from the beginning to ensure integration of library and non-library spaces; and, to ensure uses that are aligned, complementary, and not redundant.

## K Additional Data





# Innovation Studio

INNOVATION *is for* EVERYONE

June 13, 2022

To whom it may concern,

Innovation Studio a Roxbury Massachusetts 501(c) 3 non-profit whose mission is to make innovation, entrepreneurship and small business ownership attainable through an empowering and inclusive network of community spaces and individualized pathways is highly interested in the Sponsor's Proposal in response to the BPDA's release of the RFP for 555-559 Columbia Rd in Upham's Corner.

In particular, Innovation Studio is interested in pursuing the following courses of action as related to the Proposed Project:

- Leasing and operating the Incubator Space of the Proposed Project and three ancillary spaces; Café/Lounge, Entrepreneur Boutique Market Space & Art Gallery/Flex Space.
- Collaborate and leverage its relationship with Commonwealth Kitchen to identify an activation ready food entrepreneur to operate the Café on a rotating basis in order to offer critical customer application based experience necessary for food entrepreneurs to grow and develop.
- Collaborate and leverage its relationship with Fairmount Innovation Lab to collectively support the Uphams Corner entrepreneurial ecosystem and connect it to the Greater Boston entrepreneur community.
- Collaborating with the Sponsor early and often on the design and programming of both the Incubator and the Boutique spaces.

We look forward to working closely with Caritas Communities and its partners to assist in fulfilling the vision of this project for the City of Boston.

Sincerely,

Daniel Enríquez Vidaña  
President  
Innovation Studio, Inc.

# Columbia Lofts

## Design Submission

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## A Design Narrative

### 01 Development Objectives and Design Guidelines

As correctly described within the RFP, the Library is an appropriate Anchor element to the future of Uphams Corner. Site 1 is the logical choice and the proposed design herein provides the appropriate Civic Scale and image for this urban catalyst. The Lot dimensions do not allow for a single-story Branch, but the proposed design intertwines two levels of similar dimension around a grand two-story entrance. The Library façade fronts Columbia Road and wraps the corner at Cushing Avenue. The curved corner houses the main reading room and will provide dramatic views out to and down Columbia Road. The two-story model allows for a greater amount of library program to engage the Street and Uphams Corner.

Being a mixed-use development, we have placed as much activity along the street as possible. The Café has been placed next to the Library's main entrance. The design allows for direct connection to the library, a stand alone commercial space or a hybrid with controlled connection times. The hybrid connection being the preferred choice, but we see the flexibility as an important strategy to getting to a richer solution.

Adjacent to the Café we have placed the Boutique Shop and Art Gallery that also has a proposed hybrid connection with the Library with controlled access. Two story glazed spaces both at the street and behind allow for daylight and visual connection with the Second-story library spaces.

Around the corner on Cushing Avenue we have placed a shared entrance for the Housing Lofts and a 2000 SF Incubator Space on the Second Floor. Though the residential component houses the greatest volume of the building, it is of secondary importance to the Library. With that the massing has been reduced into smaller playful elements in order to reduce its mass through the use of materials and shadow lines.

Lastly, the zero-lot line condition with the existing two-story building at 551 Columbia Road allows an opportunity for a large scale art wall visible from the west end of Uphams Corner.

### 02 Transportation Plan

Located within a quarter mile of the Uphams Corner Commuter rail stop, the development team has chosen to go with no parking. In addition to rail, there are 4 bus routes that pass by the site as well as a large bike share station at the corner of Ramsey and Dudley Streets. Internally, the residential component locates the Bicycle Room directly off of the main elevator lobby. Refer to the project site plan for detail.

## 03 Preliminary Zoning Analysis

### Primary Articles

Article 65 - Dorchester Neighborhood District  
Map 5A/5B Dorchester Neighborhood District

### Districts

NS / Neighborhood Shopping Subdistrict

#### Table D - Dimensional Requirements

Max. FAR / 1.0	4.4 [relief req.]
Max. Building Height / 40'	85' [relief req.]
Min. Usable Open Space / 50sf/unit or 3,600 sf	850sf [relief req.]
Min. Rear Yard / 20'	4' [relief req. at 555 only]

#### Table F - Off Street Parking Requirements

Community Uses / 1.0/1000sf or 18	0 [relief req. / library]
Office Uses / 2.0/1000sf or 2	0 [relief req. / incubator]
Retail Uses / 2.0/1000sf or 2	0 [relief req. / café & boutique]
10+ Units / 1.5/unit or 108	0 [relief req. / residential]

#### Table G - Off Street Loading Requirements

15,001sf to 49,999sf / 1.0 space	0 [relief req.]
----------------------------------	-----------------

Footnote to Table F and G state that Tables F&G do not apply to Projects subject to Large Project Review.

### Neighborhood Design Overlay District

#### Notes

Article 65-33 / Neighborhood Design Overlay District requires Boston Landmark Commission review.

### Secondary Articles

Article 37 – Green Building Compliance required  
Article 80 – Development Review and Approval / Large Project Review required  
Article 85 – Demolition Delay / required for 555 Columbia Road

## 04 Resilient Development and Green Building Guidelines

The Project will achieve compliance with the City of Boston's Article 37 Green Buildings zoning code and Climate Resiliency Policy. The Project Team is currently targeting LEED v4.1 Building Design & Construction (BD+C) rating system at the Gold level. The LEED Checklist will continue to be revised, as the Project is further refined throughout the design process. The following sections describe the elements incorporated into the LEED Checklist. While not seeking formal LEED certification, the LEED checklist and Sustainability Narrative are being submitted to the City of Boston's IGBC under the Article 37 permitting process. See Figure 4-1, LEED Checklist.

### **ARTICLE 37 / LEED COMPLIANCE**

#### **INTEGRATIVE PROCESS**

##### **IP Integrative Process 1 Point**

The Proponent and Project team are committed to an integrated design approach using early modeling and extensive design team coordination to achieve synergies across disciplines and building systems. Refer to early energy modeling in Appendix F, Energy Model Report.

#### **LOCATION & TRANSPORTATION**

The Location and Transportation credit category encourages development on previously developed land, minimizing a building's impact on ecosystems and waterways, regionally appropriate landscaping, and smart transportation choice.

##### **LT Sensitive Land Protection 1 Point**

The Project is located on the footprint of land that has been previously developed.

##### **LT High Priority Site 1 Point**

The Project is located in a U.S. Department of Housing and Urban Development's Qualified Census Tract (QCT).

##### **LT Surrounding Density and Diverse Uses 5 Points**

The Project site area exceeds the density requirements of 35,000 SF/acre and is in a neighborhood with several amenities within 0.5 miles of the Project site.

##### **LT Access to Quality Transit 5 Points**

The Project is earning all the quality Transit points in addition to Exemplary Performance.

##### **LT Bicycle Facilities 1 Point**

The Project is providing long-term (employee) and short-term (guest & visitor) bicycle parking and 1 space per residential unit in accordance with the Boston Transportation Department (BTD) 2020 bicycle accommodations policy.

##### **LT Reduced Parking Footprint 1 Point**

The Project demolishes existing surface parking lot on site and does not propose any parking spaces on site.

#### **SUSTAINABLE SITES**

The development of sustainable sites is at the core of sustainable design. Sustainable Site design provides quality open space with active landscape elements that can both

mitigate stormwater and provide shade and thermal comfort for the building occupants.

**SS Prerequisite Construction Activity Pollution Prevention**

The Project reduces stormwater runoff, erosion, and airborne dust to the maximum extent practicable throughout construction, as part of an Erosion and Sediment Control plan prepared by the Project Civil Engineer and executed by the Contractor.

**SS Site Assessment 1 Point**

The Design Team will complete and document a comprehensive site assessment that includes site topography, hydrology, climate resilience, vegetation, species habitat, soils, human use, and human health effects, and evaluate how these features influence the design of the Project.

**SS Rainwater Management 2 Points**

The Project will evaluate Low Impact Development (LID) Strategies to promote infiltration for quality stormwater management. The Project will meet the 85th percentile of rainfall retained on site for the Rainwater Management credit.

**SS Heat Island Reduction 2 Points**

The building roof and the limited hardscape material will comply with the SRI standards set forth by LEED and achieve the Heat Island Reduction credit.

**SS Light Pollution Reduction 1 Point**

All exterior lighting fixtures will comply with the Light Pollution Reduction credit through the BUG compliance path.

**WATER EFFICIENCY**

Buildings are major users of our potable water supply and conservation of water preserves a natural resource while reducing the amount of energy and chemicals used for sewage treatment. The goal of the Water Efficiency credit category is to encourage smarter use of water, both inside and outside.

**WE Prerequisite Outdoor Water Use Reduction**

To satisfy the requirements of the Outdoor Water Use Reduction Prerequisite and credit, the landscape will be designed to eliminate potable water use and will only have plant material that is native, drought tolerant, and adaptive.

**WE Prerequisite Indoor Water Use Reduction**

Water reduction is typically achieved through more efficient appliances, fixtures, and fittings inside and water-wise landscaping outside. To satisfy the requirements of the Indoor Water Use Reduction Prerequisite and credit, the Project will incorporate water conservation strategies that include low flow plumbing fixtures for water closets and faucets.

**WE Prerequisite Building-Level Water Metering**

The Project includes permanent water metering for the total potable water use for the building and associated site.

**WE Outdoor Water Use Reduction 2 Points**

To satisfy the requirements of the Outdoor Water Use Reduction Prerequisite and credit, the landscape will be designed to eliminate potable water use and will only have plant material that is native and adaptive.

### **WE Indoor Water Use Reduction 4 Points**

The Project is targeting significant indoor water use reduction from the baseline. All newly installed toilets, lavatory faucets, kitchen sinks and showerheads that are eligible for labeling will be low-flow and have the Water Sense label. The project is currently tracking 40% reduction in potable water use for plumbing fixtures.

### **WE Water Metering 1 Point**

The Project will also install permanent water meters that measure the total potable water use for the building and associated grounds. The project will also water meters for two or more of the following water sub-systems, as applicable to the project: indoor plumbing fixtures and fittings, domestic hot water and or the boiler for additional metering.

Metering data will be compiled into monthly and annual summaries, and the resulting whole-project water usage data will be shared with USGBC.

## **ENERGY & ATMOSPHERE**

According to the U.S. Department of Energy, buildings use 39 percent of the energy and 74 percent of the electricity produced each year in the United States. The Energy and Atmosphere credit category encourages a wide variety of energy strategies: commissioning; energy use monitoring; efficient design and construction; efficient appliances, systems and lighting; the use of renewable and clean sources of energy, generated on-site or off-site; and other innovative practices.

### **EA Prerequisite Fundamental Testing and Verification**

To verify that the Project's energy-related systems are installed, calibrated, and perform according to the Project requirements, basis of design and construction documents, the Project includes fundamental commissioning of the building's energy systems. Benefits of commissioning include reduced energy use, lower operating costs, reduced contractor callbacks, better building documentation, improved occupant productivity and verification that the systems perform in accordance with the Project's requirements.

### **EA Prerequisite Minimum Energy Performance**

A whole-building energy simulation will be performed for the Project. Points will be calculated using EA pilot credit 95 – Alternative Energy Performance Metric. The target average of the energy cost and carbon emissions savings is 28% savings resulting in 11 points. The Project team will continue to analyze efficiency measures during the design process and account for the results in design decision making. The team will use energy simulation of efficiency opportunities and past energy simulation analyses for similar buildings. The Project will also prove compliance with the Stretch Code, which requires a minimum of 10 percent improvement over ASHRAE Standard 90.1– 2013.

### **EA Prerequisite Energy Metering**

The Project will evaluate installing new building-level energy meters, or submeters that can be aggregated to provide building-level data representing total building energy consumption (electricity, natural gas, chilled water, steam, fuel oil, propane, biomass, etc.).

### **EA Prerequisite Fundamental Refrigerant Management**

As required by LEED, the Project will not use chlorofluorocarbon (CFC)-based refrigerants in new heating, ventilating, air-conditioning, and refrigeration (HVAC&R) systems. The Project will target the use of refrigerants used in heating, ventilating, air-

conditioning, and refrigeration (HVAC&R) equipment that minimize or eliminate the emission of compounds that contribute to ozone depletion and climate change.

**EA Enhanced Commissioning 3 Points**

Fundamental Commissioning and Enhanced Commissioning will be pursued for the Project. Envelope Commissioning will also be evaluated.

**EA Optimize Energy Performance 11 Points**

A whole-building energy simulation was performed for the Project. Points were calculated using EA pilot credit 95 – Alternative Energy Performance Metric, the average of the energy cost and carbon emissions savings 28% savings resulting in 11 points. The Project team will continue to analyze efficiency measures during the design process and account for the results in design decision making. The team will use energy simulation of efficiency opportunities and past energy simulation analyses for similar buildings. The Project will also prove compliance with the Stretch Code, which requires a minimum of 10 percent improvement over ASHRAE Standard 90.1– 2013.

**EA Green Power and Carbon Offsets 2 Points**

The Proponent will endeavor to contract for 100 percent of the Project’s energy from green power, carbon offsets, or renewable energy certificates (RECs). A solar study was completed, and the output was factored into the low carbon option of the Energy Modeling Report.

**MATERIALS & RESOURCES**

During both construction and operations, buildings generate tremendous waste and use many materials and resources. The Materials & Resources credit category encourages the selection of sustainable materials, including those that are harvested and manufactured locally, contain high-recycled content, and are rapidly renewable. It also promotes the reduction of waste through building and material reuse, construction waste management, and ongoing recycling programs.

**MR Prerequisite Storage and Collection of Recyclables**

As required by LEED, the Project will provide dedicated areas accessible to waste haulers and building occupants for the collection and storage of recyclable materials for the entire building. Collection and storage areas may be separate locations. Recyclable materials will include mixed paper, corrugated cardboard, glass, plastics, and metals. The Project will also take appropriate measures for the safe collection, storage, and disposal of two of the following: batteries, mercury-containing lamps, and electronic waste.

**MR Prerequisite Construction and Demolition Waste Management Planning**

To comply with both the prerequisite and credit requirements related to construction waste management, the Project will develop and implement a construction and demolition waste management plan that will identify at least five materials (both structural and nonstructural) targeted for diversion and approximate a percentage of the overall Project waste that these materials represent. Careful material selection will be performed for the Project. The Project will evaluate products that have Environmental Product Declarations (EPDs), Sourcing of Raw Materials and Material Ingredients disclosures to meet the LEED Criteria.

**MR Construction and Demolition Waste Management 2 Points**

The Project will divert a minimum of 75 percent of the total construction and demolition material; diverted materials will include at least four material streams.



## **INDOOR ENVIRONMENTAL QUALITY**

The U.S. Environmental Protection Agency estimates that Americans spend about 90 percent of their day in-doors, where the air quality can be significantly worse than outside. The Indoor Environmental Quality credit category promotes strategies that can improve indoor air through low emitting materials selection and increased ventilation. It also promotes access to natural daylight and views.

### **IEQ Prerequisite Minimum Indoor Air Quality Performance**

As required by LEED, the Project will meet the minimum requirements of ASHRAE Standard 62.1-2010, Sections 4-7, Ventilation for Acceptable Indoor Air Quality (with errata), or a local equivalent, whichever is more stringent.

### **IEQ Prerequisite Environmental Tobacco Smoke Control**

During building operations, the Proponent will institute a No Smoking Policy to prohibit the use of all tobacco products inside the building and within 25 feet of the building entrance, air intakes, and operable windows.

### **IEQ Enhanced Indoor Air Quality Strategies 1 Point**

The Project will provide entryway systems, interior cross-contamination prevention, and filtration. The project will look at opportunities to meet the entry mat criteria as we are constrained by front entry dimensions.

### **IEQ Construction Indoor Air Quality Management Plan 1 Point**

The Project will develop and implement an indoor air quality (IAQ) management plan for the construction and preoccupancy phases of the building, meeting or exceeding all applicable recommended control measures of the Sheet Metal and Air Conditioning National Contractors Association (SMACNA) IAQ Guidelines for Occupied Buildings under Construction, 2nd edition, 2007, ANSI/SMACNA 008-2008, Chapter 3.

### **IEQ Enhanced Indoor Air Quality Assessment 1 Point**

As required by LEED, the Project will meet the minimum requirements of ASHRAE Standard 62.1-2010, Sections 4-7, Ventilation for Acceptable Indoor Air Quality (with errata), or a local equivalent, whichever is more stringent. The Project will follow strict IAQ guidelines and protect absorptive materials stored on-site from moisture damage. The Project also will pursue either a building flush out or air quality testing.

### **IEQ Thermal Comfort 1 Point**

The Project will meet the thermal comfort criteria both for controllability.

### **IEQ Interior Lighting 1 Point**

The Project will meet the ASHRAE 55 standards along with the interior lighting criteria.

### **IEQ Quality Views 1 Point**

Daylight is being evaluated for energy efficiency opportunities and benefits for the occupants. The Project will also evaluate the ability to provide views with a direct line of sight to the outdoors for at least 75 percent of all regularly occupied floor area.

## **INNOVATION**

The Innovation in Design and Innovation in Operations credit categories provide additional points for projects that use new and innovative technologies, achieve performance well beyond what is required by LEED credits, or utilize green building strategies that are not specifically addressed elsewhere in LEED. This credit category

also rewards projects for including a LEED Accredited Professional on the team to ensure a holistic, integrated approach to design, construction, operations and maintenance.

#### **IN Innovation in Design 4 Points**

The Project Team will determine at least five Pilot credits to pursue as the design progresses.

- Innovation in Design: Exemplary Performance - Transit
- Innovation in Design: Green Housekeeping & Integrated Pest Management
- Innovation in Design: Education/ Tenant Manual
- Innovation in Design: Sustainable Purchasing - Lamps

#### **IN LEED Accredited Professional 1 Point**

The Project Team includes a LEED Accredited Professional.

#### **REGIONAL PRIORITY**

The Project anticipates achieving the following regional priority credits.

- Regional Priority: Indoor Water Use Reduction
- Regional Priority: Optimize Energy Performance
- Regional Priority: Rainwater Management
- Regional Priority: Renewable Energy (to be determined)

#### **CLEAN AND RENEWABLE ENERGY**

The Proponent will seek a solar feasibility study to evaluate the effectiveness of photovoltaic (PV) solar canopy installations on the building roof. PVs provide clean energy and can be an effective solution to meet energy demand peaks – especially in hot summer months where energy demand is high, which in turn allows reduction of the building's GHG emissions and increases its resiliency.

#### **CLIMATE RESILIENCY**

The Project Site is not located in Boston's Coastal Flood Resilience Overlay District nor is it designated within a FEMA Special Flood Hazard Area.

The Project Team has designed the Project with resiliency to future climate change impacts in mind by striving to locate the building mechanical equipment and associated utility rooms above grade or on the roof. The Project will eliminate the uncontrolled stormwater runoff from existing impervious surface area on the Project Site and collecting and promoting infiltration of stormwater runoff. These stormwater management improvements will increase the resilience of the Project Site and surrounding parcels to increased frequency and precipitation intensity in storm events.

Finally, the Project is replacing the existing paved surface lot area and underperforming building with a new energy-efficient building that will utilize highly reflective roofing materials and incorporate pavers and shade trees. These measures will complement the Uphams Corner neighborhood and help significantly reduce the urban heat island effect at the Project Site.

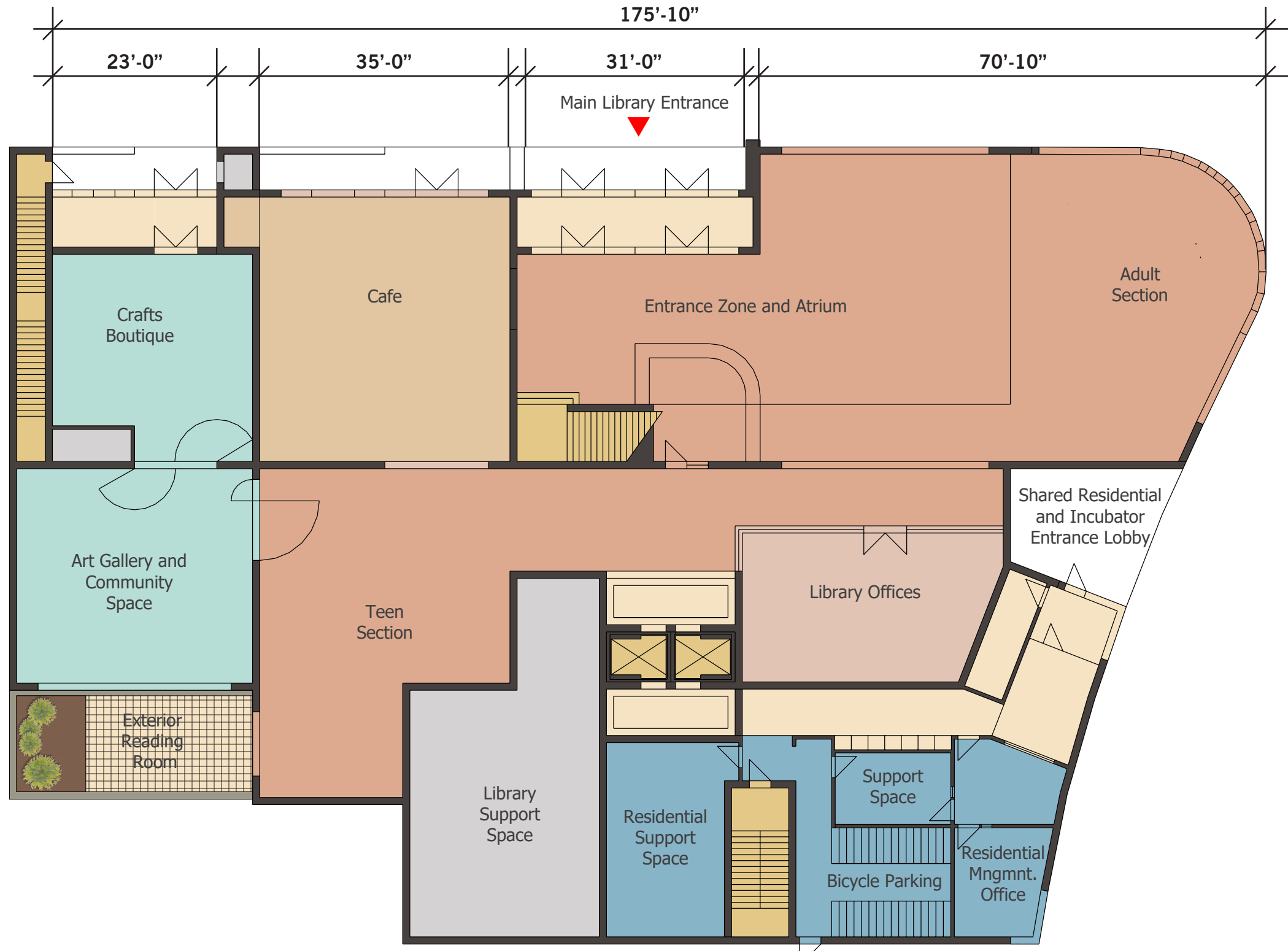
## B Design Drawings

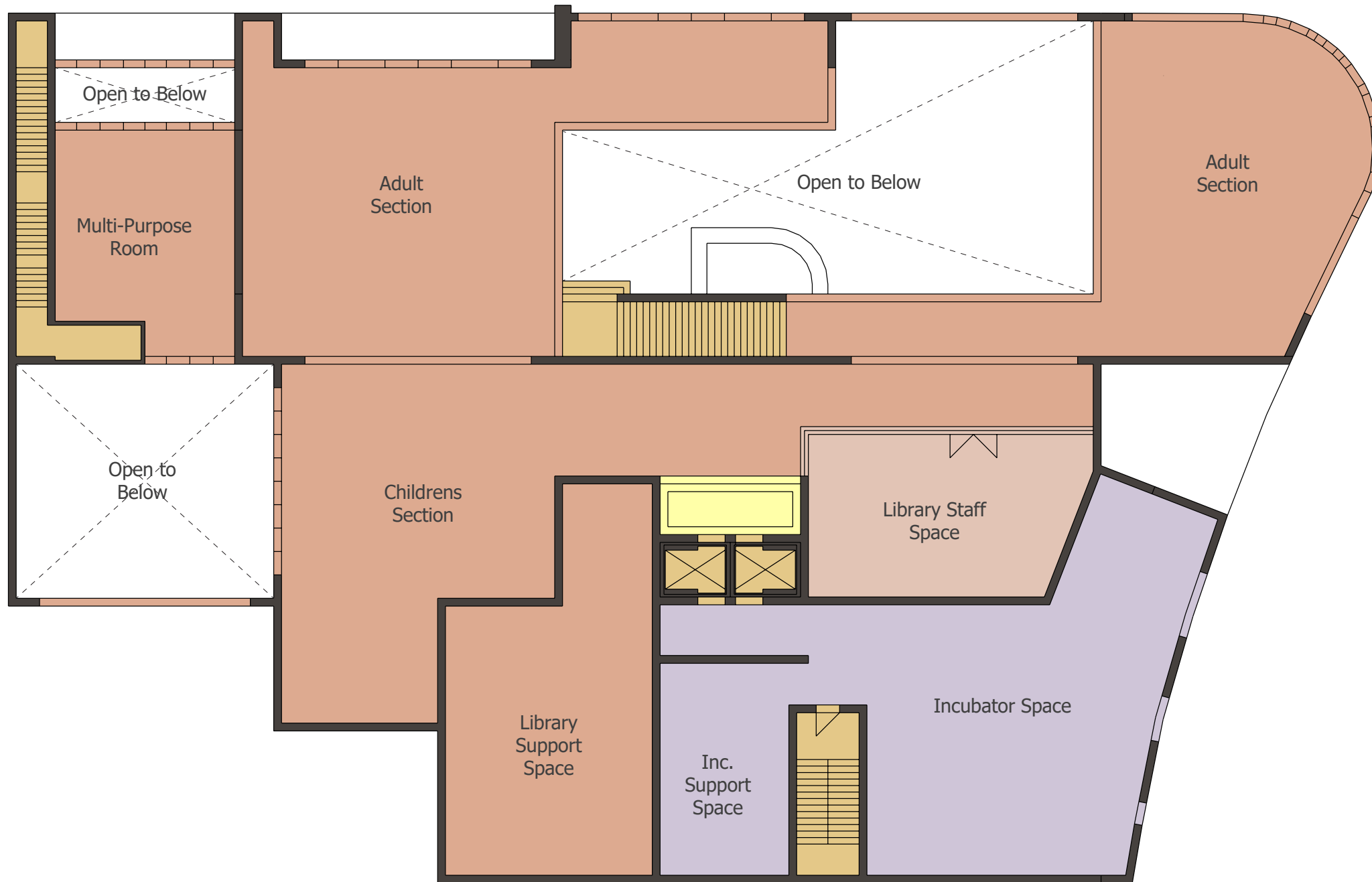


	PROJECT TOTAL GROSS	LIBRARY	Café	INCUBATOR	BOUTIQUE	RESIDENTIAL NSF	RESIDENTIAL SUPPORT	GENERAL SUPPORT+
6	13,535 SF	- SF	- SF	- SF	- SF	9,430 SF	810 SF	3,295 SF
5	14,115 SF	- SF	- SF	- SF	- SF	9,960 SF	810 SF	3,345 SF
4	14,115 SF	- SF	- SF	- SF	- SF	9,960 SF	810 SF	3,345 SF
3	14,115 SF	- SF	- SF	- SF	- SF	9,960 SF	810 SF	3,345 SF
2	12,265 SF	8,650 SF	- SF	2,200 SF	- SF	- SF	- SF	1,415 SF
1	15,335 SF	9,330 SF	1,400 SF	400 SF	980 SF	- SF	1,800 SF	1,425 SF
<b>T</b>	<b>83,480 SF</b>	<b>17,980 SF</b>	<b>1,400 SF</b>	<b>2,600 SF</b>	<b>980 SF</b>	<b>39,310 SF</b>	<b>5,040 SF</b>	<b>16,170 SF</b>

**RESIDENTIAL PROGRAM**

	Loft A 480 NSF	Loft B 490 NSF	Loft C 500 NSF	Loft D 540 NSF	Loft E 560 NSF	Loft F 570 NSF	Loft G 600 NSF	Loft H 630 NSF	Loft I 680 NSF	Loft J 700 NSF	Total
6	2	4	5	5	-	-	-	1	1	-	18
5	1	2	3	5	2	1	1	1	1	1	18
4	1	2	3	5	2	1	1	1	1	1	18
3	1	2	3	5	2	1	1	1	1	1	18
<b>Total</b>	<b>5</b>	<b>10</b>	<b>14</b>	<b>20</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>72</b>









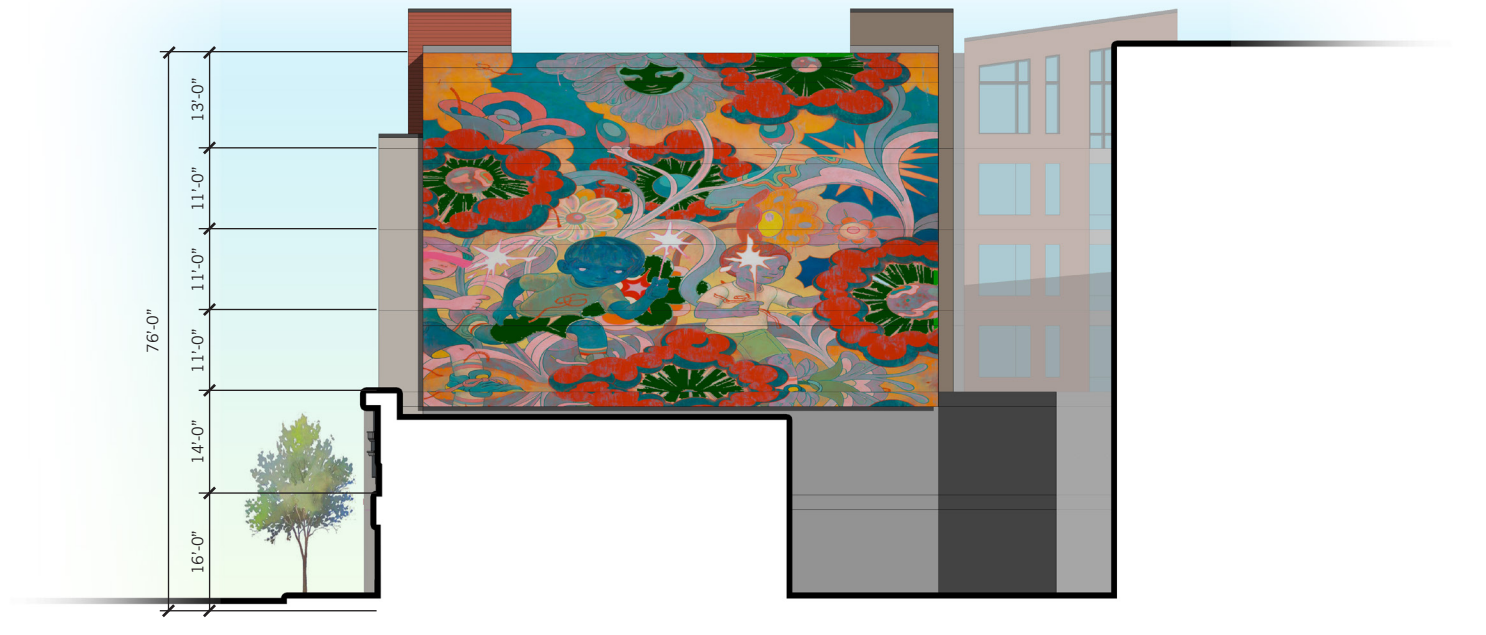




Northwest Elevation | Columbia Road



Northeast Elevation | Cushing Avenue



South Elevation | Site Section



555-559 Columbia Road RFP

Dorchester, MA | June 15, 2022 | 22052 | © The Architectural Team, Inc.

Aerial Perspective









# Gary M. Kane

AIA NCARB LEED AP | Principal

With more than two decades of design expertise, Gary brings a value-based approach to projects, enabling him to unveil and establish the client's objectives and identify strategic opportunities for greater return. He is skilled at leading diverse, multidisciplinary teams and managing complex development projects while providing exceptional attention to client relationships. His experience ranges from master planning and programming for mixed-use, multifamily, and assisted living facilities to the design and construction administration of complex projects that involve challenging technical site solutions, relocations, and multiple phases of work. Gary is adept at developing consensus among stakeholders, community advocates, and regulatory groups.

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## JOINED THE ARCHITECTURAL TEAM

1991

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## EDUCATION

Wentworth Institute of Technology  
*Bachelor of Architecture*  
*Associate of Architectural Engineering Technology*

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## PROFESSIONAL AFFILIATIONS

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

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## PUBLIC AND PROFESSIONAL SERVICE

Design Mentor, *Federal Home Loan Bank of Boston's Affordable Housing*  
Guest Critic, *Mass Art, Wentworth Institute of Technology + Suffolk University*  
Guest Speaker, *Northeastern University Sustainable Building Organization (NUSBO), 2018*  
Leader of Student Design Competition 2012-2014, 2016, *Boston Architectural College*  
Urban Land Institute - Technical Assistance Panel, *City of Taunton, 2016*  
AIA National Convention Lecture Series *Lecturer, 2008*

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## SPEAKING ENGAGEMENTS

Wentworth Institute of Technology Lunchtime Conversations with Alumni Series  
*Raffles Boston Back Bay Hotel & Residences Case Study*

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## AWARDS

Gary is honored to have his work recognized by notable professional and trade associations, including the Boston Preservation Alliance, National Housing and Rehabilitation Association, Preservation Massachusetts, and Urban Land Institute

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## PUBLICATIONS

*Realtor Magazine*  
"A Myriad of Home Trends to Gain Momentum in 2021"  
*McKnight's Senior Living Magazine*  
"Downtown Urban Flavor"  
*Tax Credit Advisor*  
"Case Study: A.O. Flats in Boston"

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## CERTIFICATIONS

LEED AP  
MCPPO Certified School Project Designer

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## REGISTRATION

Massachusetts

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## RAFFLES BOSTON BACK BAY HOTEL & RESIDENCES, BOSTON, MA

A new \$400M mixed-use, LEED Certifiable 33-story highrise located in Boston's Back Bay neighborhood. The program includes a 154 room five-star hotel, 146 luxury condominiums, and lower-level retail and restaurant space. Additional amenity spaces include a unique two-story outdoor patio and sky lobby with bar — a distinctive feature for the New England market.

## ★ THE BACK BAY HOTEL, BOSTON, MA

The adaptive reuse of and addition to the former Boston Police Headquarters to create a 220-room luxury boutique hotel that features a restaurant, lounge, coffee bar, and conference space.

## ★ UPHAMS CROSSING, DORCHESTER, MA

The 102,000 square foot redevelopment and design of the former St. Kevin's site involving the new construction of 80 mixed-income multifamily units comprised of two midrise buildings and townhomes, and the adaptive reuse of an existing school building to accommodate resident amenities and services.

## WHITE PLAINS INSTITUTE FOR REHABILITATION & HEALTHCARE, WHITE PLAINS, NY

Located in a densely populated urban center, this new \$60M state-of-the-art five-story rehabilitation and skilled nursing facility serves a broad range of medically complex patients. The 110,000 square foot community consists of 42 long-term skilled nursing beds, 76 subacute care beds, and a 42-bed memory care neighborhood.

## ★ STONEBRIDGE AT BURLINGTON, BURLINGTON, MA

An award-winning 94,000 square foot facility offers 84 units in a combination of studio, one-, and two-bedroom independent and assisted living units, as well as 26 private and semi-private memory care units located in a separate and secure environment.

## ★ THE HAYES AT RAILROAD SQUARE, HAVERHILL, MA

The adaptive reuse of a historic shoe factory into a 57 unit mixed-use, mixed-income, transit-oriented development. The building offers 5,000 square feet of ground level commercial space and resident amenities including a community room and cafe, children's play area, laundry, and fitness room.

★ **A.O. FLATS AT FOREST HILLS, JAMAICA PLAIN, MA**

A \$35M new mixed-use building featuring 78 mixed-income units, 1,600 square feet of ground-floor retail, 2,500 square feet of community space, and a 42-space underground parking garage. Resident amenities include a fitness center, common lounge, and bicycle storage.

**SOUTHEAST TOWERS, ROCHESTER, NY**

The \$53M moderate rehabilitation of two multifamily residential buildings involving the renovation of the ground floor community space, unit upgrades, and rehabilitation of the exterior facade.

★ **LAURELWOOD AT THE PINEHILLS, PLYMOUTH, MA**

A 77,000 square foot, 80 unit assisted living community that offers independent, assisted, and memory care living options. The distinctively long and narrow property required an innovative multi-level design. Resident amenities include a tavern, cafe, restaurant, fitness center, and outdoor patio.

★ **FRANKLIN SQUARE HOUSE, BOSTON, MA**

TAT first completed the historic rehabilitation and conversion of this storied property in 1974 from a hotel to senior housing. More recently, the firm performed renovations to the interior, refinishing the marble staircases and flooring, interior fireplaces, wood doors, and transoms.

★ **BARSTOW VILLAGE, HANOVER, MA**

A 66 unit senior affordable housing development offering residents one- and two-bedroom rental units with supportive services to help promote independent living. Resident amenities include a community room, kitchen, laundry facilities, and ancillary services.

**MORAN SQUARE, FITCHBURG, MA**

The \$23.9M adaptive reuse of two historic buildings and the new construction of a five-story building into a mixed-use, mixed-income multifamily community. Designed to be Passive House Certified, the program includes 44 units, 25 structured parking spaces, and approximately 8,000 square feet of commercial office space.

★ **D4 CONDOMINIUMS, BOSTON, MA**

The historic adaptive reuse of the former District 4 Boston Police Station into 26 luxury condominiums that also include a four-story atrium with a green roof and resident parking.

**POPE JOHN PAUL II ACADEMY, DORCHESTER, MA**

The renovation and addition to the existing St. Margaret's School as part of Pope John Paul II Catholic Academy. Restoration involved the renovation of classroom and administrative spaces and an 18,000 square foot addition comprised of a gymnasium and auditorium, classrooms, and cafeteria with a commercial kitchen.



# Dana Hareli

Associate AIA | Project Manager

An organized multitasker with strong communication skills, Dana enjoys working collaboratively with the project team. She is acutely aware of establishing a project framework that fulfills the client's vision as well as provides quality and value. Her ability to communicate effectively, creatively resolve complex problems, attend to detail, and work in a time-conscious and time-effective manner makes her a valued member of the team. Dana has been responsible for all phases of design from schematics and design development through to construction documents and construction administration.

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## JOINED THE ARCHITECTURAL TEAM

2014

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## EDUCATION

Syracuse University  
*Bachelor of Architecture*

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## PROFESSIONAL AFFILIATIONS

American Institute of Architects

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### MODERA NEEDHAM, NEEDHAM, MA

A new 136 unit apartment community situated in a bustling Boston suburb. The units are a mixture of market-rate and fixed-income units incorporated into 52 townhomes within 10 buildings, and 84 flat-style units within a five-story podium building.

### NATICK SENIOR LIVING, NATICK, MA

The new construction of a three-story assisted living and memory care facility with 86 units. The 95,180 square foot building provides 18 studio, 58 one-bedroom, and 10 two-bedroom units along with 50 parking spaces.

### MODERA MARSHFIELD, MARSHFIELD, MA

A new 330,316 square foot mixed-income multifamily transit-oriented community that features 248 garden-style direct-entry townhomes and apartment flats spanning 14 buildings. In keeping with the history and tradition of the neighborhood's low-rise single-family residences, the contextual design features two- and three-story Colonial, Shingle-style buildings with pitched rooflines and white and gray siding.

### THE SLATE AT ANDOVER, ANDOVER, MA

Located on the site of the former Rolling Green Golf Course, a new multifamily community comprised of two, four-story buildings provides 224 mixed-income units. Brick towers and metal canopies at the entry corners anchor the center of the site and relate directly to the entry of the clubhouse.

### MODERA BRIGHTON, BRIGHTON, MA

The new construction of a transit-oriented multifamily community that provides 158 affordable units, each designed to be conducive to work from home situations. Aiming to enhance the public realm, the design will enhance the streetscape and provide common space for both residents and the surrounding community.

# Meghann M. Van Dorn

LEED AP ID+C | Director of Interior Design

As the firm's director of interior design, Meghann brings 15 years of leadership experience in the design of multifamily, institutional, hospitality, and corporate workplace interiors. Her collaborative problem-solving capabilities, coupled with her project management and business development acumen provides clients with a reliable advisor. Meghann's approach is to align each solution with a client's specific needs, budget, and time frame. With a keen interest in sustainability and end-user wellbeing, she understands how design affects the way people work, live, and learn. Meghann designs with the overarching goal of contributing to higher levels of productivity, efficiency, flexibility, comfort, and overall satisfaction. Her involvement includes all phases of a project from client vision to schematic design and final installation.

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## JOINED THE ARCHITECTURAL TEAM

2020

## EDUCATION

Hobart and William Smith Colleges  
*Bachelor of English and History*  
Marymount University  
*Masters of Interior Design*

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## PROFESSIONAL AFFILIATIONS

LEED U.S. Green Building Council  
Women in Real Estate Boston

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## SPEAKING ENGAGEMENTS

Women Build Podcast by World Architecture News  
*Designing Amenity Spaces in Multi-Residential Buildings, the Importance of Biophilia and reacting to Changing Demands*

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## PUBLICATIONS

*IIDA New England*  
"Courthouse Becomes Mixed-Income Housing"  
*Units Magazine*  
"A Fresh Start"

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## SAUGUS RIDGE, SAUGUS, MA

The new construction and master plan of a mixed-income multifamily community with 17,000 square feet of amenity space, consisting of a resort style pool, a state-of-the-art fitness center, a club room with a coffee bar, co-working spaces, a dining room, a pet spa, dog park, and courtyards.

## THE MERCANTILE ON MAIN, ROCHESTER, NY

The 1M square foot landmark building, Sibley's, is being transformed into a vibrant, mixed-use urban center including multifamily, commercial, restaurant, and retail space. The new, bold theater-style marquee entrance serves as the grand entry to The Mercantile on Main which thoughtfully blends art deco era details within a modern food hall communal space.

## THE RESIDENCE AT BALA CYNWYD, BALA CYNWYD, PA

An 84 unit, six-story assisted living and memory care facility constructed on the former Lee's Shoddy Mill site. Creating an elevated sense of elegance, interior patterns and textures combine beautifully with industrial finishes that pay homage to historic use of the site.

## HARBORWALK RESIDENCES + HARBOR125 APARTMENTS, EAST BOSTON, MA

A new transit-oriented development along East Boston's waterfront comprised of 52 mixed-income units across two buildings. Thoughtfully designed programming provides an abundance of natural light with sweeping skyline views, complimented by a soft color palette.

## NATICK SENIOR LIVING, NATICK, MA

The new construction of a three-story assisted living and memory care facility with 86 units. The 95,180 square foot building provides 18 studio, 58 one-bedroom, and 10 two-bedroom units along with 50 parking spaces.

## COURT SQUARE, SPRINGFIELD, MA

The historic preservation and adaptive reuse of a vacant hotel into a mixed-use multifamily community. The design will feature retail space on the first floor, a tenant lounge, fitness area, workpods, leasing office, and laundry on each floor