



Development Submission

# Parcel P3

Roxbury, MA

March 16, 2022







**KING** Boston

ON CIVIL RIGHTS LEGACY





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## 01. Project Team



March 16, 2022

Brian P. Golden

Director  
Boston Planning and Development Agency

Dear Director Golden,

On behalf of My City at Peace (“MyCAP”), The HYM Investment Group, LLC (“HYM”), and our entire project team, we are pleased to present this Letter of Interest and our attached submission in response to the Boston Planning and Development Agency’s (“BPDA”) Request for Proposals (“RFP”) for the redevelopment of Parcel P3 (“the Project”) in the Campus High School Urban Renewal area.

Over 4 years ago, MyCAP and HYM began collaborating to envision a bold plan for the site that would augment the cultural richness of greater Roxbury with a vibrant new economic and social engine, effectuating meaningful and lasting improvements for the local community. Over the past 24 months, we have thoughtfully assembled a diverse team of experienced urban planners, designers, engineers, problem-solvers, and small business leaders with deep roots in the local community. Together, we will achieve six key objectives:

1. Create approximately 308 housing units that are truly affordable for existing, local, low- and middle-income families and individuals, including approximately 144 for-sale units, which will provide opportunities to those who have historically had to overcome steep hurdles to homeownership.
2. Work with and invest in the local community to help residents learn and develop the knowledge and skills needed to thrive in career tracks with stronger earnings potential, particularly within the booming life sciences industry and building trades.
3. Foster greater diversity, equity, and inclusion (“DEI”) in the development process, ensuring that the execution of our concept results in greater opportunities for emerging, woman and/or minority-owned businesses and the final condition of the Project serves the local community’s needs, interests, passions, and appetites.
4. Expand the Longwood Medical corridor into Roxbury by delivering approximately 700,000 SF of life sciences space to the site, unleashing a robust, new economic engine for the neighborhood.
5. Seamlessly reintegrate Parcel P3 into the larger Nubian Square neighborhood through carefully planned transit and bike lanes as well as gracious pedestrian connections to the adjacent schools, fields, and Whittier Choice development.
6. Bring diverse, beautifully landscaped open spaces and pedestrian-priority zones to a neighborhood in need of more park space and infuse the ground plane with vibrant cultural, artistic, and retail destinations that embrace and promote the diversity, history, and culture of Nubian Square.

As we assembled our team and crafted our approach to the Project, we thoughtfully considered the analysis and community engagement initiatives that the BPDA conducted before releasing the RFP. To deepen our understanding of how to best serve the Roxbury community and inform our key objectives, we furthered the work that the BPDA started by having several direct conversations with neighboring community members, educational institutions, small businesses, and community organizations. Please



reference Section 10 for additional details regarding and letters of support from the several community organizations with whom we spoke.

To ensure that we could deliver upon our key objectives, we specifically selected the members of our team to foster a purposeful combination of local experience, new perspectives, innovative thinking, and financial strength and surety. Our proven record and collaborative approach affirm our confidence in our ability to develop a dynamic site that enriches the City of Boston and achieves the six aforementioned key objectives. The following attributes uniquely position our team to ensure the Project's success:

*Permitting and Execution:*

HYM has successfully permitted over 26 million SF of development rights across several similarly large-scaled, complex, mixed-use projects in Boston and its neighboring cities. Our permitting success is based on a unique approach of working directly and thoroughly with Boston-based community groups, permitting authorities, and other local stakeholders to build consensus. MyCAP and its Principals are similarly experienced in community consensus building, having achieved several key milestones in decades-long efforts to prevent violence in communities of color and reduce the racial wealth gap through multifamily development without displacement.

Madison Park Development Corporation ("MPDC") is a seasoned affordable housing developer with over 55 years of experience and 1,600 affordable housing units developed, 1,400 of which were in Roxbury. Leading the development of the affordable rental units and partnering with HYM and MyCAP in the development of the affordable condominium units within the Project, MPDC's deep experience and expertise in unlocking public funding and working with the local neighborhood will be an invaluable asset to ensuring the execution of our team's affordable housing goals.

Our team is intimately familiar with Boston's Article 80 process as well as the Commonwealth's MEPA process. In Boston, HYM and MPDC have established robust, working relationships with various neighborhood organizations, the BPDA, elected officials, and other City agencies. MyCAP will energize HYM and MPDC's community engagement processes with fresh perspectives and deep ties to the Roxbury community. Collectively, we understand the complex nature of projects of this size, specifically the inherent challenge of developing a plan that: achieves the goals of the Owner; garners the support of planning staff, elected officials, and municipal departments; and benefits and earns the support of the community.

HYM's expertise in delivering complex mixed-use projects goes beyond our deep experience in securing entitlements. In addition to obtaining approvals, our team has established a successful track record in raising equity capital, arranging financing, and strategically phasing projects to ensure financial viability and competitive returns for our capital partners. After raising financing and obtaining approvals, we also oversee the execution of our vision. Our construction professionals are a diverse group of talented individuals hailing from a wide range of backgrounds within the architectural and construction fields. Under their steady leadership, our projects are delivered on time and within budget.

Through our ability to navigate conflicting interests and reach solutions that benefit all parties, HYM has attained a long and successful track record of permitting, financing, and delivering some of the region's most complex and high-profile mixed-use developments. Together, MyCAP, HYM, and MPDC are confident in our ability to deliver the project we propose—making us the optimal partner for the BPDA.

### *Life Sciences:*

Boston and its neighboring cities have long been a beacon for the world's most pioneering companies because of the region's premier knowledge economy, anchored by globally renowned academic institutions. An influx of capital into life sciences firms brought on by the COVID-19 pandemic has accelerated the spread of life sciences companies out of the region's traditional clusters into new areas. To date, Roxbury has not seen the benefits that accompany the arrival of pioneering life sciences firms. However, at the doorstep of the Longwood Medical Area, Northeastern University, the Wentworth Institute of Technology, Madison Park Technical Vocational High School, and the John D. O'Bryant School of Mathematics, we are steadfast in our vision of the potential for this site to become a cradle for biotechnological innovation.

We are proud to be partnering with LabCentral Ignite, an innovative life sciences venture who has already bought into our team's vision for the site as a burgeoning life sciences cluster. LabCentral Ignite is a mission-driven, mission-aligned subsidiary of LabCentral that provides incubator space to early-stage biotechnology researchers with a specific focus on fueling greater diversity and inclusion in the biotechnology sector. Not only will the presence of LabCentral Ignite, their subtenants, and other innovative life sciences players bring exciting new ideas to the Roxbury community, but also these firms will become the economic engine for the entire Project, unlocking employment and homeownership opportunities for local residents and workers.

We are confident that our team is the ideal partner for the BPDA in executing on this vision. HYM is actively developing over 1 million SF of life sciences spaces, making our team experts on the most current standards and best practices in life sciences development. Across two assets, our team is developing three different subclasses of life sciences spaces: dry lab, wet lab, and biomanufacturing. Our fresh and thorough experience will enable us to deliver a cutting-edge asset that revitalizes the underutilized site.

### *Diversity Equity and Inclusion:*

Diversity, equity, and inclusion are integral components of MyCAP's and HYM's history, philosophy, and mission. We have passionately fostered a culture where inclusion is an instinct—not an initiative—because we fundamentally believe in building a workplace where any person can do their best work. Further, we know from experience that places are better when the team creating them represents the vast backgrounds of the people who will enjoy them.

While we have worked hard since our inception to foster a diverse, equitable, and inclusive environment, we acknowledge the historical shortcomings of the real estate industry. In response, our team will set and achieve a new standard of DEI through the Project - taking a 3-phased approach, substantiated by several specific initiatives, to ensure that the Project is developed, financed, designed, engineered, constructed, leased up, and operated in ways that enhance DEI and grant key roles to individuals who have historically lacked the same access others have enjoyed in this industry.

We recognize the power of this Project to elevate emerging, minority- and/or woman-owned firms by partnering larger, more established firms with newer, more up-and-coming ones. We believe that these types of relationships are mutually beneficial, providing the former with exposure to new ideas and professionals, and the latter to highly visible projects of a scale on which they might not otherwise get to work. This sort of structure is not only at the core of our team in the relationship between MyCAP and HYM, but also in several other partnerships we have sought out for this Project. For additional details regarding these partnerships, our priorities regarding DEI, and the specific strategies that comprise our 3-phased approach, please reference Section 7.

*Placemaking and Connecting Neighborhoods:*

Core to our team's development ethos is the notion that places begin with people, which inspires us to create highly desirable places where people want to live and work. We keep the end users of a space top of mind throughout every decision we make—from creatively using landscaping elements to enhance open spaces to methodically cultivating the right mix of uses to activate the ground plane and serve the community. Fundamental to this people-centered approach is a heightened focus on transportation – working with the City of Boston and Commonwealth of Massachusetts to ensure that our projects are accessible to pedestrians, cyclists, and public transit users. HYM's approach ensures that our developments become lively, dynamic places that successfully integrate surrounding neighborhoods.

Our team's approach to the Project will transform a dilapidated overflow parking lot into a dynamic neighborhood, activate the ground plane along all facades, and establish a vibrant, cultural hub through designating the primary community-serving, open space at the intersection of the site and the Whittier Choice neighborhood. The result of thoughtful landscaping, architectural, and retail intervention will be a place that not only serves as a thoroughfare/connector between Nubian Square and Lower Roxbury, but also becomes a point of convergence—a place where residents of the surrounding neighborhoods will want to come to spend their time.

We are proud to be partnering with The OnyxGroup, an established leader in the Roxbury retail community. The OnyxGroup brings to our team deep ties to local businesses. Their engagement will help ensure that the retail uses within the Project authentically serve the needs and desires of the surrounding community and elevate local businesses.

Additionally, we are very proud to share that we have identified and reached an agreement with our first street-level tenant, King Boston. King Boston is a program of the Boston Foundation working closely with the City of Boston to honor the legacy of Dr. Martin Luther King, Jr. and Coretta Scott King. Situated in approximately 31,000 SF of prime retail space located directly along the new plaza that will open the site up to the Whittier Choice neighborhood, King Boston will become the beating heart of the Project. With dedicated retail, conferencing, and gallery space, King Boston will allow the community to engage with the Kings' living legacy of racial and economic justice.

MyCAP, HYM, our partners, and team members view this submission as the beginning of a collaborative effort with the Roxbury community, prospective tenants, the BPDA, and other key stakeholders. We earnestly and enthusiastically look forward to the opportunity to discuss our proposed Project in greater depth.

Sincerely,



Thomas N. O'Brien  
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■ Highlighted firms are MBE, WBE, or W/MBE businesses.

## Development Team

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The OnyxGroup	Chanda Smart	<a href="mailto:csmart@onyxboston.com">csmart@onyxboston.com</a>	(617) 792-2268	50 Moreland Street Roxbury, MA 02119
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## Design & Legal Team

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McNamaria Salvia	Adam McCarthy	<a href="mailto:mccarthy@mcsal.com">mccarthy@mcsal.com</a>	(617) 850-4110	101 Federal Street, Suite 1100 Boston, MA 02110
Goulston & Storrs	Peter Kochansky	<a href="mailto:pkochansky@goulstonstorrs.com">pkochansky@goulstonstorrs.com</a>	(617) 574-3572	400 Atlantic Avenue Boston, MA 02110

## Construction Team

John Moriarty & Associates	Chris Brown	<a href="mailto:cbrown@jm-a.com">cbrown@jm-a.com</a>	(781) 729-3900	3 Church Street, Suite 2 Winchester, MA 01890
Maven Construction	JocCole Burton	<a href="mailto:jc@mavenbld.com">jc@mavenbld.com</a>	(617) 600-0026 EXT. 215	263 Huntington Avenue, Suite 123 Boston, MA 02115

## Operational & Community Partners

The OnyxGroup	Chanda Smart	<a href="mailto:csmart@onyxboston.com">csmart@onyxboston.com</a>	(617) 792-2268	50 Moreland Street Roxbury, MA 02119
King Boston	Imari Paris Jeffries	<a href="mailto:imari@kingboston.com">imari@kingboston.com</a>	(617) 504-0720	75 Arlington Street, 3 <sup>rd</sup> Floor Boston, MA
Lab Central Ignite	Gretchen Cook Anderson	<a href="mailto:gcookanderson@labcentral.org">gcookanderson@labcentral.org</a>	(603) 856-1838	700 Main Street Cambridge, MA 02139



## My City at Peace Co-Master Developer

MyCAP, founded in 2015, is a Boston-based real estate development and programmatic initiative that strengthens distressed communities and helps to bridge the racial wealth gap by using housing as a way to build a sustainable peace in communities of color without displacement. MyCAP and its Principal, Reverend Jeffrey Brown, have more than 30 years of experience in leading community-based violence reduction efforts to bring a sustained reduction of the safety deficit that too many communities of color experience. MyCAP has trained clergy and other community leaders in Boston and around the nation in how to lead evidence-based, collaborative efforts between cities and communities to reduce violent acts.

MyCAP builds the structural and cultural conditions for lasting partnerships that help traditionally conflicting constituencies come together for the common good. Recent engagements include working with a major developer in West Chicago to reduce violence and build community partnerships in a large newly redeveloped housing area, and winning designation as a part of a development team in Rochester, NY. In addition, MyCAP has hosted 3 national conferences on violence reduction in inner cities, bringing together faith and community, law enforcement, municipal and academic leaders to discuss the latest strategies and research





## Reverend Jeffrey L Brown

### Founding Partner & Chief Executive Officer

Rev. Brown is a nationally recognized leader and expert in gang, youth and urban violence reduction and coalition building and the founder of My City At Peace. He founded MyCAP in 2015 as a real estate and programmatic initiative that develops real estate and targets distressed communities to help bridge the racial wealth gap that exists in our country. He also founded RECAP (Rebuilding Every Community Around Peace), an international initiative organized to assist cities build better partnerships between the faith-based community, government, and law enforcement agencies in an effort to reduce gang violence. Brown was one of the architects of the “Boston Miracle”, a process where the city experienced a 29-month period of zero juvenile homicides in the 1990s, and has spawned countless urban collaborative efforts in subsequent years that followed the Boston Ceasefire and faith-based model. Rev. Brown has been a pastor or interim pastor in the area for over 26 years, and is currently an Associate Pastor of the historic Twelfth Baptist Church on Warren St. In Nubian Square.

He is the subject of a popular Harvard Business School case study on his efforts and delivered a TED Talk that has over one million views. Rev. Brown is the recipient of numerous local and national awards and citations. He is the author of a forthcoming book, titled *The Courage To Listen*, and Paramount Pictures has teamed with actor/writer Chadwick Boseman and Logan Coles on a feature film based on his experiences. A resident of the Dorchester area of Boston, MA, Rev. Brown has three grown children.



## Thomas Sullivan

### Founding Partner & Chief Operating Officer

In 2015, Thomas joined Rev. Brown to form MyCAP, after over a decade working together on various leadership and change implementation consulting projects with groups such as the World Bank, the International Finance Corporation, and the International Monetary Fund.

Thomas is also a Professor of Practice in Leadership and faculty member at Hult International Business School’s Boston campus. He previously held positions at Arthur D. Little and Innovation Associates as a consultant and manager focusing on change implementation. Recent MyCAP engagements include working with a major developer in West Chicago to reduce violence and build community partnerships in a large, newly redeveloped housing area, and winning designation as a part of a development team in Rochester, NY. In addition, MyCAP has hosted 3 national conferences on violence reduction in inner cities, bringing together faith and community, law enforcement, municipal and academic leaders to discuss the latest strategies and research.



## Denisha McDonald

### Managing Director of Sales, Buyer Education & Engagement

Denisha joined the MyCAP team in 2019 with the drive to be a fierce change agent in communities of color. With over fifteen years of teaching and real estate experience, Denisha fundamentally understands the importance of homeownership and strong financial habits to building wealth. She founded Our Village Initiative (OVI), a social impact platform committed to closing the racial wealth gap through real estate and financial education. Through strategic partnerships and intentional programming, OVI curates community benefits around real estate and financial empowerment.

Her team has helped create over 58 affordable homeownership opportunities for families in Boston, provided scholarships to high school students, and successfully advocates for the creation of affordable homeownership inventory. Denisha has served as the Chair of Housing for the Boston NAACP, was a former member of the Mayor’s Housing Taskforce, and has served on various committees. She is also the president of Thumbprint Realty, a minority-owned boutique real estate brokerage firm. Throughout her tenure with the brokerage, the company has doubled in size, serves 3 states and is now the next brokerage-to-watch as it continues to grow and expand its impact within Boston and beyond. Thumbprint Realty is built on family ideals, and we work to ensure our agents and clients feel confident and supported throughout the process. From affordable sales to luxury listings, we pride ourselves on our attention to detail and client experience.



## References

### **Reverend Dr. Arthur T. Gerald**

Pastor Emeritus

Twelfth Baptist Church Roxbury  
(617) 680-7518  
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### **Steve Tompkins**

Sherriff

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### **Dr. Albert Saiz**

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### **John Majors**

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## The HYM Investment Group

### Co-Master Developer

HYM is a Boston-based real estate company that focuses on the acquisition, development, and management of complicated, mixed-use, transit-oriented urban projects with major residential, commercial, life science, and retail components. HYM and its Principals have a long and successful track record in planning, permitting, financing, constructing, and managing developments in Boston and the Greater Boston area. HYM is actively developing over 20 million SF of space consisting of residential, commercial, life science, and retail uses.

Our focus on revitalizing and infilling urban sites with a complement of uses drives economic growth, strengthens communities, and creates sustainable, active neighborhoods. We have demonstrated our ability to master plan, raise equity, arrange financing, and execute our vision through construction management.

HYM's success is the direct result of the diversity, expertise, and skillfulness of our professionals and our comprehensive neighborhood process, which engages all stakeholders including neighboring residents, local businesses, community groups, municipal departments, state agencies and elected officials to ensure that the places we create prioritize inclusion and embrace the diversity of Greater Boston. HYM's greatest strength is its professionals' ability to tap into robust working relationships with neighborhood organizations, city and state agencies, and elected officials to bolster a process which ensures consensus among all stakeholders.





## Product Types

Mixed-Use, Transit-Oriented	Senior Living Residential
Life Sciences	Student Housing Residential
Office	Academic, Institutional
Tenant Fit Out	Hospital
Retail	Hotel
Rental Residential	Parking Garage
Condominium Residential	Infrastructure

## Scope of Service Throughout the Deal Cycle

Stage 1	Stage 2	Stage 3	Stage 4
<ul style="list-style-type: none"> <li>• Due Diligence</li> <li>• Project Conceptualization, Programming, Phasing</li> <li>• Neighborhood and Government Consensus Building</li> <li>• Permitting and Approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Deal Structuring</li> <li>• Equity Raising</li> <li>• Design Management (Schematic through Construction Documents)</li> <li>• Arranging Construction Loan Financing</li> </ul>	<ul style="list-style-type: none"> <li>• Base Building Construction Management</li> <li>• Monthly Owner and Lender Draw Processing</li> <li>• Leasing and Marketing</li> <li>• Tenant Improvement Construction Management</li> </ul>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Dispositions</li> </ul>



# HYM Leadership



## Thomas N. O'Brien

### Founding Partner & Chief Executive Officer

Tom is the Founding Partner and Chief Executive Officer of The HYM Investment Group. He previously served as a Managing Partner for JPI, a national owner of multifamily communities, and as a Managing Director in Boston and New York for Tishman Speyer. Tom also led the Boston Redevelopment Authority as its Director and Chief of Staff, overseeing the development of over 12 million SF of projects from 1994 to 2000. Tom served as the General Counsel and Director of Finance at the Massachusetts Industrial Finance Agency from 1989 to 1994. In 2011, the Governor appointed Tom to the Board of the Massachusetts Housing Finance Agency. Tom is a graduate of Brown University and Suffolk University Law School and is a member of the Massachusetts Bar Association



## Paul Crisalli, PE, LEED AP

### Partner & Chief Operations Officer

Paul is a Partner and Chief Operations Officer of The HYM Investment Group and has over 37 years of real estate development and operations experience in commercial and multifamily properties. Prior to joining HYM, Paul was responsible for all of JPI's development and investments in New York and oversaw the design and development of multifamily projects in their Northeast Region. Prior to JPI, Paul served Halpern Real Estate Development Company and Halpern Building Corporation in various capacities. Paul has also served as Chair, and is currently an Executive Board Member, of the Westchester/Fairfield District Council of the Urban Land Institute. He is a graduate of Polytechnic Institute of Brooklyn.



## Douglas J. Manz

### Partner & Chief Investment Officer

Doug is a Partner and Chief Investment Officer of The HYM Investment Group. Doug previously served as a Development Partner for JPI and Vice President of Development for Northland Investment Corporation where he focused on the permitting and development of high-, mid-, and low-rise multifamily projects. Prior to that, Doug held various positions with Leggat McCall Properties in Boston. In 2019, Mr. Manz was appointed to and currently serves on the NAIOP Massachusetts Board of Directors, NAIOP's Government Affairs Committee, A Better City's Land Use and Development Advisory Committee and is also a member of ULI. In 2013, Mr. Manz was appointed to and served on the City of Cambridge Transportation Advisory Committee for four years. Mr. Manz is a graduate of Cornell University and the Harvard University School of Design.

# Additional Project Team Members

#### Development



Seamus Joyce  
Development  
Manager



Daniel Greene  
Development  
Associate

#### Finance & Accounting



Ann-Marie Darling  
Senior Vice  
President

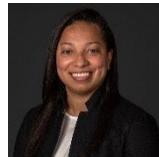


Frey Teklewoold  
Senior Accountant

#### Construction



Andrew Brown  
Assistant Project  
Manager



Elisa Livingston  
Assistant Project  
Manager

#### Asset Management & Marketing



Madeline Fitzgerald  
Marketing Manager



Madison McKenna  
Marketing & Asset  
Management  
Associate

# Bulfinch Crossing

*Iconic, 4 building, 2.9 million SF mixed-use development*

In 2010, HYM was brought on to oversee the redevelopment of the Government Center Garage, a relic of 1960's Urban Renewal whose obtrusiveness within Downtown Boston not only served as a constant eyesore, but also impeded the interaction of established Boston neighborhoods. HYM has since master planned, fully permitted, and begun delivering a flexible and financially viable phased redevelopment plan. Our extensive and ongoing community outreach to build consensus included hundreds of meetings with IAG, community leaders, neighborhood groups, and public agencies, resulting in no voiced public opposition and unanimous city council and municipal board decisions during the permitting process







## Project Details

Ownership	Bulfinch Unit A Owner LLC and affiliates
HYM's Role	Master Developer
Location	Downtown Boston
Site Area	4.8 Acres
Office High-Rise	1 Building
Residential High-Rise	2 Buildings
Life Sciences Mid-Rise	1 Building
Retail	Ground Floor
Parking Garage	1,000+ Parking Spaces
Total Development	2.9 Million GSF

### West Parcel

The Sudbury	480' tall, 368 rental and 55 condominium luxury residential high-rise
One Congress	528' tall, 1 Million SF Class A office tower
Future Residential	299' tall, 300-unit luxury residential high-rise

The project will feature a roof deck suspended 11 stories into the Boston skyline, an amenity unmatched in the market.

### East Parcel

Two Congress	179' tall, 410,000 SF Life Sciences Facility
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The project will feature a 1-acre public plaza and MBTA busway, connecting Bulfinch Crossing, Beacon Hill, and the West End to the Greenway and North End.



## Current Status

### The Sudbury

- Delivered 368 rental apartments and 55 condominiums in the heart of the COVID-19 pandemic
- Between delivery in October 2020 and the end of 2021, have achieved 95% lease up of the apartments and are rapidly selling remaining condominiums
- LEED Gold Certified

### One Congress

- One year from completion of iconic, 1 million SF of Class A office tower that will enhance the Boston skyline
- 52% pre-leased as new global headquarters of one of Boston's largest financial institutions and Boston's largest employer, State Street Bank, as well as law firm, K&L Gates
- Targeting LEED Gold and Fitwel certifications





## Two Congress

- Received unanimous approval from the BPDA for a 410,000 SF, 12-story life science building in January 2022
- Underwent a comprehensive community engagement process to amend Planned Development Area and revise the original development concept for the redevelopment of the Government Center Garage



## Garage Deconstruction

- Actively deconstructing the portion of the Government Center Garage over Congress Street and the East Parcel while keeping the portion of the existing garage structure on the West parcel operational for ongoing revenue to support project costs and satisfy parking demand in neighborhood.
- Successfully navigated logistical constraints with the Massachusetts Bay Transportation Authority (“MBTA”) to begin executing a demolition plan that allows the subway station beneath the East parcel to remain operational

# Suffolk Downs

*Highly resilient, transit-oriented, 16million SF mixed-use development*

HYM's vision for the previously underutilized horse racing facility is to transform the land into a highly resilient, transit-oriented, mixed-use development with a principal focus on residential development. The 161-acre site, the largest redevelopment project in the history of Boston, has been separated from the community for decades. HYM will reconnect it with the adjacent established and culturally strong communities of Orient Heights, East Boston and Beachmont, Revere and develop a set of robust neighborhoods within the site. Now fully entitled and approved, HYM and its team spent three thorough and productive years engaging the surrounding residents and small businesses, local civic and neighborhood leaders, city and state officials and representatives in an exhaustive community process. HYM completed that work with the community directly and transparently, holding over 450 meetings ranging from hundreds of participants to one. The powerful new economic hub will include hotels, street-front retail, restaurants, life sciences facilities, active and passive open spaces; it will generate new jobs and new local tax revenues; and it will create a destination that is significant for the futures of both East Boston and Revere.

Located near coastal and intercoastal waterways, Suffolk Downs relies on forward-thinking resiliency strategies to effectively prepare for climate change and manage sea-level rise. Utilizing creative landscape planning, HYM will strategically raise and lower the grading of the site in order to create storm water basins and direct the flow of flood waters in a way that protects both the site as an asset and the abutting communities.

As the site is built out over the next 20 years, each phase will stand on its own feet, providing an appropriate and successful mix of uses in the short term, which will integrate into the larger vision for the site as complementary phases are completed in the long term.

The site is located in the cities of East Boston and Revere and is adjacent to the Suffolk Downs and Beachmont MBTA Blue Line stations, two stops from Logan Airport and 10 minutes from downtown Boston. The proximity and access to public transportation as well as the development of several bicycling and walking paths will make the site easily navigable internally and easily accessible from major Boston area locations as well as promoting HYM's goal to reduce automotive emissions.

## Project Details

Ownership	The McClellan Highway Development Company
HYM's Role	General Partner & Master Developer
Location	East Boston & Revere
Site Area	161 Acres
Buildings	Approximately 70 low, mid, and high-rise mixed-use buildings
Total Development	16.2 Million GSF

Recipient of the 2022 American institute of Architects (AIA) Regional and Urban Design Award









## Current Status

### Permitting

- Undertook the most comprehensive community engagement process in the history of Boston with over 450 meetings with residents, community organizations, and government representatives
- Received Zoning and Special Permit approvals from the City of Revere for the development of over 5 million SF of mixed-use space
- Received permits and approvals from the City of Boston and MEPA for 11 million SF of mixed-use space
- Set aside 40 acres (25% of total site area) as open space with the intention of placemaking, inclusion of public art, and flexible programming spaces for the community

### Development

- Infrastructure work for Phase 1-Revere in progress
- Vertical construction to commence in Q2 2022 with the groundbreaking of both commercial and residential uses
  - Residential
    - Amaya - 475-unit residential 8-story mid-rise
    - Portico - 440-unit residential 15-story high-rise
  - Life Science
    - 100 & 150 Salt (previously known as R-10 and R-11) - 525,000 SF of cutting-edge Research and Development (“R&D”) and Biomanufacturing space



# NorthPoint (aka Cambridge Crossing)

*45-acre transit-oriented development in Boston, Cambridge, and Somerville*

In 2010, HYM and its capital partners acquired the widely known distressed development site NorthPoint. HYM saw the significant opportunity the site presented through its impressive size and proximity to downtown Boston and Kendall Square. HYM's deep experience engaging with the public and private stakeholders helped our team successfully permit the site across three separate municipalities (Cambridge, Somerville, and Boston) and execute a highly complicated land exchange agreement with the MBTA.

HYM's role as Master Developer included completing all required permits and approvals, building Twenty|20 and completing key elements of on-site and off-site infrastructure. With a focus on placemaking, HYM thoughtfully designing a phased, mixed-use master plan and implemented significant investment into new infrastructure to break up the site into manageable parcels separated by newly created roads and green spaces such as North Point Common.







## Project Details

Ownership	Canyon Johnson Urban Funds & HYM
HYM's Role	General Partner & Master Developer
Location	Boston, Cambridge, & Somerville
New Owner	DivcoWest Affiliate
Site Area	45 Acres
Buildings	Approximately 20
Total Development	5.2 Million GSF



## Results

### Permitting

- Master-planned and fully permitted the entire 45-acre site in the cities of Cambridge, Somerville and Boston for 5.2 million SF of mixed-use development

### Development

- Managed the design, construction, and lease-up of Twenty|20, a 355-unit, 20-story apartment tower with a mix of affordable, market, and luxury units
- Managed the design and construction of the Brian P. Murphy Memorial Staircase, an elevated pedestrian/bicycle connection to the Gilmore Bridge and Child Street Park, a 17,000 SF pocket park adjacent to Twenty|20

### Disposition

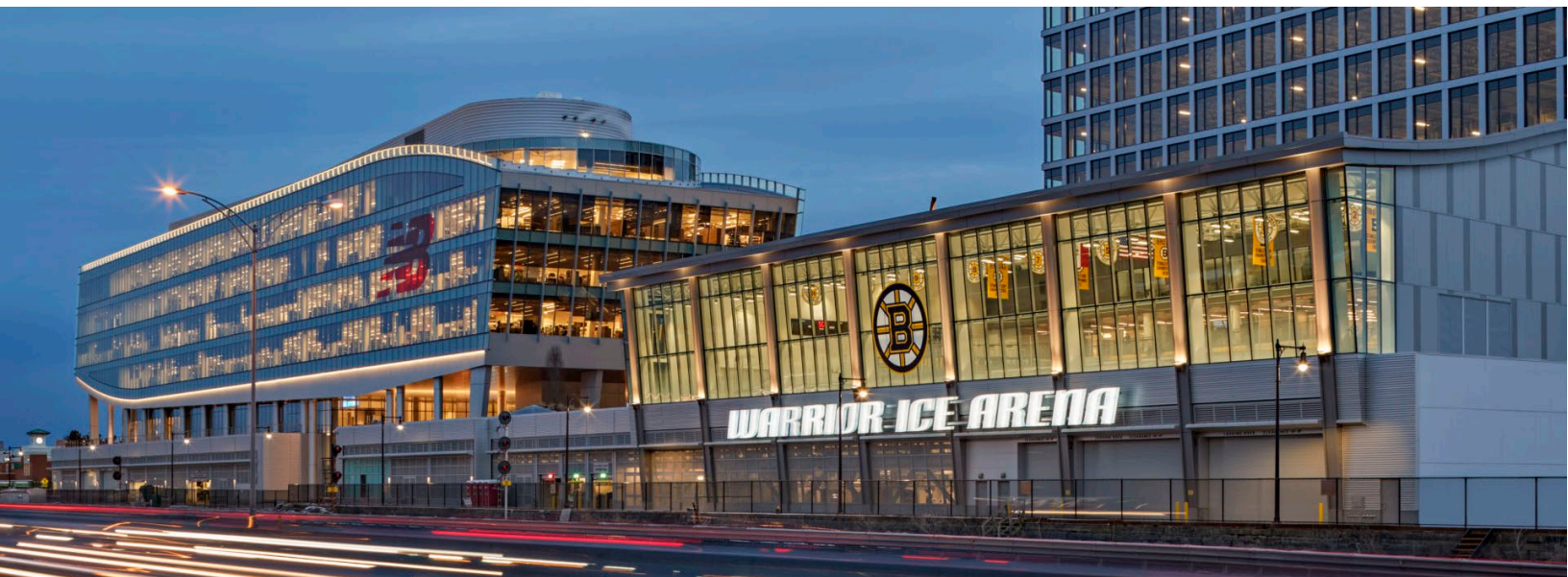
- Positioned the 17 remaining fully permitted parcels for disposition, attracting major international and domestic investors
- Managed a detailed due diligence process with the selected bidder, resulting in the sale of NorthPoint for \$295 Million to DivcoWest in August 2015
- The sale is one of the largest land transactions in the Boston metro area and yielded superior returns to the Ownership team
- Retained by DivcoWest as a Development Advisor after their acquisition of the site



# Boston Landing

*15-acre transit-oriented development in Allston-Brighton*

In partnership with NB Development Group and New Balance, HYM co-developed three buildings at Boston Landing, a 15-acre campus in Boston's Allston-Brighton Neighborhood. In 2016, HYM successfully developed and completed 80 Guest Street, a 151' Class A office building attached to a new state-of-the-art practice facility for the National Hockey League Boston Bruins, the Warrior Ice Arena. Tenants of 80 Guest Street include Bose, Proteostasis Therapeutics, Roche Diagnostics, Boston Bruins and ground floor retailers. HYM also co-developed Lantera, the first residential tower at New Balance's campus, which includes 295 high-end rental units and 16,000 SF of ground-floor retail. The first units delivered in Spring 2018, three months ahead of schedule with over \$10.5 million in savings.



## Project Details

Ownership	NB Development Group, New Balance, and John Hancock
HYM's Role	Developer
Location	Boston - Allston/Brighton Neighborhood
Site Area	15 Acres
Buildings	3 commercial buildings, 650,000 SF 295-unit luxury residential building 175-key hotel 55,000 SF state-of-the-art practice facility for Boston Bruins 400,000 SF cutting-edge sports complex 80,000 SF retail and restaurants
Total Development	1.9 Million GSF



## Results

### Development

- Successfully secured the new practice facility for the National Hockey League Boston Bruins and expanded the campus to include a major residential component, shifting the campus to a more dynamic and vibrant mixed-use neighborhood.

### Residential

- Lantera: Developed a 384,000 SF, 295-unit residential building within Boston Landing. Designed by Elkus Manfredi to include an impressive amenity package including a chef's kitchen, fitness center, yoga studio, dog run and more. The team fast-tracked design for a 2016 groundbreaking and opened to residents in 2018.

### Life Science/Office

- 80 Guest Street: Developed a 10-story, 151' Class A office building attached to the Warrior Ice Arena. 486,000 SF developed for commercial office and athletic use designed by Elkus Manfredi Architects featuring outstanding visibility given the proximity to 1-90.
- Warrior Ice Arena: Developed the new official practice facility for the Boston Bruins. The facility is attached to 80 Guest Street.



## Our Partners

We work with companies that reflect our values. Our partners are some of the most forward-thinking institutional investors in the world who help push us to think creatively and achieve our best work.



## References

### **Jeffrey Kanne**

President and Chief Executive Officer  
National Real Estate Advisors  
Phone Number Available Upon Request  
Email Address Available Upon Request

### **Jonathan Moy**

Managing Director  
Cathexis  
Phone Number Available Upon Request  
Email Address Available Upon Request

### **Steve Purpura**

President Life Sciences  
Beacon Capital Partners  
Phone Number Available Upon Request  
Email Address Available Upon Request





## **Madison Park Development Corporation**

### **Lead Developer of Building B Affordable Component**

### **Co-Developer of Buildings C & D**

Since 1966, Madison Park Development Corporation (“MPDC”) has been at the forefront of the physical redevelopment of Roxbury. We have a strong track record of producing affordable and high-quality housing for low- and moderate-income families, in and around the Roxbury and the South End neighborhoods of Boston. Our housing serves over 3,000 residents and ranges from deeply subsidized units to market-rate units in mixed-income properties. MPDC’s founding property – Madison Park Village – was started by community residents fighting urban renewal plans and successfully taking back their land to create a vibrant new community. We have a strong track record of producing affordable and high-quality housing for low- and moderate-income families. Our commitment has realized 18 developments providing 1,410 rental units 129 homeownership units. As a result, more than 3,000 people choose to live in our housing in the Roxbury, South End and Mattapan neighborhoods of Boston. In addition to our affordable housing portfolio, we have also developed over 100,000 SF of retail and office space in Roxbury and the surrounding community. Our commercial space houses several businesses and not-for-profit organizations that employ over 250 people. To do this work, Madison Park Development Corporation is supported by a staff of 36 individuals.

### **Haynes House Modernization (2021)**

MPDC used LIHTC to modernize and preserve the affordable rental homes at Haynes House, a 131-unit apartment building at Madison Park Village (originally build by MPDC in 1974). Modernization included renovating the building exterior, upgrading the building systems, improvements for the unit interiors, and the construction of handicapped units to meet the needs of current and future residents

### **Melnea Cass Apartments (2019)**

MPDC developed a new construction 4-story, 16-unit building at 40 Raynor Circle and new construction of a 5-story, 60-unit building at Melnea Cass Boulevard and Brooke Marshall Field. The project was developed in partnership with the Boston Housing Authority and Preservation of Affordable Housing, Inc., as part of the Choice Neighborhood Initiative, a HUD program that helps redevelop public housing. The units range from deeply affordable to market rate.

### **Parcel 10 / 9 Williams (2017)**

MPDC and Tropical foods were the BPDA’s designated developers for a three-phase project at Parcel 10. Using LIHTC, Phase Two oversaw the rehabilitation of 9 Williams into 30 mixed-income rental units, including studio, one-, two-, and three-bedroom apartments, and approximately 7,500 SF of commercial space. 9 Williams is located at the corner of Washington and Williams Streets in Nubian Square. The building has a rich history, and over the years has been home to a buggy manufacturing company as well as the Tropical Foods grocery store.



## Leslie Reid

### Chief Executive Officer

Leslie became the CEO of MPDC in 2019. Prior to that she had been MPDC’s VP of Programs and brings over 20 years of prior experience in real estate and community development. Leslie’s extensive resume includes direct development experience at multiple Boston CDCs, as well as a background as a Loan Officer at the Massachusetts Housing Partnership Fund. In addition, Leslie sits on multiple nonprofit and public boards and commissions in the Boston area.



## Intiya Ambrogi-Isaza

### Director of Real Estate

Intiya joined MPDC in fall of 2021. She is deeply committed to affordable housing development and has worked with various non-profits in the Boston area and Western Massachusetts over the last seven years. Most recently, she was a Senior Development Manager at OppCo, where she produced 77 units of senior housing, a healthcare clinic, and six units of homeownership in addition to organizational work with the Real Estate teams of Nuestra Comunidad and The Neighborhood Developers. Before finding her focus in this field, she worked on public parks in New York City and Chicago and a hotel project in her family’s native Colombia. All her work has been guided by a passion for keeping neighborhoods vibrant and accessible to all. She also serves on various civic organizations for the City of Boston and the board of Partakers, (a prison education and reentry non-profit).



## Ben Baldwin

### Project Manager

Ben has served with MPDC since 2018 and prior to that was Project and Operations Manager at the Dudley Street Neighborhood Initiative’s community land trust housing portfolio. At MPDC he has overseen the construction of 76 units of mixed income rental housing at Melnea Cass Apartments and the renovation of 131 units of mixed income rental housing at Haynes House. Ben holds a Master’s degree in Urban Planning and Policy from Tufts University and a Bachelor’s Degree from Oberlin College.



## Peter Munkenbeck

### Consultant

Since 1997, Peter Munkenbeck has been a consultant primarily to neighborhood non-profit organizations to assist them in the financing, development and asset management of affordable housing and commercial property. He has been actively involved in development and/or financing 50 multifamily and commercial properties containing more than 6000 apartments and extensive commercial space on behalf of more than 20 Community Development Corporations in and around Boston.



## References

### **Chris Scoville**

Senior Vice President

Eastern Bank (Construction and Permanent Lender)

(617) 763-2049

Projects: 9 Williams

### **Chrystal Kornegay**

Executive Director

MassHousing (Public Sector Financing Partners)

(617) 854-1000

Projects: Haynes House, Madison Melnea Cass Apartments, Smith Senior Residences

### **Michael Fish**

President & CEO

Dellbrook | JKS (General Contractors on a Comparable Development)

781-380-1675

Projects: 2541 Washington, Madison Melnea Cass Apartments, Smith Senior Residences

## **DREAM Development** **Co-Developer of Building B Market Component**

DREAM Development is a 100% minority-owned, Boston-based development firm founded in 2017 and is the development arm of the award-winning architecture firm, DREAM Collaborative.

DREAM Development's principals and key personnel all have over 20 years of experience in the design, construction and real estate industry. As business leaders in Boston, they actively advocate for equitable change and participate in some of the region's most transformative projects.

Our aim is to empower all stakeholders to support our mission of creating beautiful, authentic places while enabling better outcomes through inclusive and equitable development approaches.

DREAM Development specializes in the development of mixed-income housing and mixed-use commercial projects. Our real estate development and consulting firm was created to change the equity lens in the rapidly changing real estate industry. In cities like Boston, DREAM is filling the void left by inequitable development by offering a fresh, inclusive perspective on neighborhood and community development. It is with this perspective that we have carved out the key, guiding principle of our developments: Equity.

The hallmark of DREAM is to solve complex problems through our diversity of thought, backgrounds and experiences. Our team creates strategic solutions to generate success. In 2019, our firm was recognized as the Small Business of the Year by the Boston Chamber of Commerce for our commitment to Diversity, Equity and Inclusion.





## What We Offer

- Integrated design and development approach, providing design that improves quality of life that is also a sound investment
- Holistic alternative to the conventional development 'package' to create greater amenity and public realm activation
- Deep network of minority- and woman- owned businesses and other underrepresented groups that participate in our developments
- Environmentally friendly homes and workplaces that support independent but connected living for individuals and families in urban neighborhoods

As a vertically integrated design and development company, our design clients and partners have found synergies with our development arm by presenting us with opportunities to invest in their large-scale

development projects. DREAM Development is the conduit through which investments in real estate are made, maximizing our ability to help build stronger urban neighborhoods. Our development services are enhanced by our cross-disciplinary focus with architecture: DREAM approaches each project from both a design and investment perspective.



## Problems We Solve

- Stakeholder + Community Engagement Our stakeholder engagement process begins from day one to identify opportunities and constraints to shape a forward looking, financially feasible vision that helps build consensus and support a smoother approval process. We build trust with stakeholders and have a track record of successfully navigating significant community engagement processes. DREAM's unique inclusive development process is powered by diversity, curiosity and sensitivity—capturing the wisdom of stakeholders to shape a project's program and execution decisions. This allows for a deeper understanding of community priorities and more contextual development visions.
- Public-Private Partnerships We specialize in converting city and publicly owned parcels into vibrant mixed-use, mixed-income developments through a collaborative approach with public agencies, city staff, elected officials, neighbors and other key stakeholders.
- Vertical Integration We create differentiated designs and maintain tight schedules with a talented in-house team of design and construction professionals. We have honed our expertise in creating innovative models of urban living, deploying communication tools to build consensus, reducing entitlement and approval timelines, and controlling costs.
- Sustainability + Resilience We develop projects designed to net-zero and Passive House standards. DREAM is dedicated to sustainability, resilience, and energy- efficiency. Our team is future-proofing our environments
- for greater user comfort and for building longevity. As a signatory of the AIA 2030 Commitment, we are integrating sustainable practices into our development process. As of this year, our portfolio is projected to achieve 77% energy savings over base code.



## Relevant Experience



### 24 Westminister Avenue

#### Roxbury, MA

In 2019, DREAM Development—in partnership with New Atlantic Development—was selected for designation of 2147 Washington Street in Nubian Square. This project will create affordable home ownership and rental units to support the continuing revitalization of the area, encourage working artists and entrepreneurship, provide a welcoming building that respects the architectural character of its neighborhood, and incorporate the needs and desires of the non-profit Haley House to ensure its future success and growth.

The project is a new 6-story building that will create an active live, work and play environment that will encourage community engagement with daytime and evening activity. As co-developer on the project, DREAM Development sought out to work with a diverse team of MBE/WBE consultants including DREAM Collaborative as architect.

DREAM led the entitlements and community engagement aspects of the project in addition to managing the consultant team, coordination of owner/architect consultants and construction budgets.

Located on the site of a current parking lot, the building consists of the new construction of an approximately 99,000 sf mixed-use development. The first floor will include 2,000 sf of cafe/restaurant space for the beloved neighborhood destination, Haley House Bakery Cafe. Also included will be 4,4000 sf of artists' makerspace intended to foster community access to quality woodworking and crafting equipment and education. 2,000 sf of flexible retail/commercial space will provide business opportunities and a programmed gallery space that can become a performance venue. All of these spaces will be priced to welcome all socioeconomic levels and will promote entrepreneurship. The project will also provide 31 parking spaces serving the building occupants in a below-ground garage.

The development will incorporate a large interior courtyard for outdoor seating and for the rotation of art installations. The courtyard will enable formal dining and socializing space away from traffic and will create a welcoming outdoor space that is not currently available in Nubian Square.

Floors 2-5 will provide 62 affordable rental housing units marketed to artists and individuals engaged in the creative economy. The sixth floor will include 12 for-sale condominium units - 4 affordable at 70% AMI, 4 at 100% AMI and 4 at market rate. The current program includes a unit mix of 8 studios, 32 one-bedrooms, 29 two-bedrooms and 5 three- bedrooms, along with a leasing office. A community space will be included on the second floor for residents to enjoy.

2147 Washington is being designed to Passive House standards per the City of Boston's new Zero Net Energy ordinance. With the combination of mechanical systems and PHIUS thermal and ventilation standards, residents will be able to independently condition their living quarters to their personal comfort in a completely isolated fashion. Per new energy standards, the project is equipped with a "plug-and-play" solar-ready roof.

This allows the developer to provide a fully equipped solar array on day one, or it can be added to the project in the future.

Our team has worked closely with the City of Boston and the Roxbury community throughout the design of the project to redevelop the site in a way that is sensitive to the communities needs and that will contribute to the continued redevelopment of this historic Square. Through numerous meetings and continued conversations with area residents, community leaders and business owners, we are working together with the community to create a new equitable and inclusive development.





## The OnyxGroup

### Co-Developer & Broker of Retail

We are a Massachusetts-based, Black woman-owned and operated, people focused, forward thinking, culturally competent and inclusive development company.

Our mission is to preserve culture and community, promote diversity and inclusion, and create developments that address the needs of their residents through conscious based programs and services.

Our focus is building quality workforce housing while providing a program-centric focus on equity and inclusion of local residents and small business owners.

The OnyxGroup is the first minority and women-owned development and brokerage company in Boston. Shabnam Mashmasarmi and Roxbury resident Chanda Smart founded OnyxGroup to create programmatic communities focused on equity and inclusion of local residences without displacement. We focus on building quality, visually appealing, resident/community focused affordable housing & business opportunities that injects and recirculates funding and resources to the benefit and advancement of the community.



The OnyxGroup has submitted the following public proposals:

BPDA - Boston Planning & Development Agency, Crescent Parcel: Cass Crossing; The Woodlands Town of Newton, MA: Newton Armory

In Progress:

Walnut Street - A Joint Venture, Town of Foxborough & 401 State Road, Martha's Vineyard, MA



**Chanda Smart**  
**Co-Founder & Chief Executive Officer :**

Ms. Smart studied (pre)law at University of Massachusetts and most recently served as an Administrator to Lani Guinier and Yochai Benkler, at Harvard Law School. Her experience with executing operational strategy and delivering results included employers such as Deloitte & Touche LLP, The Gillette Company, American Express, Andersen Consulting and the Ritz Carlton (Atlanta, GA). Mrs. Smart has served for over 20 years in the community, assisting small businesses with resources & services e.g., business plans creation. Pivoting her business strategy, she pivoted into real estate while purchasing her own home in Roxbury. Early in her career, it became increasingly aware that there were a large number of Boston homeowners who were "intestate", a civil probate process which took 1-2 years (on average and depending on the case) to transfer ownership. In an effort to educate homeowners with Annette Green, Esq (The Law Offices of Donald E Green) who together created an estate planning series for local Roxbury residents., Ms. Smart has collaborated with General Air partnership through the acquisition & Development of 4-6 Townhomes in Dorchester, MA, as well as the Condominiums located at 101 Heath Street and other local projects. Ms. Smart is a newly appointed member of Mayor Wu's Advisory Council on Rent Stabilization, Builders of Color Coalition and All Inclusive Boston, an engaging grass-roots initiative sponsored by, Get Konnected & spearheaded by Media Maven, Collette Phillips and Michael Benezra. While a missionary in Belo Horizonte Brazil, Mrs. Smart learned to speak fluent Portuguese.



**Shabnam Mashmasarmi, Esq.**  
**Co-Founder & Chief Operating Officer**

Shabnam Mashmasarmi is the co-founder and Chief Operating Officer of OnyxGroup Development and Realty. Shabnam is also the owner and founder of Mashmasarmi Law, P.C., a Massachusetts based law firm with offices in New York and Florida. She dedicates her life to helping families build wealth by representing sellers and buyers, who are first time homebuyers, investors, wholesalers and/or developers. As part of her mission to encourage and assist families to build generational wealth, she educates her clients and communities on asset protection and estate planning techniques. Shabnam believes property ownership is not just about acquiring it but protecting and sustaining it for years to come. Shabnam is committed to ensure black communities have access and opportunities to real estate development and ownership, and to ensure Black women and those disproportionately impacted by the existing barriers be part of the conversations.

In 2014, Shabnam partnered with Suffolk University Center for Real Estate as Program Consultant and developed five certificate courses. Shortly after, Shabnam entered the commercial space, representing local developers acquiring off market properties and partnering with local developers such as Castillo & Company, Contemporary Home Remodeling, JJ Companies, LLC and L&M Real Estate Investments, LLC to provide quality & affordable homes, commercial and retail spaces.

Shabnam has been consistently recognized since 2014 as a "Rising Star" as published in Boston Magazine and New England Super Lawyers. Shabnam received her undergraduate degree from Boston College, her Juris Doctorate from Suffolk University Law School and a Certificate in Diversity and Inclusion from Cornell University. Additionally, Shabnam was designated to serve as a Foreclosure Commissioner for the U.S. Department of Housing and Urban Development and was appointed by the Governor of Massachusetts to serve on the Black Advisory Commission.



**Carlos R. Castillo**  
**Partner**

Carlos is involved in a variety of real estate services including but not limited to construction management & consulting, redevelopment, real estate sales, financing, and property management. Carlos was born in Roxbury and grew up in Dorchester. His passion for real estate was cultivated at an early age from working with his father renovating homes in Dorchester. Carlos attended Tufts University where he majored in International Relations and Entrepreneurship. While at Tufts, Carlos began his real estate career by partnering to buy a 23,000 square foot building in Lawrence Massachusetts. Shortly thereafter, Carlos took an interest in the mortgage and construction aspects of the industry. After spending time originating loans, Carlos switched careers when he was offered the opportunity to work for a commercial construction manager, Commodore Builders, where he spent 5 years renovating commercial spaces as large as 90,000 square feet of high-end commercial tenant fit outs for clients such as The Boston Consulting Group, Prince Lobel Golvksi and Tye, Acadian Asset Management, and Shire Pharmaceutical. Carlos has managed budgets and contracts as small as \$20,000.00 to as high as \$9,000,000.00. Today, Carlos continues to manage construction projects with a focus on multi-family homes and mixed-use properties in Dorchester, Mattapan, and Roxbury - acquiring, renovating, and renting. After Commodore Builders Carlos worked for Highland Development building out of the ground up developments for United Cerebral Palsy in Watertown and Cambridge Community Television new headquarters in an MIT building on 438 Mass Ave. Carlos is a licensed real estate broker, licensed construction supervisor, and a LEED accredited professional. In addition to graduating from Tufts University 2004, Carlos has also completed a Construction Certificate program at Wentworth Institute for Technology 2006 and holds Certificates in Commercial Real Estate and Real Estate Finance from Boston University 2011. Carlos has been the treasurer for Dudley Square Main Street in Roxbury for the past 8 years and sits on the board for Bowdoin Geneva Main Street in Dorchester. Carlos recently completed his two-year term on the Board of Trustees for The Park School in Brookline MA. Carlos is passionate about transforming Roxbury's Nubian Square without displacing or gentrifying the current residents.





## Privé Parking

### Co-Developer Garage Space

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

We are a team of success-oriented professionals with a common goal of building quality relationships with our customers and providers. With the people-centric and culturally responsive values, Prive Parking is created in collaboration with customers to meet all parking and transportation needs



### Ricardo Luis

Founder

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

## DREAM Collaborative

Master Architect

Design & Architect of Record of All Buildings

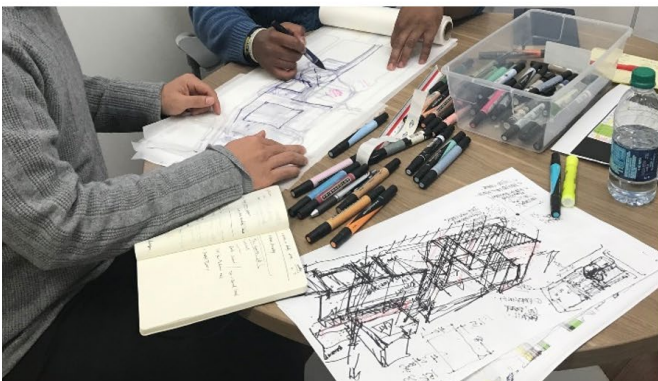


DREAM Collaborative is Boston's leading minority-owned architecture firm. Our studio is comprised of diverse problem-solvers who use architecture as a tool to elevate quality of design to help communities thrive. Our diverse team reflects the people and places in which we work. This is particularly valuable where there may be sensitivity to the project within the community. Since diversity and inclusion are so central to our firm, we are natural collaborators and are skilled at coordination and communication.



We believe broader perspectives and diversity of thought make for more informed decision making, more contextual architecture, and ultimately more positive impacts.

DREAM was established in 2008 with a shared passion for urban redevelopment and a dedication to underserved neighborhoods to make high quality design accessible to everyone. Today, the firm works with clients on new construction and adaptive re-use projects for science and technology, higher education, mixed-use, urban planning, multifamily residential and historic preservation projects. We aim to bring access to cultural vibrancy and quality design to urban communities and underutilized spaces.



DREAM's unique and inclusive design process is powered by diversity, curiosity, and sensitivity, harnessing the wisdom of a project's ecosystem to shape a program and execute decisions.



# Greg Minott

AIA, LEED AP

Principal in Charge



Greg is originally from Mandeville, Jamaica. He moved to the U.S. in 1999 and earned dual Master's degrees in Architecture and Infrastructure Planning at the New Jersey Institute of Technology. Prior to founding DREAM Collaborative, Greg was project architect for a number of award-winning building and urban renewal projects while working at the Boston-based firm Elkus Manfredi Architects.

Greg is a member of BosNOMA and was the 2021 President of the Boston Society for Architecture. He is also a member of the Board of Trustees for Hearth, Inc. and has been appointed to the ULI Boston Housing and Economic Development Council. He is regularly invited to speak on issues in design, sustainability, equity, diversity, inclusion, and urban development. The AIA has recognized Greg's significant contributions to more livable communities and better-connected neighborhoods.

## SELECT PROJECT EXPERIENCE

2147 Washington Street Mixed-use Development / **DREAM Development & New Atlantic Development**  
ROXBURY MA

The Kenzi, Bartlett Station Senior Living at Lot D / **Preservation of Affordable Housing, Inc**  
ROXBURY MA

Nubian Ascends, Blair Lot Redevelopment / **Nubian Square Partners, LLC**  
ROXBURY MA

2451 Washington Street Residences / **Madison Park Development Corp**  
ROXBURY MA

Whittier Health & Wellness Center / **Whittier Street Health Center (WSHC)**  
ROXBURY MA

Hearth at Four Corners Senior Living / **Hearth, Inc**  
DORCHESTER MA

Dorchester Bay City Development / **Accordia Partners**  
DORCHESTER MA

Africatown Plaza / **GGLO**  
SEATTLE WA

WeWork Back Bay Office Fit-out / **WeWork**  
BOSTON MA

Winthrop Center / **MP Boston (Millennium Partners)**  
BOSTON MA

Freedom House Community Center Headquarters / **Freedom House, Inc**  
DORCHESTER MA

Mildred Hailey Apartments Phase I Redevelopment / **Centre Street Partners**  
JAMAICA PLAIN MA

Temple Landing II / **Preservation of Affordable Housing**  
NEW BEDFORD MA

950 Falmouth Road / **Preservation of Affordable Housing**  
MASHPEE MA

Whytes Laundry Site Redevelopment / **MassDevelopment**  
MASHPEE MA

## BACKGROUND

Registered Architect: MA, CT, RI, NY  
American Institute of Architects (AIA)  
Boston Society for Architecture (BSA)  
BosNOMA  
ULI Boston Housing and Economic Development Council  
Hearth Inc. Board of Trustees  
NCARB Certified  
Executive Education: Developing Affordable Housing  
Harvard University Graduate School of Design  
Master of Architecture  
Master in Infrastructure Planning  
New Jersey Institute of Technology  
Bachelor of Arts in Architecture  
Caribbean School of Architecture

## EXPERTISE

Mixed-use Planning  
Urban Design Projects  
Inclusive Processes  
Infrastructure Planning  
Community Engagement  
Flexible & Adaptable Spaces

# Troy Depezia

ASSOC AIA

Principal - Life Science



## BACKGROUND

American Institute of Architects (Assoc AIA)  
Boston Society for Architecture (BSA)  
Professionals in the Pharmaceutical & Biotech Industry (PPBI)  
YouthBuild Boston Board  
Lowell Historic Board  
BosNOMA  
Best Building Design Award  
AIA and the City of Boston Dudley Square Redevelopment  
Bachelor of Science in Architecture  
5 year Professional Accredited  
Wentworth Institute of Technology

## EXPERTISE

Interior Fit-outs  
Tissue Culture Labs  
Vivarium Labs  
BL1-3 Labs  
Core/Shell Developments  
Flexible & Adaptable Spaces  
Bio-manufacturing Facilities  
Mixed-use Buildings

\*projects completed prior to DREAM Collaborative

Troy Depezia founded DREAM Collaborative in 2008 with Gregory Minott. He has over 25 years of experience working in the Greater Boston area leading a collaborative and successful effort between owners, consultants, neighborhoods, city officials and contractors on a wide variety of project types. Troy works closely with our clients and team members to create tailored solutions that support each project's distinct needs. Troy managed large laboratory and office projects while with Perkins+Will and Elkus Manfredi Architects.

Originally from Barbados, Troy immigrated to the US in 1990 and earned his Bachelor of Architecture from the Wentworth Institute of Technology. He is a member of the Boston Society for Architecture, the Professionals in the Pharmaceutical & Biotech Industry (PPBI) and serves as a board member for YouthBuild Boston and the Lowell Historic Board.

## SELECT PROJECT EXPERIENCE

NEU Mugar Life Science Building Renovation / **Northeastern University**  
BOSTON MA - COLLABORATION WITH GOODY CLANCY

Parcels O + P / **Marcus Partners**  
SOUTH BOSTON MA - COLLABORATION WITH SGA

QuEra Computing Lab Fit-out / **QuEra Computing**  
ALLSTON MA

Boynton Yards / **Leggat McCall Properties & DLJ Real Estate Capital Partners**  
SOMERVILLE MA - COLLABORATION WITH SGA

Fenway Phase II / **IQHQ**  
BOSTON MA - COLLABORATION WITH SGA

Mimecast Headquarters Office Fit-out / **Mimecast**  
LEXINGTON MA

UMass Amherst Life Science Lab Building / **UMass Building Authority**  
AMHERST MA - COLLABORATION WITH ELKUS MANFREDI ARCHITECTS

The Broad Institute of MIT & Harvard and Renovations\* / **Boston Properties & MIT**  
CAMBRIDGE MA

Genzyme Operations Center Renovation\* / **Genzyme Corp (Sanofi Co)**  
NORTHBOROUGH MA

Genzyme Bio-manufacturing Renovation\* / **Genzyme Corp (Sanofi Co)**  
ALLSTON MA

Biogen Chemistry & Biology Lab Renovation\* / **Biogen**  
CAMBRIDGE MA

Novartis Vaccines & Diagnostics Fit-out\* / **Novartis Vaccines & Diagnostics, Inc**  
CAMBRIDGE MA

Millennium Pharmaceuticals Renovations\* / **Millennium Pharmaceuticals (Takata Oncology)**  
CAMBRIDGE MA

Teleflex Renovation\* / **Teleflex**  
CHELMSFORD MA



# Sara Kudra

AIA

Project Manager -  
Residential



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## BACKGROUND

Registered Architect: MA  
Boston Society for Architecture (BSA)  
Four Corners Main Street Board of  
Directors  
Bachelor of Fine Arts, Architecture  
Bachelor of Architecture  
European Honors Program (EHP)  
Rhode Island School of Design, RISD

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## EXPERTISE

Flexible & Adaptable Spaces  
Residential Projects  
Mixed-use Developments  
Design Direction  
Community Engagement  
Sustainability & Resilience

Sara Kudra is a registered architect and DREAM's Housing Director with significant experience working on mixed-use developments and residential projects throughout New England. Motivated by a commitment to shape her community in a socially and environmentally responsible way, Sara thrives in creating and imagining elegant and relevant solutions to complicated design problems.

Sara holds a Bachelor of Architecture and Bachelor of Fine Arts in Architecture from Rhode Island School of Design. She is a member of the Boston Society for Architecture (BSA) and is the Co-Chair for the BSA Housing Committee. Sara actively participates in both local and industry workshops and events, recently completing the Passive House-training course, and receiving an award as the Boston Mayor on Main, Four Corners Volunteer of the Year.

## SELECT PROJECT EXPERIENCE

2147 Washington Street Mixed-use Development / **DREAM Development & New Atlantic Development**  
ROXBURY MA

Nubian Ascends, Blair Lot Redevelopment / **Nubian Square Partners, LLC**  
ROXBURY MA

The Kenzi, Bartlett Station Senior Living at Lot D / **Preservation of Affordable Housing, Inc**  
ROXBURY MA

Temple Landing II / **Preservation of Affordable Housing, Inc**  
NEW BEDFORD MA

Hearth at Four Corners Senior Living / **Hearth, Inc**  
DORCHESTER MA

75-81 Dudley Street Residences / **Madison Park Development Corporation**  
ROXBURY MA

**Dorchester Bay City Development** / Accordia Partners  
DORCHESTER MA

24 Westminster Avenue / **DREAM Development**  
ROXBURY MA

**286-290 Tremont Street Mixed-use Development** / 288 Tremont Street Partners, LLC  
Boston MA

First Church in Roxbury Preservation & Restoration / **Unitarian Universalist Urban Ministry (UUUM)**  
ROXBURY MA

Cooper Frost Austin House / **Historic New England**  
CAMBRIDGE MA

950 Falmouth Road / **Preservation of Affordable Housing**  
MASHPEE MA

# Russ Higgins

AIA, LEED AP

Project Manager - Life Science



Russ Higgins has over 25 years of experience in architecture and design. He is a seasoned registered architect who brings expertise in the latest industry technologies. Russ is passionate about design and can find beauty in all things architectural, having worked on project types ranging from housing to theaters to education spaces.

Russ has taught at Boston Architectural College and brings his knowledge and leadership capabilities to the team. He has previously worked for the Boston-based firms Perkins Eastman and Hacin + Associates.

## SELECT PROJECT EXPERIENCE

56 Roland Street / **Paradigm Properties**  
CHARLESTOWN MA

58 Wren Street Daycare / **Mother Clarac Daycare**  
WEST ROXBURY MA

Intermediate Middle School\*  
YARMOUTH MA

The John Jefferies House\*  
BOSTON MA

Douglass Park Housing\*  
BOSTON MA

Union Square Redevelopment\*  
SOMERVILLE MA

1470 Tremont Street Multi-Family Mixed-use Development\*  
BOSTON MA

UMass Dartmouth Idea Lab\* / **University of Massachusetts Dartmouth**  
DARTMOUTH MA

UMass Biology Labs Renovations\* / **University of Massachusetts Dartmouth**  
DARTMOUTH MA

UMass Library Renovation\* / **University of Massachusetts Dartmouth**  
DARTMOUTH MA

Dental Hygiene Clinic Renovation\* / **Cape Cod Community College**  
WEST BARNSTABLE MA

55 India Street Multi-Family Mixed-use Development\*  
BOSTON MA

45-55 Brighton Avenue Multi-Family Mixed-use Development  
BOSTON MA

Union Wharf Residence\*  
BOSTON MA

Rental Housing Development\*  
NORTH CAMBRIDGE MA

The Landing at Pigeon Cove\*  
ROCKPORT MA

## BACKGROUND

Register Architect: MA  
American Institute of Architects (AIA)  
LEED Accredited Professional (BD+C specialization)  
BSA Honor Award for Design Excellence  
IIDA Best Education Design Award  
SCUP Excellence in Architecture for Building Additions, Renovations or Adaptive Reuse  
AIA/ALA Library Building Award  
Thesis Commend Nomination for The Mirror: Middle-Class Housing in the Boston of Alternate Reality #7  
Boston Architectural Center  
Bachelor of Architecture

## EXPERTISE

Construction Administration  
Housing Developments  
Mixed-use Planning  
Academic Environments  
Adaptive Reuse Projects

\*projects completed prior to DREAM Collaborative



# Thea Massouh

AIA, LEED AP BD+C

## Project Architect



### BACKGROUND

Registered Architect: MA  
LEED Accredited Professional BD+C  
Boston Society for Architecture (BSA)  
Former Boston Architectural College  
Instructor  
Former Wentworth Institute of  
Technology Studio Instructor  
Masters of Architecture  
Southern California Institute of  
Architecture  
Bachelor of Art in Philosophy  
Smith College

Thea is a registered architect with over 20 years of experience working on a diverse range of project types. Thea is dedicated to working on projects that both benefit the wider community and embrace implementing innovative and sustainable ideas.

Thea holds a Masters of Architecture from the Southern California Institute of Architecture and a BA in Philosophy from Smith College. She is a member of the Boston Society for Architecture and is a LEED accredited professional. In addition to her various practical roles in architecture, she has been an adjunct professor at the Boston Architectural College and Wentworth Institute of Technology.

### SELECT PROJECT EXPERIENCE

Nubian Ascends, Blair Lot Redevelopment / **Nubian Square Partners, LLC**  
ROXBURY MA

75 Dudley Street Residences / **Madison Park Development Corp**  
ROXBURY MA

950 Falmouth Road / **Preservation of Affordable Housing**  
MASHPEE MA

First Church in Roxbury Preservation & Restoration / **Unitarian Universalist Urban Ministry (UUUM)**  
ROXBURY MA

Discovery Barn\* / **Nashoba Brooks School**  
CONCORD MA

Turner Hill Master Plan & Housing Development\*  
IPSWICH MA

Warner Babcock Institute for Green Chemistry Interior Fit-out\*  
ANDOVER MA

Warrior + Brine Outlet Store\* / **New Balance**  
ALLSTON MA

Infrastructure Buildings\*  
VARIOUS LOCATIONS MA

Intelligentsia Coffee\* / **Intelligentsia Coffee**  
LOS ANGELES CA

### EXPERTISE

Inclusive Design  
Design Documentation  
Residential Projects  
Adaptive Reuse Projects  
Flexible & Adaptable Spaces  
Technical Visualizations  
Accelerated Timelines

\*projects completed prior to  
DREAM Collaborative

# Michael Paganetti

Job Captain



## BACKGROUND

Masters of Architecture  
Concentration in Design & Research  
Istanbul Urban Design Travel Studio  
Wentworth Institute of Technology  
Bachelor of Science in Architecture  
Berlin Study Abroad  
Wentworth Institute of Technology

## EXPERTISE

Mixed-use Developments  
Urban Planning  
Construction Documentation  
Flexible & Adaptable Spaces  
Team Coordination  
Design Research

\*projects completed prior to  
DREAM Collaborative

Michael Paganetti is an experienced designer who has worked on all phases of architectural design for both new construction and renovation projects, including mixed-use and life science projects. Prior to joining DREAM Collaborative, Michael worked at various firms in Boston after receiving his Master's degree from Wentworth Institute of Technology.

As Design Coordinator and Job Captain, Michael is responsible for developing design concepts in congruence with detailed construction documents, coordinating with the building contractor during design and construction, as well as producing building review documents for permitting. Michael is highly skilled in the latest design and BIM software.

## SELECT PROJECT EXPERIENCE

2147 Washington Street Mixed-use Development / **DREAM Development & New Atlantic Development**  
ROXBURY MA

Dorchester Bay City Development / **Accordia Partners**  
DORCHESTER MA

Whytes Laundry Site Redevelopment / **MassDevelopment**  
MASHPEE MA

Heritage State Park Redevelopment / **MassDevelopment**  
NORTH ADAMS MA

Old Dominion University Systems Research & Academic Building\* / **Old Dominion University**  
NORFOLK VA

Hammond Campus Center\* / **Fitchburg State University**  
FITCHBURG MA

St Mary's Jesuit Housing & Administrative Offices\* / **Boston College**  
BOSTON MA

764 Alpine Street\* / **Fitchburg State University**  
FITCHBURG MA

Boston University Master Plan, Future Campus\* / **Boston University**  
BOSTON MA

Rachel Carson Music & Campus Center\* / **Middlesex School**  
CONCORD MA



# Jean Vateria

## Construction Administrator



Jean Vateria has over 28 years of extensive experience in project management, space planning, and building operations. Jean also serves as a mentor to our staff in their growth and learning of Construction Administration.

His prior experience includes serving as project manager and manager of facilities for Whittier Street Health Center; working with Janey and Northeastern as their Resident Engineer/Clerk of the Works; and as Construction Field Engineer for the Central Artery Tunnel Project. He has taken comprehensive coursework at Wentworth Institute of Technology and Northeastern University in building construction and electrical work.

### SELECT PROJECT EXPERIENCE

2147 Washington Street Mixed-use Development / **DREAM Development & New Atlantic Development**  
ROXBURY MA

The Kenzi, Bartlett Station Senior Living at Lot D / **Preservation of Affordable Housing, Inc**  
ROXBURY MA

2451 Washington Street Residences / **Madison Park Development Corp**  
ROXBURY MA

Whittier Health & Wellness Center\* / **Whittier Street Health Center (WSHC)**  
ROXBURY MA

Call Carolina Residences / **JPNDC**  
JAMAICA PLAIN MA

Artist Row Capital Needs Assessment / **City of Salem**  
SALEM MA

Old Town Hall Capital Needs Assessment / **City of Salem**  
SALEM MA

Fire House & Department Capital Needs Studies / **City of Salem**  
SALEM MA

**QuEra Computing Lab Fit-out** / QuEra Computing  
ALLSTON MA

Northeastern University Parcel 18\* / **Northeastern University**  
BOSTON MA

### BACKGROUND

—  
OSHA Training  
Certificate in Civil Engineering  
Technology  
Emergency Preparedness Training  
Building Construction  
Wentworth Institute of Technology  
Electrical Work  
Northeastern University  
Masters in Biblical Language and  
Urban Ministry  
Gordon Cornwell Theological  
Seminary

### EXPERTISE

—  
Construction Administration  
Construction Budget  
Schedule Management  
Building Operations  
Capital Needs Assessments  
Housing Developments

\*projects completed prior to  
DREAM Collaborative

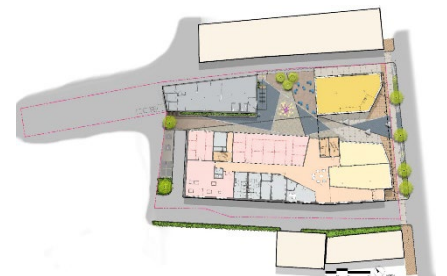


## 2147 WASHINGTON STREET

ROXBURY MA

2147 Washington Street is a new 6-story building that will create an active environment to live, work, and play. This mixed-use development will encourage artistry and entrepreneurship, while providing a welcoming building that respects the architectural character of its neighborhood. A larger interior courtyard that supports that local non-profit, Haley House, will allow for new dining and socializing space away from the heavy traffic of Nubian Square. The inclusion of studio and shared workspaces will foster accessibility and equitable growth to people of all socioeconomic backgrounds. There will also be flexible retail and commercial space for new business and a gallery with potential for performance and art. Upper floors will contain residential units for rental and for-sale condominiums that are in accordance with Boston’s Passive House standards to reduce the building’s ecological footprint.

The project will contribute to the continued development of a strong and united Nubian Square and Roxbury by boosting economic development, providing job opportunities for residents, and creating affordable housing and artist live and work spaces.







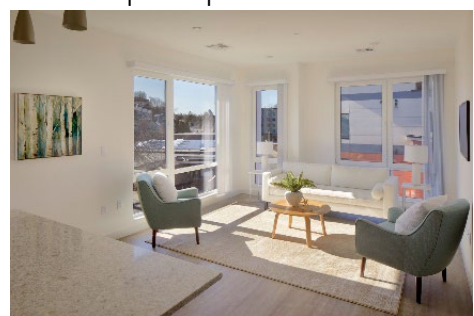
## 2451 WASHINGTON STREET & 75-81 DUDLEY STREET

ROXBURY MA

DREAM provided full design services for two new buildings for Madison Park Development Corporation—whose mission is to foster a vibrant, healthy Roxbury neighborhood that supports the well-being and advancement of the community.

The first project at 2451 Washington Street, which recently completed construction, is a 4-story, 16-unit condominium development that creates new homeownership units, including a number of units at moderate or below-market rate prices. The unit types include 1, 2, and 3-bedrooms ranging from 730 to 1,289 sf. The ground floor includes a lobby, maintenance office and community room and features shelter parking with additional surface parking on the property.

The sister project at 75-81 Dudley Street completes the infill of the site and serves as a portal to the John Eliot Square neighborhood. The program includes 20 affordable residential units on the upper 3 floors, providing first-time home ownership opportunities and accommodates a range of family income and size. A central 1,500 SF outdoor space will provide a connected and landscaped open area for residents.





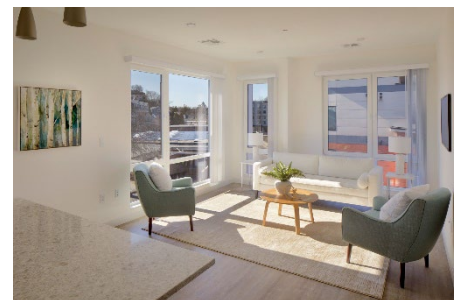
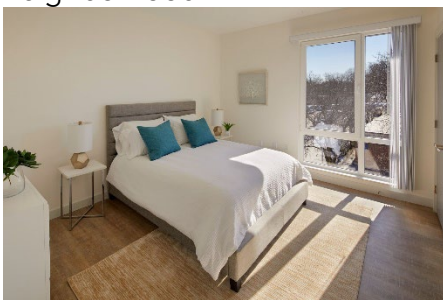
## 2451 WASHINGTON STREET

ROXBURY MA

DREAM Collaborative provided full design services for a new four-story, 16-unit condominium development at 2451 Washington Street for Madison Park Development Corporation. The project creates new homeownership units in Roxbury, including a number of units at moderate or below-market rate prices.

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

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







## THE KENZI SENIOR LIVING AT LOT D

ROXBURY MA

DREAM is providing full architectural services for a Passive House, 5-story, 50-unit affordable senior housing development at the heart of Bartlett Station in Roxbury. The project is the next phase of a LEED ND master plan to transform a former MBTA bus yard into a thriving mixed-use, mixed-income community. The mix of 1- and 2-bedroom units are designed to provide a high-quality, accessible option for neighborhood residents to age in place in their own community while also leaving a light carbon footprint.

With an eye toward the Carbon Free Boston 2050 plan, the PHIUS+ Passive House standard implemented on the project emphasizes high occupant comfort with low energy consumption. While maintaining building performance, we aim to break exceptions of sustainable and affordable housing, using shifts in the building mass that allude to the dynamism of the surrounding neighborhood.

The Kenzi at Lot D will include a 1,200 SF community art gallery space on the ground floor, shared meeting space, laundry, cafe, resident garden, covered parking spaces, a private terrace and public plaza.







## DORCHESTER BAY CITY MASTER PLAN

DORCHESTER MA

DREAM Collaborative led the creation of this master plan over an eighteen-month period, culminating in securing the final developer designation on behalf of our client Accordia (MBE) in 2019. Now, as part of a larger interdisciplinary team, DREAM is providing site analysis, urban design, master planning and permitting.

Approximately 30 acres of this site will be transformed into a vibrant 24/7 community and will bring a spirit of innovation into new spaces for the exchange of ideas, opportunities, and living. The greater program includes a mix of uses including residential, retail/restaurant, office, life sciences and academic spaces. There will be an emphasis on clear connectivity and efficiency for all modes of travel. The new neighborhood will be brought to life with resilient landscapes and energy-efficient buildings that are following LEED for Neighborhood Development principles as well as altering the site topography to meet climate resiliency measures.

Our client and diverse project team are focused on advancing equity through extensive community engagement. We are bringing together all stakeholders with an emphasis on those typically left out of the process. Having held over 100 community meetings to date, the DBC team is ensuring all people have a seat at the table and that their voices are always heard.







**PARCELS O + P**

BOSTON MA

DREAM has teamed on a joint venture with SGA to design two buildings at Parcels O and P in Boston’s Seaport District. Working with our client, Marcus Partners, the 228,000 SF life sciences campus will create a new home for Ginkgo Bioworks, building upon their existing footprint in the neighborhood and further solidifying the Seaport as a hub for the biotechnology industry.

Parcel O will create a new 219,000 SF life sciences building. The design is a modern interpretation of the district’s industrial vernacular, aiming to celebrate the Raymond L. Flynn Park’s industrial ecosystem while offering a forward-looking expression. An adaptive reuse of an existing steel manufacturing building at Parcel P will become a 9,000 SF amenity building for the campus’ users that will further enhance the industrial character of the neighborhood. Together, the buildings will create a new campus for this leader in the field of biology.

A welcoming courtyard between the two buildings will be open to the public and will create a pedestrian friendly and welcoming space. The project is designed to achieve LEED Gold certification. Currently, demolition is proposed for Q4 2021 with a construction start in Q1 2022, with completion in 2024.





## Joseph Feaster

### Permitting & Neighborhood Counsel



[jfeaster@mckenzielawpc.com](mailto:jfeaster@mckenzielawpc.com)  
617.778.0012

#### Bar Admissions

Supreme Judicial Court of  
Massachusetts  
U.S. District Court of  
Massachusetts  
U.S. Court of Appeals, 1st  
Circuit  
U.S. Supreme Court

#### Education

J.D., Northeastern University  
School of Law

B.A., Political Science,  
Northeastern University

#### Practice Areas

- Community & Government Relations
- Corporate, Small Business & Transactions
- Employment & Labor
- Mediation
- Probate & Estate Administration
- Real Estate & Development
- Zoning & Licensing

Attorney Joseph D. Feaster, Jr. has been practicing law for over 45 years, during which time he has developed an expertise in numerous areas of the law, including corporate, employment and labor, real estate, contract, licensing and zoning, and probate. He soon will be joining Dain Torpy Le Ray Wiest & Garner PC. as Of Counsel,

Previously, he served as the court-appointed Receiver for Roxbury Comprehensive Community Health Center for 9 years, and as the Interim Town Manager of the Town of Stoughton. Prior to joining McKenzie & Associates, P.C. as Of Counsel in 1998, Attorney Feaster was Of Counsel to the firm of Wynn & Wynn, P.C. Attorney Feaster is also President of Feaster Enterprises, a strategic planning, organizational development, and community outreach consulting firm.

Attorney Feaster previously served as President of the Massachusetts Community and Banking Council (MCBC), Acting Director of Real Estate for the Massachusetts Turnpike Authority, Interim Administrator of the Boston Housing Authority, one of the largest public housing authorities in the country, Assistant Secretary and General Counsel in the Commonwealth's Executive Office of Administration and Finance, Associate Counsel in Prudential Insurance Company's Northeast Home Office, and as an attorney at the National Labor Relations Board's Boston Regional Office. His professional affiliations are numerous, as his expertise is sought within the City of Boston and nationally. Such affiliations and service include serving as a mediator for the Suffolk County (MA) Superior Court Mediation program, as a registered lobbyist in Massachusetts, and as chairman and member of the City of Boston Board of Appeal. He currently serves as chairman of the board of directors of the Urban League of Eastern Massachusetts (ULEM); as an Executive Committee member of the Massachusetts Association for Mental Health, Inc. (MAMH); and as an Advisory Board Member of the Samaritan, Inc. He previously served as President of the Boston Branch NAACP, as vice chairman and board member of Neighborhood Health Plan (NHP), as Speaker of the House of the National Association of Community Health Centers (NACHC), as a board member of the Massachusetts League of Community Health Centers (MLCHC), as a board member of Dimock Community Health Center, which tenure included serving as board chairman and as the Center's Interim President, and on the Executive Council of the Massachusetts AARP. Attorney Feaster was also a former board member of the National Lawyers' Committee for Civil Rights Under Law, former board member of the National Alliance of Mental Illness (NAMI) Boston, a gubernatorial appointee to the Commonwealth's Workforce Investment Board, past president of Northeastern University School of Law Alumni Association, past president of Northeastern University School of Law Black American Law Student Association (BALSA); past president of Combined Boston BALSA, past chairman of the Boston Enhanced Enterprise Community Advisory Board, and past co-chair of the Greater Boston Civil Rights Coalition.

Attorney Feaster previously served as the Senior Vice President of Victory Group, a government and community relations firm, as an adjunct professor in Northeastern University's Master in Public Administration program, and as a research associate at the William Monroe Trotter Institute at the University of Massachusetts at Boston.

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

## Agency Landscape + Planning

# Agency Landscape + Planning Landscape Architect

Agency is the capacity of human beings to act, to make choices. Planning can remove barriers. Design is an act of optimism. Optimism and action are much needed, today more than ever. At Agency Landscape + Planning, we believe in the power of people to initiate and make purposeful, positive change.

Agency is a women-owned small business (WOSB) and certified DBE/WBE practice based in Cambridge, Massachusetts. Our work engages the full spectrum of design services—from strategic planning to complex public realm implementation. It is tied together by a commitment to public sector work with deep community engagement. We have a significant practice dedicated to urban planning, from the regional to district scale, and a team of twelve designers and planners.

Agency is a mission-driven practice dedicated to addressing social equity, cultural vitality and environmental resilience through design excellence, strategic planning, and community engagement. Co-founders Brie Hensold and Gina Ford have worked together for over a decade.

Beyond our core team, we have formed a network of diverse and innovative thinkers across the country that share our passion for social good, resilience and the power of public space. Together, we represent a broad cross-section of specialized knowledge and skills. Our partners, like us, believe a more resilient and equitable approach to planning and design will lead to more relevant, contextual, and vibrant public environments.

### Certifications (DBE)

CALTRANS  
City of Chicago / Illinois Department of Transportation  
City of Fort Wayne (EBE/WBE)  
City of Philadelphia (DBE/WBE)  
Colorado Department of Transportation  
Connecticut Department of Transportation  
Florida Department of Transportation  
Georgia Department of Transportation  
Maine Department of Transportation  
Maryland Department of Transportation  
Massachusetts Department of Transportation  
New Hampshire Department of Transportation  
New Jersey Department of Transportation

New York Department of Transportation  
North Carolina Department of Transportation  
North Central Texas Regional Certification Agency (WBE)  
Ohio Department of Transportation  
Oregon Department of Transportation (DBE/WBE)  
Rhode Island Department of Transportation  
Rhode Island Office of Diversity, Equity and Opportunity (WBE)  
Tennessee Department of Transportation  
Texas Department of Transportation  
Vermont Agency of Transportation  
Washington Department of Transportation  
Wisconsin Department of Transportation







**GINA FORD, FASLA**

PRINCIPAL LANDSCAPE ARCHITECT

**SELECTED AWARDS**

ASLA, Honor Award in Communications. WxLA. 2021

Boston Society of Landscape Architects Award of Excellence in Communication. WxLA. 2020

Boston Society of Landscape Architects Merit Award in Analysis and Planning. White River Vision Plan. 2020

Boston Society of Architects Women in Design Award of Excellence. 2019

The J. Irwin and Xenia S. Miller Prize. 2019

ASLA Honor Award in Design. The Chicago Riverwalk (Phases 2 and 3). 2018

AIA National Honor Award. Urban Design. The Chicago Riverwalk (Phases 2 and 3), 2018

APA National Award of Excellence in Community Engagement. The High Line Canal Vision Plan. 2018

World Landscape Architecture, Award of Excellence for Built Design. The Chicago Riverwalk (Phases 2 and 3). 2017

AIA Chicago Chapter, Design Excellence Award. The Chicago Riverwalk (Phase 2). 2016

Gina Ford is a landscape architect, co-founder and principal of Agency Landscape + Planning. Underpinning her two decades of practice are a commitment to the design and planning of public places and the perpetuation of the value of landscape architecture via thought leadership, teaching, writing, and lecturing. Her work has received awards from the American Society of Landscape Architects, the American Planning Association and the American Institute of Architects, among others.

**EDUCATION**

Harvard Graduate School of Design Master in Landscape Architecture with Distinction  
Wellesley College Bachelor of Arts in Architecture and Architectural History

**PROFESSIONAL AFFILIATIONS**

Registered Landscape Architect: CO, CT, MA, MI, NC, OH, RI, TN, WA  
American Society of Landscape Architects

**ACADEMIC POSITIONS**

Studio Instructor, Memorial Highway and the Great Migration: Harvard Graduate School of Design, 2021

**PROJECT EXPERIENCE**

Barney Allis Plaza; Kansas City, Missouri

Boulevard Crossing Park; Atlanta Beltline, Atlanta

Cedar Rapids Reinvestment and Redevelopment Framework; Cedar Rapids, Iowa †

Charlestown Navy Yard Hoosac Stores; Boston, Massachusetts

Chicago Riverwalk (Phases 2 and 3); Chicago, Illinois †

Franklin Park Action Plan; Boston, Massachusetts

High Line Canal Vision Plan and Framework Plan; Denver, Colorado

Ithaca Common Renovation; Ithaca, New York †

Jacksonville Landing Design Competition; Jacksonville, Florida

Lawn on D; Boston, Massachusetts †

Massport Public Realm Initiative; Boston, Massachusetts

Mecklenburg County Park and Recreation Master Plan; Charlotte, North Carolina

Moore Square; Raleigh, North Carolina †

Sarasota Bayfront Park - Phase 1; Sarasota, Florida

Thomas Polk Park; Charlotte, North Carolina

Tom Hanafan Rivers Edge Park; Council Bluffs, Iowa †

Upper Harbor Terminal; Minneapolis, Minnesota

Wharf Park Master Plan; Nashville, Tennessee

White River Vision Plan; Hamilton County and Indianapolis, Indiana

† Work Completed at Sasaki



**BRIE HENSOLD, HASLA**  
PLANNING PRINCIPAL

**SELECTED AWARDS**

Boston Society of Landscape Architects Merit Award in Analysis and Planning. White River Vision Plan. 2020

The J. Irwin and Xenia S. Miller Prize. 2019

American Institute Of Architects Regional & Urban Design Honor Award Tecnologico de Monterrey Urban Regeneration Plan

Boston Society of Landscape Architects Landscape Analysis and Planning Honor Award. Bridgeport Parks Master Plan. 2013

The Ministry Of Agrarian, Land And Urban Development (SEDATU) Mexico, National Prize For Urban And Regional Development Tecnologico de Monterrey Urban Regeneration Plan

Planning Achievement Award for a "Hard Won Victory" Category, American Planning Association Iowa Chapter. 2009

Excellence Award for Innovation for Sustaining Places, American Planning Association Iowa Chapter. 2010

Brie Hensold is an urban planner, co-founder and principal of Agency Landscape + Planning. With a passion for understanding and improving communities and places, Brie brings a systems-based approach that celebrates diverse perspectives. She has extensive experience developing creative and meaningful community engagement processes. Brie's work encompasses multiple scales, from downtown plans to citywide park systems to resilience strategies. She is a Design Critic in the Department of Urban Planning and Design at the Harvard Graduate School of Design where she also leads an executive education class in resilient cities.

**EDUCATION**

Harvard Graduate School of Design Master of Urban Planning, Urban Design Concentration

Rice University Bachelor of Arts in Architectural Studies and Art History

**ACADEMIC POSITIONS**

Harvard University Graduate School of Design: Critic in Urban Planning and Design; Core Planning Studio, 2019 - ongoing

Harvard University Graduate School of Design: Executive Education Course Leader; The Resilient City, New Discoveries at the Intersection of Planning and Design, 2017 - ongoing

**PROJECT EXPERIENCE**

Allegheny Riverfront Green Boulevard Study; Pittsburgh, Pennsylvania †

Boulevard Crossing Park; Atlanta, Georgia

Cedar Rapids Neighborhood Planning Process; Cedar Rapids, Iowa †

Chinati Foundation Master Plan; Marfa, Texas †

Detroit Land-Based Projects Plan; Detroit, Michigan

Downtown Bozeman Plan; Bozeman, Montana

East Baltimore Implementation Plan; Baltimore, Maryland †

Fort Wayne Riverfront Neighborhood Plan; Fort Wayne, Indiana

Franklin Park Action Plan; Boston, Massachusetts

Greensboro Parks and Recreation Master Plan; Greensboro, North Carolina

High Line Canal Framework Plan; Denver, Colorado

Mecklenburg County Park and Recreation Master Plan; Charlotte, North Carolina

Medford Comprehensive Plan; Medford, Massachusetts

Raleigh Downtown Plan; Raleigh, North Carolina †

Wharf Park Master Plan; Nashville, Tennessee

White River Vision Plan; Hamilton County and Indianapolis, Indiana

Zidell Yards Master Plan, Greenway and Open Space Concept Plan; Portland, Oregon †

† Work Completed at Sasaki





Xi Yang is a landscape designer with experience designing urban landscapes at multiple scales. A firm believer in the influences our built environment has on society and the individual psyche, Xi strives to create ecologically sensitive design that enhances physical and mental well-being, flexibility and diversity of uses. She's also passionate about innovative strategies that promote equality in access to public landscapes across social subgroups and future generations. Xi holds a Master of Landscape Architecture degree from RISD and is originally from China. She has studied and practiced nationally and internationally, exploring design and building processes in close collaboration with culturally diverse communities.

#### EDUCATION

Rhode Island School of Design Master of Landscape Architecture

Huazhong University of Science and Technology Bachelor of Engineering in Landscape Architecture

#### XI YANG

LANDSCAPE ARCHITECT

#### SELECTED AWARDS

ASLA Florida Chapter, Design Award. The Sarasota Bayfront Master Plan. 2021

BSLA Merit Award in Analysis and Planning. The Sarasota Bayfront Master Plan. 2021

RI-ASLA Graduate Merit Award. 2015

SNEAPA Student Project Honor Award. 2014

Ruth Fisher Harwood Award. 2014

AZ-ASLA Student Collaborative Honor Award. 2014

AZ-ASLA Student Honor Award. 2013

#### PROJECT EXPERIENCE

Albina Community Investment Plan, Portland, Oregon

Barney Allis Plaza; Kansas City, Missouri

Boulevard Crossing Park; Atlanta, Georgia

Fort Wayne Riverfront Neighborhood Plan; Fort Wayne, Indiana

Franklin Park Action Plan; Boston, Massachusetts

MIT 4 Residential Building Child Care Terrace; Boston, Massachusetts †

Nantun Residential Tower; Taichung, Taiwan †

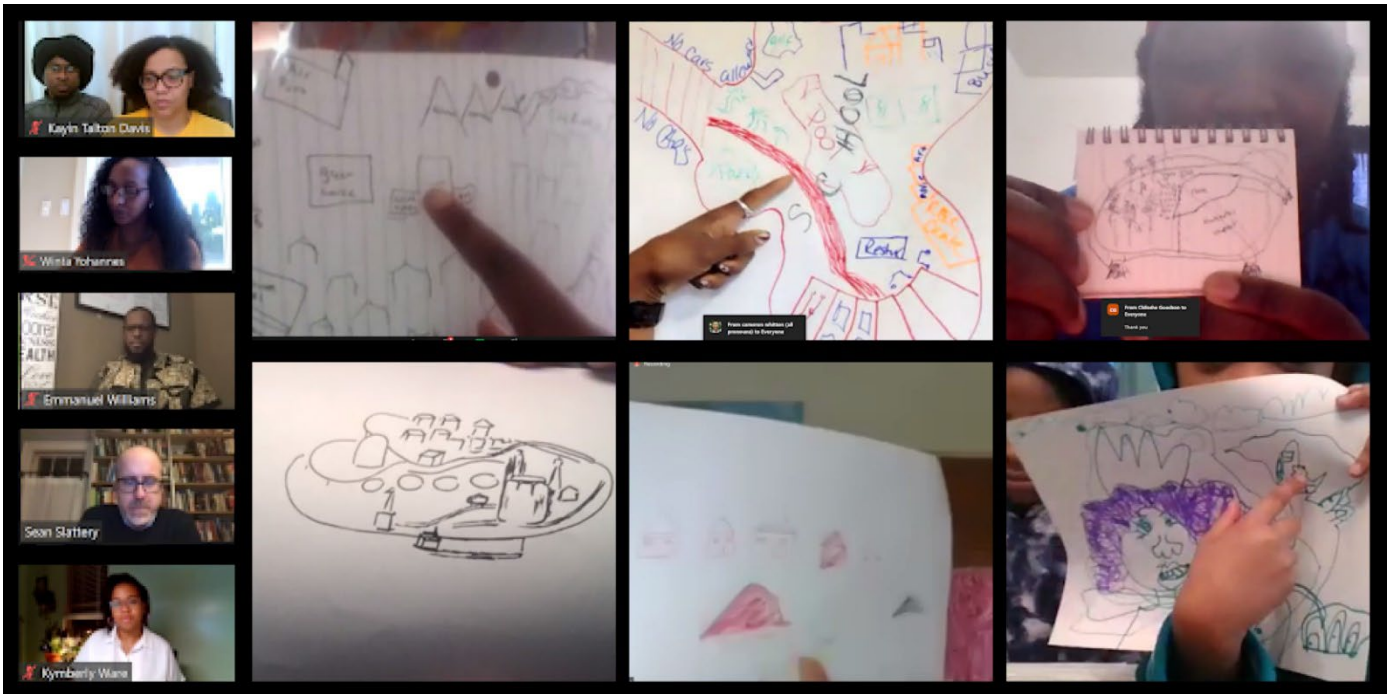
Paohuei Construction Marketing Center; Taichung, Taiwan †

RISD Quad; Providence, Rhode Island †

Sarasota Bayfront Park - Phase 1; Sarasota, Florida

University of New England Quad; Biddeford, Maine †

† Work completed at Landworks Studio



# Albina Vision Community Investment Plan

Albina Vision Trust

Portland, Oregon

Ongoing

Historically, Albina was a thriving, affordable, and diverse neighborhood. Over the last 50 years, successive waves of urban renewal, interstate freeway construction, and a modern development framework that valued large, inwardly facing civic spaces displaced the people who lived there. The result is unacceptable. On the one hand, Albina is home to some of Portland’s most dynamic civic and entertainment venues—where many people come together. On the other hand, it is about 94 acres of central city real estate where some of our most conspicuous challenges converge: a lack of affordable housing; a maze of transportation infrastructure; a patchwork of private and public land ownership and topographic change that constrain pedestrian access to the east bank of the Willamette River; and finally, the painful reminder of the intergenerational damage of displacement.

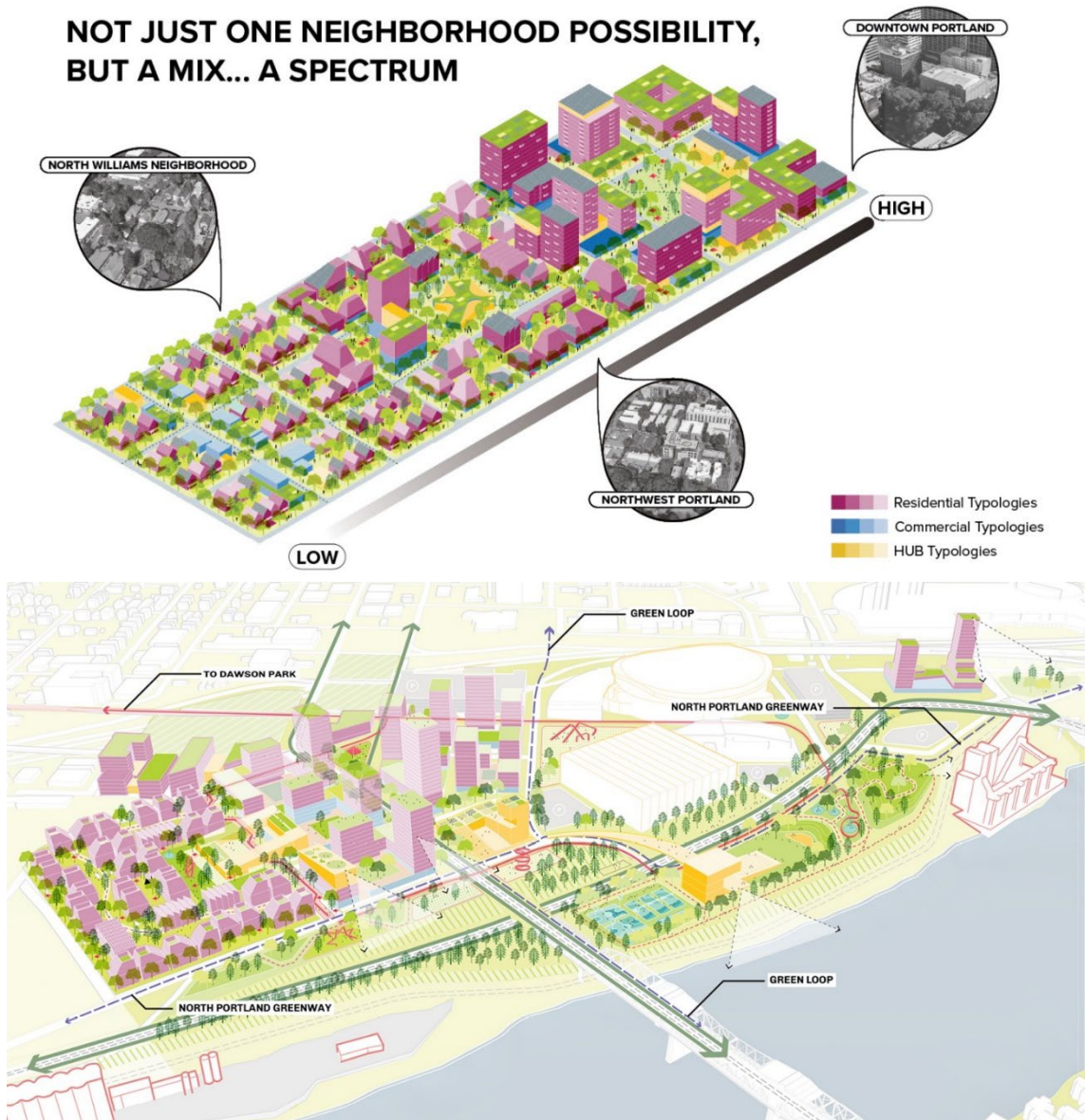
The Albina Vision Community Investment Plan (AVCIP), initiated by Albina Vision Trust Inc. (AVT), seeks to create a framework for an inclusive community while healing the

wounds of previous urban development that displaced and disempowered Portland’s Black community. We are building on the work of a wide range of community partners who created a development vision that lays the groundwork for investment. The vision is anchored by equitable public park spaces that seamlessly connect to the river and its surrounding neighborhoods. AVCIP aims to illustrate how a community anchored in sustained affordability, livability, and diversity can provide value to Lower Albina. Moreover, it will authentically involve the community in shaping a place that serves their needs while simultaneously considering financially feasible strategies for accomplishing this work over time.

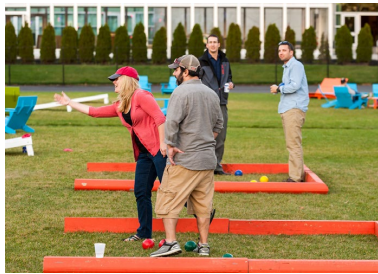
The team is led by El Dorado. Agency is assisting planning and leading public realm design and landscape architecture. We are also partnering with Othello Meadows, Cleo Davis & Kayin Talton Davis, Dru Holley, Marc Norman and ECO Northwest, and WeShouldDoltAll.



# NOT JUST ONE NEIGHBORHOOD POSSIBILITY, BUT A MIX... A SPECTRUM



select color photographs by In'far Abodo Black Portlanders



## D Street Streetscape + The Lawn on D

Massachusetts Convention Center Authority

Boston, MA

Phase 1 (2015) - Phase 2 (2018)

Working closely with a design team led by Sasaki and Utile, Gina Ford led the landscape design guidelines for Boston's iconic D Street corridor and worked with project manager Susannah Ross on the implementation of the streetscape for two new hotels that followed. The work emerged as an early win as part of a larger master planning effort with the Massachusetts Convention Center Authority to create a framework for Boston's Convention Center expansion within the context of a vital, mixed-use urban district.

Located in Boston's growing Seaport District, the Lawn on D is a 2.5 acre park at the midway point on D Street between the historic Boston Harbor and the thriving South Boston neighborhood. Part beacon (announcing a new urban district associated with Boston's Convention and Exhibition Center), part park (creating a place for conventioners, residents and visitors alike to mix) and part canvas (welcoming creative

### Select Awards

ASLA National, Honor Award for General Design, 2015  
 AIA National, Small Project Award, 2015  
 Fast Company Innovation Award, Finalist, 2015.  
 BSLA, Honor Award, General Design, 2015  
 International Downtown Association, Downtown Merit Award, 2015

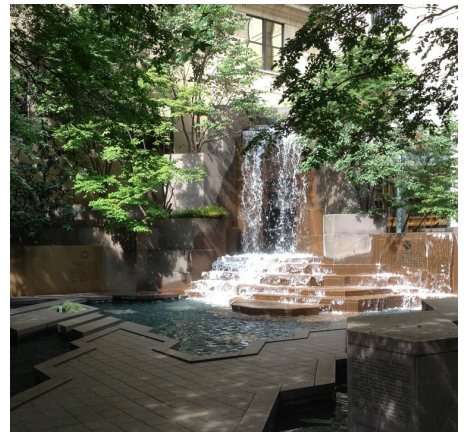
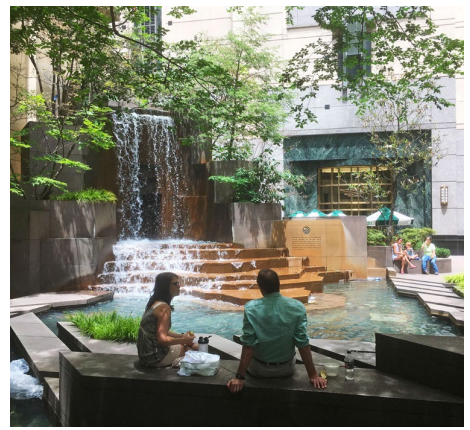
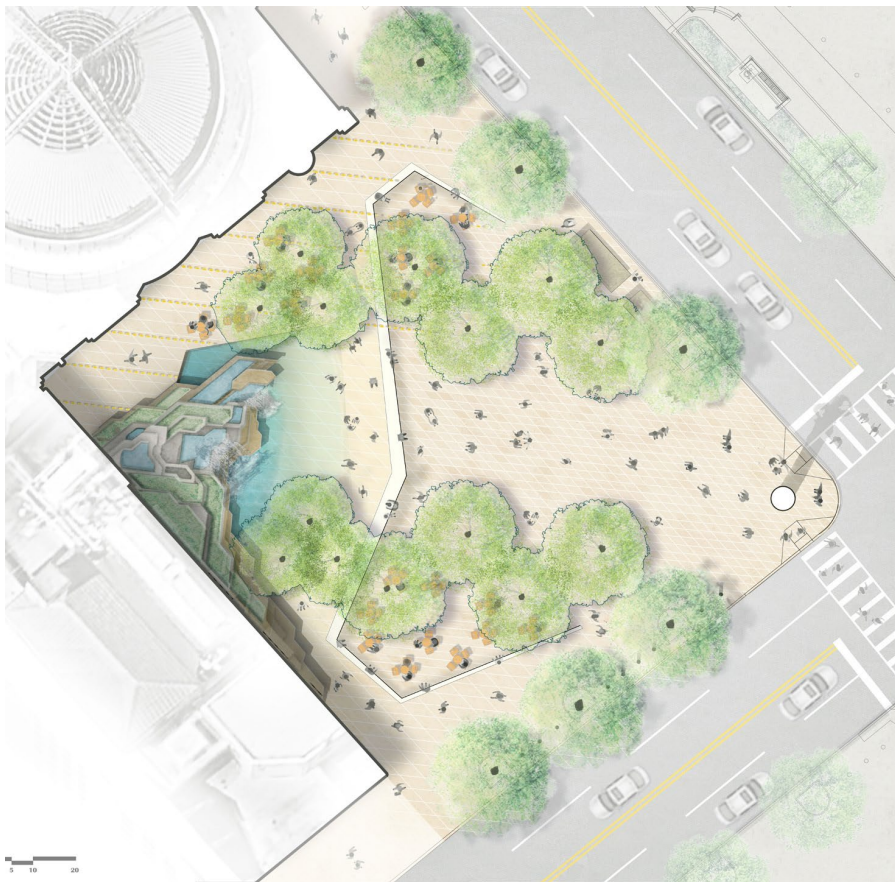
programming and art unlike anywhere else in the city), the Lawn on D made a splash nationally in 2014 as Boston's hot new experimental playground. In the years since its launch, the Lawn's unconventional and unexpected arc included time as a temporary landscape to a social-media phenomenon to now a self-sustaining place.

Working with impresario Chris Wangro and a host of technical consultants, Gina Ford led the design of the Lawn of D as a principal and landscape architect with Sasaki. Its flexible physical framework (a lawn and plaza "stage" set within a planted frame), speed of implementation (designed, constructed, and opened in eight months), strong visual identity (including colorful brand elements, paving and furnishings) and an enticing array of cultural programming (think: light-up swings by Howeler and Yoon Architects) have been recognized with many awards.









# Independence Square

Charlotte Center City Partners and City of Charlotte

Charlotte, North Carolina

Ongoing

As a legacy open space for the City of Charlotte, Independence Square is a space that has long fallen short of its urban promise. Yet, it has great potential to draw from the broader momentum and vibrancy of Charlotte' ongoing renaissance. Agency is leading a team that is taking a fresh look at the park—how it is working today, what needs it can meet differently in the future, what capital investments are the wisest next steps and how to manage the park sustainably over the next decades.

Independence Square sits at the 100% corner—the urban center—of Charlotte, yet it feeds little off the energy of the thriving audience around it. Designed by Angela Danadjieva, a landscape designer with her roots in theatrical set design,

the existing fountain provides a magic backdrop to an urban stage often devoid of performance.

A once-in-a-generation opportunity for the Center City Partners and the City of Charlotte, the design process is casting a wide net, dreaming big for the park and its physical and programmatic evolution. We are looking at both the community and park offerings today—but also project forward to understand demographic changes and associated programming and use potentials and trends. Our emerging concept design brings forward new and experimental uses and ideas alongside tried-and-true programming potentials, capitalizing on Independence Square's promise of a 24/7 downtown hub.







## Howard Stein Hudson

### Traffic Engineer

Howard Stein Hudson (“HSH”) provides transportation engineering; land development planning and permitting; construction services; and transportation planning for municipalities, public agencies, institutions, developers, corporations, law firms, and construction and design consultants. HSH takes a creative and collaborative approach with clients, relying on sound technical, planning, and engineering expertise and combining it with knowledge of community/stakeholder issues and needs. HSH staff understands the often contrasting and complex needs of all parties involved in a project and offer creative problem-solving and innovative options to build consensus.

We are more than engineering experts at HSH - we are the keystone of complex projects. Our tightly integrated relationships with clients and reviewing agencies ensure that sophisticated projects succeed swiftly and efficiently, no matter the scale. Our closely engaged, collaborative approach enables us to provide exceptional project delivery, helping our clients shape the face of Boston and beyond for years to come.

HSH’s multi-disciplinary staff works seamlessly with project teams from conceptual design, environmental permitting, and through construction, providing keen insight into a project’s transportation and site-civil issues and creatively developing mitigation for project impacts. HSH is also adept at managing large, multi-disciplinary teams that require extensive coordination with government entities, abutters, neighborhoods, communities, and other stakeholders. HSH’s planners and engineers continuously upgrade their skills through active participation in workshops, courses, seminars, Webinars, and in-house training sessions to ensure that they keep up to date on the latest methodologies and technologies in their respective fields of expertise.

HSH offers a well-rounded team of individuals who have exceptional knowledge and experience, and whose technical expertise complements that of the other team members. As with all of our projects, HSH will make the most appropriate staff available to accommodate not only the traffic study and site design, but also any site visits and evening meetings.







**Thomas J. Tinlin**  
Institutional & Private Markets  
Director

Thomas leads our talented group of transportation planners and civil engineers in helping clients realize their visions. Being at the center of mobility and transportation in Boston for the past 30 years, Tom has a unique perspective on the merits and challenges facing development projects. Tom works with our exceptional team to deliver modern, sustainable development projects in a seamless manner. Tom was the longest serving Commissioner of the Boston Transportation Department in the City's history and also served as MassDOT's Highway Administrator. His leadership in rolling out the All-Electronic Tolling Conversion along the MassPike garnered him the American Public Works Association's Professional Transportation Manager of the Year Award. Tom also recently received the Ray LaHood Award from the Women's Transportation Seminar (WTS) for his advocacy in advancing women in transportation.



**Brian J. Beisel**  
Associate & Manager of  
Transportation Permitting

Brian's primary responsibility is managing development projects through the local and state permitting process, most notably within the City of Boston. This work begins with transportation site design assistance that sets the tone for developments to create multi modal, vibrant urban places, then through the Article 80/MEPA development permitting process, and the completion of the Transportation Access Plan Agreement (TAPA). Brian has over 20 years of experience as a Transportation Engineer and Planner, working on the transportation permitting of private development projects, peer reviews on behalf of municipalities, bicycle infrastructure planning and design, and signal design and intersection layouts. Brian continues to expand his transportation engineering and planning skills while having developed a proven track record as an experienced project manager and a public speaker that effectively presents transportation components of projects in public hearings and other public speaking forums.



**Ian McKinnon,** P.E., PTOE, RSP  
Institutional and Private  
Markets Technical Leader

Ian is a transportation engineer and planner with experience in transit planning, complete streets, traffic modeling and forecasting, bike facility design, and traffic signal design. He has led many arterial coordination projects throughout the Commonwealth and his experience ranges from three intersection linear corridors to complicated grid systems and traffic responsive systems with preemption, priority, and systems engineering development. Ian has been involved with Road Safety Audits (RSAs) in and around Boston and received his Road Safety Professional (RSP) certification to integrate safety in all infrastructure improvements. He is well-versed in traffic simulation software and the underlying methodologies of highway capacity. Ian continues to keep up with the fast-changing traffic signal control industry with changes in communications protocols, hardware standards, and advanced controller features for unique applications.



## Whittier Choice Neighborhood

### Preservation of Affordable Housing

Roxbury, Massachusetts

This project includes the redevelopment of the Whittier Street Apartments in Boston's Roxbury Neighborhood. It is comprised of the demolition of the existing buildings and rebuilding to expand the property from 200 residential units to 387 units. The parking supply will be increased from 68 spaces to 121 spaces. Approximately 7,680 SF of retail will also be built as part of the redevelopment.

The project will be constructed in three phases. Phase One will comprise a five-story building with 83 residential units. Phase Two will comprise a 15-story mixed-use building with approximately 241 residential units, ground-floor retail space, and a 121-car parking garage. Phase Three will comprise a five-story building containing up to 63 residential units.

The redevelopment project was subject to the BPDA's Article 80 Large Project Review process, in which HSH completed the transportation component of the EPNF and provided transportation consultant services.

#### Project Status

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*In Construction*

#### HSH Services

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- Transportation Planning
- Transportation Studies (Article 80)
- Traffic Impact Studies
- Site Design Assistance





# Bulfinch Crossing

## The HYM Investment Group

Boston, Massachusetts

Since 2007, working with prior and current ownership, HSH has provided transportation planning, traffic engineering, and construction phase traffic and pedestrian management on this 2.9M SF, mixed-use redevelopment. HSH completed the transportation components of the City and State environmental permitting processes and continues to assist the Project Team as construction commences.

The site includes the MBTA Haymarket Transit Station, with access to the Green and Orange subway lines, and several local/regional bus routes. For various Project phases, HSH estimated the project's hourly ridership impact on these services, including a comparison to the MBTA's "planning" and "crush" capacity thresholds, and on passenger platforms. Additionally, HSH provided design assistance for the new Haymarket Bus Station, which will add waiting capacity for bus passengers.

In addition to the supporting conceptual and schematic design efforts, which include site circulation and access, loading dock design, and roadway, sidewalk and streetscape improvements to meet Complete Streets guidelines and standards, HSH provides construction management plans for on-going demolition and building phases. HSH has supported the project through highway, traffic engineering and transportation planning efforts for the multi-phased development. Most recently, HSH has assisted with Bus Rapid Transit Lane planning, and civil/traffic design services for the Congress Street Corridor. Includes the design and implementation of BMPs for sedimentation and erosion control as well as coordination with BWSC drainage improvements. HSH continues to support the construction management team with offsite transportation phasing, and traffic engineering-related construction logistics.

### Project Status

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*In Construction*

### HSH Services

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- Master Planning
- Permitting Strategy
- Transportation Studies (Article 80, MEPA)
- Site Design and Site Access
- Transportation Access Plan Agreement
- Construction Management Plan
- Traffic Mitigation Design



## Bruce C. Bolling Municipal Building

City of Boston

Roxbury, Massachusetts

The scope of services for this project included developing a new municipal office building on the former Ferdinand Building site located at 2262 Washington Street now housing the Boston Public School Administrative Offices. The innovative building incorporates 18,000 SF of ground level retail, and 160,000 SF of adaptable office space. It's design incorporates the construction requirements of Massachusetts General Laws Chapter 149, §§ 44A-J; the Massachusetts Building Code requirements; the requirements of the Massachusetts Historical Commission; the final building program requirements; and the highest achievable and economically viable U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification.

### Project Status

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Complete

### HSH Services

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- Traffic Engineering
- Transportation Planning





# Nitsch Engineering

## Civil Engineer

Nitsch Engineering, a Boston-based company founded in 1989, specializes in providing civil, transportation, and structural engineering; land surveying; green infrastructure; planning; and GIS services. Our experience in the City of Boston - over 1,000 projects - has given us an in-depth understanding of the City's needs and requirements, particularly when it comes to permitting with the Boston Planning and Development Agency, Boston Water and Sewer Commission, Boston Conservation Commission, Boston Transportation Department, and the Boston Public Improvement Commission. As a direct result of our focus on client satisfaction - as demonstrated by the fact that 94% of our work comes from repeat clients - Nitsch Engineering has grown to become the largest Women-Owned Business Enterprise (WBE) civil engineering firm in Massachusetts.



### Jonathan Hedlund, PE

#### Project Manager

Jon is a civil engineer with over 12 years of experience in engineering design and construction management projects (i.e., industrial site planning, underground utilities, stormwater management). His background of experience includes working for both public and private sector clients. As a project manager, Jon is responsible for overseeing the civil engineering scope of services and monitoring the project process closely to make sure that Nitsch Engineering provides adequate and timely attention to the project.

Jon strives for a more efficient and client-focused design approach and focuses on maintaining utilization while staying within project scope and budget to meet the client's needs.

B.S., Civil Engineering, University of Massachusetts, Amherst, 2010



Jackson Square Redevelopment



Seaport Square



One Dalton

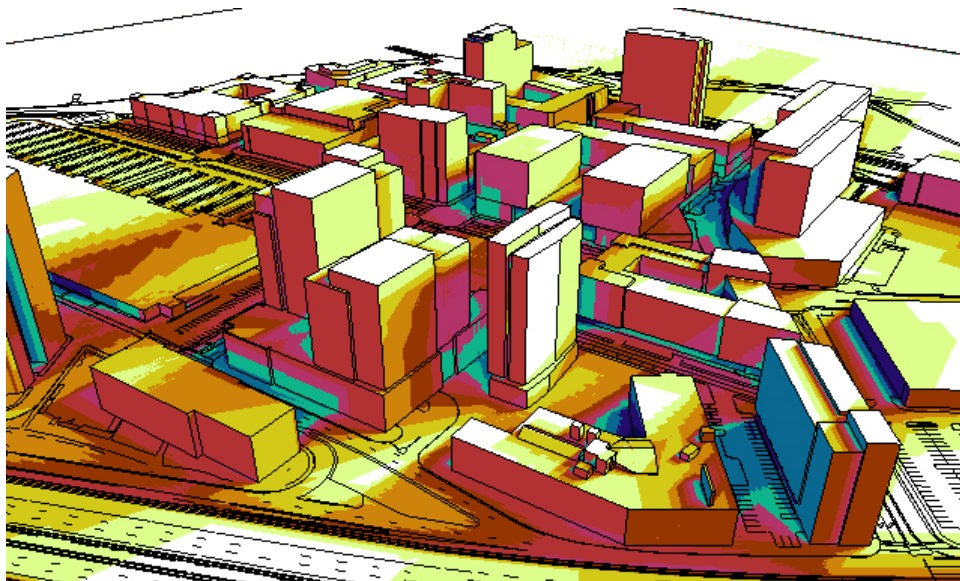
## enviENERGY Energy & Sustainability Engineer

enviENERGY Studio is a WBE-certified firm specialized in assisting public and private sector clients to design high-performance buildings. We have experience in higher education, laboratories, offices, libraries and galleries, campuses, industrial facilities and warehouses, and multi-family housing at the regional and national levels. Our consulting philosophy is formed around the concepts of teamwork, partnership, service, and quality, both in the coordination of our efforts within our firm and in our interactions with our clients.

enviENERGY Studio offers the following energy and sustainability services:

- Building Energy Modeling (BEM)
  - Comparative and Predictive - Energy Benchmarking
  - MEPA Energy and GHG Emission Analysis
  - Building Permit Application - Stretch Energy Code, Article 22 & Article 37
  - Life Cycle Cost Analysis, Measurement & Verification Implementation, and Utility Rebate
- Energy Audit and Energy Retrofit Consulting
- Sustainability and LEED Project Management
- Fitwel and WELL Project Management
- Passive House Design Consulting

Our team has extensive experience in energy consulting, LEED administration, and WELL and Fitwel project management and our strengths and experiences provide a unique combination of skills critical to successfully complete all aspects of this project. enviENERGY Studio is the MassSave (Massachusetts Utility Incentive Program) Preferred Vendor and NYSERDA (New York State Energy Research and Development Authority Primary) Energy Consultant.







# Samira Ahmadi, BEMP, LEED AP Homes, BD+C, ID+C, CPHC

## Founding Principal

Samira Ahmadi is the Founding Principal of enviENERGY Studio LLC, an energy and sustainability consulting firm, serving regional and national clients looking for sustainable solutions in the built environment. Her practice focuses on sustainability and energy performance analyses for new construction and existing building retrofit projects that are pursuing LEED certification and energy upgrades, occupant’s health and comfort in the built environment, and post-occupancy evaluation, and measurement and verification. Prior to establishing the firm, Samira served as the Director of Energy Services at AHA Consulting Engineers, where she managed over 30 LEED projects. She is an advocate of sustainability and energy efficiency in the built environment and has served on the USGBC Massachusetts Chapter Board of Directors

Samira has managed and worked on:

### Education

**M.S.**, Carnegie Mellon University, Building Performance & Diagnostics

**M. Arch.**, University of Texas at San Antonio, Architecture

**B.S.**, Architectural Engineering

### Professional Affiliation

- ASHRAE Building Energy Modeling Professional (BEMP)
- LEED Accredited Professional BD+C, ID+C, Homes
- Former USGBC Massachusetts Board of Directors
- Over 40 LEED Certified buildings.
- Over 40 LEED/ MEPA and building permit energy models.
- Over 30 Rebate energy models for MassSave and PECO (Pennsylvania).
- Over 10 Life Cycle Cost Analyses and Measurement & Verification studies.

### Representative Projects

**MGH Cambridge Street Project**  
Boston, MA - LEED Admin

**BIDMC - New Inpatient Building**  
Boston, MA - LEED Admin

**828 Winter St - Lab/ Office**  
Waltham, MA - LEED Silver Certified

**3151 Market St - Lab/Office**  
Philadelphia, PA - LEED/ WELL Admin

**45-18 Court Square - Lab/Office**  
Long Island City, NY - LEED v4 in progress

**14<sup>th</sup> & Spring Office**  
Atlanta, GA - LEED v4 in progress

**ERC Lab Buildings**  
Allston, MA - LEED and Fitwel Admin

**101 Cambridgepark Drive - Lab/Office**  
Cambridge, MA - LEED v4 in progress

**125 WEA Laboratory**  
New York, NY - LEED v4 in progress



## Gabriel Echeverria, EIT, LEED AP BD+C

### Senior Sustainability Consultant

Gabriel Echeverria is an Energy Analyst and Sustainability Consultant at enviENERGY Studio. His passion for sustainable engineering and design has been years in making and currently, his practice at enviENERGY Studio focuses on energy performance analyses for new constructions, specifically life-science and multifamily residential buildings. After completing a B.S. in Civil Engineering from Florida International University as a member of FIU Honors College, Gabriel attained his Civil Engineering in Training (E.I.T) license.

#### Education

**M.S.**, Sustainable Building Systems, Northeastern University (May 2021)

**B.S.**, Civil Engineering, Florida International University

#### Professional Affiliation

- Engineer in Training (EIT)
- USGBC Member

#### Experience Highlights:

- Energy Simulation Analyst and Sustainability Consultant enviENERGY Studio: May 2020 - Present



## Elizabeth Jean Venuti

### Energy and Sustainability Consultant

Elizabeth is currently pursuing her master’s degree in Sustainable Building Systems at Northeastern University. Prior to joining enviENERGY, she spent the past six years working with home performance contractors to retrofit residential buildings through the Mass Save program. She holds a BA in Architectural Studies from Connecticut College. A combination of her education and experience cultivated a keen interest in building science and sustainable practices. Elizabeth hopes to expand her impact on the built environment through her work at enviENERGY.

#### Education

**M.S.**, Sustainable Building Systems, Northeastern University (In-progress)

**B.A.**, Architectural Studies, Connecticut College

#### Professional Affiliation

- USGBC Member

#### Experience Highlights:

- Sustainability Consultant at enviENERGY Studio: May 2021 - Present
- HEA Logistic Supervisor and Energy Auditor at Revise, Inc.: May 2016- May 2021
- Energy Auditor at Next Step Living Inc.: Sept. 2014 - Mar. 2016





## ERC East and West Labs

**Location** Allston, MA

**Owner** Tishman Speyer | Breakthrough Development

**Architect** Studio Gang | Arrowstreet Architects

### Energy and Sustainability Goals

LEED v4 Gold Certification

Fitwel Certification

### Services

LEED and Fitwel Project Administration

Boston Article 37 Application

### Project Description

The project is approximately 490,000 SF of research and development/ office space which is being designed to the highest sustainability standards of Living Building Challenge and Harvard Green Building Standards.



## Beth Israel Deaconess Medical Center NIB

**Location** Boston, MA

**Owner** BIDMC

**Architect** Payette

### Energy and Sustainability Goals

LEED v4 Gold Certification

### Services

LEED Project Management

### Project Description

The Project includes the construction of a 10 story inpatient clinical building on the West Campus of Beth Israel Deaconess Center and that will include up to 384,000 SF of gross floor area. The Project will include up to 158 single-bedded inpatient rooms (up to 128 medical/surgical and 30 intensive care beds) within the new building and its occupancy and operation schedule is expected to be 24 hours a day and 7 days a week.



## **NEXUS Allston (Residential and Lab)**

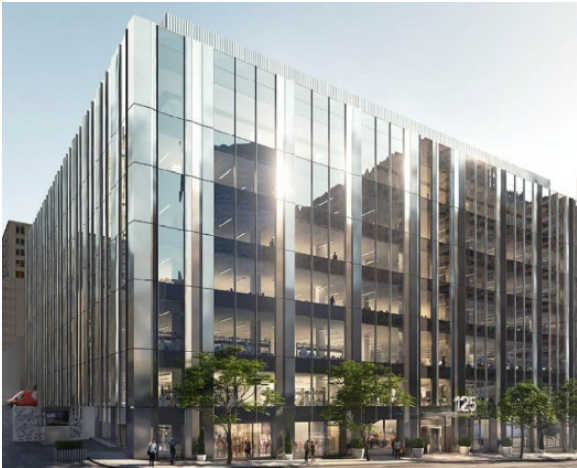
**Location** Allston, MA  
**Owner** King Street Properties  
**Architect** DiMella Shaffer

**Energy and Sustainability Goals**  
LEED v4 Gold Certification Target

**Services**  
LEED Project Administration  
Boston Article 37 Application  
LEED and Stretch Energy Code Energy Modeling  
Utility Rebate Technical Assistance

### **Project Description**

The project is comprised of three buildings containing approximately 539,000 SF of research and development/ office space and a 40-unit residential building. The project will transform an outdated site in Allston into a dynamic hub of research, residential housing, and retail activity.



## **125 West End Avenue**

**Location** New York, NY  
**Owner** Taconic Partners  
**Architect** Perkins + Will

**Services**  
LEED Project Administration

### **Project Description:**

The 125 WEA project is being designed to be a first-class research and development facility in New York, NY. The project is a renovation of an existing building which will result in a core and shell laboratory and office.





# McNamara Salvia

## Structural Engineer

McNamara Salvia brings award winning creativity, innovation, and expertise in structural design to a variety of project types. Our experience spans the United States from the dense urban cities of the northeast to the high-seismic regions of the west coast, to the hurricane climate of the southeast. Our combination of local knowledge with global expertise allows us to bring innovative new ideas to projects while understanding local construction practices.

McNamara ▪ Salvia understands constructing a building is a team effort, and we pride ourselves on working with the team to deliver a consistently high-quality project to our clients. Early and continuous involvement by our Principals will ensure the proper selection of structural systems and avoid costly design and constructability problems down the road. Strong collaboration with local contractors ensures an efficient and appropriate structural solution for each unique project.



## Adam C. McCarthy, P.E.

Principal

A member of the McNamara Salvia team for over 25 years, Mr. McCarthy possesses a detailed approach to structural design and project management. Adam is well-rounded in all aspects of complex structural systems, as well as respected throughout the industry for his experience and strong collaborative skills. In his spare time, he shares his expertise as a structural advisor to architectural thesis candidates at the Boston Architectural College.

## Relevant Project Experience

### The Benjamin and VIA at Seaport Square - Boston, MA

A 22- and 20-story residential development with 832-units. Retail resides within the first three stories and below resides a three-story below-grade shared garage.

### Echelon Seaport at Seaport Square - Boston, MA

A 1,300,000 SF, three-building residential complex. A total of 717 residential units and 125,000 SF of accompanying retail and restaurant space are anchored by a central courtyard and pedestrian mall.

### Channelside - Boston, MA

A 1,100,000 SF mixed-use development integrating three buildings: office, laboratory and residential, all with retail, into a sustainable new community on Boston's Fort Point Channel. The laboratory building is situated over the Ted Williams Tunnel featuring a structural approach that mitigates vibrations.

### Boston Landing - Brighton, MA

A 1,760,000 SF mixed-use vibrant work and lifestyle destination residing along the Mass Turnpike. It features office and laboratory space, sports facilities, a boutique hotel, residential tower, parking garages and retail.

### Assembly Row - Somerville, MA

A mixed-use development with 2,000,000 SF of office space, 635,000 SF of retail and restaurant offerings, 1,800 residences, hotel guestrooms, ample parking and its own T Station stop. The Assembly stop marks the first MBTA T Station addition in over 20 years.

### Bulfinch Crossing - Boston, MA

A 2,900,000 SF mixed-use development that revitalizes the 1960s-era Government Center Garage. When complete the complex will consist of a mid-rise and high-rise residential building; a high-rise office tower; and a large-scale Laboratory building all designed with pedestrian-friendly streetscapes and a public plaza.



## **Goulston & Storrs**

### **Zoning & Ground Lease Counsel**

Goulston & Storrs PC is an Am Law 200 law firm, with offices in Boston, New York and Washington, D.C. With over 220 lawyers across multiple disciplines, Goulston & Storrs is a real estate powerhouse with leading-edge corporate, litigation and private wealth practices. Our lawyers employ a proven team approach that values client outcomes over individual recognition. The firm's dedication to providing prompt, practical legal advice, cost-efficiently and tailored to our clients' business needs, has resulted in Goulston & Storrs being acknowledged for excellence by Best Lawyers, BTI Consulting Group, Chambers and Partners, and providers of other leading industry rankings.

### **Real Estate**

Goulston & Storrs has one of the largest, most diverse and most highly acclaimed real estate practices in the United States, including a top-tier ranking in Massachusetts by Chambers USA for over 15 consecutive years. The attorneys and paralegals in our market-leading real estate practice have the judgment, experience, pragmatism and technical skill needed to help clients achieve their goals in complex and challenging real estate projects and transactions nationwide, with particular expertise across all asset classes, product types and transaction structures in Greater Boston.

### **Public-Private Partnerships**

Goulston & Storrs attorneys have significant experience structuring a wide range of public/private and for-profit/non-profit partnerships for higher education and healthcare institutions, including structuring transactions with developers (whether ground leases or outright sales); approvals for land use, permitting and zoning; and public contracting and procurement law. We recognize that every such partnership is unique. The optimal structure for each partnership depends on the type of project, the needs and limitations of the institution, and the business models of the private partners.



## Relevant Project Experience

Representation of a joint venture of **The HYM Investment Group** and **National Real Estate Advisors** in connection with **Government Center Garage Redevelopment (“Bulfinch Crossing”)**, a dramatic and unprecedented 4.8-acre transformation of a public parking garage in the center of downtown Boston to create six new high-rise and mid-rise buildings totaling 2.4 million SF with 771 residential units, 204 new hotel rooms, 1.3 million SF of office/lab/life science/R&D, 82,500 SF of retail and 1,159 parking spaces, as well as a vibrant new net-zero-energy pedestrian public square. The first tower, a residential building with approximately 423 units, opened this year, and the second component, a 1 million-square-foot office tower being developed with joint venture partner Carr Properties, is under construction.

Representation of **Berkeley Investments** in the proposed redevelopment of the approximately 5.2-acre site at **176 Lincoln Street** in the Allston/Brighton neighborhood of Boston for a multi-component, mixed-use project that combines life sciences and residential uses, with active retail uses on the ground floors. The proposal calls for the demolition of the existing and long-vacant building on the site, and proposes the creation of a new, three-building, mixed-use project totaling approximately 808,000 SF. The proposed project is contemplated to include approximately 548,000 SF of office and/or research and development space in two primarily commercial buildings, while one primarily residential building is anticipated to include approximately 314 residential units.

Representation of **Bunker Hill Redevelopment Company**, a joint venture between **Corcoran Jennison Companies** and **Leggat McCall Properties**, in connection with the **Bunker Hill Housing Redevelopment (“One Charlestown”)**, which consists of the redevelopment of the existing Boston Housing Authority (BHA) Bunker Hill public housing development. The project scope includes the demolition of the existing 1,100-unit BHA site and the construction of 2,699 mixed-income residential units, approx. 73,000 SF of retail/civic space, off-street parking and new public open space.

Representation of **Centre Street Partners** in connection with **Mildred Hailey - Phase One Development**, which is being undertaken in partnership with Jamaica Plain Neighborhood Development Corporation (JPND), The Community Builders and Urban Edge. The project is located at the southeast portion of the existing Mildred C. Hailey Apartments housing development in Jamaica Plain. The redevelopment will consist of a total of approximately 690 apartments which will include the 1-to-1 replacement of the existing 253 public housing units and the construction of approximately 435 new affordable and upper middle-income apartments. Proposed improvements will seek to align with City of Boston Planning goals as outlined in Imagine Boston 2030 and in PLAN:JP/Rox with focus on preserving diversity, preventing displacement, accelerating creation of affordable housing, improving mobility and enhancing public realm.

Representation of **Core Investments** in the development of **475-511 Dorchester Ave. (“On the Dot”)**. The proposed project consists of the redevelopment of 9.1 acres of land located along Dorchester Avenue in South Boston into a multi-building, mixed-use development with a variety of uses including lab/research, residential, office, and other commercial uses, new public open space, new roadways, and public-realm improvements. The proposed project is located within the PLAN: South Boston Dorchester Avenue area.

Representation of **Drexel Village**, a joint venture between the **Planning Office of Urban Affairs (POUA) branch of the Archdiocese of Boston**, and architect **Jonathan Garland**, in connection with the development of the Boston Planning & Development Agency (BPDA) and Massachusetts Department of Transportation (MassDOT)-owned **Crescent Parcel** in Roxbury’s Nubian Square. The proposal responds to the community vision laid out through the BPDA’s planning initiative for the neighborhood, PLAN: Nubian Square. The proposal plans to create a mixed-use development that includes affordable housing and community space across the Crescent Parcel and the neighboring parcel owned by the Roman Catholic Archdiocese of Boston, as well as parish space for the historic, Roxbury-based St. Katharine Drexel Church. The property is located on a prominent corner at the intersection of Melnea Cass Boulevard and Tremont Street.



## Peter N. Kochansky

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Peter Kochansky is a real estate development and public law and policy lawyer. In his real estate development work, Peter specializes in securing land use approvals for complex, mixed-use projects in the city of Boston. Peter's expertise involves all aspects of zoning compliance and other public approvals, environmental impact reviews, and regulatory compliance. He assists clients from the conceptual stages of complex projects through to the issuance of building permits, project completion, and occupancy.

[Click here to read full bio.](#)



## David Linhart

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David Linhart is a real estate attorney who counsels developers on project approvals and financing, as well as other commercial real estate matters. David helps clients to develop mixed-use, multifamily, and other commercial properties. Prior to joining the firm, David assisted in the Office of the Lieutenant Governor of Massachusetts as part of the Interagency Council on Housing and Homelessness, where he initiated a statewide supportive housing inventory examining resident services funding.

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## Matthew J. Kiefer

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Matthew Kiefer is a real estate development and land use lawyer whose practice is at the intersection of private initiative and public policy, focusing on obtaining parcel dispositions and entitlements from public agencies for complex urban projects. These include market-oriented, mixed-income and affordable housing; commercial and mixed-use projects; and facilities and master plans for universities, cultural institutions, and other non-profits. He is a Fellow of the American College of Real Estate Lawyers and has been recognized by Chambers USA as "a pre-eminent force in development and land use work."

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## Megan Watts

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Megan's clients rely on her perspective and judgment in a variety of commercial real estate matters. Her work over the years has been wide-ranging, from the nuts and bolts of acquisitions and dispositions of single assets to structuring investments in private real estate funds to affordable housing tax credits. She counsels clients that are involved in developing and investing in retail, office, industrial, and multifamily properties across the United States with an emphasis on rendering practical advice based on experience.

[Click here to read full bio.](#)





## Yareni (Yari) Sanchez

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Yari Sanchez is a real estate lawyer who provides clients with valuable assistance in development, permitting, zoning, acquisition, disposition, and financing mixed-use, office, retail, institutional and multi-family residential projects across the United States. Significant project experiences include the Seaport Square and Cambridge Crossing developments. Among other aspects of practice, Yari handles research and due diligence, as well as the preparation and negotiation of numerous kinds of legal agreements and supporting documents.

[Click here to read full bio.](#)



## Deborah S. Horwitz

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Commercial real estate, acquisition/disposition, development and permitting lead the list of experience that Debbie Horwitz offers clients. Debbie represents developers and owners of all types of real estate projects involving complicated structuring, development and finance issues. Chambers USA reports that "she makes difficult problems seem straightforward and resolves them with ease." Debbie formerly served as Co-Chair of the firm's Real Estate Group and Multifamily Industry Group and on the firm's Executive Committee.

[Click here to read full bio.](#)



## Amy Moody McGrath

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Amy Moody McGrath is a real estate director based in our Boston office who handles sophisticated commercial real estate matters throughout the United States. Her over 20 years of experience at Goulston & Storrs allows her to counsel clients throughout the United States in connection with all aspects of commercial real estate including acquisitions, dispositions, permitting and land use and leasing. Amy has a particular expertise in large scale mixed-use urban developments including condominium structuring relating to the same, as well as office leasing.

[Click here to read full bio.](#)



## Neema Chaiban

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Neema Chaiban is a real estate lawyer who focuses her practice on the acquisition, disposition, leasing and development of commercial real estate. She works with clients who own and develop office, retail and mixed-used properties across the United States. Prior to joining Goulston & Storrs, Neema was an Associate at an Am Law 100 law firm. She also served as an intern for the Conservation Law Foundation, and a judicial intern for the Honorable Robert B. Collings, U.S. District Court for the District of Massachusetts.

[Click here to read full bio.](#)

# MORIARTY

## John Moriarty & Associates Co-Master General Contractor

John Moriarty & Associates, Inc. ("JMA") is a full-service construction management firm providing preconstruction and construction services for commercial and institutional clients. Founded in 1985, JMA has expanded from its Boston roots as needed to satisfy our clients' desire for our unique level of service no matter where they look to build. JMA has offices in Massachusetts, Florida, and Virginia. JMA has achieved success in expanding its market locations by adhering to the same core principles that have set us apart. We listen; we research the details; and we understand how vital teamwork is in our business. We strive to surround ourselves with people that we can partner with, whether that be with architects and engineers, subcontractors, or in some cases, in entering into a new market, joint venture relationships with local firms that have the same core values and philosophies. With our origins in the Boston market, we have learned the intricacies and values of managing our relationships with the union trades both on the local and national levels. All of this gives us the knowledge and flexibility to achieve success in new markets.

JMA employs over five hundred staff and executes over \$2.5 billion of construction annually. With now over three decades of construction experience, JMA offers value and service to owners of projects of all sizes. The firm offers preconstruction consulting, construction management, and general construction for new buildings, building additions, renovation projects, and the fit-out of interior spaces. Our experience spans a wide range of project types, including:

- Commercial Space
- Office Space
- Laboratory and R&D Spaces
- Residential Multifamily Buildings
- Sports Complexes

The variety of our work and the specific needs of our clients demand the ability to adapt to individual project conditions with innovative solutions. The challenges of scheduling and coordinating projects with increasingly sophisticated technologies are met with timely and effective management. On all projects that we undertake, we remain committed to providing the highest level of service in the construction industry.

Moriarty has unparalleled experience building laboratory and health care projects suited for many purposes: clinical treatment, medical research, chemistry, biotech, and pharmaceutical research and testing. Moriarty builds these state-of-the-art high-tech facilities with a focus on satisfying their demanding technical and operations criteria, such as those required to support NIH funded research, vivarium and biotech process development. Our reputation of delivering a predictable result has made Moriarty an industry leader in this field.

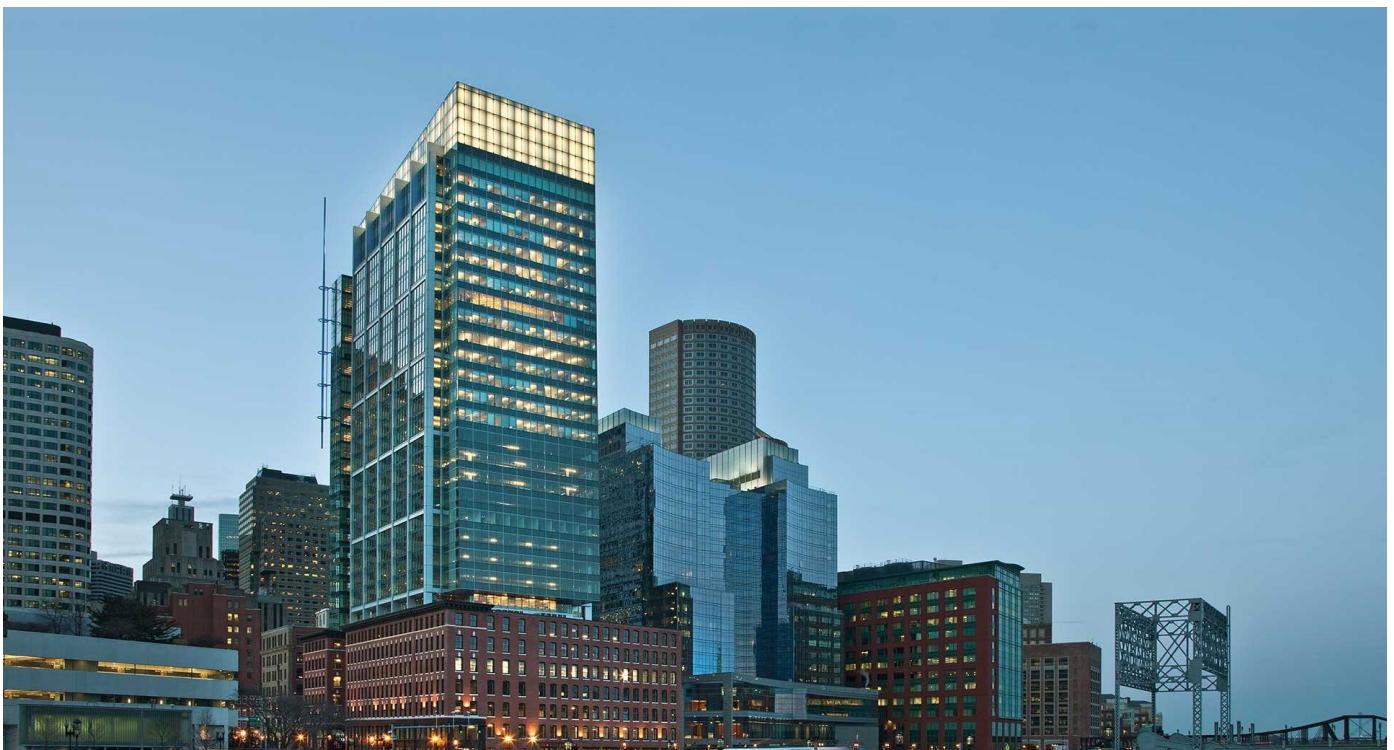


JMA has worked with some of the most successful institutions and developers (many of them repeat clients) including:

The HYM Investment Group	Children’s Hospital
Nordblom Company	Massachusetts General Hospital
DivcoWest	Harvard University
Alexandria Real Estate Equities	MIT
Forest City	Boston University
Cottonwood Development	The Museum of Fine Arts
Boston Properties	New England Development
Boylston Properties	Cabot Cabot and Forbes
Marcus Partners	Samuels and Associates

We earn these repeat assignments because we do exactly what we say we will do, on time every time in a contracting format that is totally transparent - to absolutely minimize any surprises - in budget, quality, or schedule.

At JMA, our ongoing mission is to exceed the expectations of our clients. From day one, we embrace their visions of success - design aesthetics, construction quality, and schedule commitments. We develop a construction process that is responsive and detail oriented, clearly focused on ensuring that project goals become realities. We establish the goals of the project via discussions with the client and the design team. We internalize these goals and immerse ourselves in the design process. We use our in-house knowledge of design, detailing and pricing to firmly establish a baseline budget that enables us to track the design development. We are timely and accurate in our response to design directions because we perform the work in-house. We are extremely proactive in suggesting alternate ways to achieve a desired result. We fill in gaps in the information to eliminate surprises. We identify and expedite those elements of the design necessary to enable us to procure long lead items and keep the project on track. The result is a well-defined project that does in fact meet the established goals. This is what we do and what we sell.





## **Chris Brown**

### Chief Executive Officer

As CEO, Chris is involved in the initial preconstruction process providing cost, schedule, and constructability input. Additionally, Chris is charged with guiding firm policy and direction. He established the firm's Virginia office in 2005. Chris takes an active role in determining preconstruction strategies as well as providing strategic oversight of the firm's overall operations. He is further responsible for establishing the initial project schedule and logistics plan; overseeing the implementation of the construction plan; and facilitating communications among the construction team, design team and owner.



## **Andrew Hall**

### Preconstruction Project Executive

As Preconstruction Project Executive, Andrew develops project programs, budgets, schedules and advises on the execution of the work. He develops competitive budgeting on design and engineering options to enable timely and appropriate design decisions. He provides design alternative suggestions that reflect savings to schedule and project cost. In addition, he leads the subcontractor award process.



## **Finn O'Sullivan**

### Project Executive

As Project Executive, Finn interacts with Ownership and the Design Team from inception through project completion to achieve all project goals. Finn also develops and approves project execution strategies, including budget, schedule, quality, safety and risk management plans.



## Relevant Project Experience



### **One Congress Street**

Boston, MA

One Million Square Foot 43 Story Class A office tower built over and through the existing-to-remain Government Center Garage facility. With a bespoke swooping three-dimension façade designed by Pelli Clark Pelli Architects, it will serve as State Street Bank's new corporate headquarters.



### **Twenty|20 NorthPoint**

Cambridge, MA

20-story, 400,000-square-foot mixed-use development featuring 355 residential units with 8,600 square feet of retail at the ground level. The fourth-floor features amenity space with outdoor terraces, sweeping views, frontage along the NorthPoint Common Park, a club/media room, library, café, fitness center/yoga terrace, indoor basketball halfcourt, and outdoor courtyard lounge. The development also offers residents 180 above grade parking spaces and storage for a total of 450 bicycles.



### **Lantera at New Balance**

Brighton, MA

393,000 sf, 121-unit apartment building with two levels of above grade parking, ground floor retail and landscaped amenity terraces.



## **Maven Construction**

### **Co-Master General Contractor**

Maven Construction, founded in 2008, is an emerging general construction company with its headquarters in Dorchester. Maven Construction has consistently grown over its corporate history, including opening an office in the Mid-Atlantic region. Maven has completed a wide variety of project types, from high density residential projects to interior retail build outs and complex biomedical laboratory facilities. We work together with our clients to deliver projects at the highest quality for the best value.

Maven Construction strives for excellence in everything that we do. We believe that our leadership drives deeper measurable outcomes for our clients. Maven specializes in high performing projects where community engagement is an essential part of the program. Maven is an African American female led firm that supports decisions through data and technology. We know that our unique approach to project implementation broadens the opportunities for women and people of color in construction.

We care about the communities we build in and have a track record of members of the community and students in the neighborhoods we serve.

Maven brings an extensive experience ranging from institutional and hospital work to small scale retail and fit out work. Maven has a geographic footprint in the southeast and up the Atlantic seaboard. Rooted in the community, Maven is working with the city to increase the pipeline of diverse talent and companies in the region. Maven's executives serve the city and have a deep understanding of the Boston Resident Job Policy, city's builder's license process and the BPDA.





## JocCole "JC" Burton, LEED AP B,D + C Chief Executive Officer

JocCole "JC" Burton, LEED AP BD+C is an accomplished Boston, MA. based business leader and entrepreneur who has spent her 25+-year career in general commercial real estate and all aspects of the building life cycle. As a successful developer and general contractor, JC is highly regarded construction professional with a slant towards the future of construction.

At the core, JC is a builder. A builder of teams and processes always driving results for clients through her leadership. Over her career, she has worked on diligently on the delivery of high performing projects while striving for inclusion and equity. Her firm has built world class facilities, including some of the first LEED platinum projects in the United States which includes more than 50 LEED projects, three Net-Zero projects. Under her leadership Maven has grown from a start-up company into a multimillion-dollar company.

### Selected Honors & Clients

White House Champion of Change:  
Clean Energy  
EcoDistricts: District Scale Urban  
Engagement Project: AP Project  
Emerald Cities  
Green for All  
Trust for Public Land  
Nathan C. Cummings Foundation  
Kresge Foundation

During the 2020 economic downturn, JC's team newly adjusted consumer demands through the rapid construction of quick service restaurants, retailers and grocery stores in communities and neighborhoods.

In addition to maintaining fiscal responsibility and vision for Maven, JC has been a thought partner to non-profit organizations, municipalities, corporate campuses and neighborhood development corporations to drive industry equity, district scale sustainability tools, workforce engagement and renewable energy incentives for low-income low-access communities. JC's work has been recognized by the White House as a Champion of Change: Clean Energy.

### Education

University of California, Berkley  
BS Chemical Engineering  
  
Georgia State University  
MBA Certificate - Finance

A well sought-after leader, JC is the first Black woman to hold a mayoral appointment with Boston's Construction Licensing Board, which is part of the city's Board of Examiners and is responsible for issuing Boston Builders Licenses to qualified individuals who complete the application process and pass the examination. JC serves on the Boston Employment Commission, Interim Chair; Boston Planning & Development Committee and a Director of the Environmental League of Massachusetts, Black Economic Council of Massachusetts (BECMA); the advisory board of Ben Franklin Institute of Technology, Construction Management department, TRILLFIT and Browning the Green Space, a non-profit organization driving inclusion in the renewable energy sector.

JC is the mother of one elementary aged daughter. In her spare time, you can find JC with her daughter, cooking and advocating for better food access for under-resourced children and mentoring young interested in STEM careers.

JC talks about her company impact in the National Institute of Building Science featured Article.



## Marcus Lucas

### Superintendent

Marcus Lucas joined Maven Construction, as a project superintendent in 2014. From the onset, Marcus has demonstrated exceptional field leadership for all school's small capital construction and modernization portfolio. Marcus direct field management includes an annual average of \$50M-\$75M worth of Capital Funding per Fiscal year for implementation of our client, the District of Columbia Public School System. Funding allocations in the small capital construction for an aging portfolio of old and converted school facilities. This work includes, roof restorations, HVAC modernizations, elevator installations, playground replacements, exterior window and door Replacements, along with other programmatic renovations. Included within work includes the support of planning, site management and delivery strategy with the pre-construction and project management teams. Marcus runs a safe site without any safety violations while leading a field of more than over 20+ field foremen at one time.

### Selected Projects

Mary Ellen Jones – Close Out, UNC Chapel Hill, NC

McCart Ward Lab Renewal – Catholic University, Washington, DC

DCPS Portfolio Acceleration 73 projects – Washington, DC \$565m

### Education

University of MD University  
University College  
BS Management Studies

University of MD  
University College  
Management Foundations  
Certificate

### EXPERIENCE

Marcus is returning to Maven after a stint at Catholic University, Washington DC. Marcus has deep understanding of school and campus portfolios. At Catholic University he led the small capitalization project of less than \$5M 24-month period totaling \$10M.

The projects Marcus operates are safe and without any incidents meeting the highest quality standards. Marcus prides himself as a great communicator, managing the workforce skills, along with the schedule while protecting the campus. Marcus greatest achievement was the turn around of 73 projects in 118 on 50 school campuses. The projects required deep intervention, sorting through material delivery, subcontractor staffing and work hours. He along with a senior team member worked as extended staff, redesigning the delivery the capital improvement and summer blitz to thankful public school communities. In the field he personally managed field operations for four projects over six months, including quality control rework, pre-punch, close-out walkthroughs, equipment start-up inspections and certificate of occupancy standards.





## **Sergio Penado**

### Superintendent

Sergio Penado has a 23-year history in construction. At Maven Construction, he leads a field operation for out of the ground complex projects. Sergio leads field operations in the multifamily group with a team of field managers, assistant superintendents, foremen and engineers to deliver construction management at risk and general contracting projects. Sergio is a second-generation builder and Maven's clients have described him as the perfect combination of a master builder mixed with technology geek. Sergio proactively resolves problems in the field utilizing clash detection tools and data collection tools. Sergio often works with the pre-construction team to develop initial construction schedules and further refines the critical path schedules that govern the construction progress. He maintains daily productivity and daily reports with a keen eye on quality.

#### **Selected Projects**

O'Malley House (State Supported Housing)  
Providence, RI  
Ward 7 Permanent Supportive Housing, Washington, DC  
Germantown Senior Housing, Germantown MC  
Carlyle 7 Pier Apartments, Bridgeport, CT

#### **Education**

United States Navy  
AA Mechanic Engineering & Drafting

Prior to joining Maven, Sergio ran his own concrete and framing company. Sergio launched his company after working as Purchasing Director for National Builders, Director of National Accounts and Regional Vice President of Construction for a national builder. Sergio has managed the construction and development of over \$ 400 million dollars of commercial and residential development projects including workforce housing, market rate apartment units, condominiums, single family homes, commercial offices and specialty buildings.



## **Cara Elliot**

### **Project Manager**

Cara has 13 years of experience in various positions of responsibility for different municipalities in the construction field, such as Office Engineer, Construction Manager, Environmental Engineer and Inspector. Direct relevant experience in several aspects of construction inspection and project management including scheduling, cost estimating, processing of change orders, document control, project close-out, report writing and safety and quality control.

Cara is a highly productive task master where she prepares and maintains construction schedules. Participate in project decisions regarding technical approaches, cost, scheduling, and performance. At Maven Cara acts as project management team's large project specialist. She leads a team that relies heavily on document controls. She manages the routine distribution and review of all contractor submittals and deliverables including but not limited to the Detailed Contract Schedule (baseline & updates), 4-week rolling schedules, certified payrolls, MBE/WBE/DBE updates, daily reports, requisitions for payment, payroll reports, work plans, RFIs, design documents, product data and shop drawings. Coordinate reviews and arrange meetings as required with the LIRR Engineering, Program Management (DPM), and other railroad departments/outside agencies to track, compile, and return submittal review comments within the specified review periods. Perform electronic document control through established software databases.

In providing overall technical direction for large-sized projects, Cara conducts pre-construction conferences, supervise and direct field staff that may include inspectors, assistant resident engineers, construction materials testers, and administrative personnel. She manages construction schedules, track and inspect material deliveries.

### **Selected Projects**

New York Log Island Railroad, \$2B  
New York Waste Water Treatment Plant Phase II \$450M  
City of Richmond Archives and Data Center Construction \$23M

### **Education**

BS Chemical Engineering



## Relevant Project Experience



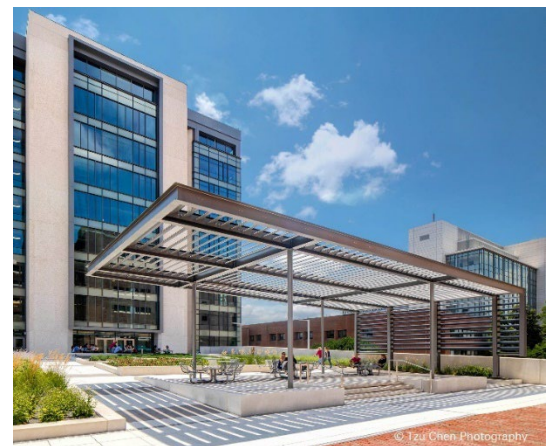
Client: Trammel Crow Residential  
Delivery: Joint Venture CM at Risk  
Project Budget: \$187,000,000 Project

Located just steps from light rail and all that Downtown Denver has to offer, this transit-oriented development (TOD) at Alexan 20th Street Station provides 354 homes in downtown Denver. The architecture has multiple characteristics of modern forms juxtaposed with brick and large amounts of glazing. As a result, the building has timeless appeal. Modern exterior amenities include a pair of courtyards. Modern interior amenities include a fitness center, bike repair room, dog washing station and a small office space. Furthermore, this office space is perfect for residents that work from home. These amenities combined with location therefore create the perfect urban retreat in Denver, Colorado.



Client: University System of North Carolina, UNC Chapel Hill  
Delivery: Joint Venture CM at Risk  
Project Budget: \$168,000,000 Project

This dramatic 11-story renovation incorporates current technologies and research laboratory design into the eminent Mary Ellen Jones Laboratory building, originally constructed in 1978 on the UNC-Chapel Hill School of Medicine campus. The building's mechanical and electrical infrastructure is completely overhauled to support the cutting-edge research. The renovation included three clean rooms, twelve wet labs, dry research labs and a vivarium. Architectural features are also transformed with the removal of the building's exterior precast envelope and reskinned the building installing an energy-efficient curtainwall systems, complete with light shading elements. A new elevated pedestrian plaza connects the main building entrance to the campus pedestrian circulation network, realizing a goal of the campus master plan.





## 02. Development Concept





## Fulfilling the Potential of the Parcel

Once a vibrant commercial and residential hub, the Project site was cleared by the federal government in the mid-20<sup>th</sup> century to make way for the Southwest Expressway. However, through community activism, residents were able to ensure that the highway never came to fruition. Unfortunately, the parcel has remained desolate and underutilized for the past 50 years.

Now, through deliberate planning and diligent execution, our team will fulfill the potential of the parcel and generate a new economic and cultural hub that folds seamlessly into the fabric of the greater Roxbury neighborhood.

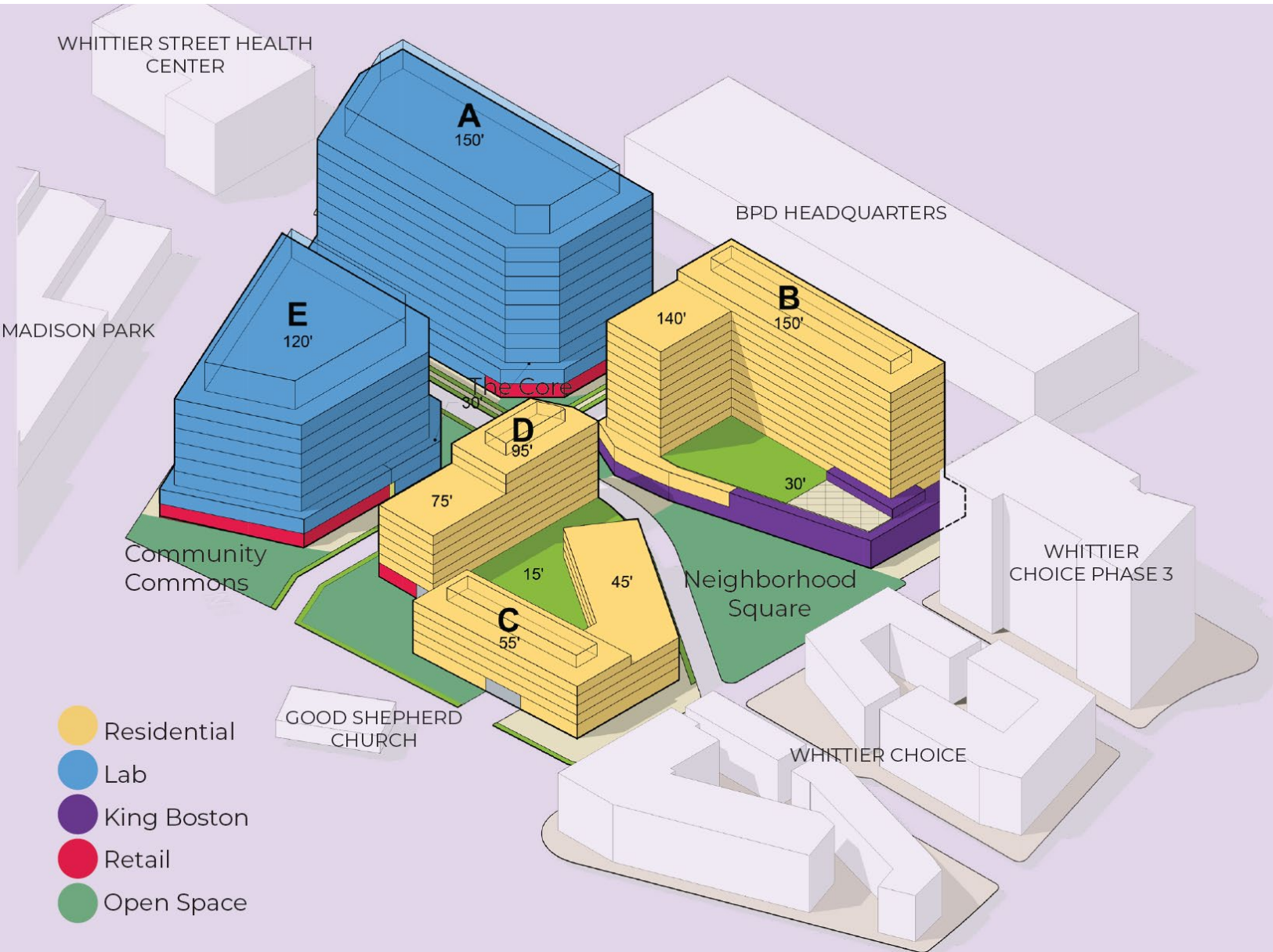
In the following pages, we review how the Project's development and final condition will benefit the existing Roxbury community and meet the goals and guidelines that the City has established. The Project's major Public Benefits are organized in the following groupings:

- Buildings and Uses
- Affordable Homeownership & Housing
- Job Creation and Training
- Diversity Equity & Inclusion
- Connectivity & Mobility
- Open Space and Site Activation
- Sustainability



# Building GSF Totals

- Building A: 414,400 GSF
- Building B: 328,600 GSF
- Building C: 124,000 GSF
- Building D: 104,400 GSF
- Building E: 271,600 GSF





## Building A

379,000 GSF of Class A Life Science/Office Space  
20,000 GSF of Destination, Local Retail Space  
270 Parking Spaces

### Possible Tenant Types

- Biotechnology
- Pharmaceutical
- Research
- Healthcare

Building A will help to create affordable homeownership and rental opportunities for local families and residents by generating a significant land value, which will be used to cross-subsidize the construction of Buildings B, C, D, and the Open Space.





## Building B

288,900 GSF of Class A Residential Space  
164 Affordable Rental Units  
118 Market Rental Units  
5,200 GSF of Destination, Local Retail Space  
31,100 GSF of King Boston Space

Building B will provide approximately 164 affordable rental units and 118 market rental units. Marketing and lease up will focus on providing housing to local families and residents. The building will feature a large, landscaped terrace atop the podium. This unique amenity will be available to all residents of the building.





## Buildings C & D

194,100 GSF of Class A Residential Space  
144 Affordable Condominium Units  
40 Market Rate Condominium Units  
12,300 GSF of Destination, Local Retail Space

Together, Buildings C and D will approximately 144 homeownership opportunities that are deeply affordable to existing families and individuals within the local Roxbury community. These opportunities will enable local, black and brown families to build generational wealth through homeownership - an opportunity which that community has historically been denied.



## Building E

238,700 GSF of Class A Life Science/Office Space  
 10,000 GSF of Destination, Local Retail Space  
 10,000 GSF of LabCentral Ignite Space  
 210 Parking Spaces

### Possible Tenant Types

- Biotechnology
- Pharmaceutical
- Research
- Healthcare

Building E will, along with Building A, indirectly create homeownership opportunities by cross subsidizing the construction of Buildings B, C, D, and the Open Space. Building E will be home to LabCentral Ignite, a mission-driven subsidiary of LabCentral. LabCentral Ignite will provide incubator space to early-stage life sciences companies and job training for residents.



# Affordable Homeownership & Housing Opportunities

Affordable Condominium	144 Units
1 Bedroom	21 Units
2 Bedroom	94 Units
3 Bedroom	29 Units
Market Condominium	40 Units
2 Bedroom	40 Units
Affordable Rental	164 Units
Studio	9 Units
1 Bedroom	45 Units
2 Bedroom	74 Units
3 Bedroom	34 Units
4 Bedroom	2 Units
Market Rental	118 Units
Studio	29 Units
1 Bedroom	44 Units
2 Bedroom	35 Units
3 Bedroom	10 Units

Our entire approach to the Project was devised to create the greatest number of the most deeply affordable units as possible. Through a collaborative underwriting exercise, our experienced team has devised three unique strategies to achieve a historic quantity and level of affordable homeownership and rental opportunities for the local community:

1. Maximize the land value generated by the life sciences buildings to create a cross-subsidy that will supplement public funding sources
2. Divide condominium buildings into several smaller buildings to unlock greater public funding
3. Work with buyers to achieve lower interest rates

The number of affordable units is dependent upon the maximum subsidies per unit and project available through the Commonwealth Builder Program. Our team would welcome the opportunity to work with the commonwealth to achieve greater subsidies and create more affordable housing within the Project.

Please reference Section 7 for additional details regarding the deep level of affordability we are targeting and how we will avoid displacement of the existing residents of the Roxbury community.



# Job Creation & Training



## Construction Jobs

1,600 jobs created  
\$336.4 M total paid in wages  
\$90/hour average wage (incl. benefits)

JMA and Maven will prioritize opportunities for Boston residents, women, and minority individuals and subcontractors in their hiring and bidding practices.

JMA and Maven will work with various trade schools and programs, including Madison Park Technical Vocational High School, to provide invaluable exposure to and training in the various building trades.

Outreach initiatives will include visiting to speak to students, attending career fair days, and hosting site visits and shadow days. Through these initiatives, JMA and Maven make personal connections with students and guide them toward the unions and subcontractors who best align with individuals' interests.

During the bidding and onboarding of subcontractors, JMA and Maven strongly encourage subcontractors to provide apprentice or pre-apprentice opportunities to students of color, women, and Boston residents. Subcontractors' commitment to that goal is a significant factor in the evaluation and award of bids. For additional details, please reference Sections 4 (Boston Residents Job Policy) and Section 6 (Diversity & Inclusion Plan).

## Permanent Jobs

2,710 total permanent jobs created  
2,400 life sciences jobs created  
300 retail jobs created  
10 residential jobs created



LabCentral Ignite will not only create jobs and job training opportunities for minority and women residents of Boston through its central mission of fostering greater diversity in the life sciences industry, but the firm will also spearhead several initiatives, events, and programs specifically intended to provide training on best practices and emerging technologies in the life sciences industry. For additional details, please reference Section 8 of this submission.

As one of the first known tenants, LabCentral Ignite will establish the standard of job creation and job training for local people of color and women within the Project's final-condition. The life sciences and retail tenants who later fill the remaining space will follow the example that LabCentral Ignite sets.



# Diversity Equity & Inclusion

Throughout the development and construction processes and in the Project's final condition, our team will work tirelessly to ensure that the Project fosters greater diversity, equity, and inclusion in all facets.

At the core of MyCAP and HYM's partnership is a demonstrated ability to partner larger, more established firms with smaller, minority-owned businesses to fuel growth and opportunities for the latter and establish new relationships for the former. As we have built out our team thus far, we have continued to emphasize providing equity opportunities to minority or women-owned businesses; encouraged creative structures that elevate small businesses; and focused on finding experienced, minority or woman team leaders:

[My City at Peace](#) MBE, minority team leader

[Madison Park Development Corporation](#) MNPO, WNPO, minority woman team leader

[DREAM Collaborative](#) MBE, minority team leader

[Agency Landscape](#) WBE, woman team leader

[enviENERGY](#) MBE/WBE, minority woman team leader

[Maven Construction](#) MBE/WBE, minority woman team leader

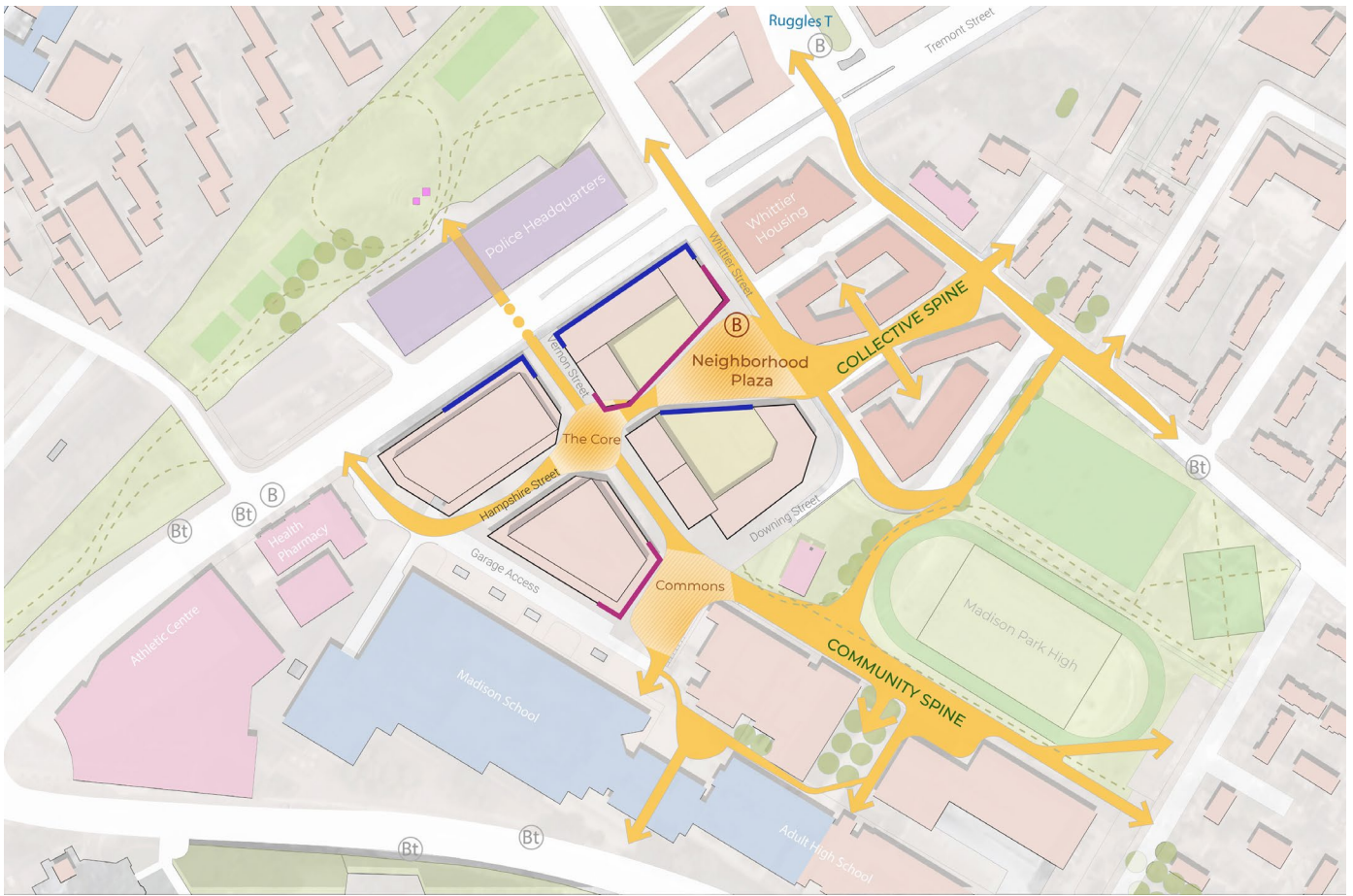
[Privé Parking](#) MBE, minority team leader

[The OnyxGroup](#) MBE/WBE, minority woman team leader

This group represents some of the core members of our team; however, we remain committed to continuing to look for new opportunities to partner with women and minority owned businesses from the local Roxbury community and greater Boston area.

For additional details on how our Project will foster greater diversity, equity, and inclusion, please reference Section 6.





## Restitching the Neighborhood

As our Team crafted our approach to the Project, we meticulously considered the urban design gestures that would restitch the neighborhood and reintegrate the site back into the fabric of the greater Roxbury community.

### Collective Spine

Running from plan-West to plan-East, the Collective Spine oscillates between narrow street segments that reinforce the Project's human scale and expansive open spaces that widen to allow for larger gathering and greater activity. At the center of the Collective Spine is the Neighborhood Plaza, which will blur the boundary between the Project and the neighboring Whittier Choice Housing project. To the plan-Northeast, the Collective Spine provides the link between the Project and the Ruggles T Station as well as planned MBTA Bus Routes.

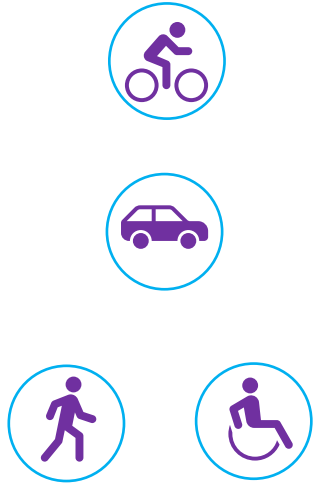
### Community Spine

Running from plan-North to plan-South, the Community Spine is a slender network of multi-modal pathways, lined with spill-out retail uses, and shaded by canopies of densely planted trees and catenary lighting. Moving from the Gateway at the intersection of Tremont Street and Vernon Street, the Community Spine will intrinsically link the Project to neighboring Madison Park Technical Vocational High School and John D. O'Bryant School, enabling a robust exchange of ideas, job training, and opportunities. Further to the plan-Southeast, the Community Spine will establish the connection between the Project, Nubian Station, and the hustle and bustle of Nubian Square.



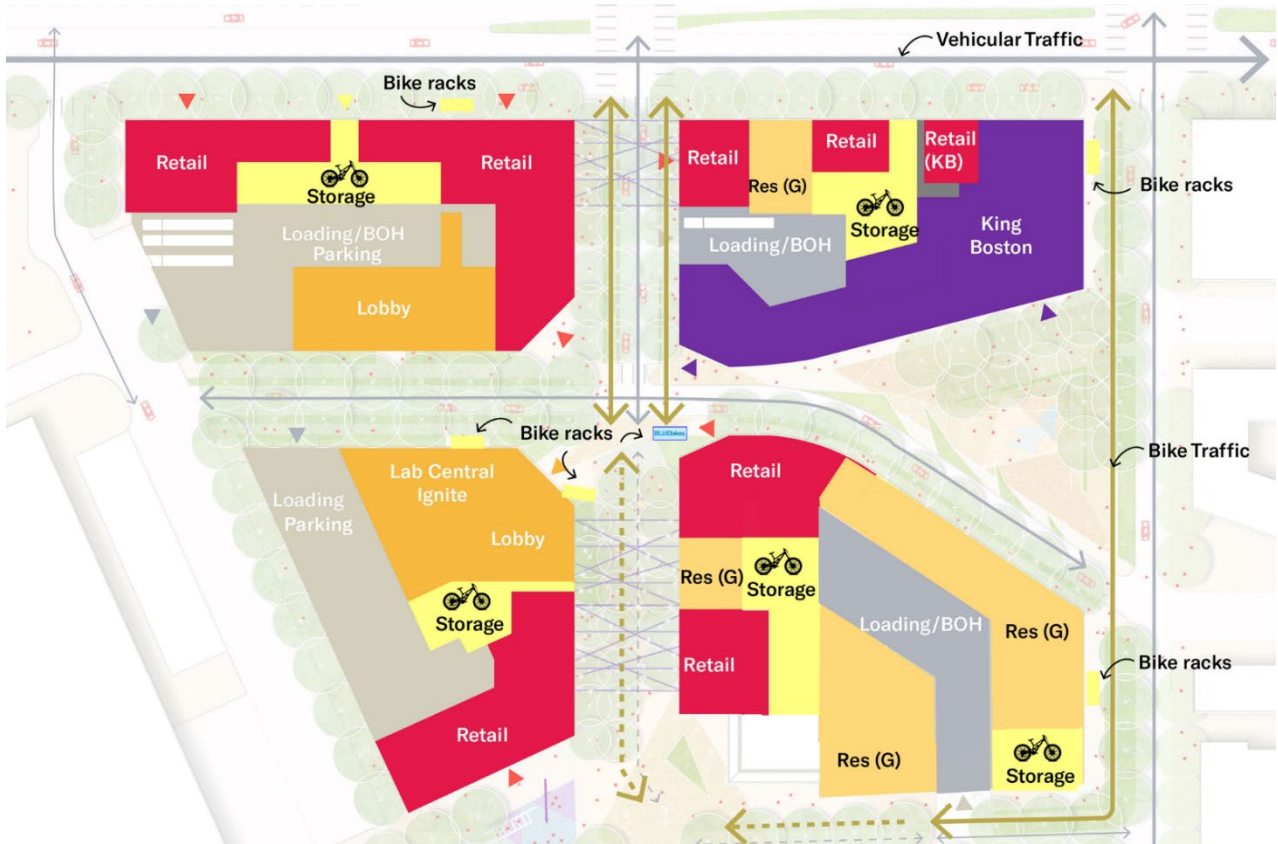
# Multi-Modal Mobility

Streets will play a critical role in achieving connectivity, both within the Project site and between the Project and the surrounding neighborhood. Each street within the Project is designed to conform to the Boston Complete Streets Guidelines and achieve the goals of Go Boston 2030 by encouraging the mobility of pedestrians, cyclists, and transit riders in addition to automobilists.



- New bike pathways along Vernon, Downing, and Whittier Streets
  - Connections to existing bike pathway network
  - 4 new bike storage rooms
  - 5 new bike racks
- 
- New roadway infrastructure to form Vernon, Hampshire, and Downing Streets
  - Loading and parking entrances located to minimize interruption to public realm and pedestrian flow
  - 2 new parking garages
  - Electric vehicle charger allocation compliant with applicable standards
- 
- New pedestrian crossing at the intersection of Vernon and Tremont Streets
  - Neighborhood Square and Community Commons are designed as gracious gathering areas for pedestrians
  - Vernon Street will encourage pedestrian priority and flexibility through speed tabling and curb-less street-edges

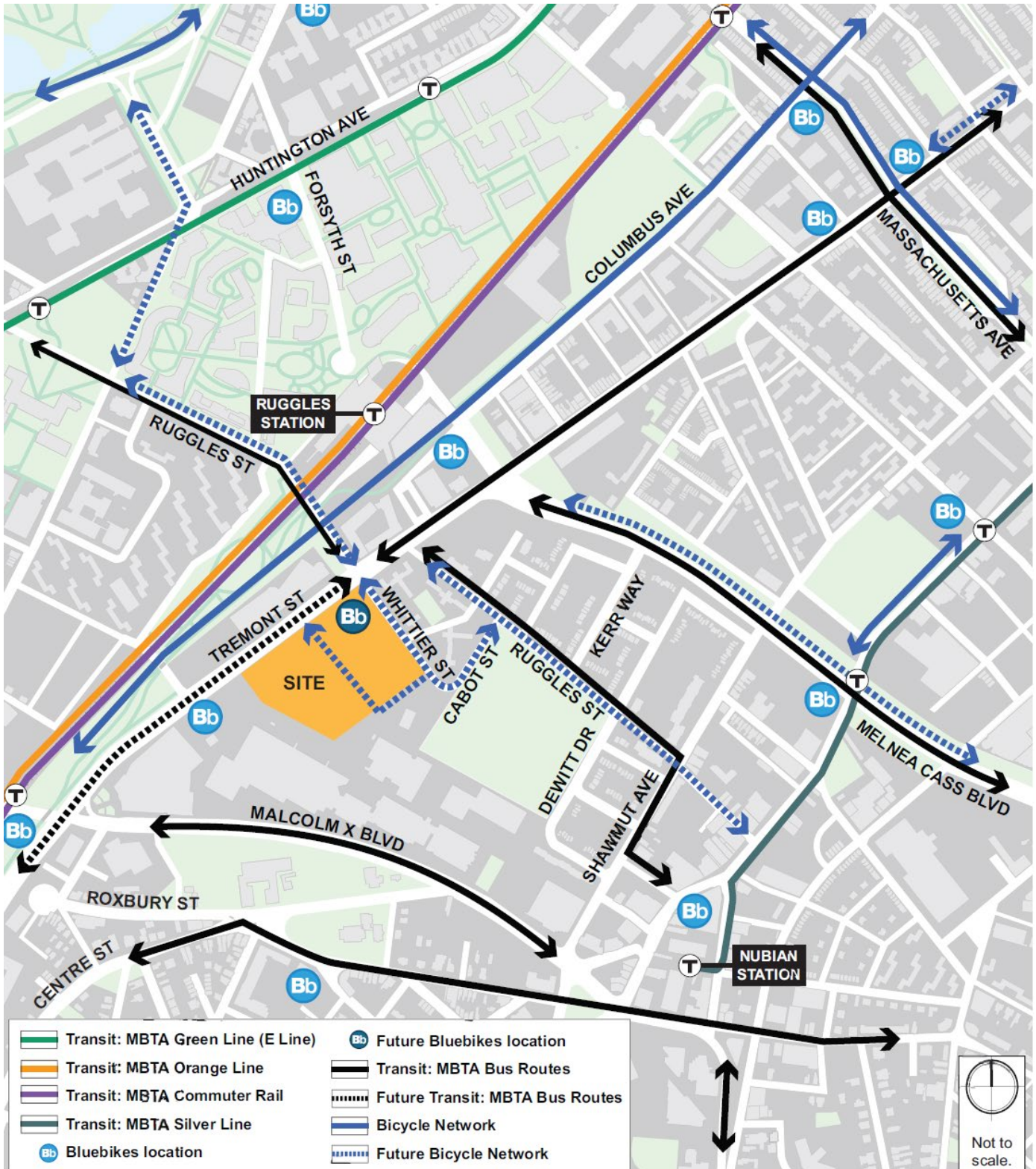
To maximize the cross subsidy available for affordable housing rental and ownership units, and thereby create more affordable housing, the current Project does not contemplate any parking within the residential buildings. The garages in the life sciences buildings will be programmed flexibly to serve residents in the evening and life sciences workers in the daytime. This strategy also comports with the City’s new rules regarding parking and affordable housing and is enabled by the excellent accessibility to major public transit corridors that the site enjoys. Should the community desire more parking (and thereby less affordable housing units), our team is committed to exploring which allocation serves the greatest good for the greatest number of people.



## Connectivity to Transit

The site is located at the intersection of several planned or existing bus and T routes, just minutes from Ruggles and Nubian Stations, with ample access to major bicycle networks. The convenient accessibility to public transit that residents, workers, and visitors will enjoy will help meet the

goals of Go Boston 2030 and reduce the City's carbon footprint. We look forward to working with the City, the MBTA, and the community to identify additional enhancements that could accommodate greater and greener mobility for the end-users of the Project.





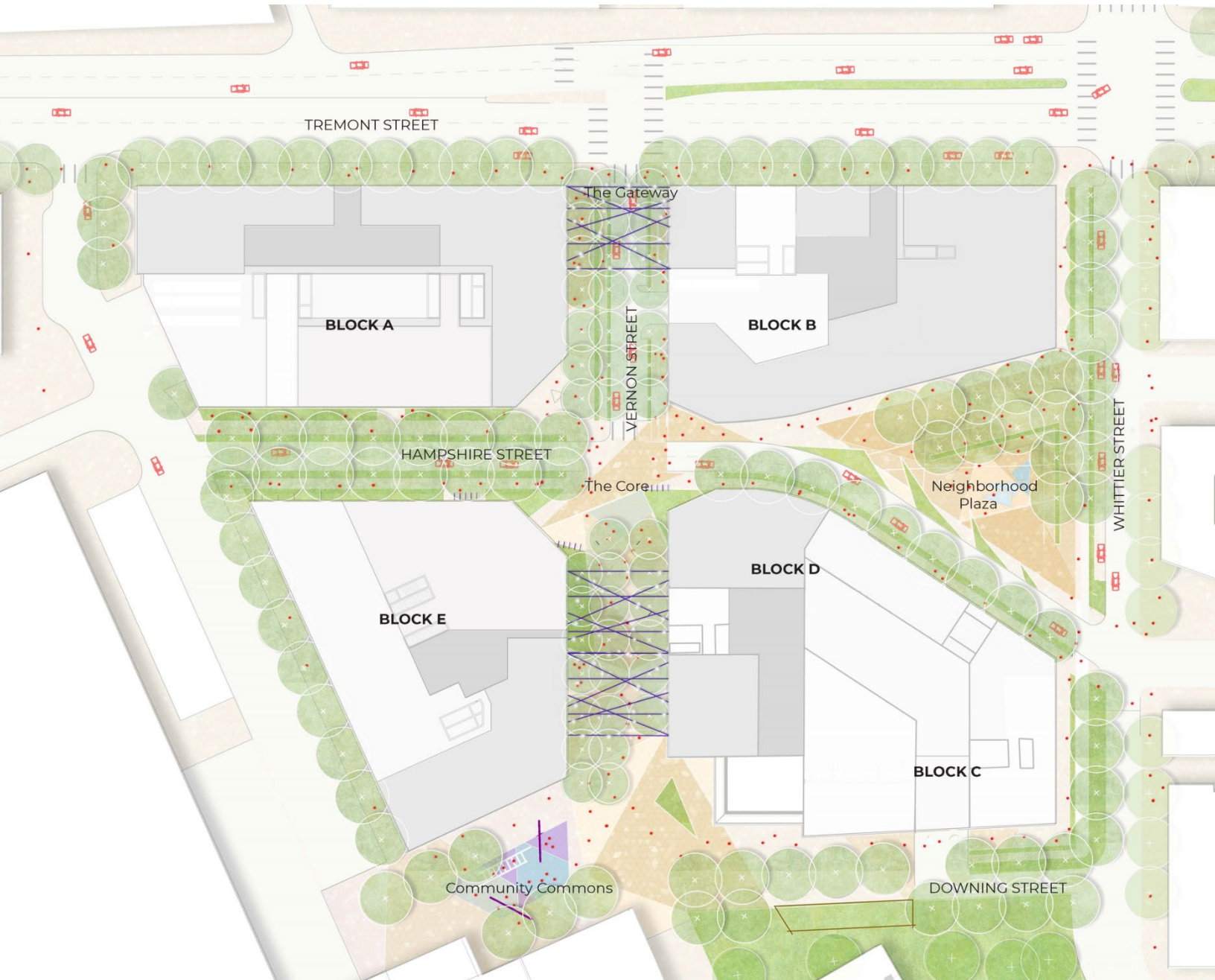
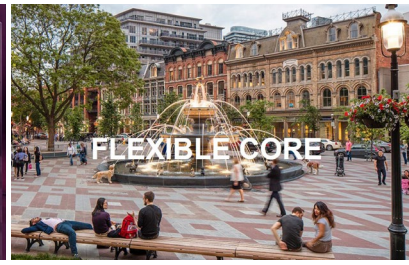
# Diverse Open Spaces

Gateway

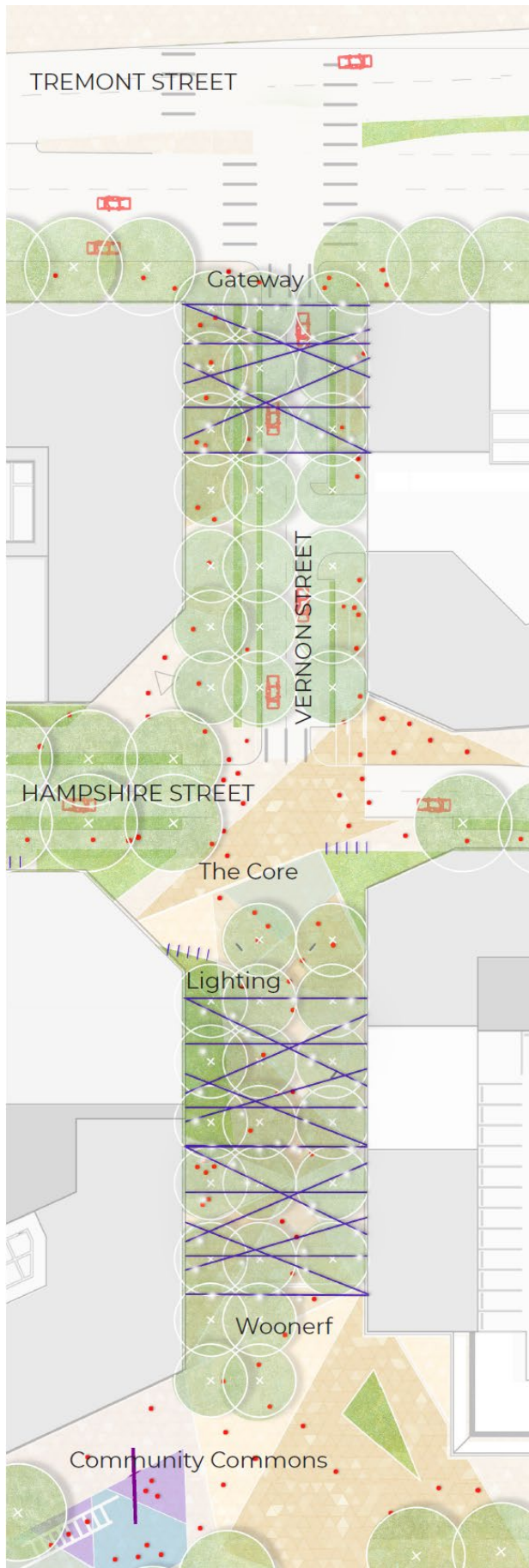
Neighborhood Plaza

The Core

Community Commons







## Gateway

A prominent, pedestrian-friendly entryway to the site from Tremont Street that pronounces one's arrival to the Project, fostering a strong sense of place and enabling residents, workers, and visitors to take pride in their new community.



## The Core

A dynamic hub where residents, life sciences tenants, and King Boston visitors converge. To the plan-South, the Core launches into a woonerf-style segment of Vernon Street, lined with spill-out restaurant seating and shaded by a canopy of densely planted trees and catenary lighting.



## Community Commons

At the interface between the Project and the two adjacent high schools, the Community Commons will be a playful space suited for energetic recreation.

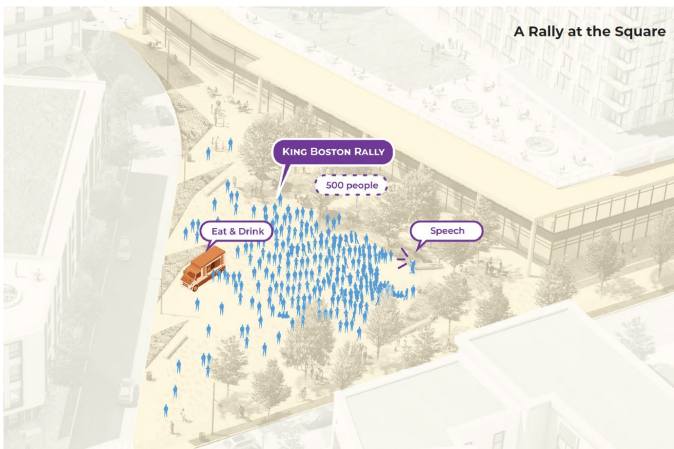
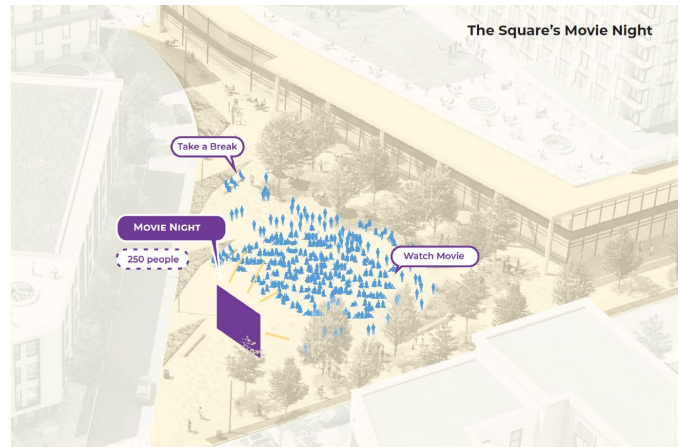
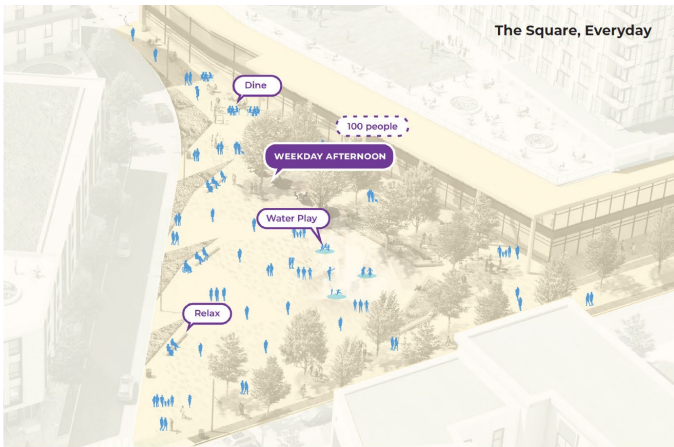


## Neighborhood Plaza

A 20,000 SF public urban park at the nexus of the Project and the Whittier Choice Housing project that will accommodate everyday uses as well as a host of community gatherings.

Programmed as a simple, shaded space, with a focal water feature that can be turned on or off to accommodate maximum flexibility.

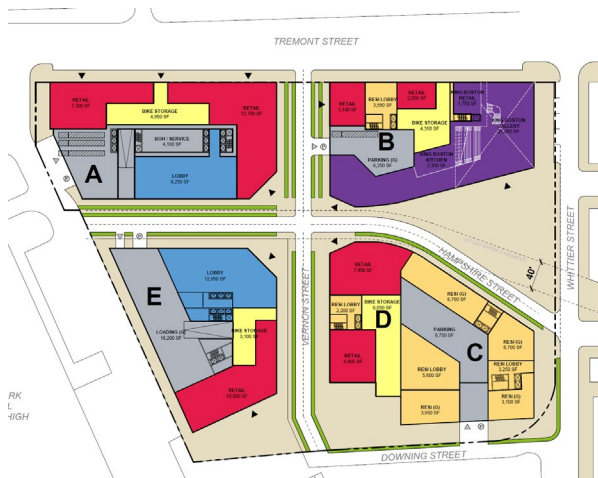
King Boston's presence directly upon the Neighborhood Plaza will infuse the space with identity and activity from the outset.







## Authentic Destinations



## Locally Sourced Retail

The OnyxGroup will tap into their deep ties to the local retail community to ensure that the retail destinations located within the Project serve the needs, desires, and appetites of the existing community. By sourcing retail through a deeply entrenched local curator, the Project will provide opportunities to small business owners in the neighborhood to expand their footprint.

There are approximately 45,700 SF of retail spaces that have been thoughtfully located along Vernon, Hampshire, and Tremont Streets to catalyze vibrant activity within the public realm.

## King Boston

Within approximately 31,000 SF of space centrally located on the Neighborhood Plaza, King Boston will honor the memory of Dr. and Coretta Scott King by advancing their life's work to ensure a more racially and economically just future.

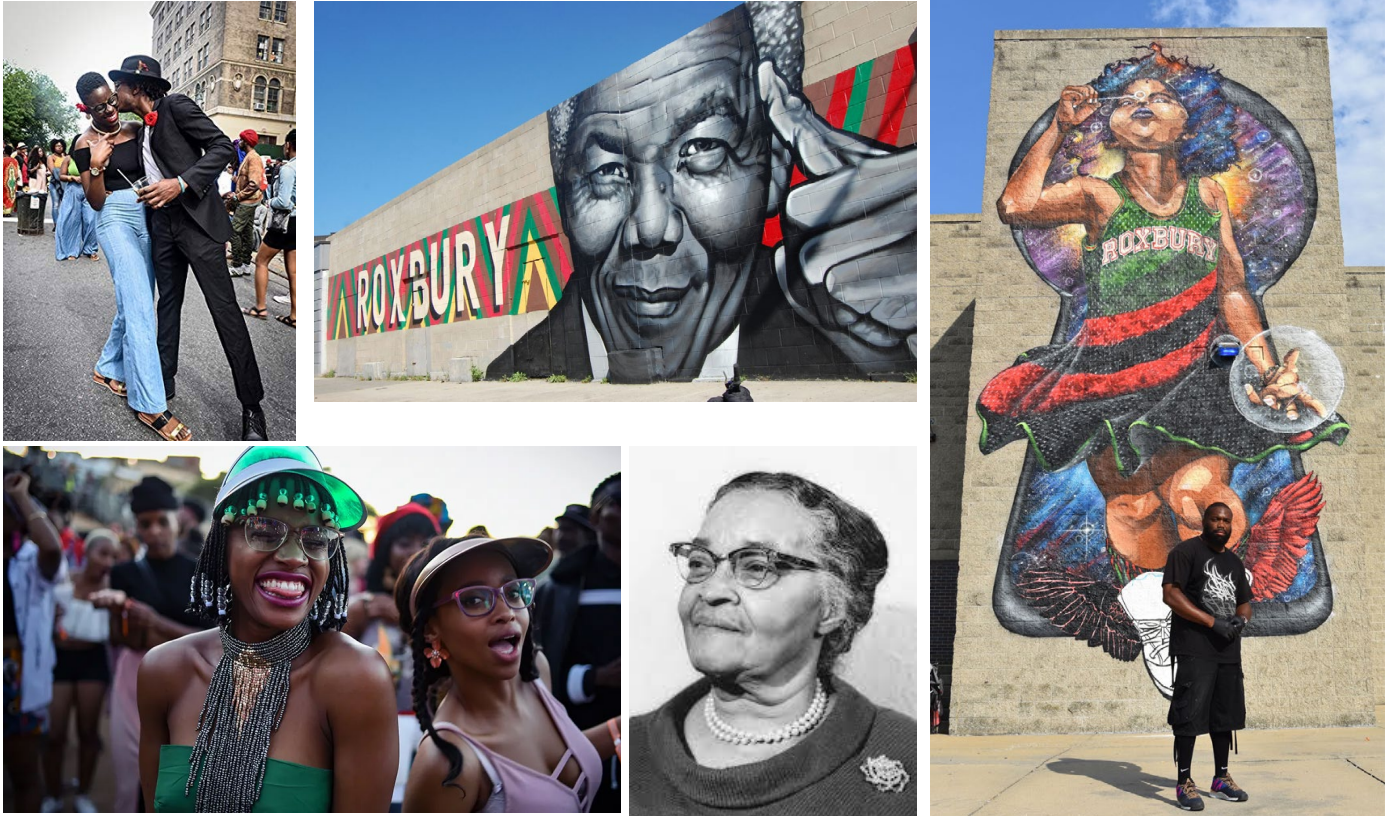
The space will be utilized as a museum/gallery and policy forum, providing a strong sense of identity to the overall Project and a place for the community to engage passionately with ideas to advance racial and economic equity. King Boston's passion for public art will further energize the Neighborhood Square.





## A Nucleus of Cultural and Artistic Activity

King Boston's space within the Project will be part of its spatial justice strategy - a curated community gathering place that will serve as a hub for connection, collaboration, and experience rooted in Black Boston. The Center will provide Boston with an essential human tradition - gathering together- that is missing in the heart of the city, Roxbury. Culture, history, food, music, and ideas will converge in the new Neighborhood Plaza so that Bostonians can convene to taste, learn, smell, listen, people-watch, and enjoy.



King Boston recognizes that it cannot simply build a museum like an MFA or an ICA, plop it in Roxbury, and think it is going to succeed. Boston yearns for and demands a cultural gathering space that includes ever-green historical and cultural engagement, as well as a next generation gathering space. The Center will be anchored by a museum that will include a permanent collection about Boston's complicated and inspiring civil rights history, as well as rotating exhibitions featuring nationally renowned BIPOC artists, and helping to uplift the next generation of BIPOC culture creators. It will be the spot for the public to intersect with culture while they work in a work bar, stop by for refreshments and inspiration on their way home, bring their kids to run around the green space, sample local food, engage with local entrepreneurs, experience the latest up-and-coming DJ, host their wedding or community event, and so much more.

# A More Sustainable Future

Our team is deeply committed to ensuring that the Project meets the highest standards of sustainability. Early in the design process, we held a sustainability charrette during which we identified the Project’s sustainability goals and some initial strategies for meeting them, all of which is described in greater detail below as well as in the Design Submission. Our team will continue to meet regularly to refine our strategies and achieve a Project that positively contributes to its environment.

The sustainability goals were divided and identified as follows:

Energy & Carbon	Water	Resiliency	Health & Wellbeing
Reduce operational and embedded carbon; use natural energy sources	Reduce water consumption; retain and reuse stormwater	Improve useful life of building systems and infrastructure; reduce burden on city services and environment	Enhance public and environmental health

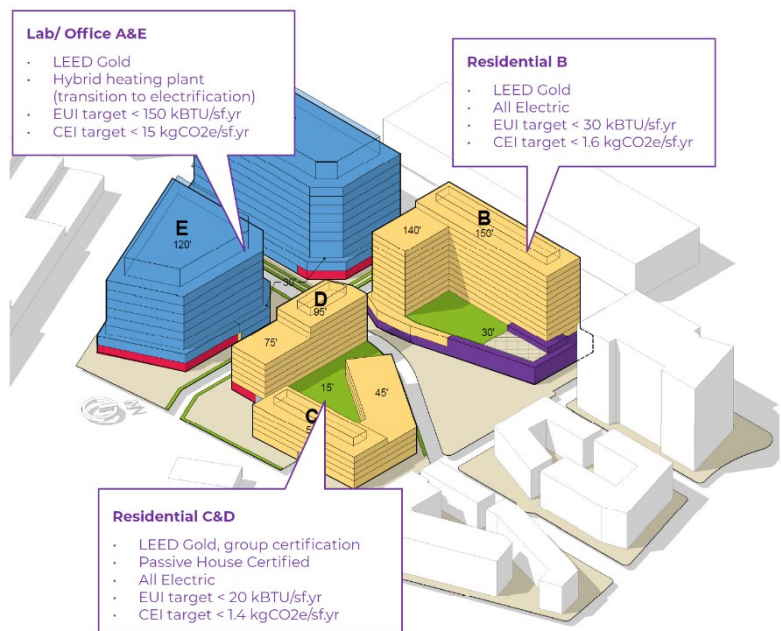
Strategies to achieve these goals include the following:

## Residential Buildings

- All electric heating, cooling, and domestic hot water
- Space heating and cooling provided by variable refrigerant flow or heat pump systems

## Life Sciences Buildings

- Hybrid heating plant with electricity as primary source and boiler plant as backup
- High-efficiency heat recovery systems
- Variable air volume system with reheat and flexibility for 4-pipe fan coil units or active chilled beams



## Open Space & Sitewide

Reduce heat island effect and increase connectivity through the following means:

- Green roofing
- Solar panels
- Re-use pavers
- Light-color paving
- Dense tree canopies
- Native & adoptive plantings
- Bioswales
- Rainwater retention tanks
- EV charging stations
- Bike rooms
- Bike rental racks
- Reduce parking capacity





## 03. Development Plan



# Expeditious Execution

## A Team with the Experience to Deliver

Our team has a demonstrated history of making complicated, mixed-use, urban redevelopments permitted and built realities. We have planned, designed, permitted, and constructed some of the most complicated mixed-use projects in Boston over the last decade; projects that have delivered much-needed housing and economic development to the City's neighborhoods. To achieve this, we understand the detailed studies, building design requirements, materials preparation, and thoughtful and transparent community/stakeholder engagement process needed for successful completion of the BPDA's Large Project Review and the state's MEPA review.

The proposed project may appear simple at its surface; however, in order to achieve our unique and unprecedented goals for affordable housing and affordable homeownership units, we have put together a team with the experience and knowledge base to deliver approximately 164 affordable rental housing units and approximately 144 affordable homeownership units that will be truly affordable for families earning an average of 65% of AMI. Additionally, our team has the demonstrated skills to permit and go vertical with the two Class A life sciences buildings planned, which will provide the cross-subsidies that will make the housing affordability on the site possible.

We will work closely and cooperatively with the BPDA, the Mayor's Office of Housing, and other City and state agencies and departments to ensure a smooth and efficient permitting process. The proposed development project is expected to require a thorough impact review and entitlement process, including BPDA Large Project Review, MEPA review, and the Massachusetts Historical Commission's State Register Review. A more detailed description of anticipated zoning and approvals is provided later in this section.

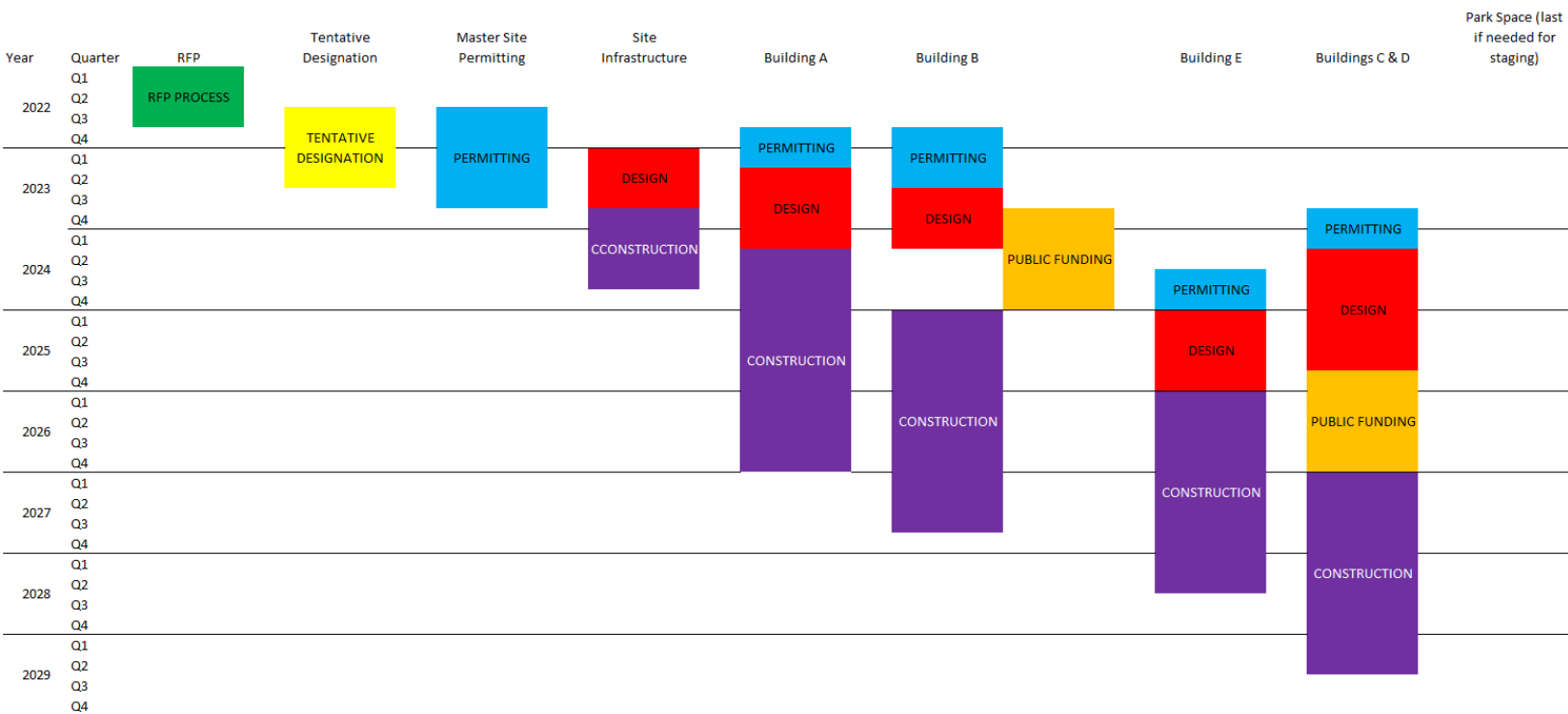
Our development team views Large Project Review as an opportunity to engage residents, community organizations, and other stakeholders to listen to their priorities for improving the neighborhood, adjust preliminary project plans in response to their feedback, and build support for the project. Our community-based partners - including MyCAP, MPDC, DREAM, OnyxGroup, and King Boston - are uniquely situated to design a project that is sensitive to community imperatives and concerns.

## Schedule

Our goal is to begin construction and realize the potential of P3 for the Roxbury community quickly, but not at the expense of a thorough community review process and thoughtful site planning and design. Given our experience permitting and developing complex mixed-use projects in Boston, we recognize the intensive pre-development processes that are required before constructing projects that will have profound implications for the City's neighborhoods for decades to come. Given the extensive community planning processes that have already been undertaken, we expect that with the BPDA's and the City's partnerships, site infrastructure work could begin as early as Fall 2023, which would propel our vision to completion within seven years of designation:

- **Pre-Development: Permitting and Design**
  - Commence Second Quarter 2022
  - Final approvals complete Second Quarter 2023
- **Site Infrastructure**
  - Construction begins: Fall 2023

- Delivery: Fall 2024
- **Building A - Class A Life Science**
  - Construction begins: Spring 2024
  - Delivery: Fall 2027
- **Building B - Affordable Rental Housing (67%) & Market Rate Rental (33%)**
  - Construction begins: Winter 2024/2025
  - Delivery: Spring 2027
- **Building E - Class A Life Sciences**
  - Construction begins: Winter 2026
  - Delivery: Spring 2028
- **Buildings C/D - Average 65% AMI Affordable Homeownership (70%) & Market Rate Homeownership (30%)**
  - Construction begins: Winter 2027
  - Delivery: Spring 2029



These schedules are largely driven by the local and state affordable public funding cycles. With Madison Park Development Corporation leading the effort to arrange public funding, our team is prepared to meet the annual October funding round deadlines and begin construction as quickly as possible.

- October 2023 - Submit application to Mayor’s Office of Housing and work with them through the review period
- December 2023 - Prepare pre-application for DHCD’s One-Stop
- Winter 2024 - Submit One-Stop application



- Summer 2024 - One-Stop award period
- December 2024 - Close on LIHTC and other sources of public funding from the City and State
- January 2025 - Begin construction

We have the team and relationships as well as the community and financial backing to meet this delivery schedule. Our team has met with numerous community stakeholder groups over the past four years in anticipation of this RFP to think broadly about the P3 Parcel and begin to refine an idea grounded in affordable homeownership. The Tentative Designation period will be a key opportunity to continue to strengthen our work with the BPDA, community leaders, and others to advance the proposed master plan through the Article 80 Large Project Review and PDA Development Plan processes, including Article 37 filings for the first phase (Buildings A and B). During the Tentative Designation stage, we will:

- Provide evidence of necessary financing and equity;
- Obtain approval of its development schedule including submittal of development plans;
- BPDA Design Review;
- Article 37 Initial Filing Compliance;
- Complete the Article 80 process with the BPDA;
- Issue all required building permits; and
- Negotiate terms and conditions of a ground lease.

Our deep familiarity with the city and state review processes will help ensure that materials are comprehensively prepared and presented for review in a timely fashion.

## Site Activation & Operation

Led by The OnyxGroup and working closely with our partners at LabCentral Ignite, King Boston, and Madison Park High School, along with local business owners and community members, our plan will make the site useful to the community throughout permitting, design, and construction. We have successfully brought thousands of people to our respective development projects throughout the region through thoughtful and creative site activation strategies and plan to leverage that experience at P3 before any construction commences. We will also bring temporary venues for job training and upskilling on site to begin these vital public benefits to the community in earnest.

Once constructed, the buildings and affordable lottery processes will be managed by a diverse and experienced group of property managers and lottery agents. The selected companies will ensure fair and proper administration of the affordable housing rules and regulations, facilitate the lease up and sales of affordable rental and homeownership units, and oversee the management of all rental apartments in Building B. Denisha McDonald of MyCAP will coach buyers through the affordable homeownership lottery and sales process, coordinating programming that ensures potential buyers are educated in their transition from renter to homeowner. The market rate homeownership units will be sold by Denisha McDonald through her company, Thumbprint Realty, a W/MBE boutique real estate brokerage firm. Buildings C/D will also be managed by a third-party condominium management company. HYM will directly manage the two life sciences buildings.

All property management groups will be selected and evaluated for their quality of service, responsiveness to resident/tenant concerns, and diversity of the team. Rental revenue supported by LIHTC funding, condo fees, and lease rents will fund the operational costs of each building independently. The project's open spaces and infrastructure will be funded collectively by the revenue

described above and managed as first-class public realm improvements by a property manager engaged by the Project's primary condominium association.

## Anticipated Zoning and Approvals

The Project described in this Proposal is designed to be consistent with the development goals reflected in the zoning regulations that govern Parcel P-3, and with the Campus High School Urban Renewal Plan, which anticipate the economic development potential of this publicly-owned site while honoring its connection to the surrounding neighborhoods. The Property, which is comprised of City of Boston Assessing Parcel No. 0902980100, is located within the Greater Roxbury Economic Development Area ("EDA") Subdistrict of the Roxbury Neighborhood District, as shown on City of Boston Zoning Map 6A/6B/6C (the "Zoning Map"). Article 50 of the City of Boston Zoning Code (the "Code") currently provides the relevant zoning controls for the Property. Article 50 describes the EDA as "a location for major economic growth in the future" that can link Roxbury to the downtown economy due to the "central nature of the location and access to public transportation and major arteries".

As shown on the Zoning Map, the Property's frontage along Tremont Street is located within the Tremont Street Boulevard Planning District (the "Tremont Street BPD"), which extends 100 feet from the center line of Tremont Street into the Property. The BPD designation establishes design requirements and guidelines that recognize Tremont Street as a "gateway" to residential areas and a "focal point" for the surrounding neighborhoods.

The Property is eligible for designation as either (i) a Planned Development Area ("PDA") or (ii) a "U" Subdistrict under the existing Campus High School Urban Renewal Plan (the "Urban Renewal Plan"). We note that the Urban Renewal Plan is set to expire in April 2022 unless extended.

The Proposed Project's preliminary use program has been designed to include only as-of-right uses. In the Greater Roxbury EDA Subdistrict, uses allowed as-of-right include research and development (defined in Article 2A of the Code as basic laboratory or product development or prototype manufacturing), office, multifamily dwelling, retail up to 75,000 square feet of Gross Floor Area (GFA), restaurant, art gallery, open space, and accessory parking. Uses for the Property contemplated under the Urban Renewal Plan include residential, cultural/museum, institutional/commercial/public, parking, and open space uses.

The Greater Roxbury EDA Subdistrict provides for a maximum Floor Area Ratio (FAR) of 2.0 and a maximum building height of 65 feet, which maximums may be increased by a PDA Plan to 6.5 and 275 feet, respectively; the Urban Renewal Plan indicates that the maximum FAR for the Property is subject to BPDA approval. The Proposed Project has been designed with more modest density - lower FAR and shorter building heights - than Article 50 permits for PDA Plan projects in the EDA. The Proposed Project's preliminarily anticipated building heights, not including the height of mechanical penthouses, range as follows: approximately 150 feet along Tremont Street (Buildings A and B), stepping down along the rear of the Property from approximately 120 feet (Building E), to approximately 95 feet (Building D), and finally to approximately 55 feet (Building C). The preliminarily anticipated FAR is approximately 3.7 (calculated as approximately 1,221,200 SF of building space / 330,939 SF of lot area) and in any case will not exceed 6.5. As provided in Section 50-37 of the Code, the special design review requirements, and design guidelines in Sections 50-39 and 50-40 of the Code, and the screening and buffering requirements in Section 50-41 of the Code, apply within the Tremont Street BPD.



Zoning parameters that are consistent with the proposed redevelopment of the Property are anticipated to be approved through a PDA Development Plan. If the Urban Renewal Plan is extended beyond April 2022, the Proposed Project likely will require a minor modification to such plan. The table below presents a preliminary list of major discretionary federal, state and local permits and approvals that may be required based on currently available information. It is possible that only some of these permits or approvals will be required, or that additional permits or approvals will be required.

Agency	Approval
<b>City of Boston</b>	
Boston Planning & Development Agency	Article 80B Large Project Review Article 80C PDA Development Plan Minor modification of Urban Renewal Plan (if required)
Boston Zoning Commission	Article 80C PDA
Boston Civic Design Commission	Design Review
Boston Interagency Green Building Committee	Green Buildings and Climate Resiliency Review
Boston Interagency Fair Housing Development Committee	Affirmatively Furthering Fair Housing Assessment
Boston Landmarks Commission	Demolition Delay
Boston Transportation Department	Transportation Access Plan Agreement Construction Management Plan
Boston Water and Sewer Commission (BWSC)	Site Plan Review Water and Sewer Connection Permits
Public Improvement Commission	Widening, Relocation and Extension for construction of new streets Specific Repairs
Public Works Department	Curb Cut and Street/Sidewalk Opening Permits
Boston Parks and Recreation Commission	Approval of Demolition within 100 feet of Park
Boston Public Safety Commission, Committee on Licenses	Inflammables Storage Permit/Garage License
Boston Inspectional Services Department	Demolition/Building/Occupancy Permits
<b>Commonwealth of Massachusetts</b>	
Executive Office of Energy and Environmental Affairs, Massachusetts Environmental Policy Act (MEPA) Office	MEPA Review
Massachusetts Historical Commission	State Register Review
Massachusetts Department of Environmental Protection	Notification Prior to Construction or Demolition
Massachusetts Water Resources Authority	Temporary Construction Dewatering Permit (issued jointly with BWSC) Sewer Use Discharge (TRAC) Permit (if required)
<b>Federal</b>	
Environmental Protection Agency	National Pollutant Discharge Elimination System (NPDES) Permit
Federal Aviation Administration	Determination of No Hazard to Air Navigation

## Anticipated Timing of Applicable Approval Processes

The primary discretionary impact review and entitlement processes required by the Proposed Project include BPDA Large Project Review, MEPA Review, and State Register Review. The Proponent would undertake these approvals concurrently, and based on prior experience with other complex, large-scale projects, the Proponent expects that approvals could be secure within 6-12 months from the time of filing, subject to coordination with the approving agencies and the required community process. Construction-period approvals, which require more advanced design of the Project and its associated public realm improvements, would follow achievement of the primary entitlements.





## **04. Boston Residents Job Policy**

## A Diverse Team of Bostonians

We believe in and support the Boston Residents Jobs Policy (“BRJP”) and believe that compliance with the goals of the policy requires short-term and long-term actions. We are prepared to take immediate actions to help place Boston Residents, people of color, and women in jobs related to the site development. We are also prepared to take action to address the long-standing challenge in creating a pipeline of prospective employees who meet the policy objectives, and we are committed to closing the racial wealth gap in Boston by helping people gain lifelong careers as well as jobs now. This section outlines our plans to achieve those goals.

The policy states:

1. At least 51 percent of the total work hours of journey people and 51 percent of the total work hours of apprentices in each trade must go to Boston residents
2. At least 40 percent of the total work hours of journey people and 40 percent of the total work hours of apprentices in each trade must go to people of color, and
3. At least 12 percent of the total work hours of journey people and 12 percent of the total work hours of apprentices in each trade must go to women.

### In the Near-Term

Our team will immediately be able to begin achieving meaningful strides toward the goals of BRJP. This is the result of our intentional efforts to build an inclusive team of local professionals:

[MyCAP](#) MBE, minority team leader; based in Dorchester

[HYM](#) 30% Minority & 50% Woman Firm; based in downtown Boston

[Madison Park Development Corporation](#) MBE, minority woman team leader; based in Roxbury

[DREAM Collaborative](#) MBE, minority team leader; based in Boston

[Agency Landscape](#) WBE, woman team leader; based in Cambridge

[enviENERGY](#) MBE/WBE, minority woman team leader; based in Boston

[Maven Construction](#) MBE/WBE, minority woman team leader; based in Dorchester

[Privé Parking](#) MBE, minority team leader; based in Roxbury

[The OnyxGroup](#) MBE/WBE, minority woman team leader; based in Roxbury

Each member of our Project team is actively engaged in bringing jobs to Boston residents, promoting diverse and immediate neighborhood hires of women and people of color. We intend to promote hiring with an emphasis on opportunities for women and minorities in every phase and facet of the Project by taking action to meet these hiring goals.

In addition to direct outreach in a 1-mile radius of the site, many AEC jobs will be required during the development and construction on the site, and we seek to attract a different profile of job seeker to fill

our hiring needs. To create flexibility in work schedules we will partner with the Children’s Service of Roxbury and the newly formed Office of Early Childcare to provide solutions for early morning childcare to our workforce. We believe that this will activate and attract a new generation of, primarily women, applicants to the construction workforce.

## In the Long-Term

While we acknowledge that the goals of the BRJP are generally intended to focus upon inclusion during the construction process, our team has taken the goals of the program to heart. We have examined how we might continue to achieve this rigorous and noble standard after the Project’s completion, into its operational lifecycle.

This Project will become a hub of economic activity during the years of construction and continue that activity well beyond the construction schedule with the STEM careers the life sciences buildings will require.

We will actively seek to diversify the talent pipeline and employ Roxbury and Boston residents in the trades and life sciences that build careers as well as jobs. We will act on this in two parallel tracks

1. Trade Union Membership through Joint Labor Agreements and apprenticeship programs.
  - a. HYM brings experience in creating JLAs that specifically require an increase in the numbers of people of color and women entering the apprentice program of the union. We will negotiate for a JLA that actively builds apprenticeship and hiring positions from communities of color on this Project.
2. Construction, STEM and Life Sciences Job Training and Upskilling.
  - a. We have contacted the educational institutions in the immediate neighborhood - Roxbury Community College, Madison Park Technical High School, and Benjamin Franklin Institute of Technology to seek alignment and partnership to provide the curriculum required to fill the job needs in construction and STEM relevant to employers on the site.
  - b. We have formed a partnership agreement with LabCentral Ignite, a life sciences nonprofit dedicated to upskilling and training people of color to fill positions in the life sciences buildings in this Project and for jobs that open beyond the site. This includes providing Lab Central Ignite with 10,000 SF of rent-free lab training space in the life sciences buildings.
  - c. JC Burton, Maven’s owner, has created a construction incubator called The SRGE to encourage start-ups in the construction industry led by women and people of color. The teams at JMA and Maven will be supporting this effort in all phases of construction.
  - d. The construction team will be encouraging students drawn from the large number of high schools and schools of higher learning in the area to become interns and take part-time and summer jobs during the life of the Project.

## LabCentral Ignite Training Center

The LabCentral Ignite training center will be home to multiple local and regional training programs that have decades of experience training local youth and adult learners. With no fewer than 8 partners already in the list of programs that are unable to scale due to space constraints, LabCentral Ignite brings more



than their innovative programs to this extended Parcel 3-Whittier Development and greater Nubian Square/Roxbury.

LabCentral Ignite has already been operating the LabCentral Learning Lab at Its 700 Main Street facility that is a co-training/co-work teaching lab for four nonprofit STEM Education and workforce training programs, including MassBioEd, LEAS Lab, BioBuilder Ed Foundation, as well as the physical office location for Life Science Cares. The lab has also hosted dozens of field trips and hundreds of workshops for students, adult learners, and teachers. This co-teach model will scale to serve at least 6 nonprofit training programs, all of which will be able to double or triple their training capacity by having additional space through this Project.

LabCentral Ignite will work with the P3 development team to build on its public education campaign (scheduled to begin in Roxbury among other neighborhoods mid-year in 2022) prior to the site launch. Through informative signage and ads, engagement with schools, community centers and places of worship, as well as an initial round of "What the Heck is Biotech?" workshops, Ignite will begin to educate the local community on opportunities in the industry, and direct adults interested in transitioning to training programs that are active and available for enrollment.

More specifically, LabCentral Ignite's "What the Heck is Biotech?" Workshop series and targeted Public Education campaign will serve to support awareness and create onramps for Roxbury residents into workforce training programs including Ignite's Career Forge, MassBioEd's Apprenticeship Program, and Associate's degree programs with Benjamin Franklin Institute of Technology and Roxbury Community College, among many others within the LabCentral Ignite network. Because of LabCentral Ignite's collaborative approach, Roxbury residents will not only have direct access to LabCentral Ignite's content, but also a direct connection to the best training program and opportunities to build on their specific experience and interest.

This work will also elevate awareness of trajectories for youth, among children and young adults themselves, as well as the parents who support them in their early decisions about education and training. Through this work, Ignite will both increase interest through its STEM education partners, track trajectories of participants, and support their entry to the workforce through career readiness and advancement programs focused on connecting talented diverse people to opportunities that generate wealth.

In addition, LabCentral Ignite's Career Forge program is set to scale in the next two years. This program sits at the intersection of talent and industry and is focused on upskilling diverse, talented people and supporting their placement into the LabCentral bioDiversity Network of employers. The program focuses on two primary student profiles and desires to scale to place 80-100 people every year within the next three years.

According to a study of local students conducted by The Boston Foundation, many of those with a bachelor's degree in a "Natural Sciences" field of study are underemployed. This report identifies a lack of equitable access and the need for additional job search support as two challenges these candidates face. In addition, there are more than a dozen relevant professional certification and Associate's degree programs offered whose graduates are often written off as under-qualified because of historical precedence towards a four-year degree being the basis for qualified lab team members. This is the case even if they have the baseline technical skills required for these roles.

Career Forge is focused on empowering these candidates through lab upskilling, confidence building, and workplace competency focus to ensure they are ready for placement in research roles that will launch their careers.

The pervasive industry opinion is that these roles in laboratories require, at least, a four-year degree and traditional internship or work experience. The current status quo is eliminating a sizable portion of the candidate pool. It is clear that some programs are both highly efficient at training their non-credentialed students on the right skills for these positions, while simultaneously convincing industry hiring organizations that their students are fully prepared despite their lack of a traditional four-year training program. Instructors from these programs have said that their students need additional assistance in finding advocates and support for placement within industry. In addition, some programs that struggle most with placement have specifically flagged the need for feedback and support in making curricular adjustments to better train their students to industry's needs.

Career Forge will focus on adults who have technical and mechanical training or work experience and are interested in transitioning. Handypersons, mechanics, veterans, tradespeople, inventory management, and others who may be interested in making a transition to a professional work environment where there is opportunity to build a career trajectory, will get basic introductions to biotechnology, lab operations, facility support, environmental health, and safety, etc. This training will provide placement into roles like lab technicians, lab operations and lab facilities.





## **05. Good Jobs Strategy Plan**

## Reducing the Racial & Gender Wealth Gaps

We seek to use the economic activity during the life of this Project to create career opportunities for people of color and women, helping to reduce the wealth gap that exists between white families and families of color in Boston. Our intent is to use the development and construction activity and the employment needs of the Life Sciences companies that will be housed in our buildings to bring people of color into jobs that provide long-term career track opportunities.

The average annual pay for jobs in Life Sciences in Boston is \$97,777/year. The average annual pay for construction jobs in Boston is \$54,691/year. These are good jobs with viable long-term growth opportunities and will be a central part of Boston's economy for decades to come.

As in the previous section we will be taking short-term and longer-term actions to ensure that we meet the Good Jobs standards established by the RFP.

### Life Sciences Jobs

There will be approximately 2,400 jobs required when the Life Sciences buildings are fully occupied. Many of these jobs do not require advanced degrees or even a Bachelor's degree. We have contacted the educational institutions in the immediate neighborhood – Roxbury Community College, Madison Park Technical High School, and Benjamin Franklin Institute of Technology to seek alignment and partnership to provide the curriculum required to fill the job needs in construction and STEM relevant to employers on the site.

### Lab Central Ignite

We have formed a partnership agreement with Lab Central Ignite, a life sciences nonprofit dedicated to upskilling and training people of color to fill positions in the life sciences buildings in this Project and beyond. This includes providing Lab Central Ignite with 10,000 Sq.Ft. of rent-free lab training space in the life sciences buildings.

Lab Central Ignite was created to address the biotech industry's workforce which still has a distance to go for its gender and racial representation to reflect the population it serves. According to a 2020 biotech employee survey by Bio Innovation Organization (BIO), only 4% of those surveyed identified as Black, and only 5% of Latino heritage, compared to 59% who identified as White. Women make up 47% of the overall workforce after making gains for several years, yet only 23% of biotech industry CEOs. There is a need for bold, targeted, intentional, and unceasing effort to forge greater inclusion in the industry and in the life sciences that power the industry.

By having a presence at P3, LabCentral Ignite can contribute to changing the game. LCI's 10,000+ SF life sciences training center will help advance equity in biotech workforce development and job placement. This new center, designed, staffed, and operated by LabCentral's new Ignite team will be focused on harnessing the power of community to address systemic racial and gender underrepresentation in the life sciences.

All Life sciences companies housed at the P3 parcel will be encouraged and incentivized to join LabCentral Ignite's bioDiversity Network. This network provides companies with access to free demographics and DEI maturity surveys which will aid in reporting on compliance with the development's job standards.

The bioDiversity Network also gives members access to the bioDiversity Job Connector. This platform will be fed by the LabCentral Ignite Career Forge program (focused on supporting Black, Latinx, Indigenous, People of Color and first-generation college, as well as other nonprofit training programs and the Ignite MOSAIC Innovation Consortium (MIC). For jobs to be valid for posting within the bioDiversity Job Connector service, they must meet LabCentral Ignite’s minimum requirements for salary and benefits in addition to providing support for professional development and additional training.

The MIC is a network of Minority Serving Institutions that connects students and researchers of color to biotech jobs, pre-doc and post-doc research and training opportunities and, and bio-entrepreneurship pathways. The MIC will build connectivity between the biotech and biopharma industries and MSIs to tap fully into the talents and perspectives of people of color and other historically excluded students and professionals to help solve the world’s biggest problems with creative science.

Membership in the MIC is free of charge and provides access to the rich LabCentral network of biotech and biopharma companies, industry partners, programming, and resources. This coalition will accelerate positive feedback loops in our efforts to diversify the industry by bringing talent to Boston for job training, internships, placement, and interaction within the community. This program, along with LabCentral Ignite’s portfolio of programs focused on advancement of diverse scientific leadership will feed the other end of the talent spectrum, bringing diverse scientific leadership to the neighborhood, accelerating the reinforcement cycle for young people and residents to consider, and allowing young people in the neighborhood and surrounds, the opportunity to see themselves in careers in life sciences.

## Collaboration with Educational Institutions

In collaboration with Roxbury Community College, Madison Park High School, Benjamin Franklin Institute of Technology and other local educational entities we will coordinate and build an Industry - Education partnership to provide a pathway to jobs on graduation.

In addition, LabCentral Ignite will scale their own content which is focused on connecting talent to entry level opportunities and advancing diverse scientists within the industry. Programs of relevance from LabCentral Ignite (which will be headquartered here) include:

### For Residents of Roxbury and Greater Boston

#### What the Heck is Biotech?

Deliver workshops offered in partnership with other nonprofit training and education providers, for adults and students living in diverse neighborhoods that are proximal to biotech hubs to understand paths into the industry, and gain access to local programs that can help put them on paths of interest.

#### Career Forge

Identifying, training, assessing, and placing talent into research and technical lab support roles. Connect the talent landscape of Black, Latinx, and other historically excluded people to meaningful industry opportunities. This program is expected to scale to train and place over 100 people annually in the next 3 years.

#### bioDiversity Job Connector

A job matching platform and resource center working at the intersection of industry and entry-level talent. This service ensures basic standards are met for entry level roles in the industry,



including fair wages, competitive benefits, stable shifts, and opportunities for upward mobility while simultaneously vetting candidates from the local community and beyond to increase accessibility and decrease bias talent faces at the front door of industry's hiring organizations.

#### Life Science Careers + Diversity - Public Awareness Campaign

Local/Regional scalable ad and social media campaign to build public awareness of career opportunities in life sciences and biotechnology, featuring scientists and biotech leaders of color.

#### Leadership and Inclusive Talent (LIT) Science Fellows

A pre-doctoral program focused on placing and preparing the brightest recent graduates for careers in translational science through placement with innovative biotech teams for 24 months of preparation for doctoral studies.

### **For Biotech Hiring organizations at P3 development and beyond...**

#### Ignite bioDiversity Network

A membership platform for biotech and biopharma companies, nonprofits and nonprofit training programs focused on building collaborative energy and share best practices in efforts to build a more inclusive industry and hire from LabCentral Ignite's MoSalc Innovation Network.

#### DEI Leadership training

DEI leadership training and anti-bias training for early and growth-stage startups to build inclusion early for startups seeking to leverage diverse talent.

#### DEI Maturity & Demographics Surveys

Provide the best platform for industry organizations to understand how their DEI strategy stacks up and a consistent demographics and diversity data management platform.

#### National bioDiversity Reports

Produce annual national reports on diversity in biotech entrepreneurship/early stage, and across biotech and biopharma.

#### Industry Thought Leadership

Amplify perspectives and lessons learned from Black, Latinx, women and other in Life Sciences.

#### LabCentral Ignite bioDiversity Awards

The national annual industry award event recognizing progress in corporate DEI, educational institutions, and innovation in biotech diversity initiatives.

#### Ignite Golden Ticket & Fellows Program

Annual program supporting development of the highest quality diverse founders and entrepreneurs.

#### BOLD (Board Orientation & Leadership Development) Training

A cohort leadership training module providing emerging leaders of color support and access to prepare for executive and board level roles in the industry.

#### Blueprint to Biotech Entrepreneurship

Providing highly qualified doctoral or postdoctoral students from our MoSalc Network for intensive accelerator training focused on translational science & entrepreneurship.

### For The Greater Ecosystem

#### MoSalc Innovation Network

A membership platform for minority serving institutions (MSIs), translational scientists, principal investigators, and undergrad/grad students to build collaborative energy and industry connectivity to increase efficacy and improve student outcomes.

#### Fire Circles

Convening of various stakeholders and cross-stakeholder groups (education, students, teachers, professors, curricular experts, HR professionals, corporate & startup leadership, DEI professionals) to build new best practices and momentum around topics ranging from STEM Education to talent development and DEI practice.

### Our Plan for Construction Jobs:

#### SRGE Construction Incubator

JC Burton, Maven's owner, has created a construction incubator to encourage start-ups in the construction industry led by women and people of color. The teams at JMA and Maven will be supporting this effort in all phases of construction.

#### Local Day Care

Many AEC jobs will be required during the development and construction on the site and we seek to attract a different profile of job seeker to fill our hiring needs. To create flexibility in work schedules we will partner with Children's Service of Roxbury and the newly formed Office of Early Childcare to provide solutions for early morning childcare to our workforce. We believe that this will activate and attract a new generation of primarily women applicants to the construction workforce.





## **06. Diversity & Inclusion Plan**

# Fostering Greater Diversity, Equity, & Inclusion

Diversity, equity, and inclusion (“DEI”) are central tenets of our team’s philosophy and approach to the Project. An emphasis on enhancing DEI reinforces our team’s culture of collaboration and enriches our vision for the Project with authenticity and vibrancy. Throughout the life cycle of the development, we are committed to using our Project to create opportunities for and empower women and minority-owned businesses as well as women and minority individuals.

To ensure that we achieve our DEI goals, we have divided the Project in 3 phases. Within each of the phases, we have conceived of several specific initiatives to foster greater inclusion and equity for a more diverse group of people than are typically represented in the development industry.

Phase 1	Phase 2	Phase 3
Pre-Development	Construction	Operations

As we have built out our team and formed new partnerships, we have already begun to execute upon the strategies we’ve identified and look forward to continuing to do so. Further details describing our commitment to develop, finance, design and engineer, build, and operate the Project in a way that fosters greater DEI are provided below:

## Phase 1 - Pre-Development

### Development Team

In forming our Development Team, we partnered larger, more established firms with smaller, MBE and WBE firms. The result of these structures will be a mutually beneficial relationship in which smaller, MBE and WBE firms gain invaluable exposure to projects of a scale larger than they are accustomed to seeing and larger, more established firms gain invaluable insight into the local community’s needs and desires. Firms will exchange industry knowledge and skills that help all parties grow and expand their operations.

#### Internally

We are proud to have built a culture where all people—no matter their gender, ethnicity, religion, age, sexual orientation, neurodiversity, disability status, criminal history, or citizenship—can feel valued and respected. Specifically, we have focused on the following four goals internally:

1. **Mentoring** - Our Development team is proud to regularly partner with The Posse Foundation and ULI Boston/New England’s Commercial Real Estate Success Training (CREST) Program to provide meaningful work experience, professional support, and networking opportunities to underrepresented students of color and women
2. **Attracting & Onboarding** - Build a team reflective of the larger community
3. **Engaging & Developing** - Support employees’ growth and advancement
4. **Building the Culture** - Foster a workplace where inclusion is the norm by respecting and celebrating each other’s unique backgrounds, skills, and experiences

**MyCAP** Co-Master Developer  
MBE, minority team leader

**HYM** Co-Master Developer  
50 % Women; 30% People of Color

**MPDC** Co-Developer, Buildings B, C, & D  
WNPO, MNPO, minority woman team leader

**The OnyxGroup** Co-Developer & Broker Retail  
MBE/WBE, minority woman team leader

**Prive Parking** Co-Developer Garage Space  
MBE, minority team leader

## Externally

As Developers steering the course of the overall Project, we recognize that we are in a position of power to elevate and enable WBE and MBE firms, local small businesses, and minority and woman individuals. In practice, there are three strategies we use to do this:

1. **Contract MBE/WBE Firms** - In building out our team for the Project, we have emphasized the importance of finding local, MBE/WBE firms with deep ties to the Roxbury community and will continue to do so as we build out the rest of the team post-designation
2. **Encourage Joint Ventures** - As we selected the members of our team, we encouraged larger, more established firms to partner with smaller, MBE/WBE firms in order to provide the latter opportunities to participate on larger scale projects and learn from more established players as they grow and will continue to do so as we build out the rest of the team post-designation
3. **Elevate Individuals** - In selecting firms, we have tapped into our existing relationships with experienced woman and minority design and engineering professionals, bringing specific individuals onboard, which elevates said individuals within their firms and helps them to advance within their careers

## Owner & Lender Team

For far too long, major development projects like this one have been exclusive investment opportunities available only to a restricted pool of institutional investment firms representing predominantly white, high net worth individuals and entities.

We will work diligently to raise a diverse and local pool of capital for the Project. HYM and My City at Peace will create an investment entity through which non-traditional, local investors can contribute capital to the Project, placing Boston's future in Bostonians' hands. We believe strongly in investing in our own community and are excited to tap into our close relationships with the people of Roxbury to form a coalition of local capital partners.

## Design, Engineering, & Legal Team

It takes a team of hundreds of innovative designers, engineers, and consultants to plan and execute a large-scale, complex project like the one we have envisioned here, which means there are hundreds of opportunities to work with WBE and MBE firms and elevate a diverse group of individuals into key roles across the Project. In addition to the intrinsic value of working with designers and engineers from diverse backgrounds, we know that doing so enhances and enriches the places we create.

As we continue to round out the Design & Engineering team post-designation, we will continue to emphasize the importance of using the Project to elevate and include MBE and WBE firms and minority and woman individuals.

### **DREAM Collaborative** Master Architect

MBE, minority team leader

### **Agency Landscape** Master Landscape Architect

WBE, woman team leader

### **enviENERGY** Energy & Sustainability Engineer

MBE/WBE, minority woman team leader

### **Legal**

The Project's legal team will feature several minority and woman individuals in key positions. To mention a few key individuals:

### **Joseph Feaster** Permitting Counsel

**Goulston & Storrs** will feature several people of color and women in key roles - please reference the robust team overview in Section 1.



# Phase 2 - Construction

## Construction Team

In forming our Construction Team, we again partnered a larger, more established firm with a younger, MBE/WBE firm. Together, JMA and Maven will operate as a truly integrated entity, strengthening both firms by infusing each other with new ideas, practices, and perspectives.

### Maven Co-Master General Contractor

WBE & MBE, minority woman team leader

### JMA Co-Master General Contractor

Both firms have deep ties to Roxbury and prioritize the importance of serving the local community not only through swift, safe, and skillful execution of the construction, but also by utilizing the Project to strengthen the firms' mutual commitments to diversity, inclusion, job creation, and training.

JMA and Maven are deeply committed to cultivating opportunities for, and developing greater participation of, minority and women subcontractors, vendors, tradespeople, and management staff. To do this, JMA and Maven have thoughtfully devised a comprehensive strategy, including tried and true impact measures as well as audacious new tactics, described in further detail below:

### MBE/WBE Subcontractor & Vendor Prequalification & Utilization

By working closely with City, state, and trade associations, JMA has developed a database of qualified MBE/WBE subcontractors and vendors. JMA/Maven will ask these subcontractors and vendors to submit a prequalification package. Prequalified subcontractors and vendors will then be entered into a database categorized by trade, so the prequalified subcontractor/vendor is included in invitations to bid on the appropriate size and type of work in which they have expressed interest. This database will be reviewed quarterly to determine the level of successful implementation in awarding such qualified subcontractors and vendors so that JMA/Maven may improve and adjust their efforts as necessary. This outreach program will be integrated into JMA/Maven's overall preconstruction approach and reviewed with Owners as JMA/Maven develops Bid Lists for approval.

Further efforts through JMA's in-house Diversity Coordinator Ahmed Nur will continually be made to tap into the rich network of local small businesses and MBE/WBE vendors within Nubian Square and Roxbury for the miscellaneous supplies and materials used daily on field sites. As a responsible neighbor in the community, we will prioritize purchasing locally, spurring and sustaining growth in the local economy - including anything from encouraging laborers to patronize local eateries for lunch to using local locksmiths, printing companies, equipment suppliers and translation companies.

### Tradespeople Outreach and Mentoring at the General Contractor Level

JMA/Maven have developed a detailed recruiting, mentoring, and sponsorship program for minority, women and Boston residents who wish to join the building trades. Ahmed is responsible for coordinating and implementing outreach programs to various trade schools and programs including Madison Park High School, Codman Institute, Ben Franklin Institute, the Building Pathways program, and other similar programs. These programs involve visits to schools to speak to students about the opportunities in the trades, attending career fair days, and arranging job site visits and shadow days to expose the students to the various trades and opportunities in the building industry.

The personal connections made during these visits have and will help JMA/Maven guide interested parties to the various unions through subcontractors and the appropriate union representatives from the building trades. In addition, for those individuals interested in either the labor or carpentry trades JMA has taken further steps to foster, mentor and sponsor these individuals into the unions to work specifically under JMA supervision on its jobs. JMA currently has carpenters and laborers in its employ who have come through this process. Ahmed coordinates these efforts with JMA's BRJP coordinators Karen and Kate Blessington.

### At the Subcontractor Level

JMA/Maven ask subcontractor teams—based on the trade, project type and anticipated manpower levels for that job—to commit to providing new apprentice or pre-apprentice opportunities for minorities, underrepresented communities, and women on that specific job. Subcontractors' commitment to this goal is a significant factor in evaluating project award.

## Educational Opportunity and Support

JMA/Maven, in concert with the Development Team, will partner with Madison Park High School, Benjamin Franklin Institute of Technology, The Codman Academy, Cristo Rey, Wentworth Institute of Technology, Boston Day and Evening Academy, Roxbury Prep, Jeremiah Burke High School, and Boston Plan for Excellence's Dearborn STEM Academy to provide introductions to, mentoring in and (as needed) tuition funding and support for underrepresented individuals to learn about and join in all facets of construction.

Internships and co-op positions will be provided during semester breaks (or more flexible hours as needed) to provide a hands-on work experience to accompany the classroom component. JMA/Maven are confident this approach will not only immerse individuals in the business more completely, but also give them a more well-rounded educational and internship experience, ultimately better preparing them for a successful and fulfilling professional life.

JMA has endowed a scholarship for underrepresented and disadvantaged residents of Boston to attend Wentworth Institute of Technology and will endeavor to award a scholarship to a young Roxbury resident during this Project.

## Child Care

We understand that in the absence of affordable and trustworthy early childhood care, the obligation to look after children can often fall upon women, resulting in a barrier to women's participation in the workforce during the early years of a child's life. We want to remove that barrier and enable more women and parents of young children to maintain or begin their careers in construction. To that end, we will partner with Children's Service of Roxbury and the newly formed Office of Early Childcare to provide solutions for childcare to our workforce. We will also pursue a flexible start/finish strategy to accommodate parents' pick-up duties.

**Within JMA** there are several initiatives to ensure that the firm leads by example and achieves a high standard of DEI:

**Recruitment** - Actively recruiting minorities and women into JMA staff positions, both for main office preconstruction positions as well as for field level staffing positions (superintendent and engineering roles). To access a more diverse and inclusive group of candidates, JMA has extended the breadth of its outreach beyond the traditional trade schools to career fairs and college recruiting events.

**Mentoring** - Roles for senior management staff to provide support, guidance, and training to new employees within similar career tracks are integrated into JMA's diversity and inclusion efforts.

**Women in Construction** - At JMA, women are leading large projects in diverse roles such as project managers, superintendents, project engineers and preconstruction managers.

JMA's Women-in-Construction Group was created to provide a support network for women in JMA to share their experiences and help each other grow. The group consists of 45 women spread across the firm and hosts quarterly events and seminars to help promote woman's roles at JMA.

JMA understands that female employees often have an outsized role within their families and has implemented maternity leave and flexible work-life policies that seek reduce the barrier that women with young children often experience from participating in the workforce.

## MBE /WBE Labor Contractor

The Principals of JMA are in the process of establishing a labor contractor company which will be owned and run by a team of minorities and women. This company will be signatory to the Carpenter's and Laborer's Agreements and will provide general requirements and conditions labor on JMA projects. JMA's goal for this company is that it will work with the unions to provide membership opportunities to minority and female members of the communities where JMA projects are built. Furthermore, it will work with the unions to create flexible work rules to provide opportunities for working parents - particularly mothers. Flexibility by way of job sharing, flexible workdays and start times. In addition, this company will take on appropriate CM roles and functions with the mentorship of JMA. This will allow them to grow (as did JMA in its early days) by focusing on an organic, controlled growth so that project and team success share common and achievable goals. This company will also accrue a portion of its earnings to be used to support the childcare needs of its employees.

## SRGE Contractor Incubator

Maven's Chief Executive Officer, JocCole Burton, recently founded a contractor incubator, SRGE, in partnership with Boston Consulting Group and Harvard University. SRGE has garnered support from stakeholders including the North Atlantic States Regional Council of Carpenters, Black Economic Council of Massachusetts, and Browning the Green Space.

The incubator will provide education, technical assistance, and resources for a cohort of minority or woman individuals who lead or own firms within the local construction industry. JMA and Maven will launch the pilot SRGE program through this Project. We anticipate that education for SRGE incubator cohort participants will commence during the second quarter of 2022 in preparation for construction opportunities during the Project's first phase of work.

**D&I Committee** - JMA has an internal committee that meets quarterly to develop, improve, and implement the John Moriarty and Associates Diversity and Inclusion Initiative and ensure that a positive, supportive and welcoming work environment is provided at all times to all employees.

**DEI Training** - As part of the Suffolk Downs project and PLA, JMA will implement and require mandatory DEI training. This training will be integrated with an overall safety orientation program. JMA plans to partner with the organization Rise-Up to help implement and administer this program.

## Phase 3 - Operations

As we built out our operational team, we again emphasized the importance of including diverse individuals and firms to ensure that the place we create serves the needs and desires of the people of Roxbury with authentic retail destinations and cultural experiences.

**King Boston** - King Boston will be the cultural anchor of the Project, invigorating the site with a rich identity. Their space will be utilized as a museum and policy center, intended to honor and advance the work of Dr. and Coretta Scott King, the history of Boston's civil rights movement, and the future of advocacy for communities of color. King Boston will also infuse the site with vitality through organizing events, gatherings, and public art.

**The OnyxGroup** - The OnyxGroup will be an equity partner in the retail spaces within the Project. Their team will tap into deep ties to the local retail community. Not only will their leadership on the lease-up of the retail spaces ensure that the retail destinations serve the local community, but it will also create opportunities for local, minority and woman-owned small businesses and vendors to grow their presence within the neighborhood and test new concepts.

**Privé Parking** - Privé Parking will be an equity partner in the operation of the Project's commercial garage spaces.

As we continue to build out our team, we are committed to using the Project to include minority and woman-owned firms or individuals in the development process by seeking out MBE or WBE Property Management firms.







## **07. Development without Displacement Plan**



## A New Home for the Existing Community

The immigration story of Roxbury itself, in one sense, reflects the migration movement. The indigenous natives of the Massachusetts tribes gave way to English settlements in the 18th century. Irish immigrants settled in Roxbury in the middle of the 19th century along with Germans on what is now known as Mission Hill. In the early 20th century Maritime Canadians arrived, and in time gave way to Jewish immigrants. Roxbury is today known in Boston as the “heart and soul” of African American culture. In each of these transitions (with the exception of the first and last), people generally moved on from the area as a matter of choice, and not forced. But for black and brown Bostonians, our history of migration into Roxbury is a legacy born of displacement.

From the West End of the city to the South End, and onto Roxbury today, the movement of black and brown people in the city has been forced and even legally supported through politics and housing policy. Displacement has had a significant and detrimental impact in the mostly lower income communities of color in Boston. And today higher housing prices, in rents and in home values, threaten to push black and brown families out of the city.

Our proposal seeks to turn around the effects of displacement. We will not only increase the housing stock in Roxbury on this site, but we see this development as one that will become a neighborhood of choice for the people that call Roxbury home. Our Project will address this by:

1. Creating a total of approximately 466 new units of housing (rental and ownership)
2. Rental Housing: approximately 164 of the 282 total rental units on the site will be made available to residents who fall within the 30-80% of AMI. These will be constructed and operated by Madison Park CDC, our JV partner for affordable rental housing. Financing will be cross subsidized by the life sciences buildings.
3. Home Ownership: approximately 144 of the 172 ownership units will be affordable to Bostonians earning an average of 65% of AMI. Financing will be cross subsidized by the life sciences buildings.
4. Roxbury is a rental community, and we want to change that reality for many residents. We want to ensure that local residents have an opportunity to plant permanent roots and secure a path to generational wealth for their families. With over 80% of the current affordable housing stock catering to households earning at or below 65% of AMI, we are creating ownership opportunities to fill the gap for those earning between 65% to 100% of AMI. These units will be owner-occupied restricted condominiums, ensuring they are not converted into market rate rental units and allow for greater stability of families and community residents. Over seventy (70) percent of our



homeownership units will be affordable to residents earning around sixty-five percent of area median income. According to the Boston Area Research Initiative, the area median income for Roxbury residents is roughly \$47,589. The 2015 Federal Reserve Bank of Boston study revealed that the median net worth of Black Boston is \$8, compared to \$247,500 for their white counterparts. We want to aggressively improve these outcomes for Roxbury residents through programming and the creation of housing local residents can afford and afford to own. To execute on this ambitious goal, we have committed to cross subsidizing the homeownership units with proceeds from the on-site life sciences buildings.

## Understanding the Market

We understand what residents are seeking beyond affordability and we will deliver our units to meet their needs. This includes:

- Appropriately curating the right mix of unit sizes based on the community's demand. Please reference the table in Section 2 that details the breakdown of units within the Project.
- Stable and accessible costs of housing - please see below for how we will achieve this by income tier.
- Off street parking. In seeking to maximize the parking created for the life sciences building, we will work with our parking partner, Prive Parking, who will manage dedicated spaces for residential owners. We recognize that this is a transit-oriented development and seek to support the city's goals for achieving carbon neutrality and using dedicated assets to their maximum potential with 24/7 use of parking spaces.
- Safe outdoor spaces for socializing and play for children - our configuration of planned green space between buildings C1, C2, D1 and D2 creates a confined space for children to gather and families to safely grill and gather together outdoors.
- In-unit laundry and quality appliances will be our norm.

## Preparing for Home Buying

We also understand how to prepare and market to the target population we seek to serve with our affordable home ownership units.

- On Day 1 of our designation as developers we will begin preparing Lower Roxbury residents for home ownership. Denisha McDonald will lead the effort, oversee and manage the programming to ensure committed residents are able to improve their credit, increase their cash flow and develop the buyer profile needed to obtain a pre-approval and become a homeowner. Denisha and her team have been helping black and brown families build wealth in Boston through financial education, strategic partnerships and homeownership. Currently, many long-time Roxbury residents are taking advantage of a booming housing market and realizing the equity of their decision to become homeowners. These owners are able to transform their family wealth legacy. The unfortunate consequence of this upward mobility is the subsequent rise in rents and sales prices for remaining residents which accelerates displacement. Our P3 proposal is designed to ensure that residents are educated and able to transition into either affordable rental or homeownership inventory. Our programming is designed to mitigate displacement as our housing stock prioritizes affordable units and more specifically, doubles down on the creation of affordable homeownership units.
- P3 rental tenants will be encouraged to participate in financial literacy programming to aid in their family's financial upward mobility and stability. Post initial affordable sales lottery, Our Village

Initiative and their team will create a pipeline to ownership for rental residents to transition to owners within our development as units become available or throughout the State.

- We will also work with housing authority partners to prepare their residents to take advantage of the homeownership voucher program. This program allows residents at lower AMI limits to become eligible homebuyers within the Project.
- Through the phases of the Project, we will leverage the wealth building workshop programming of Our Village Initiative and anti-violence work of My City At Peace, to provide resources to the Roxbury community. Our goal is to ensure all willing residents have the knowledge and guidance to advance economically and collectively work to improve the safety and quality of life for all Roxbury residents.
- We want residents to feel like this development is theirs and use our design to create a center to the neighborhood, one that naturally draws residents into the site, and makes it feel like a home.
- Stable and accessible costs of housing can be achieved at this site due to our level of affordability, catering to households from 65% to 100% of AMI. See the tables below for examples of how that translates into housing expense, income tiers and the kinds of jobs at that level of income.

**Affordability based on 65% AMI**

Affordability based 2022 Metrics (BPDA Interest Rates)									
Income Tier	Unit Type	Sales Price	Housing as % of Monthly Income	MIN	MAX	Affordable to (% AMI)	Monthly Housing Cost	1 person \$/hr wage	2 person \$/hr wage
65% AMI	1BR	\$202,217	27%	\$65,624	\$80,850	64.9%	<b>\$1,640</b>	\$31.06	\$15.53
	2BR	\$239,617	27%	\$72,008	\$90,950	65.1%	<b>\$1,850</b>	\$35.04	\$17.52
	3BR	\$270,378	27%	\$82,024	\$101,050	64.9%	<b>\$2,050</b>	\$38.83	\$19.41

When we discuss affordable housing, the next logical question is usually, affordable to whom? We take this question very seriously. Our homeownership units are affordable to households earning at or below 100% of Area Median Income. Our income restricted units are priced to be affordable at 65% of area median income which means you can own in the City of Boston for significantly less than the cost of renting. Generally, housing is considered affordable when it accounts for less than 30% of your household income. When we look at this range, it translates to households earning between \$30-\$40 per hour. This can be a household of two adults each earning minimum wage up to \$20 per hour, giving our frontline workers, our grocery store clerks, our warehouse workers and others a fair shot at homeownership in one of the most expensive cities in the country. Creating opportunities within the income level of the community in which we live and work is important to the diversity and culture of the City of Boston. As we create jobs and economic mobility for residents, we also want to provide opportunities for them to stay, invest and build wealth in their community. Our housing programming creates a pipeline for residents to transition from renters to homeowners and from employees to prospective community residents.





## **08. Life Sciences Proposal**

In an ideal biotech world, scientist-innovators and other talent of every conceivable identity across the spectrum of humanity would be equitably represented and engaged throughout all roles from labs to leadership in solving the world's most pressing health problems with creative science. And collectively that mosaic workforce would be activating those discoveries commercially in just ways that inclusively impact all populations in need. In the real world, however, healthcare inequities persist from clinical trials to access to necessary treatments and the biotech industry's workforce still has a distance to go for its gender and racial representation to reflect the population it serves.

According to a 2020 biotech employee survey by Bio Innovation Organization (BIO), only 4% of those surveyed identified as Black, and only 5% of Latino heritage, compared to 59% who identified as White. Women make up 47% of the overall workforce after making gains for several years, yet only 23% of biotech industry CEOs. There's need for bold, targeted, intentional, and unceasing effort to forge greater inclusion in the industry and in the life sciences that power the industry.

As part of our proposal, LabCentral Ignite will help to anchor P3 and break down barriers to entry in the life sciences industry. With a 10,000+ SF life sciences training center at P3, LabCentral Ignite will advance equity in biotech workforce development and job placement. This new center, designed, staffed, and operated by LabCentral's new Ignite team will be wholly focused on harnessing the power of community to address systemic racial and gender underrepresentation in the life sciences.

This new training center will be heavily subsidized by the development to underscore the importance of LabCentral Ignite's demonstrated ability to work with and invest in the local community to help train residents with the skills needed to bring them into jobs with career tracks and strong earning potential for life, particularly in the booming life sciences industry.

#### **ABOUT LABCENTRAL IGNITE:**

Biodiversity is a measure of the variety of living species on Earth, as many know. When we consider the make-up of human beings engaged in creative, translational life sciences and the global biotechnology industry their work has powered, biodiversity is, for us, both a play on words and the inspiration for LabCentral Ignite's work.

Through a range of equity-driven programs and a growing member network of industry, startups, higher ed and nonprofits committed to greater diversity, LabCentral Ignite is a first-of-its kind organization working to connect Black, Latinx, women and other underrepresented students and innovators to academic, technical skills-building, mentoring, job placement and board and leadership preparation opportunities that fuel biotech diversity and inclusively transform careers.

#### **WHY**

LabCentral's flagship site at 700 Main Street is less than 40 feet from the front doors of residents of The Port, a neighborhood with two large city housing developments. This racially and ethnically diverse neighborhood is surrounded by gentrification stimulated by the continuing biotech boom that Kendall Square has become known for. According to 2019 reports, residents of The Port receive an average of \$32,6309 in household income a year, but face the reality of the cost of living for a family of four in Cambridge ringing in at over \$109,000. And yet, 40-feet away, stands LabCentral, where the entry level assistant role, which does not require a Bachelor's degree, pays \$45,000 and comes with a full set of benefits. This 40-foot difference is somehow still monumental. This reality was the catalyst behind the birth of LabCentral Ignite, a new permanent initiative by LabCentral.

Research indicates that human difference makes a difference in sparking life-changing innovations in research and development. That body of research, coupled with fast-paced demographic change, persistent disparities in health outcomes, and growing workforce needs, has become a linchpin of the rather urgent imperative in the biotechnology industry to foster greater racial, gender and other representation among the scientists, entrepreneurs, biomanufacturing workforce and others across the breadth and depth of the sector.

These factors make up the essential business case for more inclusive talent development in biotech. The human case for a more inclusive industry matters as well. Workplaces that function through a true lens of diversity, equity and inclusion enhance the quality of human life by bringing people together across race, gender, socioeconomic, country of origin, culture, and point of view to connect, learn from and inspire one another, expand emotional

intelligence, and deepen empathy. The human case creates a feedback loop, of course, that serves business interests by fostering retention, employee satisfaction, a highly engaged workplace – and therefore more innovation.

## **WHAT + WHO**

LabCentral Ignite is in the right place at the right time as the only organization dedicated full time to cultivating greater diversity, equity, and inclusive culture across the biotech industry in Boston and beyond. They are charged with leading, convening, connecting, instigating, and inspiring more equitable participation of Black, Latinx/o/a (Latinx), women and other underrepresented people in biotech from labs to leadership, and from the STEM student journey to the entrepreneurs advancing the life-changing innovations that save, heal and improve the quality of lives around the world.

## **HOW**

LabCentral Ignite takes the unique approach of building partnerships, elevating the work of others, and recognizing the power of collaboration. The LabCentral Ignite training center will be home to multiple local and regional training programs that have decades of experience training local youth and adult learners. With no fewer than 8 partners already in the list of programs that are unable to scale due to space constraints, LabCentral Ignite brings more than their new programs to this extended P3 development and the greater Nubian Square/Roxbury area.

LabCentral Ignite has already been operating the LabCentral Learning Lab at its 700 Main Street facility that is a co-training/co-work teaching lab for four nonprofit STEM Education and workforce training programs, including MassBioEd, LEAS Lab, BioBuilder Ed Foundation, as well as the physical office location for Life Science Cares. The lab has also hosted dozens of fieldtrips and hundreds of workshops for students, adult learners, and teachers. This co-teach model will scale to serve at least 6 nonprofit training programs, all of which will be able to double or triple their training capacity by having additional space through the P3 site.

In addition, LabCentral Ignite will scale their own content which is focused on connecting talent to entry level opportunities and advancing diverse scientists within the industry. Programs of relevance from LabCentral Ignite (which will be headquartered here) include:

### **For Residents of Roxbury and Greater Boston**

#### **What the Heck is Biotech?**

*Deliver workshops offered in partnership with other nonprofit training and education providers, for adults and students living in diverse neighborhoods that are proximal to biotech hubs to understand paths into the industry, and gain access to local programs that can help put them on paths of interest*

#### **Career Forge**

*Identifying, training, assessing and placing talent into research and technical lab support roles. Connect the talent landscape of Black, Latinx, and other historically excluded people to meaningful industry opportunities. This program is expected to scale to train and place over 100 people annually in the next 3 years.*

#### **bioDiversity Job Connector**

*A job matching platform and resource center working at the intersection of industry and entry-level talent. This service ensures basic standards are met for entry level roles in the industry, including fair wages, competitive benefits, stable shifts, and opportunities for upward mobility while simultaneously vetting candidates from the local community and beyond to increase accessibility and decrease bias talent faces at the front door of industry's hiring organizations*

#### **Life Science Careers + Diversity – Public Awareness Campaign**

*Local/Regional scalable ad and social media campaign to build public awareness of career opportunities in life sciences and biotechnology, featuring scientists and biotech leaders of color*

#### **Leadership and Inclusive Talent (LIT) Science Fellows**

*A pre-doctoral program focused on placing and preparing the brightest recent graduates for careers in translational science through placement with innovative biotech teams for 24 months of preparation for doctoral studies*



## For Biotech Hiring organizations at P3 development and beyond...

### **Ignite bioDiversity Network**

*A membership platform for biotech and biopharma companies, nonprofits and nonprofit training programs focused on building collaborative energy and share best practices in efforts to build a more inclusive industry and hire from LabCentral Ignite's MoSalc Innovation Network.*

### **DEI Leadership training**

DEI leadership training and anti-bias training for early and growth-stage startups to build inclusion early for startups seeking to leverage diverse talent

### **DEI Maturity & Demographics Surveys**

Provide the best platform for industry organizations to understand how their DEI strategy stacks up and a consistent demographics and diversity data management platform

### **National bioDiversity Reports**

Produce annual national reports on diversity in biotech entrepreneurship/early stage, and across biotech and biopharma

### **Industry Thought Leadership**

Amplify perspectives and lessons learned from Black, Latinx, women and other

### **LabCentral Ignite bioDiversity Awards**

The national annual industry award event recognizing progress in corporate DEI, educational institutions, and innovation in biotech diversity initiatives

### **Ignite Golden Ticket & Fellows Program**

*Annual program supporting development of the highest quality diverse founders and entrepreneurs*

### **BOLD (Board Orientation & Leadership Development) Training**

*A cohort leadership training module providing emerging leaders of color support and access to prepare for executive and board level roles in the industry*

### **Blueprint to Biotech Entrepreneurship**

Providing highly qualified doctoral or post-doctoral students from our MoSalc Network for intensive accelerator training focused on translational science & entrepreneurship

## For The Greater Ecosystem

### **MoSalc Innovation Network**

*A membership platform for minority serving institutions (MSIs), translational scientists, principal investigators, and undergrad/grad students to build collaborative energy and industry connectivity to increase efficacy and improve student outcomes*

### **Fire Circles**

*Convening of various stakeholders and cross-stakeholder groups (education, students, teachers, professors, curricular experts, HR professionals, corporate & startup leadership, DEI professionals) to build new best practices and momentum around topics ranging from STEM Education to talent development and DEI practice*

More specifically, LabCentral Ignite's What the Heck is Biotech? Workshop series and targeted Public Education campaign will serve to support awareness and create onramps for Roxbury residents into workforce training programs including Ignite's Career Forge, MassBioEd's Apprenticeship Program, and Associates Degree programs

with Benjamin Franklin Institute of Technology and Roxbury Community College, among many others within the LabCentral Ignite network. Because of LabCentral Ignite's collaborative approach, Roxbury residents will not only have direct access to LabCentral Ignite's content, but to a connect that will direct them to the best training program and opportunities to build on their specific experience and interest.

This work will also elevate awareness of trajectories for youth, among children and young adults themselves, as well as the parents who support them in their early decisions about education and training. Through this work, Ignite will both increase interest through its STEM education partners, track trajectories of participants, and support their entry to the workforce through career readiness and advancement programs focused on connecting talented diverse people to opportunities that generate wealth.

In addition, LabCentral Ignite's Career Forge program is set to scale in the next two years. This program sits at the intersection of talent and industry and is focused on upskilling diverse, talented people and supporting their placement into the LabCentral bioDiversity Network of employers. The program focuses on two primary student profiles and desires to scale to place 80-100 people every year within the next three years.

- According to a study of local students conducted by The Boston Foundation, many of those with a bachelor's degree in a "Natural Sciences" field of study are underemployed. This report identifies a lack of equitable access and the need for additional job search support as two challenges these candidates face. In addition, there are more than a dozen relevant professional certification and Associate's degree programs offered whose graduates are often written off as under-qualified because of historical precedence towards a four-year degree being the basis for qualified lab team members. This is the case even if they have the baseline technical skills required for these roles.

Career Forge is focused on empowering these candidates through lab upskilling, confidence building, and workplace competency focus to ensure they are ready for placement in research roles that will launch their careers.

- The pervasive industry opinion is that these roles in laboratories require, at least, a four-year degree and traditional internship or work experience is eliminating a significant portion of the candidate pool. It is clear that some programs are both highly efficient at training their non-credentialed students on the right skills for these positions, while simultaneously convincing industry hiring organizations that their students are fully prepared despite their lack of a traditional four-year training program. Instructors from these programs have said that their students need additional assistance in finding advocates and support for placement within industry. In addition, some programs that struggle most with placement have specifically flagged the need for feedback and support in making curricular adjustments to better train their students to industry's needs.
- Career Forge will focus on adults interested in transitioning who have technical and mechanical training or work experience. Handypersons, mechanics, veterans, tradespeople, inventory management, and others who may be interested in making a transition to a professional work environment where there is opportunity to build a career trajectory, will get basic introductions to biotechnology, lab operations, facility support, environmental health and safety, etc. This training will provide placement into roles like lab technicians, lab operations and lab facilities.

LabCentral Ignite will work with the P3 development team to build on its public education campaign in Roxbury in mid- 2022, prior to the final RFP designation. Through informative signage and ads, engagement with schools, community centers and places of worship, as well as an initial round of What the Heck is Biotech? workshops, Ignite will begin to educate the local community on opportunities in the industry, and direct adults interested in transitioning to training programs that are active and available for enrollment.





## 09. Permits/Licenses

Please reference the table of anticipated major discretionary federal, state and local permits and approvals provided in Section 3.

The full range of operational permits will depend on specific tenant uses, which remain largely unknown at this time. For example, the table lists a Sewer Use Discharge (TRAC) Permit that may be required for the proposed research and development use depending on the discharge profile of life sciences tenants (at such a time as specific tenants are identified). This is a construction-period approval to be sought (if needed) commensurate with lease up.

Any restaurant or food and beverage tenants will pursue and secure all necessary permits for food service operations (i.e., liquor licenses, fuel oil storage permits, place of assembly permits, etc.). Generally, approvals relating to the specific business of a tenant will remain the responsibility of such tenant.





## 10. Additional Data

As we crafted our vision for the Project, we met with several key community organizations and members to better understand the people’s desires for this site. These conversations have directly informed the Project we have proposed, and we sincerely look forward to continuing to collaborate with the neighborhood in creating a Project that serves their best needs and interests. Some of the groups or organizations with whom we have discussed these topics include the following. Several of these groups were so compelled by our proposal that they have issued letters of support of our team. Those groups are highlighted in **bold purple** below and their letters can be found within the Letters of Support subfolder in our submission package.

Massachusetts State Representative Chynah Tyler  
The American City Coalition

Christine Araujo and Charlotte Rice

The Good Shepherd Church

Bishop Sam Hogan

**Benjamin Franklin Institute of Technology**

**Aisha Francis, Ph.D.**

Northeastern University

Ralph Martin, John Tobin, Kathy Spiegelman, Sandy Tierney, Mahmood Malihi (Leggat McCall)

Boston Housing Authority at Whittier Choice

Kathryn Bennett

Edward M Kennedy School

Caren Walker, Elmer Freeman and Albie Holland

Whittier Street Health Center

Frederica Williams

**United Neighbors of Lower Roxbury\***

**Bill Singleton**

Roxbury Main Streets

Robert George

Black Market Nubian Square

Kai and Chris Grant

Roxbury Cultural District

Daniel Callahan, Kelley Chunn, Yusuf Bramble and Anita Marson-Matra

**Twelfth Baptist Church**

**Reverend Willie Bodrick, II J.D., M.Div.**

National Center of Afro-American Artists

Barry Gaither

Preservation of Affordable Housing (POAH)

Rodger Brown

**Roxbury Community College**

**Jackie Jenkins-Scott**

Madison Park Technical Vocational High School

Dr. Sidney L. Brown, Head of School (Principal)

Ms. Brandy Cruthird, Dir. Of Strategic Engagement and Communications

Tenacity

Ned Eames, Karen Holmes Ward, Rob Wadsworth, Mark Marguiles and Lauren Maggio

Former Mayor Kim Janey

Reclaim Roxbury

Armani White

Haywood Fennell

Keith Motley

Nubian Square Coalition

Sadiki Kambon

\*HYM/MYCAP have offered to assist UNLR with its efforts to redevelop 90 Windsor Street.