



RENAISSANCE ON THE RIVER

Response to the Request for Proposals (RFP) For City of Lawrence-Owned Properties Lawrence Redevelopment Authority

September 13, 2024

Lawrence Redevelopment Authority
South Canal, Phase I MERRIMACK PAPER SITE
7 South Canal Street Map 123 Lot 1
9 South Canal Street Map 123 Lot 2
19 South Canal Street Map 123 Lot 3

Additional Consideration
South Canal, Phase 2
55 South Canal Street Map 103 Lot 6A

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COVER LETTER

Principal Point of Contact

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September 13, 2024

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South Canal, Phase I MERRIMACK PAPER SITE
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Additional Consideration
South Canal, Phase 2
55 South Canal Street Map 103 Lot 6A

Dear Octavien Spanner,

On behalf of the Renaissance On The River team, We are excited to submit this proposal for the development of multiple parcels stretching along South Canal Street, including City-owned land at 7, 9, and 19 S. Canal and at 55 South Canal across Parker Street. Our team comprises industry experts in urban redevelopment, with a proven track record of successful projects throughout the region.

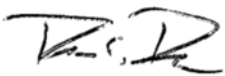
Our vision for this site includes a mixture of residential, retail, and commercial spaces aimed at revitalizing the neighborhood and fostering a vibrant and inclusive community. This development will provide convenient access to the MBTA train stop, enhance the enjoyment of the future Merrimack River Walk, and connect to the region's expanding Lawrence-Manchester rail trail system.

A critical component of our master plan is the integration of neighboring privately owned parcels, specifically the adjoining mill building located at 29 S Canal Street. We also anticipate incorporating development on one additional privately-owned parcel, 49 South Canal, as feasible and warranted to ensure a cohesive and comprehensive development. We are in conversations with this landowner. Potentially other parcels would be added to the development including 2 South Broadway.

Our development team has come together to bring their combined expertise to this project. This diverse team includes DREAM Development, a 100 percent MBE firm, demonstrating our commitment to inclusivity and excellence in all aspects of the development.

We are enthusiastic about the potential of this project to transform the area and are committed to collaborating with all stakeholders to realize this vision. Thank you for considering our interest in this development opportunity. We look forward to working together to create a vibrant and thriving community.

Sincerely,



David E. Deloury

FIRM PROFILE

FIRM PROFILE

Our organization for this new construction and redevelopment project is a joint venture comprising several experienced industry professionals, forming a dedicated entity to spearhead the initiative. Deloury Construction Company Inc., specializing in civil excavation, infrastructure, and site development, along with Blue Ocean Real Estate Advisors, with expertise in real estate investment and development, DREAM Development, an MBE development firm with extensive urban redevelopment experience, will serve as principal partners. Our development team brings extensive experience working on similar local projects, which we have outlined in our submission. Additionally, our collaborative efforts extend to include other key partners who will contribute their resources to ensure the success of this transformative endeavor.

PRINCIPAL PARTNERS

Deloury Construction Company Inc.



Development / Site Construction / Investment / Strategic Planning

Deloury Construction, a full-service construction company based in Andover, MA, has been at the forefront of both general and civil contracting for over 60 years. With extensive experience in the private and public sectors, Deloury Construction tackles a wide array of projects, regardless of size or complexity. Specializing in total site work, their services include site preparation, excavations, housing site development, roadway construction, underground utility work, demolition services, disposal and recycling services, and environmental remediation.

Committed to integrity and professionalism, Deloury Construction ensures that every project is completed with the highest standards of quality from conception to completion. Their people-oriented approach guarantees attentive service and successful project outcomes.

Blue Ocean Real Estate Advisors (BOREA)



Permitting / Development / Financing / Investment

Blue Ocean Real Estate Advisors (BOREA) is dedicated to the revitalization of communities through strategic real estate advisory and investment services. With over 25 years of industry experience, BOREA brings a unique perspective to both local and global marketplaces, leveraging extensive knowledge and a vast network of resources to identify and execute high-value opportunities.

BOREA specializes in discovering off-market opportunities and implementing strategic investments that drive community transformation. The firm has been involved in transactions exceeding \$5 billion across North America, South America, the Caribbean, Europe, and Asia. This broad geographical footprint and deep market insight allow BOREA to deliver exceptional results for clients and partners.

DREAM Development



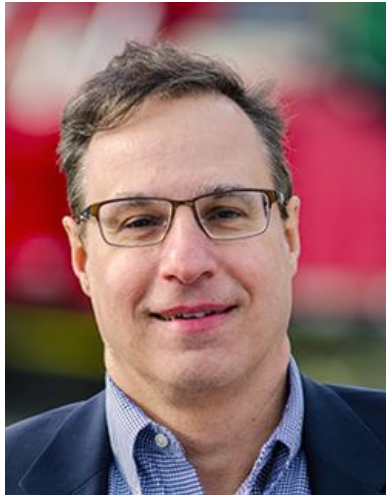
MBE Development Firm

DREAM Development is a Boston-based MBE development firm. We solve complex problems through our diversity of thought, backgrounds and experiences.

As leaders in Greater Boston, our team actively advocates for equitable change and delivers in transformative projects. 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.

DREAM is filling the void left by inequitable development by offering a fresh, inclusive perspective on neighborhood and community-focused development.

FIRM PROFILE



CHRISTOS KULIOPULOS
Blue Ocean Real Estate Advisors



Kuliopulos has over 20 years of real estate advisory and investment experience, including strategic development planning and implementation, capital and partnership structuring, equity raising, real estate investment and commercial due diligence and financial modeling, product positioning and market feasibility, valuation, site selection and acquisition, project management and marketing.

He was the past Partner and Founder of PrimeTime Communities, LLC, a full-service consulting and sales and marketing company. Over a five-year period, expanded the company from three people to 62 and over \$500 million in condominium asset value under management. In addition to managing the day-to-day operations, Kuliopulos was the Partner in charge of all real estate advisory services and development. Prior to PrimeTime, he was a Senior Manager in Ernst & Young's Real Estate Advisory Practice, which had the largest global real estate practice in the world, with over 300 consultants.

Kuliopulos has a Masters Degree (Suffolk University) and Business Administration degree (UMASS, Amherst). He has been published and quoted in multiple local and national periodicals on real estate trends. He currently holds his Massachusetts broker license and completed all of the Member of Appraisal Institute courses.



DAVID E. DELOURY
Deloury Construction Inc.



As a second generation Deloury managing the business, David Deloury has over 30 years experience in the construction business and has become established as a leader within the industry. He has built the business off of the work ethic that was established in the early 1960's by father John "Eddie" Deloury.

Since 1999 when David became owner and CEO, the company has grown substantially, expanding the scope and size of its construction projects. Its diversified portfolio included significant projects in commercial, residential, civil, and utility work, as well as a number of real estate development projects.

In 2007, David founded Africa's Thirst Inc., a 501(c)(3) non-profit organization established to provide the most basic of needs, "Clean Drinking Water", to those in Africa and beyond. Deloury is a member of the CMRA (Construction Materials Recycling Association) and attends the annual conference in supporting the construction recycling industry. He is also a member of the local chapter of the Chamber of Commerce and the U.S. Chamber of Commerce.

FIRM PROFILE



GREG MINOTT
DREAM Development

D/R/E/A/M DEVELOPMENT
DEVELOPMENT POWERED BY DIVERSITY

As Co-Founder and Managing Principal at DREAM Development, Greg specializes in inclusive development, design and planning for community-driven, urban mixed-use, residential and adaptive reuse projects.

Originally from Mandeville, Jamaica, Greg 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. He is a member of the Real Estate Executive Council (REEC) and was the 2021 President of the Boston Society for Architecture (BSA). Greg 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.

Greg is regularly invited to speak on issues related to urban development, design, equity and sustainability. His recent development projects include several ongoing transformative projects in Nubian Square including new mixed-use artist housing and commercial space for the creative economy, and projects in South Boston.



GREGORY MATEO
DREAM Development

D/R/E/A/M DEVELOPMENT
DEVELOPMENT POWERED BY DIVERSITY

Gregory Mateo joined DREAM Collaborative in 2016 and serves as our Associate Director of Project and Real Estate Development.

He oversees all operational and financial activities of the company to ensure that business objectives are met efficiently and effectively. Greg is a part of our management team and if asked to sum up what his role is, he will tell you "I make it work."

Born in the Dominican Republic and raised mainly in Puerto Rico, Greg moved to Lawrence, MA in 2005 - where today he is still a proud resident. Greg's interest in design, development and construction started young, when he would accompany his father who worked in the construction industry to various job sites. He has Associate's degrees in both Architecture / Technology and Drafting and Design and is currently pursuing his Bachelors of Science in Architecture from the Boston Architectural College.

FIRM PROFILE



DIANA MARSH AICP
DREAM Collaborative

D/R/E/A/M COLLABORATIVE

As Director of Urban Design & Planning at DREAM, Diana manages complex projects, bringing a holistic understanding of the factors contributing to the built environment at all scales.

Diana is interested in how land use and urban form affect placemaking, livability, and travel choices. Her urban design skills bridge the gap between the architecture and planning professions, helping knit individual buildings and sites into a cohesive whole and an attractive, inviting public realm.

Diana manages complex planning and development projects, brings land use regulation expertise, including zoning and design guidelines and development review, and helps assess real estate potential through conceptual site planning and massing studies. She has worked for public and private clients on a wide variety of projects in different contexts, from urban to suburban to village-scale. Through policy efforts including master plans, redevelopment plans, corridor plans, and regional resiliency studies, Diana seeks to improve the pedestrian environment, create more sustainable development patterns, and foster more diverse and equitable communities.



PEDRO FAGUNDO AIA, LEED AP
DREAM Collaborative

D/R/E/A/M COLLABORATIVE

Pedro Fagundo is a highly motivated, award-winning, multi-dimensional Senior Project Architect at DREAM with over 25 years of professional architectural experience.






Pedro is especially skilled at effectively dissecting complex client and design team problems to create inspiring buildings and places. Through productive working relationships with clients and the design / engineering disciplines he establishes efficient and collaborative teams. With an integrated design and engineering approach, Pedro objectifies complex buildings and systems into distilled project fundamentals allowing clarity to emerge and articulate solutions to be expressed in the final design.

Pedro received his Bachelor of Architecture from the Boston Architectural College. He is a registered architect, licensed construction supervisor, licensed real estate agent in Massachusetts, a member of the Boston Society for Architecture and is a LEED accredited professional.

FIRM PROFILE

KEY SERVICE PROVIDERS

We have strategically partnered with key stakeholders who bring specialized expertise and share our vision for transforming South Canal Street. These partners, outlined below, will play pivotal roles in the development, with their qualifications detailed in the appendix section of this document.

 <p>RETAIL CONSULTANTS Web: bostonurban.com</p>	<p>Boston Urban Partners brings extensive experience in retail consulting, specializing in urban retail environments. They have a proven track record of creating vibrant, community-driven retail spaces that blend seamlessly with mixed-use developments. Their expertise lies in tenant recruitment, strategic retail planning, and market analysis to optimize the retail component of any project.</p>
 <p>LEGAL COUNSEL Web: dflfp.com</p>	<p>Dalton & Finegold LLP is a law firm specializing in real estate law with deep expertise in complex development projects. They provide comprehensive legal services, including zoning, permitting, land use, and transactional support. Known for their client-focused approach, they work closely with developers to navigate legal challenges and ensure the successful execution of urban redevelopment projects.</p>
 <p>DELPHI CONSTRUCTION Web: delphiconstruction.com</p>	<p>Delphi Construction, Inc. is a versatile construction management firm with extensive experience in delivering complex, multi-phase projects. They specialize in mixed-use developments, providing a full range of construction services from pre-construction planning to project execution. Known for their commitment to quality, safety, and meeting project timelines, Delphi Construction is adept at managing diverse project scopes while maintaining close collaboration with all stakeholders.</p>
 <p>Architect / Land Planner / Designer (MBE) Web: dreamcollaborative.com</p>	<p>DREAM Collaborative is a Minority Business Enterprise (MBE) focused on innovative, sustainable design with a mission to create equitable communities. Specializing in architecture, land planning, and urban design, they bring a holistic and inclusive approach to each project, emphasizing environmental sustainability and community impact. Their expertise makes them ideal for planning vibrant, diverse, and resilient mixed-use spaces.</p>
 <p>GEOTECH Web: haleyaldrich.com</p>	<p>Haley & Aldrich is a nationally recognized geotechnical and environmental engineering firm with a wealth of experience in urban redevelopment projects. They offer expert geotechnical evaluations, foundation engineering, and environmental assessments, ensuring that all development sites are safe, stable, and meet regulatory standards. Their approach integrates innovative solutions to overcome the challenges of complex, urban sites.</p>

***See more qualifications and information in appendix pages 79 - 111

FIRM PROFILE

PROJECT 1

DREAM Development

2147 Washington Street | Roxbury, MA

Type: Mixed use/income; Home Ownership;
Rental

Development Cost: \$42M

Units: 74

Rent: \$1.89/sf - \$3.69/sf

Sales Prices: \$314,000 - \$537,500



New 100,000 sf, 6-story mixed-use building creating an active live-work-play environment, encouraging artistry and entrepreneurship for Nubian Square. All marketed primarily for local artists and individuals engaged in the neighborhood's creative economy, this development will provide 62 affordable rental units and 12 for-sale condos—4 affordable at 70% AMI, 4 at 100% AMI, and 4 at market-rate. The project will also include an interior courtyard, rotating art installations, workshop, retail and commercial spaces, a gallery, parking, and a new home for community staple, Haley House Bakery Cafe.

Our team aims to positively contribute to the revitalization of Nubian Square through economic development, affordable housing, and sustainable building practices. 2147 Washington Street is located on the site of a former parking lot and will be built to Passive House standards, allowing residents to live in comfort while leaving a low-energy footprint. As co-developer, DREAM Development sought out to work with a diverse team of MBE/WBE consultants including our architectural arm, DREAM Collaborative, as architect.

DREAM Development 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. Construction will be complete in 2025.

PROJECT 2

DREAM Development

P3 Roxbury | Roxbury, MA

Type: Mixed-use, mixed-income, development

Co-Developer: HYM, My City at Peace

Development Cost: TBD

Units: TBD

Rent: TBD

Sales Prices: TBD



Through programming, accessibility, mobility, a diverse public realm, and inclusive streetscapes, our plan helps revitalize the Roxbury neighborhood into a place for health, comfort, and growth and connects the area to its history.

As part of a JV development team, DREAM collaborated with HYM and non-profit My City at Peace on this 7.7-acre, publicly-owned vacant piece of land. DREAM is developer on the housing for the project and our architectural arm, DREAM Collaborative, will provide design services for the entire site. Due to its size, proximity to public transit, major roads, and educational facilities, the P3 site has the potential to contribute to the economic development in the Roxbury area, while advancing the community's commitments to affordable housing, arts and culture, and equity.

The team approached the project through three lenses, envisioning that the future of P3 will: Honor the Heritage, Restitch and Regenerate, and Catalyze Local Wealth. Our design will create a new, inclusive mixed-use development to include affordable and market-rate housing, a life science campus, museum space for Embrace Boston, retail, and a variety of public open green spaces.

FIRM PROFILE

PROJECT 3

DREAM Development

24 Westminster Ave | Roxbury, MA

Type: Mixed-income Homeownership
Development Cost: Est. \$7M
Units: 12
Rent: N/A
Sales Prices: \$213,700 - \$ 649,872



DREAM is both developer and architect for this new affordable housing project on a formerly vacant lot. We led the entitlements and community engagement components of the project, managed the design and construction team and assembled the project financing/investment. The project provides 12 new units of housing: (6) 1- bedroom units and (6) 3-Bedroom units. 10 units will be market rate and 2 units will be affordable at 80% AMI and 100% AMI. Construction will be complete in 2025.

PROJECT 4

Deloury Construction Inc

The District Burlington | Burlington, MA

Type: Mixed-use, retail
Role: Civil development general contractor
Development Cost: \$100M

The District Burlington is a dynamic 49-acre mixed use campus with 1.1 million SF of work space, 22,500 SF of new retail and restaurant space and a 170-key Marriott Residence Inn.



National Development purchased the property in 2013, formerly known as New England Executive Park, and transformed it into a vibrant business environment that meets the needs of today's workforce. The District features six restaurants, and new improved open spaces such as nature trails, pedestrian pathways, and pocket parks. Tenants include Island Creek Oyster Bar, Tuscan Kitchen, Pressed Cafe, Tavern in the Square, Mane & Mani and TD Bank.

PROJECT 5

Deloury Construction Inc

The Willows at Boxford | Boxford, MA

Type: 55+ Community
Role: Civil development, general contractor
Developer: Toll Brothers
Development Cost: \$40 million
Units: 66
Sales Prices: \$800k - \$1.23M



The Willows at Boxford, the only new home community for active adults 55+ in Boxford, Massachusetts. The community features an enclave of 66 luxury townhomes and an array of onsite amenities. Residents living in the community are surrounded by a picturesque setting close to recreation, parks, shopping, and dining.

FIRM PROFILE

PROJECT 6

Deloury Construction Inc

Millipore Sigma | Burlington, Massachusetts

Type: Life science, workspaces

Role: Civil development, general contractor

Development Cost: \$200M

The 280,000ft² Burlington Millipore Sigma campus is spread over five storeys and includes office spaces with flexible workspaces, laboratories and a customer service and call center. Rooms for training, display, storage and instrument repairs are also available.



The \$115m project was announced in July 2016, with construction starting the same month. The facility replaced MilliporeSigma's existing location in Billerica, Massachusetts.

The new building provides employees with a sustainable and collaborative working environment. All 850 of the Billerica facility's employees have been relocated to the new campus, which is home to almost 1,000 employees.

The facility is also Leadership in Energy and Environmental Design (LEED) certified and includes 70,000ft² of space for future expansion.

PROJECT 7

Blue Ocean Real Estate Advisors

35 Garvey | Everett, MA

Type: Mixed-Use, Residential, Retail, affordable and market rate

Co-Developer: Greystar

Development Cost: \$150 million

Units: 450 units

Rent: Starting at \$2.4k

Garvey is a 4-acre 450-unit multifamily development in two 5-story podium buildings located in Everett, MA.



Garvey consists of well-designed open space and amenities including a pool, roof-top BBQ and social spaces, dog park, and retail space tenant conveniences. The immediate neighborhood is experiencing the opening of numerous new restaurants, pubs and retail stores.

Located in a newly created Redevelopment District and Qualified Opportunity Zone, Garvey is situated near mass transit, within 3 miles of both Logan Airport and the Boston Financial Center, and roughly 1.5 miles from the newly opened Wynn Encore Casino—which employs 5,000 workers.

FIRM PROFILE

PROJECT 8

Blue Ocean Real Estate Advisors

Assembly Brickyard | Somerville, MA

Type: 1.2 million sq. ft. life science development

Co-Developer: DivcoWest

Development Cost: \$1.5 billion

Assembly Brickyard is a 3-acre 600,000 square foot development of a 19-story life science lab and biotech R&D building located in the Assembly Row district of Somerville, MA. The LEED Platinum building is being developed to meet the significant demand for life science and biotech space in the Boston/Cambridge metropolitan area. Boston/Cambridge is the leading metropolitan area for the life science and biotech industry.

Assembly Row is quickly establishing itself as a life science cluster and location for corporate offices with investors such as Divco West, BioMed and Blackstone making investments in life science developments and the recent completion of PUMA's new US headquarters and the opening of a Partners Healthcare office building. Assembly Brickyard is also located in a Qualified Opportunity Zone.



PROJECT 9

Blue Ocean Real Estate Advisors

Axiom | Cambridge, MA

Type: Multi-family

Co-Developer: Urban Spaces LLC

Development Cost: \$52 million

Units: 115 units

Rent: \$3k - \$5k

This six-story, transit-oriented, mixed-use building was the first of the projects developed by Urban Spaces along the First Street Corridor.

Comprising 115 luxury apartment units and 3,800 SF of ground-level retail space (leased to Toscanini), Axiom was completed in June of 2015, leased up within months of completion, and sold to national multifamily REIT Aimco.

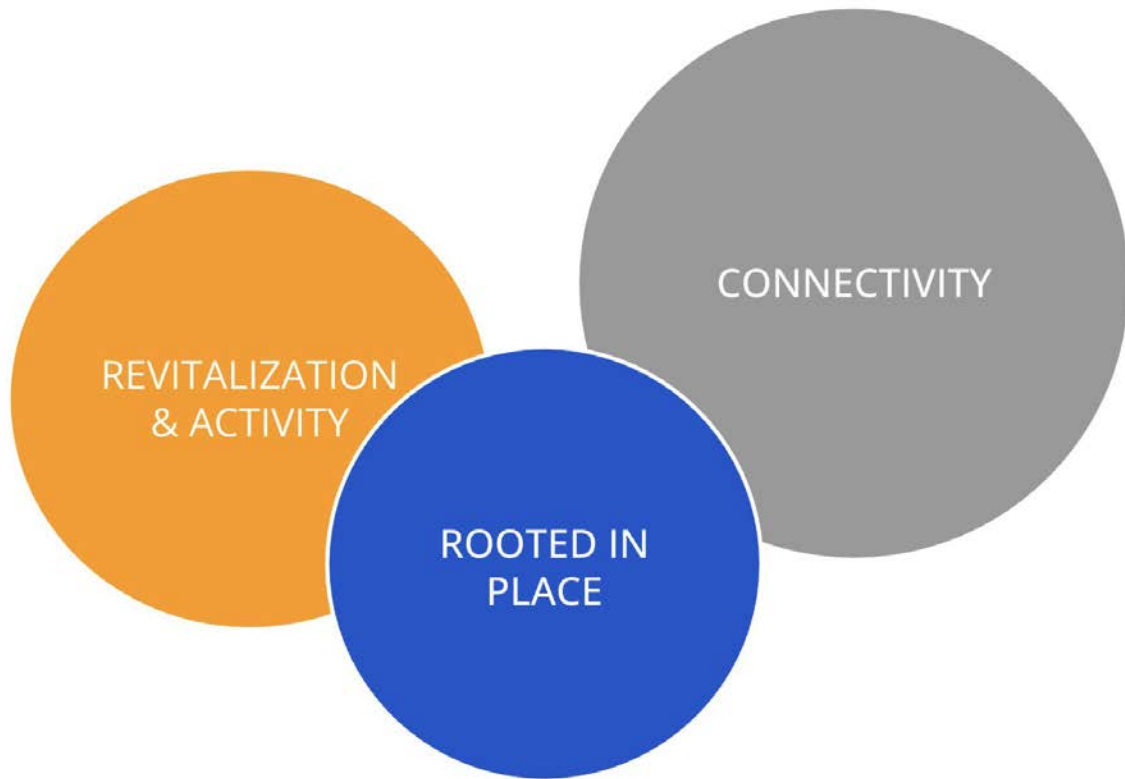
Located between the MBTA Kendall Square and Lechmere stations – a half-mile from the Massachusetts Institute of Technology campus – Axiom was built LEED Silver certifiable. The complex offers an extensive array of amenities, including a 24-hour, state-of-the-art fitness center; a landscaped courtyard with a grilling station, an outdoor fireplace lounge, and café seating; a resident social lounge with a wet bar and large screen TVs; and an underground parking garage that accommodates 90 vehicles. The complex has a Walk Score of 91 and a Bike Score of 98.



APPROACH & METHODOLOGY

APPROACH & METHODOLOGY

REDEVELOPMENT VISION



Our proposal includes a variety of residential options nestled along the riverfront, event / community space and a versatile event venue within the restored mill building. The plan prioritizes the preservation of historic structures and creates inviting open areas for communal gatherings and leisure. Central to our vision is enhancing connectivity, with easy access to nature trails, riverfront activities, and transportation hubs, fostering a thriving and connected community.

REVITALIZATION & ACTIVITY

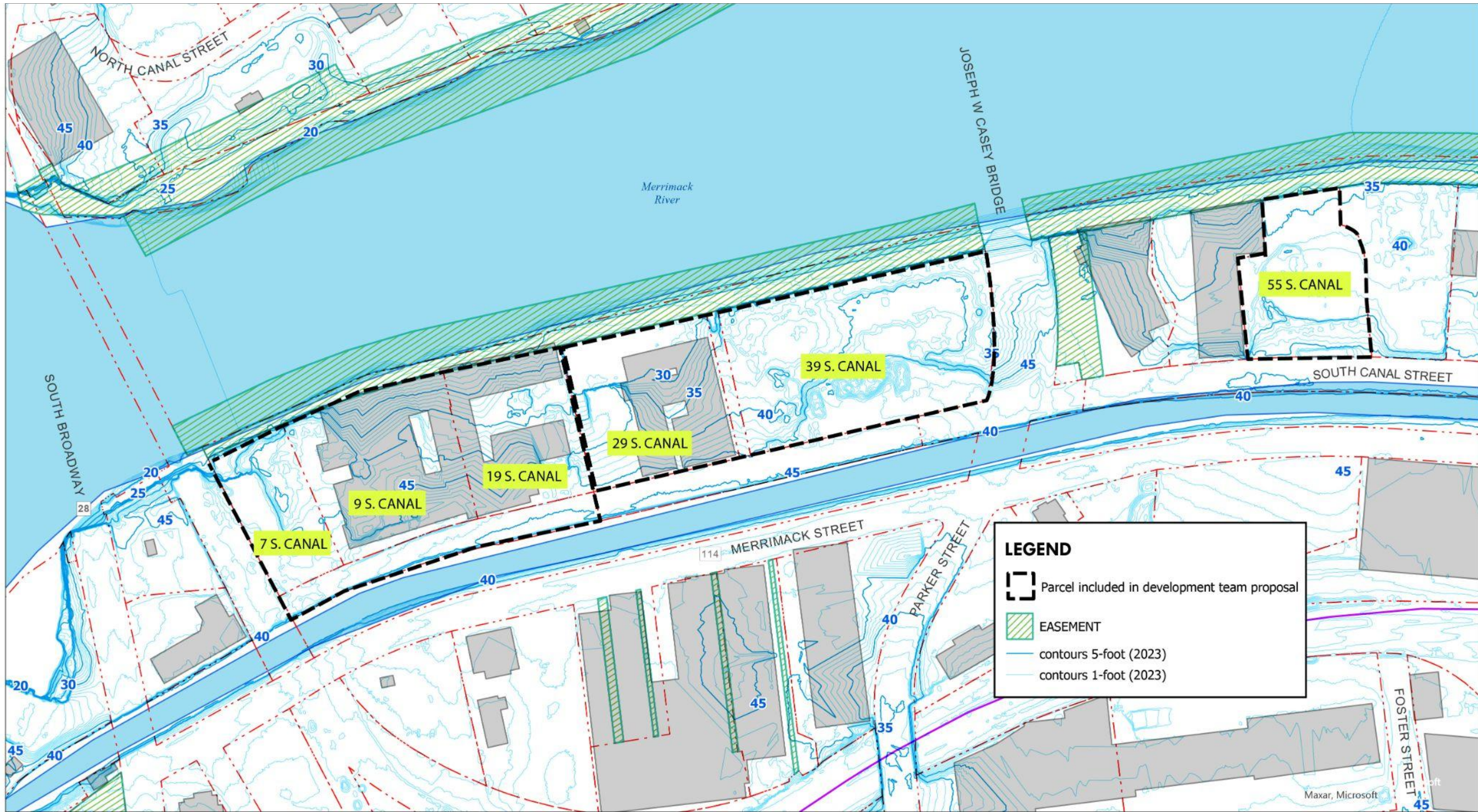
- 665 apartments and townhouses lining riverfront
- 50,000 SF event / market space in renovated mill building

CONNECTIVITY

- Enhancing planned rail trail and waterfront loop
- Improved Merrimack River access for fishing, picnicking, recreation
- Proximity to commuter rail station

ROOTED IN PLACE

- Preservation of majority of historic mill building & structures
- Open space along rail trail
- Places to gather, relax

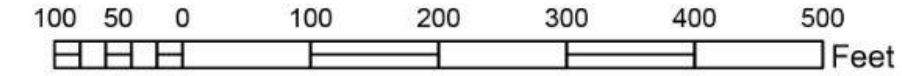


LEGEND

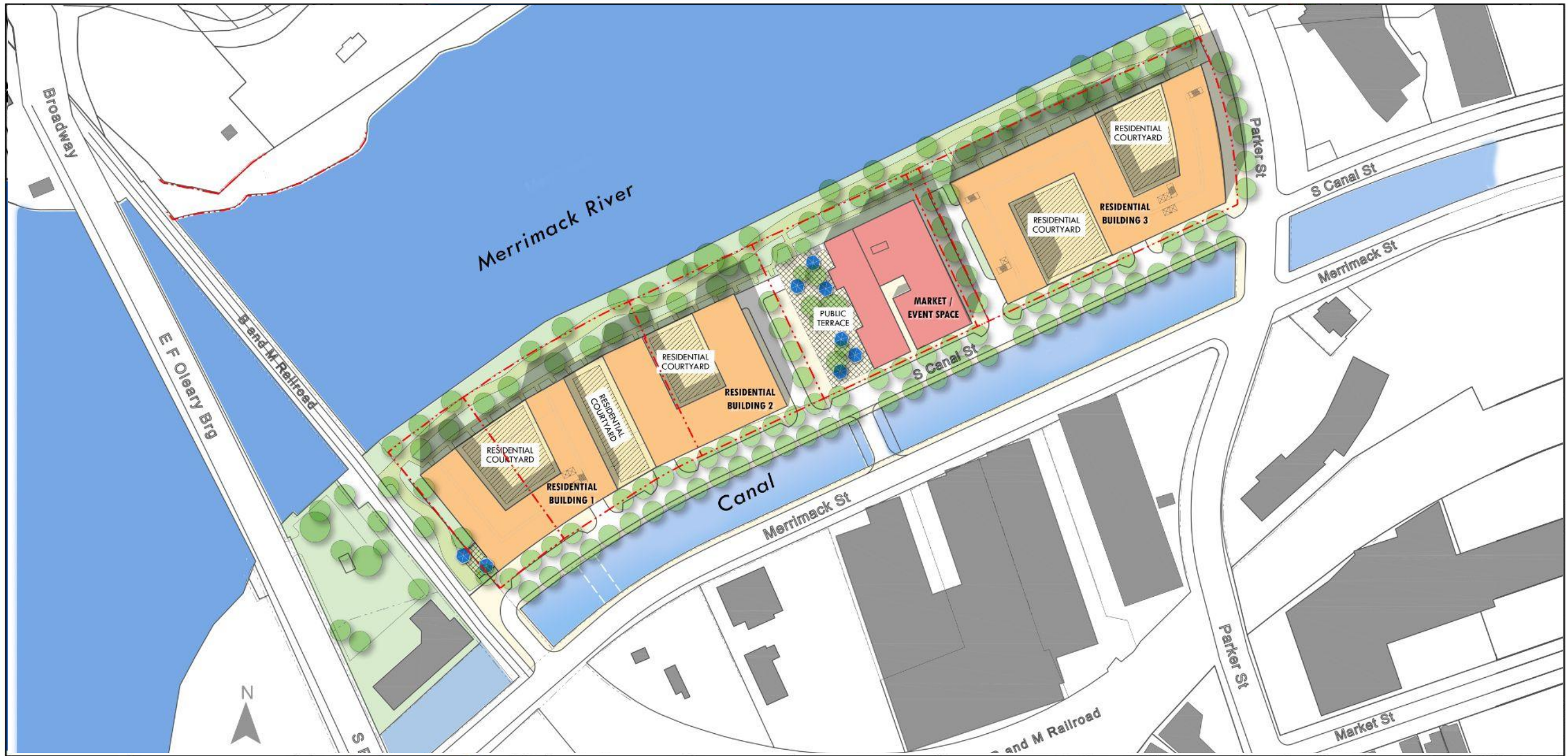
-  Parcel included in development team proposal
-  EASEMENT
-  contours 5-foot (2023)
-  contours 1-foot (2023)

BASE MAP 5/28/2024

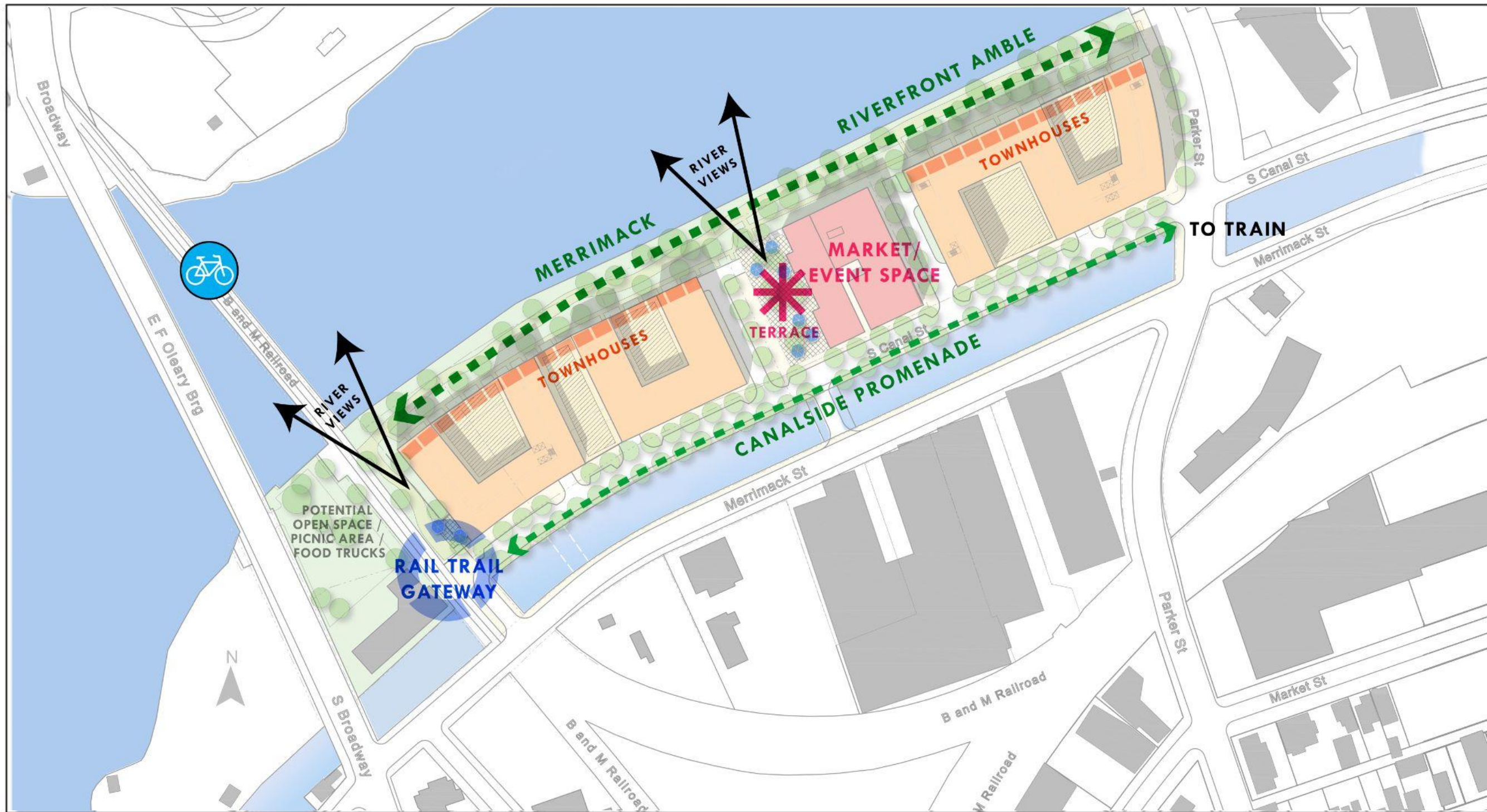
SOUTH CANAL ST. PROPERTIES, CITY OF LAWRENCE



D/R/E/A/M COLLABORATIVE
 POWERED BY DIVERSITY

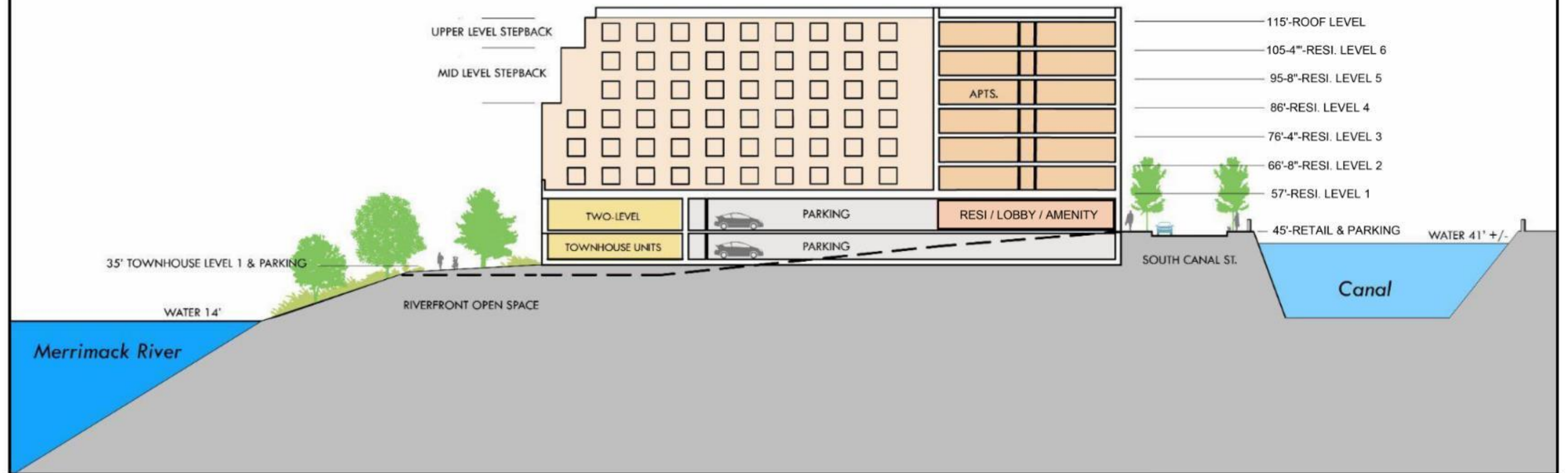


CONCEPTUAL SITE PLAN



URBAN DESIGN VISION

Conceptual Site Section



LOOKING NORTH THROUGH TYPICAL RESIDENTIAL BUILDING FROM RIVER TO CANAL

APPROACH & METHODOLOGY

DEVELOPMENT PLAN & PROJECT APPROACH

Lawrence Concept Plan

West Block	gross floor area for apts.	total # apt units	gross floor area for townhouses	total # townhouse units	commercial / event space	parking spaces
Resi Building 1 (6/2)	186,798	159	18,353	13	0	404
Resi Building 2 (6/2)	186,131	158	9,882	7	0	
Resi Building 3 (6/2)	308,375	262	21,176	15	0	326
West Block: Mill Bldg, west side + 1 level parking below terrace next door (10,717 SF footprint)					15,000	38
West Block: Mill Bldg, east side (18,522 SF footprint)					35,000	0
On-street parking, South Canal Street						20
TOTAL	681,304	579	49,412	35	50,000	788
Residential parking ratio (west block only)						1.19
Non-residential parking ratio (west block only) (additional spaces possible through shared parking with residential uses)						1.16

East Block	gross floor area for apts.	total # apt units		commercial / event space	parking spaces
55 South Canal St. (4/1)	60,000	51		25,000	50
non-residential pkg. can be provided through sharing with the residential spaces			residential parking ratio, east block		0.98

TOTAL residential yield by type	741,304	630	49,412	35	
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Total Yield	apts & TH, GSF	Apts & TH, Units	TOTAL retail & community	Total Parking Spaces
	790,716	665	75,000	838

APPROACH & METHODOLOGY

COMMUNITY BENEFITS



OFFERING

665 units of diverse residential options including affordable / workforce housing options

Focused on essential industries such as biotechnology, food services, and trades

Publicly-accessible, flexible festival marketplace / event space supporting local businesses and entrepreneurs

Versatile event venue and open areas for community gatherings

Enhanced connectivity with trails and riverfront activities

Easy access to transportation hubs fostering community growth and vitality

OPPORTUNITIES

The Commonwealth of Massachusetts faces an estimated housing shortage of 200,000 units

Lawrence needs more low and medium housing units to support economic growth and sustainability

Transit-Oriented Development (TOD) is the most desirable approach to adding low and medium housing

Opportunity to bring a skilled workforce to boost the local economy

Two thousand plus construction and trade jobs will be created approx.

Two hundred permanent jobs will be created approx.

Generating over \$1 million in property tax revenue (not including private development portion of project)

APPROACH & METHODOLOGY

DEVELOPMENT PLAN & PROJECT APPROACH

Project Overview

Our concept aims to extend the transformative development from the City-owned parcels to include adjacent parcels to the east, owned by the Riverview Business Center and South Canal Real Estate. This approach will create inviting public open spaces, distinctive retail and event areas, pedestrian amenities, and shared parking by leveraging synergies and efficiencies.

Integrating the city-owned parcel on South Canal (Phase 1, Merrimack Paper Site) with the privately-owned parcel at 55 South Canal Street (Phase 2) will maximize the project's impact and contribute significantly to the city's development.

Project Concept

Renaissance on the River: A Community-Centered Development

Renaissance on the River envisions a vibrant, community-focused destination for South Canal Street, blending historic preservation with modern development. The project will revitalize the riverfront and integrate residential, commercial, and recreational spaces, celebrating the city's industrial heritage.

The residential component will offer a variety of housing options with modern amenities, green spaces, and river views. Wellness facilities, including a rock climbing wall, pet-friendly services, and preserved daycare facilities, will support a diverse and inclusive community.

A landscaped riverfront promenade will connect gathering spaces and gardens, hosting community events and encouraging public interaction with the river. Low-impact boat access will promote activities like kayaking, and integration with the region's Lawrence & Manchester rail trail system will offer bike rentals and enhance connectivity. The development will also link to the corner park along the river, which will continue to provide seasonal food services.

APPROACH & METHODOLOGY

DEVELOPMENT PLAN & PROJECT APPROACH

Program & Land Use

Renaissance on the River includes a variety of residential spaces nestled along the riverfront and canal side, with residential lobbies, amenity spaces, and ground-floor townhouse-style units on the lowest floors in order to create activity along both waterfronts. A versatile event space will be created within the restored mill building complex at 29 South Canal Street, flexibly designed to host public events, seasonal festivals, and community gatherings. The ground floor of 29 South Canal will also provide space for a variety of businesses such as restaurants and coffee shops. Farther east at 55 South Canal, a new mixed-use building will provide substantial space for a workforce training operation, upper-floor apartments, and parking. This will serve as a space for cultural and social activities, bringing together residents, visitors, and local businesses to foster a lively community atmosphere. Overall, our project weaves together the preservation of historic structures and vibrant new construction, tied together with inviting open spaces for communal gatherings and leisure.

Our project revitalizes this central location of Lawrence with the following land use program:

- A total of 665 residential units, including 630 residential apartments spread across four new construction buildings, and approximately 35 duplex townhouses lining lower garage levels along the riverfront on the main block.
- The development will primarily consist of rental housing, including a mix of apartments and townhouses. Approximately 20% of the units will be designated as affordable / workforce housing at various income levels.
- Apartments will have a variety of unit sizes, from 1 bedroom to 3 bedroom. Townhouses will offer a two-level format with two or three bedrooms and individual entries from a walking path facing the river.
- The existing mill building complex at 29 South Canal will be renovated to provide approximately 50,000 SF of ground-floor and upper-level space for flexible uses, including retail, offices, and community event spaces.
- A new mixed-use building at 55 S. Canal, closest to the train station, will provide approximately 25,000 square feet of space on floor two for a workforce training facility.
- Naturalistic open spaces and walking paths along the Merrimack River, and a new promenade directly adjacent to the canal. These linear spaces will be linked together with a new terraced open space, built above a new parking deck, that steps down from the grade of the canal promenade to the riverfront walkways. Restaurants and event spaces in the revitalized mill building will open onto this terrace and the riverfront, increasing accessibility of the open spaces and keeping them active and well-used both daytime and evenings.

APPROACH & METHODOLOGY

DEVELOPMENT PLAN & PROJECT APPROACH

Architectural Character

The architectural character of Renaissance on the River will be rooted in place. Drawing cues from the existing mill complex at 29 South Canal Street, the new construction provides a modern interpretation of Lawrence’s historic industrial buildings. New buildings will have larger massing volumes that echo the strength and confidence of the city’s mill buildings, but tempered by smaller massing elements that bring the buildings down to a pedestrian scale and relate to the wider landscape. Building materials will include fiber cement, metal panels, and brick accents that relate to the existing brick industrial buildings in the area without trying to copy or compete with them.

An important transformation of the mill building vernacular will be to include active frontages along waterfronts and public streets by means of frequent pedestrian entries and large areas of window glazing giving views into lobbies, amenity spaces, and community event spaces. Along the riverfront on the main block, ground-floor residential townhouses will bring individual stoops and entries to the waterfront, for a measure of neighborhood character and activity. Throughout all buildings, vehicular parking is interior to the buildings, screened from view of South Canal Street and the riverfront by these active uses, or architecturally screened with facade treatments that minimize views of cars and create a pedestrian-friendly rhythm of window-scaled openings.

Building heights for the three larger buildings on the main block will be just under 70 feet, while the building at 55 South Canal Street will be just under 57 feet tall.

Open Space & Landscape Concept

By revitalizing the riverfront, preserving the existing mill complex’s historic architecture, and creating new spaces for living, working, and recreation, Renaissance on the River will stimulate growth and improve connectivity throughout the region. Central to our vision is enhancing physical connectivity within and across the site, fostering easy access to nature trails, riverfront activities, and transportation hubs.

Our project includes places to gather and relax, with pedestrian-friendly and safe waterfront spaces and seating areas along the canal and the riverfront. Terraced publicly-accessible open space, activated by outdoor seating from adjacent restaurants and cafes in the existing mill complex at 29 South Canal, steps down the slope from canal to river. The riverfront walkways and linear open spaces will connect to the City’s planned waterfront loop and Rail Trail bicycle bridge. We envision direct waterfront access to the Merrimack River, including docks or wharves for fishing, and entry points for water-based recreation. Improved travel lanes and sidewalks along South Canal Street will make it easier for people to walk and bike to the commuter rail station.

APPROACH & METHODOLOGY

DEVELOPMENT PLAN & PROJECT APPROACH

Sustainability & Resiliency

Through inclusive design, preservation, and an emphasis on activating public spaces, Renaissance on the River will be a part of Lawrence's ongoing transformation into a dynamic, future-oriented city. The project will serve as a model for the City's transformation, including preparing for future climate change through inviting, livable design. All renovated and new buildings will have floodproofed construction, with living spaces raised above design flood elevations. Our team is aware of the challenges of building within the 100-year and 500-year floodplains, and brings experience in resilient planning and design in waterfront communities. The site will have green landscape design, with an abundance of restored natural areas to help manage and infiltrate stormwater. Shade tree plantings will help lower ambient temperatures, making for a cooler and more comfortable pedestrian experience.

New construction and renovations will consider how to reduce embodied carbon and ongoing building energy use as fundamental guiding principles. The architectural design will include features to provide shading and lower ambient temperatures. We are excited to explore potential building technology certifications and advances such as LEED, Passive House construction, and Mass Timber, including green energy technologies such as hydropower, which can help meet energy and sustainability goals.

The project site design will help move Lawrence from the legacy of its industrial history into the future, with safe, inviting residential units and community-focused spaces. The ground-level and lower level parking garages on the site will serve as physical barriers to on-site AULs (activity and use limitations) by raising the habitable spaces above grade.

At a broader scale, the entire project is sustainable as a compact, walkable development located within a short walk of the commuter train station and local businesses and services in Lawrence. The parking supply for residential units will be limited, targeting residents looking for a walkable community with other travel options beyond driving. All buildings will include secure and safe bicycle storage as well. Renaissance on the River could be an ideal project to jump-start the City's future 3A MBTA Communities zoning district requirement, permitting compact multi-family development close to the train. We encourage the City to consider mapping the 3A zoning in this area.



Renaissance on the River offers a bold and transformative vision for South Canal Street, combining historic preservation with modern development to create a vibrant, community-focused destination.

**Please note that these images are conceptual only. We will work with the City of Lawrence on the final design and program*



Our project will revitalize the riverfront, activate public spaces, and integrate residential, commercial, and recreational opportunities, while paying tribute to the city's industrial heritage.

**Please note that these images are conceptual only. We will work with the City of Lawrence on the final design and program*



A thoughtfully landscaped riverfront promenade will link various gathering spaces and gardens along the waterfront. Designed to host community events, the promenade will be a vibrant space that encourages public interaction with the river.

**Please note that these images are conceptual only. We will work with the City of Lawrence on the final design and program*



Canalside Elevation



Riverfront Elevation

*Please note that these images are conceptual only. We will work with the City of Lawrence on the final design and program

APPROACH & METHODOLOGY

FINANCIAL PLAN

Renaissance on the River, Lawrence
BUILDING 1 and 2, 317 Unit Plan
 Market with Workforce
 Prepared: 9/12/2024

Unit Type	Total GSF	Avg. Unit NSF	Total # Units	Moderate/Workforce 80-100%	Market Unrestricted
Building 1 and 2: Mod/Mkt					
Building					
1 BR		750	84	21	63
2 BR Flat		1,000	119	27	92
2 BR Duplex		1,100	60	17	43
3 BR Flat		1,150	54	10	44
3 BR Duplex		1,200	20	4	16
4 BR					
Total Gross SF	392,400	334,100	337	79	258
Total	392,400	334,100	337	79	258
Other Residential Support Area	7,000			23.4%	
Total Gross Residential SF	399,400	372,929			
Retail Gross S.F.	-	316989			
Parking Gross Area	138,177				
Total Building Gross Area	537,577				

Renaissance on the River, Lawrence
Rent and Expense Assumptions
BUILDING 1 and 2, 317 Unit Plan
 LAST UPDATED 09/12/24

Unit Type	Avg. Unit Net SF	# Units	Gross Rent (unassisted)	Utility Allowance	Contract Rent	Total Monthly Rent	Contract Rent/NSF
Moderate/Workforce 80-100%			87%				
1BR	750	21	\$2,088	\$86	\$2,002	\$504,504	\$2.67
2 BR flat	1,000	27	\$2,349	\$117	\$2,232	\$723,168	\$2.23
2 BR duplex	1,100	17	\$2,480	\$117	\$2,363	\$481,950	\$2.15
3 BR flat	1,200	10	\$2,784	\$148	\$2,636	\$316,320	\$2.20
3 BR duplex	1,300	4	\$3,045	\$148	\$2,897	\$139,056	\$2.23
4 BR Flat	-	-					
Market Unrestricted							
1BR	750	63	\$2,400		\$2,400	\$1,814,400	\$3.20
2 BR flat	1,000	92	\$2,700		\$2,700	\$2,980,800	\$2.70
2 BR duplex	1,100	43	\$2,850		\$2,850	\$1,470,600	\$2.59
3 BR flat	1,200	44	\$3,200		\$3,200	\$1,689,600	\$2.67
3 BR duplex	1,300	16	\$3,500		\$3,500	\$672,000	\$2.69
4 BR Flat	-	-					
Totals	78,650	337				\$10,792,398	

APPROACH & METHODOLOGY

FINANCIAL PLAN

Number of Units:	337	PUPA*	TOTAL
Management Fee	4.0%	1,228	413,953
Renting Expenses			
Management Consultant			0
Advertising and Marketing		0	0
Credit Reports & Fees		0	0
Subtotal: renting expenses		0	0
Admin			
Payroll Admin		223	75,000
Office Expenses		0	0
Payroll Taxes & Benefits		45	15,000
Legal		9	3,000
Audit		18	6,000
Bad debts		0	
Telephone		15	5,000
Office Supplies		0	
Accounting & DP		0	
Marketing		22	7,500
Miscellaneous		0	0
Monitoring Fees		0	0
		0	
Subtotal Admin		331	111,500
Maintenance			
Payroll Maint		600	202,200
Payroll Taxes & Benes		120	40,440
Janitorial Materials/Contracts		75	25,275
Landscaping		225	75,825
Decorating		80	26,806
Repairs		275	92,675
Elevator/Alarm contracts		200	67,400
Trash Removal		150	50,550
Snow Removal		200	67,400
Extermination		75	25,275
Other		25	8,425
Subtotal Maintenance		2,025	682,271
Resident Services		200	67,400
Security		300	101,100
Utilities			
Electricity		300	101,100
Gas		500	168,500
Oil		0	0
Water & Sewer		600	202,200
Subtotal Utilities		1,400	471,800
Real Estate Taxes		1,200	404,400
Other Taxes/payroll		0	0
Insurance (Prop., Liab., payroll, work comp.)		1,100	370,700
Replacement Reserve requirements from lenders		250	84,250
TOTAL OPERATING EXPENSES		8,034	2,707,374

**Renaissance on the River, Lawrence
Year 1 Operating Proforma and Debt
BUILDING 1 and 2, 317 Unit Plan
September 12, 2024**

FIRST MORTGAGE DEBT SERVICE ANALYSIS

Gross Residential Income	Gross Rent From Rent schedule	10,792,398			
Other Income	Per unit ancillary @ \$300	101,100			
Total Gross Income		10,893,498			
Less Vacancy	Blended Vacancy rate @ 5.0%	(544,675)			
Net Effective Gross Income		10,348,823	Stabilized		
Less Operating Expenses		(2,707,374)	Value	Cost	Spread
Net Operating Income		7,641,449	\$ 127,357,490	\$124,403,945	\$2,953,545
			\$ 377,915.40	\$ 369,151.17	
			6.0%	6.142%	
NET OPERATING INCOME	AMT	ANN. PMT	RATE	AMORT (YRS)	
	7,641,449				
First mortgage	80,800,000	(5,676,590)	6.50%	40.00	
Cash Flow Before Taxes		<u>1,964,859</u>			
Debt Service Coverage	Exact		1.35		

APPROACH & METHODOLOGY

FINANCIAL PLAN

Renaissance on the River, Lawrence Sources and Uses of Funds -- Residential BUILDING 1 and 2, 317 Unit Plan

Prepared

09/12/24

0 LIHTC Units
79 Workforce Units
258 Market Unrestricted Units

Market with Workforce

Total # of Units	337
Total Gross Square Feet	537,577
Gross SF Net of Garage	399,400

Summary of Costs

	Total	Per Unit	Total \$/SF	Total No Grg \$/SF
Land Acquisition	\$2,190,500	\$6,500	\$ 4.07	\$ 5.48
Building/site Hard Costs	\$73,385,182	\$217,760	\$ 136.51	\$ 183.74
Parking Decks and Lot Work	\$ 18,873,727	\$56,005	\$ 35.11	\$ 47.26
Retail/Commercial space			\$ -	\$ -
Constr. Contingency	\$4,612,945	\$13,688	\$ 8.58	\$ 11.55
General Development Costs	\$6,740,000	\$20,000	\$ 12.54	\$ 16.88
Financing Fees and Costs	\$5,676,590	\$16,844	\$ 10.56	\$ 14.21
Operating Reserves	\$1,616,000	\$4,795	\$ 3.01	\$ 4.05
Development/Mngt/Agency/Fees	<u>\$11,309,000</u>	<u>\$33,558</u>	<u>\$ 21.04</u>	<u>\$ 28.31</u>
	\$124,403,945	\$369,151	\$ 231.42	\$ 311.48

Summary of Sources

Workforce Program funding	\$15,800,000	\$200,000	\$ 29.39	\$ 39.56
Permanent Debt Financing	\$80,800,000	\$239,763	\$ 150.30	\$ 202.30
Private Equity Investment	\$18,660,592	\$55,373	\$ 34.71	\$ 46.72
Other State/L.R.A. Assistance	<u>\$9,143,353</u>	<u>\$27,132</u>	<u>\$ 17.01</u>	<u>\$ 22.89</u>
Total Financing Sources:	\$124,403,945	\$369,151	\$ 231.42	\$ 311.48

Surplus (Shortfall)

\$0

\$0

APPROACH & METHODOLOGY

FINANCIAL PLAN

Renaissance on the River, Lawrence
55 S Canal LIHTC Program 54 Units
LIHTC over Parking/Retail

Prepared: 9/12/2024

Unit Type	Total GSF	Avg. Unit NSF	Total # Units	ELI/Assisted	LIHTC 60% unassisted
Building 1 LIHTC					
Building 1					
1 BR		700	15	2	13
2 BR Flat		950	21	3	18
2BR Duplex		1,100	6	1	5
3 BR Flat		1,175	12	1	11
3 BR Duplex		1,300	-		
4 BR					
Total	60,176	51,150	54	7	47
Total	60,176	51,150	54	7	47

Other Residential Support Area	2,500
Total Gross Residential SF	62,676
Retail Gross S.F.	25,400
Parking Gross Area	22,650
Total Building Gross Area	110,726

Renaissance on the River, Lawrence
Rent and Expense Assumptions
55 S Canal LIHTC Program 54 Units
LAST UPDATED 09/12/24

Unit Type	Avg. Unit Net SF	# Units	Gross Rent (unassisted)	Gross Rent Assisted	Utility Allowance	Contract Rent	Total Monthly Rent	Contract Rent/NSF
ELI/Assisted				110% of FMR				
1BR	700	2		\$1,631	\$86	\$1,545	\$37,087	\$2.21
2 BR flat	950	3		\$1,725	\$117	\$1,608	\$57,899	\$1.69
2 BR duplex	1,100	1		\$1,725	\$117	\$1,608	\$19,300	\$1.46
3 BR flat	1,175	1		\$1,725	\$148	\$1,577	\$18,928	\$1.34
3 BR duplex	1,300	-		\$1,725	\$148	\$1,577	\$0	\$1.21
4 BR Flat	-	-						
LIHTC 60% unassisted				90% of max				
1BR	700	13	\$1,356		\$86	\$1,270	\$198,167	\$1.81
2 BR flat	950	18	\$1,628		\$117	\$1,511	\$326,398	\$1.59
2 BR duplex	1,100	5	\$1,628		\$117	\$1,511	\$90,666	\$1.37
3 BR flat	1,175	11	\$1,882		\$148	\$1,734	\$228,875	\$1.48
3 BR duplex	1,300	-	\$1,932		\$148	\$1,784	\$0	\$1.37
4 BR Flat	-	-						
Totals	51,150	54					\$977,318	

APPROACH & METHODOLOGY

FINANCIAL PLAN

Number of Units:	54	PUPA*	TOTAL
Management Fee	5.00%	874	47,192
Renting Expenses			
Management Consultant			0
Advertising and Marketing		0	0
Credit Reports & Fees		0	0
Subtotal: renting expenses		0	0
Admin			
Payroll Admin		1,111	60,000
Office Expenses		9	500
Payroll Taxes & Benefits		222	12,000
Legal		37	2,000
Audit		74	4,000
Bad debts		0	
Telephone		56	3,000
Office Supplies		0	
Accounting & DP	LIHTC	111	6,000
Marketing		37	2,000
Miscellaneous		0	0
Monitoring Fees	LIHTC	148	8,000
		0	
Subtotal Admin		1,806	97,500
Maintenance			
Payroll Maint		800	43,200
Payroll Taxes & Benes		160	8,640
Janitorial Materials/Contracts		75	4,050
Landscaping		225	12,150
Decorating		80	4,295
Repairs		275	14,850
Elevator/Alarm contracts		200	10,800
Trash Removal		150	8,100
Snow Removal		200	10,800
Extermination		75	4,050
Other		25	1,350
Subtotal Maintenance		2,265	122,285
Resident Services		200	10,800
Security		300	16,200
Utilities			
Electricity		700	37,800
Gas		500	27,000
Oil		0	0
Water & Sewer		600	32,400
Subtotal Utilities		1,800	97,200
Real Estate Taxes		600	32,400
Other Taxes/payroll/MIP		200	10,800
Insurance (Prop., Liab., payroll, work comp.)		1,100	59,400
Replacement Reserve requirements from lenders		250	13,500

**Renaissance on the River, Lawrence
Year 1 Operating Costs
55 S Canal LIHTC Program 54 Units
September 12, 2024**

TOTAL OPERATING EXPENSES	9,394	507,277
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FIRST MORTGAGE DEBT SERVICE ANALYSIS

Gross Residential Income	From Rent schedule	977,318
Other Income	Per unit ancil	\$300 16,200
Total Gross Income		993,518
Less Vacancy	Blended Vac: 5.0%	(49,676)
Net Effective Gross Income		943,842
Less Operating Expenses		(507,277)
Net Operating Income		436,565

	AMT	ANN. PMT	RATE	AMORT (YRS)
NET OPERATING INCOME	436,565			
First mortgage	5,400,000	(356,540)	6.00%	40.00
Cash Flow Before Taxes		80,025		
Debt Service Coverage		1.22		

APPROACH & METHODOLOGY

FINANCIAL PLAN

Renaissance on the River, Lawrence Sources and Uses of Funds -- Residential 55 S Canal LIHTC Program 54 Units

Prepared **9/12/2024**

LIHTC over Parking/Retail

Total # of Units	54	54 LIHTC Units
Total Gross Square Feet	110,726	0 Workforce Units 0 Market Unrestricted Units

Summary of Costs

	Total	Per Unit
Land Acquisition	\$270,000	\$5,000
Building/site Hard Costs	\$11,759,050	\$217,760
Parking Deck costs	\$3,024,277	\$56,005
Retail/Community Space	\$3,556,000	\$65,852
Constr. Contingency	\$916,966	\$16,981
General Development Costs	\$1,080,000	\$20,000
Financing Fees and Costs	\$896,754	\$16,607
Operating Reserves	\$322,953	\$5,981
Development Fees	\$2,160,000	\$40,000
	\$23,986,000	\$444,185

Summary of Sources

LIHTC Equity	\$8,785,000	\$162,685	100% LIHTC	0.43 LIHTC equity raise
State LIHTC Equity	\$2,700,000	\$50,000	54 LIHTC units	\$50,000 per LIHTC unit
City Affordable Housing Funds	\$3,321,000	\$61,500	54 LIHTC units	\$61,500 per LIHTC unit
EOHLC Affordable Housing Funds	\$3,780,000	\$70,000	54 LIHTC units	\$70,000 per LIHTC unit
Permanent Debt Financing	\$5,400,000	\$100,000	See OPEX and Debt Sizing	
Total Financing Sources:	\$23,986,000	\$444,185		
Surplus (Shortfall)	(\$0)	(\$0)		

APPROACH & METHODOLOGY

FINANCIAL PLAN

Renaissance on the River, Lawrence
COMBINED BUILDINGS 1, 2, 55 S. Canal
SOURCES AND USES OF FUNDING
 Market with Workforce, LIHTC
 Prepared: 9/12/2024

COMBINED PROGRAM	Buildings 1 & 2	55 South Canal St.	Combined Total	
Total # of Units	337	54	391	
Total Gross Square Feet	537,577	110,726	648,303	
Summary of Costs	Total	Total	Total	Per Unit
Land Acquisition	\$2,190,500	\$270,000	\$2,460,500	\$6,293
Building/site Hard Costs	\$73,385,182	\$11,759,050	\$85,144,232	\$217,760
Parking Deck costs	\$18,873,727	\$3,024,277	\$21,898,004	\$56,005
Retail/Community Space	\$0	\$3,556,000	\$3,556,000	\$9,095
Constr. Contingency	\$4,612,945	\$916,966	\$5,529,912	\$14,143
General Development Costs	\$6,740,000	\$1,080,000	\$7,820,000	\$20,000
Financing Fees and Costs	\$5,676,590	\$896,754	\$6,573,344	\$16,812
Operating Reserves	\$1,616,000	\$322,953	\$1,938,953	\$4,959
Development Fees	<u>\$11,309,000</u>	<u>\$2,160,000</u>	<u>\$13,469,000</u>	<u>\$34,448</u>
	\$124,403,945	\$23,986,000	\$148,389,945	\$379,514
Summary of Sources				
LIHTC Equity (MassHousing)	\$0	\$8,785,000	\$8,785,000	\$22,468
State LIHTC Equity	\$0	\$2,700,000	\$2,700,000	\$6,905
City Affordable Housing Funds	\$0	\$3,321,000	\$3,321,000	\$8,494
EOHLC Affordable Housing Funds	\$0	\$3,780,000	\$3,780,000	\$9,668
Workforce Program funding	\$15,800,000	\$0	\$15,800,000	\$40,409
Permanent Debt Financing	\$80,800,000	\$5,400,000	\$86,200,000	\$220,460
Private Equity Investment	\$18,660,592	\$0	\$18,660,592	\$47,725
Other State/L.R.A. Asssitance	<u>\$9,143,353</u>	<u>\$0</u>	<u>\$9,143,353</u>	<u>\$23,385</u>
Total Financing Sources:	\$124,403,945	\$23,986,000	\$148,389,945	\$379,514
Surplus (Shortfall)	\$0	(\$0)		(\$0)

APPROACH & METHODOLOGY

PROJECT TIMELINE

Anticipating a project completion timeline of approximately 4 to 5 years, our endeavor is subject to the intricacies of local and state-level permitting requirements and processes. The outlined timeframes are informed by industry standards and our past experiences in similar projects.

October 2024 - Developer Designation

October 2024 - End of Year 2024: Due Diligence and Contracts

Completion of due diligence and finalization of contracts.
Continue environmental assessments and related reports.

Q1 2025: Permitting Phase

Submission of all necessary permits for site development. Begin review process for building and environmental permits.

Q3 2025: Pre-Construction Work (3-6 Months)

Preparation of construction drawings.
Conduct geotechnical and environmental reports.
Begin site enclosure and Phase 2 environmental reports.
Ensure all reports and pre-construction activities are completed.¹

November 2024: Due Diligence Period

Start of the 60-day due diligence period post-RFP award.
Negotiating contracts with LRA.
Environmental assessments begin.

End of January 2025: Preparation for Permitting

Finalize negotiations and contract preparations.
Complete outstanding environmental reports.

End of Q2 2025: Site Plan Approvals

Achieve all required site plan approvals.
Finalize planning and coordination for upcoming construction phases.

End of 2025: Issue Building Permit

Secure all necessary permits for the construction phase.

Q1 2026: Construction Begins

Start construction on the Roger Piece and renovation of mill buildings.
Address environmental remediation work on city-owned properties.

New Construction Timeline

Estimated completion of each new building: 12 to 14 months per building.

55 S. Canal Street (Fourth Building)

Construction of the fourth and final building, 55 S. Canal Street, will begin after the other buildings are stabilized and completed.

Post-Construction: Stabilization

Stabilization period of 6 to 12 months following the issuance of a certificate of occupancy for each building.

**Timeline contingent and assumed that we will be able to cap the sites, with AULs in place. If site requires removal of contaminated soils, timeline could be lengthened by 6-12 months.*

APPROACH & METHODOLOGY

CITY INCENTIVES & FUNDING ASSISTANCE

The proponent has identified several forms of financial assistance that the City will need to either provide, endorse, or perhaps act as a conduit for state or even federal resources. These are described on the pages to follow and in the financing schedules and include:

- Financing assistance for the 7,9, and 19 South Canal buildings, of approximately \$9.1 million, which will likely be in the form of pass-through funds from the Commonwealth or potentially federal funding programs.
- Affordable housing program funding for 55 South Canal Street of approximately \$3.3 million, to be matched or exceeded by Commonwealth AH funds.
- Infrastructure funding assistance likely through the MassWorks program for approximately \$9.3 million in direct costs plus engineering and oversight costs.
- Brownfields remediation funding likely from MassDevelopment for an unknown amount, tentatively estimated for at least \$2,000,000.

FINANCIAL CAPABILITY

FINANCIAL CAPABILITY

FINANCIAL PLAN & NARRATIVE

The Proponent has provided in an earlier section the detailed project program, project capital budget sources and uses, and rents and operating budgets with approximate permanent debt sizing. These schedules are provided for the two proposed buildings on public land at 7, 9 and 19 South Canal Street, ("Buildings 1 & 2") and the property at 55 South Canal Street. These two schedules are then combined for the total Sources and Uses for the planned buildings on public property. Please note that financial plan or projections for the proposed development of the privately owned parcels is not provided, but these parcels and the buildings planned are of course integral to the overall redevelopment plan. We have also prepared a preliminary schedule of public improvements to for this immediate area, so-called master-plan improvements, which is discussed further below.

The financing plan and proforma schedules assume current available sources of funds such as Mass Housing workforce housing, and also the Affordable Homes Act (recently passed by the Massachusetts legislature and Governor) as a significant source of capital. As that capital is deployed and the program requirements communicated to developers, we will strive to meet their affordability and other requirements. We also understand that the City of Lawrence is undertaking the MBTA 3A zoning which may have specific requirements that may impact our site, and we'll strive to meet those requirements as well once they are shared and understood

The residential development plan has two components.

A. 7,9 and 19 South Canal Street: Development of 337 units of market and moderate rate housing on 7,9 and 19 South Canal Street, together with podium level parking. Total development cost for the residential and parking building is approximately \$124.4 million. Please refer to the schedules for the detailed development budget.

The housing program here will consist of 258 units of unrestricted market-rate rental units, and 79 units restricted as "workforce" housing set at rent levels affordable to households between 80% of AMI and 100% of AMI, and rents set at least 10% below market rates (with some of those units likely somewhat below that level.)

Financing will consist of mostly private debt and equity sources, but also assistance from state affordable housing and workforce housing programs both existing and proposed. Private investment will consist of about \$80 million in permanent mortgage debt, and about \$18.6 million in private equity investment. The permanent loan debt is based on MassHousing permanent debt programs that are available for projects with this proportion of affordability, although other debt sources would likely be available.

In addition to the private investment, the proponent would seek Workforce Housing funds for the 79 restricted rent units, for about \$15.8 million or \$200,000 per unit. This program is expected to be greatly expanded in funding by the Affordable Homes Act and managed by EOHLC or MassHousing. In addition, we estimate a further need for affordable housing assistance from either the Commonwealth, or perhaps funds passed through the City of Lawrence, of about \$9.1 million, or \$27,132 per unit. This is a relatively modest sum for a project of this scale and we hope that funding programs will be available again from the Affordable Homes Act or other avenues.

Cont. on following page

FINANCIAL CAPABILITY

FINANCIAL PLAN & NARRATIVE

B. 55 South Canal Street: This smaller site is proposed for a development of 25,000 s.f. of commercial or community space, with 54 residential units above, and a partial level of podium parking. The total development costs for this building is approximately \$24 million. Please refer to the detailed financing schedules provided elsewhere. Our proposal is for all 54 residential units to be very affordable through the LIHTC equity and other state and local affordable housing financing programs. The community/commercial space would be a compatible user such as a community service program, educational or training program.

This scale of multifamily housing fits very well into the LIHTC/Affordable Housing finance system in Massachusetts, and the location, program, and TDC per unit will make this a very competitive application for funding. With an award of Low Income Housing Tax Credits from either EOHLC or MassHousing, we expect to raise about \$8.7 million, or 43 percent of the TDC from equity. We would also seek funding from EOHLC for both State LIHTC credits and other subordinate lending programs, that would yield about \$120,000 per unit in funding. We are estimating permanent debt financing of about \$5.4 million, based on available financing from MassHousing and possibly other affordable housing lenders.

E.O.H.L.C. will expect the City of Lawrence to contribute to the financing of this type of housing, and we've assumed about \$3.3 million in funding from Lawrence to partially match the very significant funding from the state. This would likely be funded from existing City affordable housing programs like HOME or Community Preservation Act.

Affordable Housing Program

These two buildings will have a total of 133 units with affordability restrictions, including 54 units at lower income/LIHTC levels up to 60% of AMI, and 79 units at workforce/moderate income levels up to 100% of AMI. The entire residential program at this location will be 665 units (including the development on private land). Therefore the proposal is to provide 20% of the total new units as income restricted affordable housing ranging from below 60% of AMI up to 100% of AMI.

Master Plan Improvements Cost and Funding

The program that has been created has a specific goal of being transformative for the City of Lawrence, Merrimack Valley and the Commonwealth of Massachusetts. Renaissance on the River is a "Landmark" mixed-use TOD development and strives to achieve all of the collective stakeholders goals of providing affordable/worker housing, activation of a vacant and contaminated property, creation of an inclusive cultural and social meeting place, job creation, increased tax revenue, and passive access and enjoyment to the Merrimack River and canal systems. When completed, the development will also be a catalyst for other underused public and private properties in Lawrence. To reach these collective goals, there are series of critical public improvements planned as follows:

- South Canal Street road, utility, sidewalk, and landscaping improvement and reconstruction;
- New access/curb cut to South Canal Street via a centralized bridge over the canal;
- Canal Beautification and Passive Access;
- Park at 2 South Broadway;
- Riverfront Promenade that would connect to the already approved bike path system; and
- Planning, engineering, design and project management for the above public access programs.

FINANCIAL CAPABILITY

FINANCIAL PLAN & NARRATIVE

In addition, the parcels are all known to be contaminated to greater and lesser degrees, and this will need to be investigated, characterized and eventually remediated before private investment can proceed.

We have estimated the public access infrastructure cost to be approximately \$9.3 million.

Environmental clean up and remediation is very hard to project at this point, but we would expect at least \$2,000,000 in engineering and clean up work.

Potential financing sources for this work are available from the Commonwealth through two primary sources:

- MassWorks, which is the main public improvement and infrastructure program supporting private housing developments and available through the Mass. Executive Office of Economic Development.

We expect that the MassWorks program will fund much or all of the infrastructure work, likely in stages. This can be done through the City of Lawrence, or alternatively by the Proponent with City support and assistance.

- Brownfields Remediation programs through MassDevelopment. This program is expected to be reauthorized by the Mass. Legislature in the coming months and should be available to the City to advance investigation and remediation of environmental contamination on its own properties and likely on the privately owned parcel as well.

FINANCIAL CAPABILITY



Member FDIC

LETTER OF SUPPORT

September 9, 2024

Octavien Spinner
Lawrence Redevelopment Authority

In Support of the Renaissance On The River Development Team for the City of Lawrence-Owned Properties

Dear Octavien,

I am submitting this letter to express my support for the Renaissance On The River Development Team for the City of Lawrence-Owned Properties. The development team is composed of an experienced and diverse group of professionals who are industry experts in urban redevelopment and bring a proven track record of successful projects throughout the region.

As a financial institution with deep Merrimack Valley roots we look forward to the opportunity to be involved in this exciting project.

With a collaborative spirit and deep experience working on similar projects, I am confident that the Renaissance On The River Team is the right group for the City of Lawrence-Owned Properties development.

Kind regards,

A handwritten signature in black ink that reads "Paul E. Finn".

Paul E. Finn, CEO

Bank of New England

pfinn@bankofnewengland.com

FINANCIAL CAPABILITY



September 12, 2024

Mr. Gregory Minott
DREAM Development
6 Liberty Square # 2338
Boston, MA 02109

Re: Letter of Interest – Financing for LRA | South Canal Street Parcels, Lawrence, MA

Dear Mr. Minott:

BlueHub Loan Fund, Inc., an affiliate of BlueHub Capital (BlueHub), is pleased to provide this letter of interest in underwriting financing to support DREAM Development's (DREAM's) proposed redevelopment of the South Canal, Phase 1 (Merrimack Paper Site) and South Canal, Phase 2 parcel at 55 South Canal Street, Map 103 Lot 6A lots located in the city of Lawrence, MA which are the subject of a July 2nd, 2024 Request for Proposals (RFP) issued by Lawrence Redevelopment Authority (LRA).

BlueHub is a nonprofit, mission-focused community development financial institution headquartered in Roxbury which is well-positioned to support your Proposal. We have a long history of making similar investments in the Boston area and beyond. As an example, since 1985 we have made at least 106 loans totaling \$98 million in the Nubian Square area alone, contributing to the development or preservation of roughly 2,500 units of housing, of which 81% are affordable. At least 15 of those transactions included homeownership opportunities, and others included transitional or supportive housing, childcare, healthcare, education and retail.

BlueHub offers a diverse range of financing products for affordable housing and community development transactions that may add value to the redevelopment of the South Canal Street Parcels. Potential roles for BlueHub in your proposed redevelopment include, but are not limited to the following: (i) predevelopment lending; (ii) construction and permanent lending, including flexible terms and subordinate liens, bridging of tax credit and subsidy sources, donation loans to maximize the value to the project of state housing and historic tax credits as applicable; and (iii) new markets tax credits, to the extent available and subject to compliance with program requirements and our competitive process.

We look forward to working with you to develop the financing structure and terms and hope we may have an opportunity to be your partner in this important redevelopment project. Please feel free to contact me at 617.933.5863 if you have any questions.

Sincerely,
BlueHub Loan Fund, Inc.

A handwritten signature in blue ink that reads "Fortunatus Mbeteni".

Fortunatus Mbeteni
Vice President – Commercial Lending

FINANCIAL CAPABILITY



Massachusetts Housing Finance Agency
One Beacon Street Boston, MA 02108

Tel: 617-854-1000
Fax: 617-854-1091

Relay 711
www.masshousing.com

September 11, 2024

Gregory Minott, Managing Principal
DREAM Development
6 Liberty Square # 2338
Boston, MA 02109

Re: RFP Response, Letter of Support, Lawrence Redevelopment Authority RFP

Dear Mr. Minott:

I am writing to confirm MassHousing's strong interest in working with your team to finance the development of South Canal Street Parcels located in Lawrence. We understand that you are responding to a request for proposals issued by the Lawrence Redevelopment Authority for the multiphase development of approximately 650 units of mixed-income housing along with retail and commercial space.

With respect to assisting with project financing, MassHousing offers a variety of options to finance affordable housing developments. Subject to the approval of EOHLC and the availability of volume cap, MassHousing offers tax-exempt construction and/or permanent financing to be used in conjunction with 4% Low-Income Housing Tax Credits. MassHousing also offers taxable construction and permanent financing, which can be utilized in conjunction with 9% Low-Income Housing Tax Credits.

We look forward to working with you to structure a financing package that best meets the needs of the development, subject, of course, to the availability of funds, and MassHousing underwriting and approval by MassHousing's Board.

We wish you success in responding to the Lawrence Redevelopment Authority's RFP and hope that we will have an opportunity to work with you on the financing for this development.

Sincerely,

Kathleen Evans
Senior Director of Capital Deployment

cc: William Dunn, Origination Manager

LEGAL & COMPLIANCE INFORMATION

LEGAL & COMPLIANCE INFO

DREAM DEVELOPMENT: SDO MBE CERTIFICATE



THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
SUPPLIER DIVERSITY OFFICE

One Ashburton Place, Suite 1017
Boston, MA 02108-1552
Charles D. Baker
Governor
Karyn E. Polito
Lieutenant Governor
Michael J. Heffernan
Secretary
William M. McAvoy
Executive Director

December 30, 2022

Mr. Gregory Minott
DREAM Development, LLC
75 Arlington Street
Boston, MA 02116

Dear Mr. Minott:

Congratulations! Your firm has been certified as a minority business enterprise (MBE) with the Supplier Diversity Office ('SDO') under the business description of REAL ESTATE DEVELOPMENT FIRM USING CAPITAL TO BUILD, RENOVATE, LEASE, BUY AND SELL REAL ESTATE. Your firm will be listed in the SDO Certified Business Directory and the Massachusetts Central Register under this description. **This letter serves as the sole proof of your SDO certification.** Your designation as a MBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is December 22, 2025. SDO will send written renewal notices to your business and/or e-mail address on file approximately thirty (30) business days prior to your firm's three (3) year certification anniversary. Additionally, every six (6) years, certified companies that wish to remain certified may undergo a substantive review which will require certain updated supporting documentation.

SDO also reserves the right to monitor your firm and to perform random spot checks to ensure the firm continues to meet the certification criteria. Your firm is required to notify the SDO in writing of any material changes. Examples include but are not limited to changes in its business description, as well as business phone number, fax number, business' physical location, webpage and e-mail addresses. Other reportable changes include business structure, ownership (the business is sold or transferred), control and outside employment. You also have a duty to report decertification and debarment notices from this or any other jurisdiction. Failure to abide by the continuing duty requirements shall constitute grounds for the firm's decertification.

Tel: (617) 502-8843

www.mass.gov/sdo

eFax: (617) 502-8841

LEGAL & COMPLIANCE INFO

ZONING & ENVIRONMENTAL CONSIDERATIONS

Based on the feedback and direction provided by the Lawrence Redevelopment Authority and various departments at the City of Lawrence, our mixed-use and mixed-income program is assumed to follow the zoning guidelines that are or will be in place to accommodate an expedited approval process; this could include designating the sites as part of the City's compliance approach for its Commonwealth of Massachusetts' 3A MBTA Communities zoning requirement. In developing our conceptual plan, we also relied on the visions and frameworks of the *Lawrence TBD Urban Renewal Plan* and supplemented it with "best practices" for urban renewal. In addition, we took into consideration the *Lawrence Downtown West Planning Study's* objectives related to alternative transportation options and compact, transit-oriented development. Our proposed riverway promenade incorporates tie-ins to the planned Merrimack River Rail Trail on the old rail bridge and proposed canalside and riverfront trails as envisioned in the *Canal District Master Plan*. We also had preliminary discussions with several civil engineers and environmental consultants regarding Chapter 91, the Public Waterfront Act, and flood considerations, and have made the assumption that we will obtain the necessary permits and approvals in order to start construction by Q1 2026.

We understand there are still environmental issues and that there may be the need for additional reporting and testing as well as follow-up remediation. We are not clear as to the type of remediation or the cost and have assumed a \$2 million cost in the overall budget. We have also assumed the remediation will primarily consist of "capping" the site, resulting in a permanent solution to Activity and Use Limitations (AULs). Our design, which incorporates podium parking, is a standard construction approach to satisfy the AUL requirements along with additional passive or active systems, as appropriate. To the extent the environmental testing and remediation is more extensive, the direction, timing, and feasibility of our program could be materially impacted.

We also understand there are underground channels that may be too challenging to remove. During our due diligence phase, we will need to properly assess the impact on our program of these underground channels with our geotech, hydro-power and structural engineers.

REFERENCES & COMMUNITY SUPPORT LETTERS

REFERENCES

BLUE OCEAN REAL ESTATE ADVISORS

Rockland Trust

Keith Dubois

Commercial Lender
10 Memorial Blvd., Suite 904
Providence, RI 02903
Phone: 508-732-3338 Cell: 508-965-0685
Keith.Dubois@RocklandTrust.Com

JP Morgan

Debbie Cohen

J.P. Morgan Private Client Advisor
Vice President – Investments
Chase Private Client 4401 E. Camelback Rd, Phoenix,
Arizona, 85018
T: 602-281-3348
F: 855-373-7129
debbie.cohen@jpmorgan.com

Citizens Bank

Augie Vulaj

Director, PBO Manager
augustin.vulaj@citizensprivatebank.com | Direct: (561)
946-7032
FL Insurance: W391665

400 Royal Palm Way
Palm Beach, FL 33480
PalmBeach@citizensprivatebank.com | Office:
561-812-5631

Jennifer K. Votano, CFA®, CFP®

Senior Vice President, Senior Clarfled Advisor
Clarfled

99 High Street
Boston, MA 02110

Direct Line: 617-850-1926

Fax: 833-937-1608

jennifer.k.votano@citizensbank.com

Johnson O'Connor, LLP

Kristopher Hebert CPA, MSA (Partner)

Corporate Accounting
101 Edgewater Drive, Suite
210 Wakefield, MA 01880
www.johnsonoconnor.com
PH# 781-914-3312

DELOURY CONSTRUCTION INC

Bank of New England

Paul Finn

CEO
603-894-5700
31 Pelham Rd
Salem NH 03079

Dalton & Finegold, LLP

Barry Finegold

Corporate Counsel
34 Essex Street,
Andover, MA 01810
www.dflp.com
PH# 978-470-8338

DREAM DEVELOPMENT

BlueHub Loan Fund

Karen Kelleher

President
BlueHub Loan Fund
kkelleher@bluehubcapital.org
PH# 617-427-3699

Sebastian Zapata

Multifamily Originator
MassHousing
PH# 617-952-8561
szapata@masshousing.com

Mollye Lockwood

Senior Vice President
The Life Insurance Community Investment
Initiative
PH# 617-536-3905
mlockwood@masscapital.com

COMMUNITY SUPPORT LETTERS

LETTER OF SUPPORT

September, 2024

Sent to:

Octavien Spanner
Lawrence Redevelopment Authority

In Support of the Renaissance On The River Development Team for the City of Lawrence- Owned Properties

Dear Octavien,

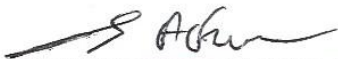
I am submitting this letter to express my support for the Renaissance On The River development team for the City of Lawrence-Owned Properties. The development team is composed of an experienced and diverse group of professionals who are industry experts in urban redevelopment and bring a proven track record of successful projects throughout the region.

This team will achieve the key goals of the Lawrence Redevelopment Authority for this development:

- / **Thoughtful Reuse:** Renaissance On The River will include a mixture of residential, retail, and commercial spaces aimed at revitalizing the neighborhood and fostering a vibrant community. This development will provide convenient access to the MBTA train stop and enhance the enjoyment of the future Merrimack River Walk.
- / **Feasibility:** The development team has an implementable and financially viable project that will be executed. The team brings extensive experience on delivering similar projects.
- / **Environmental Concerns:** Renaissance On The River will prioritize sustainability and equity, incorporate environmentally responsible practices, and stimulate economic growth, create jobs, and enhance residents' quality of life.
- / **Equity and Diversity:** Our diverse project team reflects the Lawrence Redevelopment Authority's commitment to fostering inclusivity and bolstering the local economy.

With a collaborative spirit and deep experience working on similar projects, I am confident that the Renaissance On The River team is the right group for the City of Lawrence-Owned Properties development.

Roger Farah: Abutting property owner at 29 & 39 South Canal Street.



COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Brito Wireless

Contact Information (Address / Email / Phone Number):

126 S Broadway, Lawrence, MA 01843 (978) 655-1730

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Coforra Auto Sounds

Contact Information (Address / Email / Phone Number):

853 Essex St. Lawrence 978-885-5118
Coforra Auto Sounds 853@gmail.com

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Name and/or Organization:

Essex Auto Sales Corp

Contact Information (Address / Email / Phone Number):

638 Essex St, Lawrence MA 01841 978-307-7998

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Fernando Delacruz Electric

Contact Information (Address / Email / Phone Number):

53 Abbott St. Lawrence, MA fdelacruzelectric@gmail.com
978-902-9945

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

FRED'S Auto Repair, INC

Contact Information (Address / Email / Phone Number):

265 Lowell St. UNIT C Lawrence, MA
978-681-5153

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Lawrence Collision Center

Contact Information (Address / Email / Phone Number):

85 Bay Rd, Lawrence MA 01841 978-332-7906

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Manuela Multiservice

Contact Information (Address / Email / Phone Number):

76 South Broadway Lawrence, MA 01843
Manuela.RH@Hotmail.Com 978-398-8301

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Mily's Multiplex Services, Inc

Contact Information (Address / Email / Phone Number):

265 Lowell St. Lawrence, MA 978-764-8847
Email: realtor_mily@hotmail.com

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Preciosa Beauty Salon

Contact Information (Address / Email / Phone Number):

395 Lowell St. Lawrence, MA 978-902-1137

COMMUNITY SUPPORT LETTERS

LETTER OF SUPPORT

September, 2024

Sent to:

Octavien Spinner
Lawrence Redevelopment Authority

In Support of the Renaissance On The River Development Team for the City of Lawrence-Owned Properties

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Name and/or Organization:

Abel Mateo

Contact Information (Address / Email / Phone Number):

53 Milton st, Lawrence MA 01841 787-604-1794

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Anderky Santos

Contact Information (Address / Email / Phone Number):

443 Andover St. Lawrence, Ma anderkysantos@gmail.com 978-943-8500

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Name and/or Organization:

Antonio Santos

Contact Information (Address / Email / Phone Number):

255 Bailey St Lawrence MA 01843 978-390-0500

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Name and/or Organization:

Arinelli Villa

Contact Information (Address / Email / Phone Number):

12 Basswood st Lawrence Ma 01841 arinelliv@gmail.com 978-390-9645

COMMUNITY SUPPORT LETTERS

LETTER OF SUPPORT

September, 2024

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Octavien Spanner
Lawrence Redevelopment Authority

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Name and/or Organization:

Cesar Terrero

Contact Information (Address / Email / Phone Number):

66 Easton St. Lawrence, MA cestr2@hotmail.com
978-902-2239

COMMUNITY SUPPORT LETTERS

LETTER OF SUPPORT

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Name and/or Organization:

Concepcion Herrera

Contact Information (Address / Email / Phone Number):

291 Howard St, Apt 2 Lawrence MA, 978-590-4949

COMMUNITY SUPPORT LETTERS

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Name and/or Organization:

Erika Solano

Contact Information (Address / Email / Phone Number):

255 Bailey St, Lawrence MA 01843

978-429-5616

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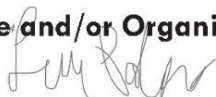
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Name and/or Organization:



Jennifer Polonia

Contact Information (Address / Email / Phone Number):

53 Milton st Lawrence Ma, 01841

Jpolonia0822@hotmail.com

978-853-5883

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Name and/or Organization:

Johnny aguasvivas

Contact Information (Address / Email / Phone Number):

31 bigelow st Lawrence M.A 01843 Cassidy005@hotmail.com 978-394-6364

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Name and/or Organization:

Joseiry Santos

Contact Information (Address / Email / Phone Number):

15 Ames St. Lawrence, MA 01841 - JoseirySantos@hotmail.com - 978-397-2140

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Name and/or Organization:

Julissa Santos 

Contact Information (Address / Email / Phone Number):

37 Forest st Apt 2B, Lawrence, MA 01841

Jouliissasantos@gmail.com - 978-397-7236

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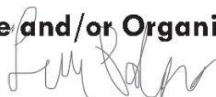
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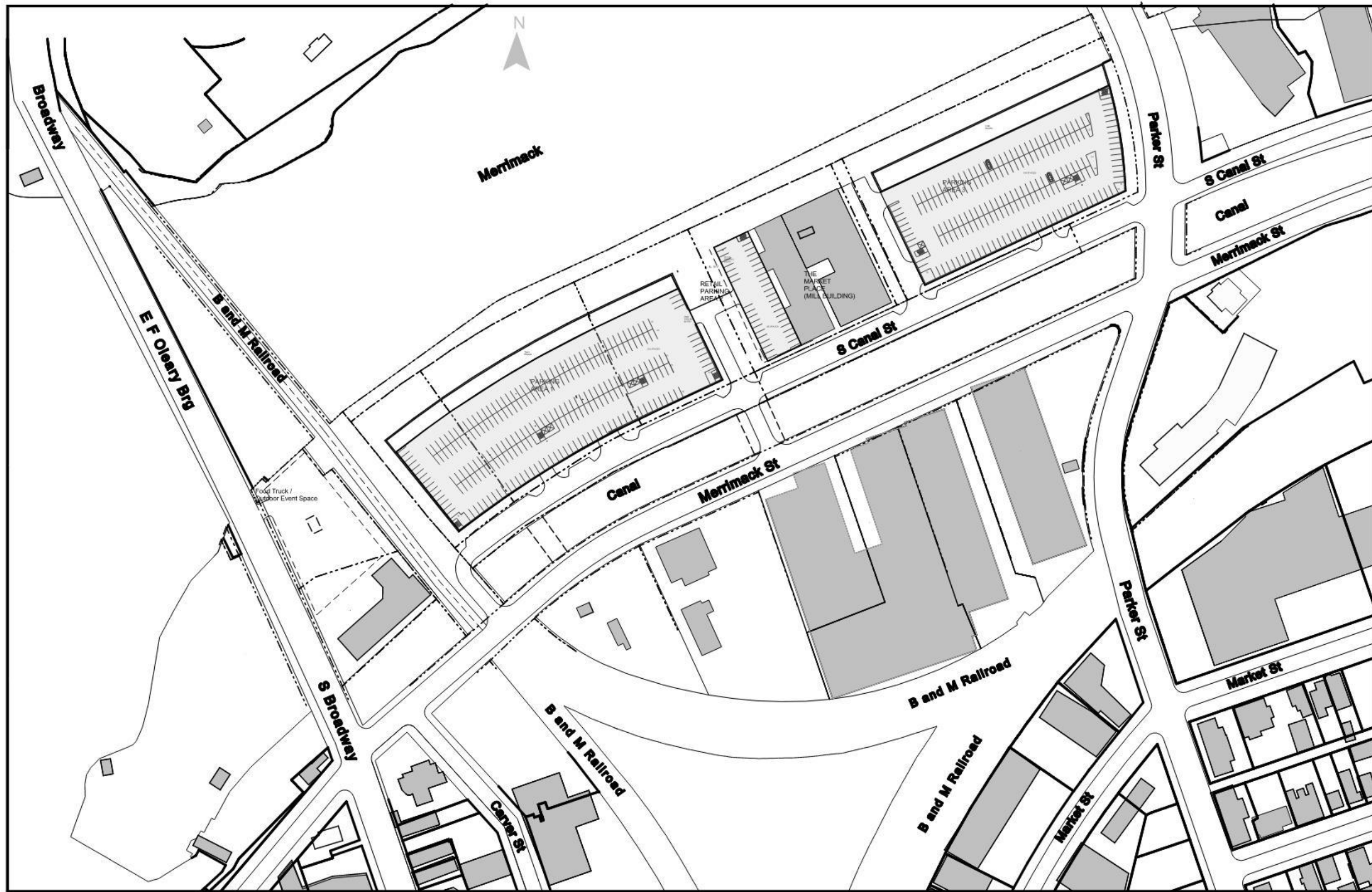
Name and/or Organization:

Victoria Santos

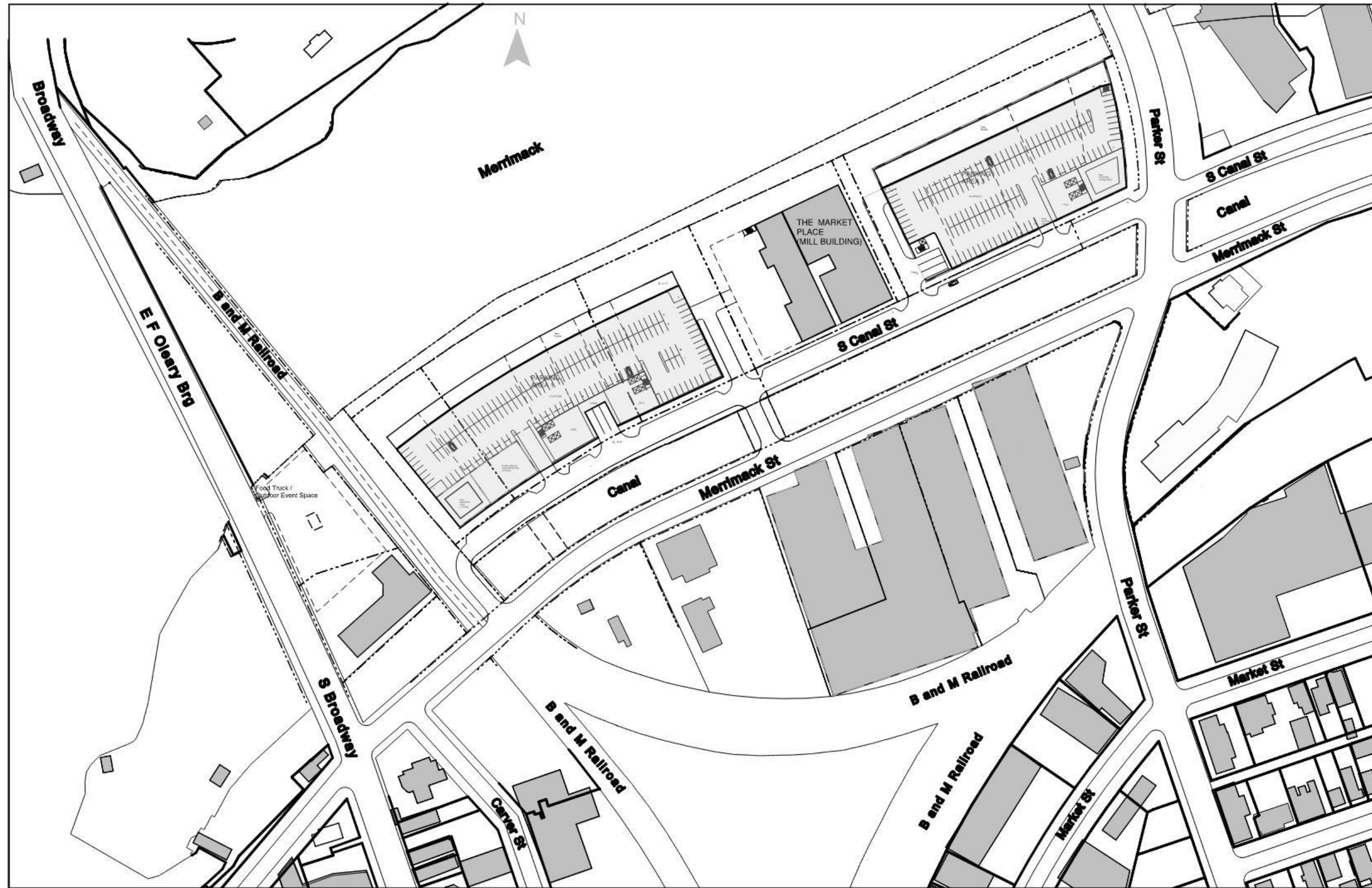
Contact Information (Address / Email / Phone Number):

66 Easton St, Lawrence Ma 01843 / Jvicky18@hotmail.com/ 978.764.8232

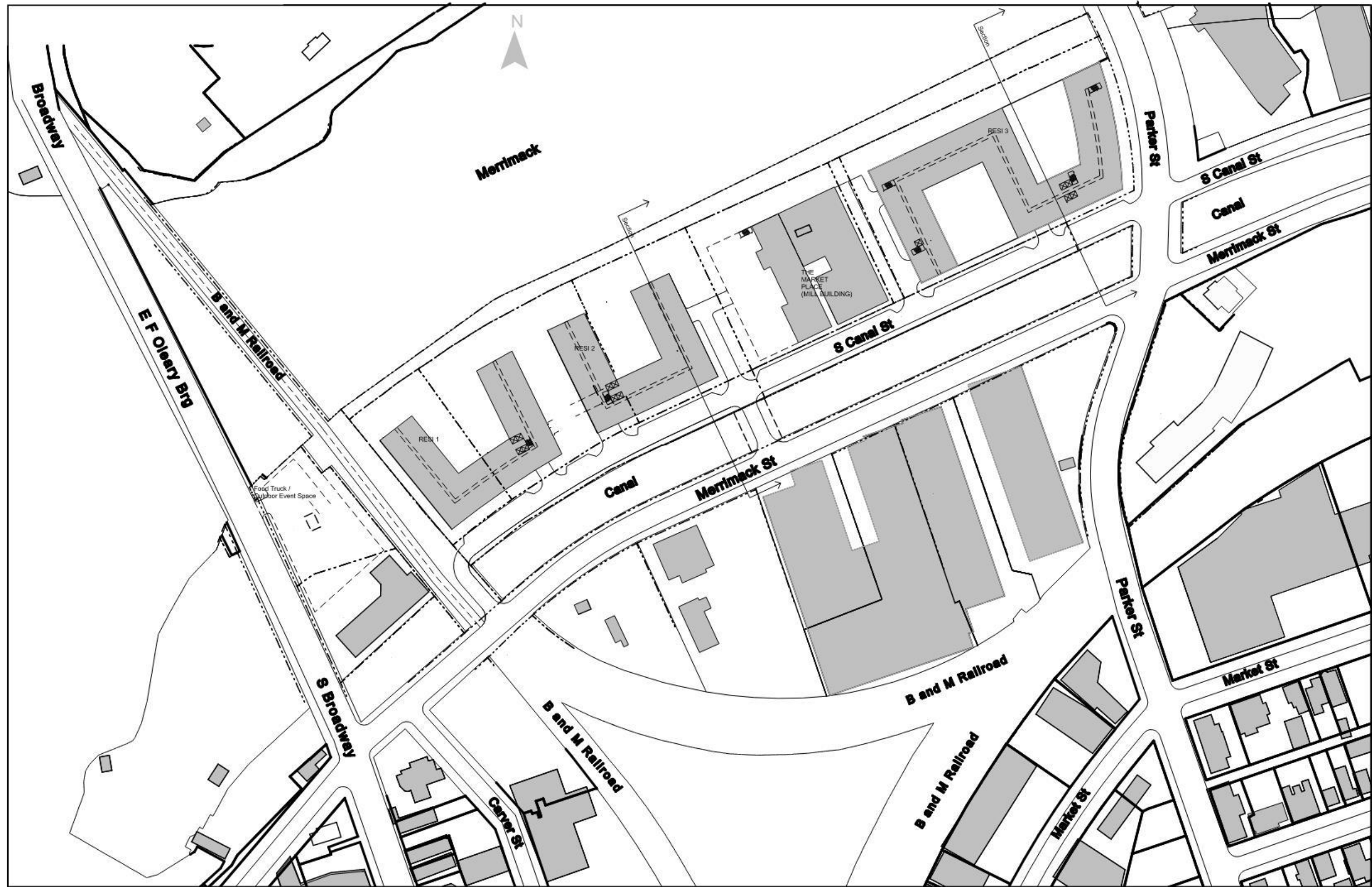
APPENDIX



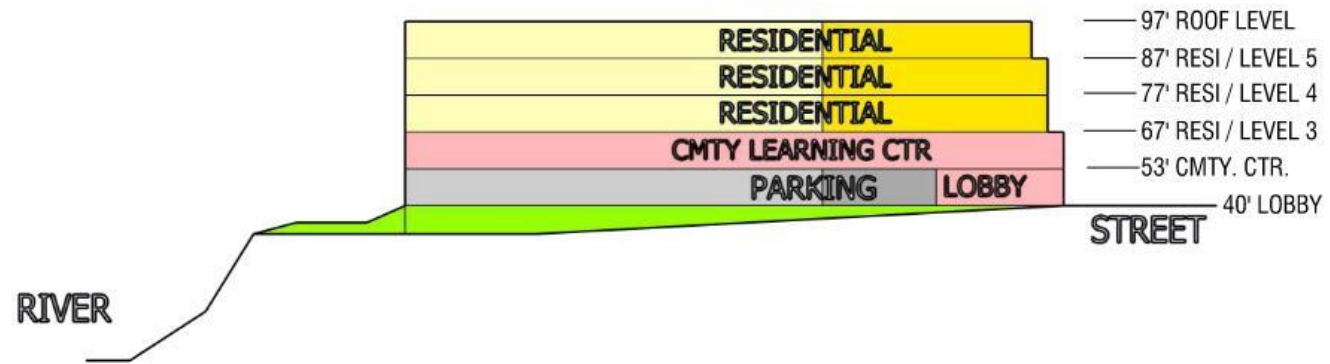
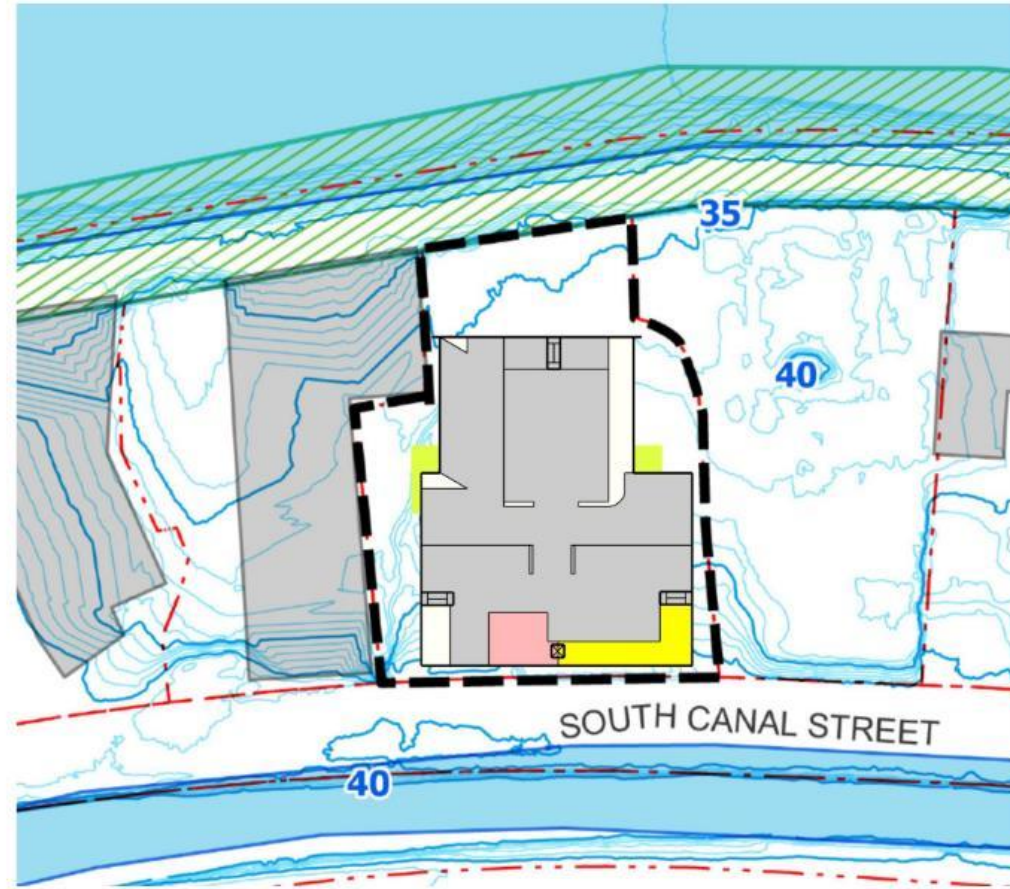
1 Lower Level Plan
1" = 160'-0"



① Ground level
1" = 160'-0"



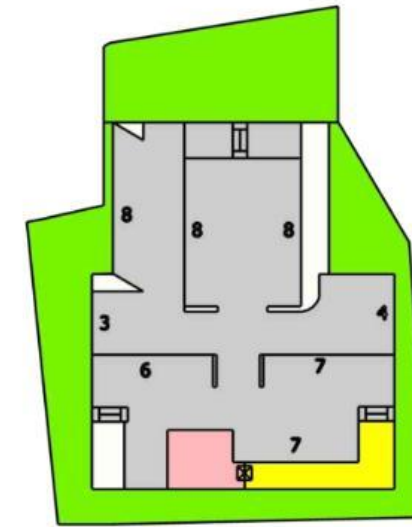
① Typical Upper Level plan
1" = 160'-0"



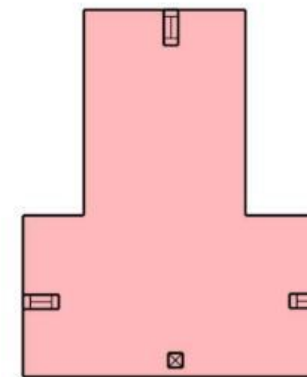
55 South Canal Street, Lawrence

D/R/E/A/M COLLABORATIVE
ARCHITECTURE | REAL ESTATE DEVELOPMENT

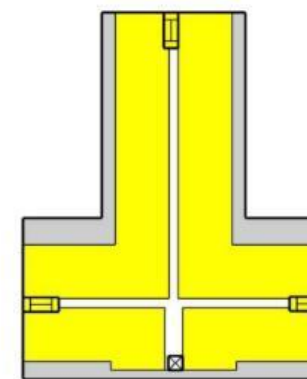
RENAISSANCE ON THE RIVER
09/13/2024



GROUND FLOOR - 50 SPACES



FLOOR 2: 25,000 GSF



FLOORS 3 - 5: 20,000 GSF EACH

55 South Canal Street, Lawrence

D/R/E/A/M COLLABORATIVE
ARCHITECTURE | REAL ESTATE DEVELOPMENT

RENAISSANCE ON THE RIVER
09/13/2024

APPENDIX (CONSULTANT QUALS)



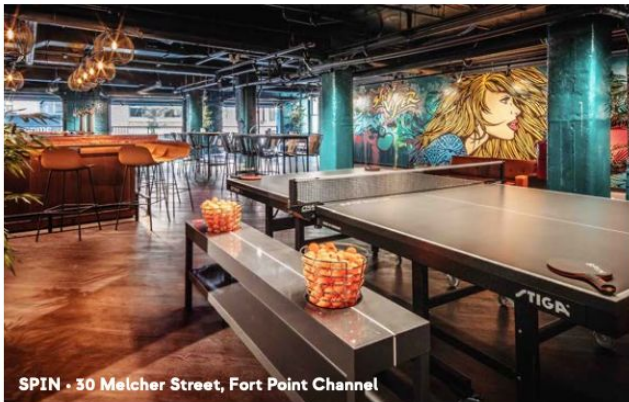
About Us

At Boston Urban, we combine transactional strategy + architectural design to complete your project on time and on budget.

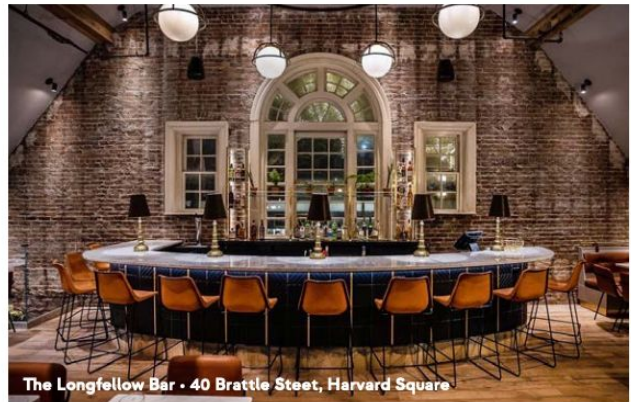
As an investor, landlord, or tenant—you know the cost of empty storefronts and dead sidewalks. It is our job to identify the right brand strategy, floorplans, and connections so you can more quickly open your doors and begin serving your community, or invest in your next venture.

With an intricate understanding of Boston real estate and a relentless commitment to high-touch service, we have helped our clients:

- Surpass their targeted projections
- Double Net Operating Income (NOI)
- Flip assets for a 203% premium within 18 months
- Increase the value of buildings by roughly \$9.9 million (or more)
- Stay ahead of the competition by creating both immediate and long-term demand



SPIN • 30 Melcher Street, Fort Point Channel



The Longfellow Bar • 40 Brattle Street, Harvard Square



Tatte Bakery & Cafe • 1152 Boylston Street, Fenway



AT&T • 699 Boylston Street, Back Bay

APPENDIX (CONSULTANT QUALS)



Project Team



Jonathan P. Dutch • Partner

As the owner and founding member of Boston Urban, Jonathan has spent the last two decades planning, designing, merchandising and executing strategies to create or supercharge, one-of-a-kind, active city neighborhoods such as; Newbury Street in Boston's famed Back Bay, the Fenway, the Fort Point Channel and Hood Park in Charlestown. Jonathan and his team have facilitated downtown real estate transactions in excess of \$3 billion in the aggregate and the firm's customers have realized increases in the capital value of their assets by up to 203% as a result.

Education

Bachelor of Science in Business Administration, Northeastern University
D'Amore-McKim College of Business

Professional Experience

2010-Present, Boston Urban Partners • Boston, MA
2006-2010, Samuels & Associates • Boston, MA
2002-2006, The Dartmouth Company • Boston, MA

Professional Affiliations

Member, Purple Flight of Urban Development & Mixed Use Council of the Urban Land Institute
Member, International Council of Shopping Centers

Recent Projects

Bower • Boston, MA

37,000 SF of retail and hospitality space located in the newly-built Bower residential buildings in Fenway. Tenants include Eastern Standard, Garrett Harker F&B and Café, Central Rock Gym, and Mighty Squirrel Brewing Company. Services include asset analysis and place-making strategy, retail lease transaction services, tenant coordination services, merchandising plan creation, and space planning analysis.

Hood Park • Charlestown, MA

70,000 SF of retail and hospitality space located within the newly-transformed Hood park development in Charlestown. Tenants include Tradesman Coffee Shop & Pizza Bar, Landry's Flagship Bicycle Store, Elements by Aveda Salon & Spa, Urban Wild, The Handle Bar, and Henry Bear's Park. Services include asset analysis and place-making strategy, merchandising plan creation, retail lease transaction services, and space planning analysis.

APPENDIX (CONSULTANT QUALS)



Project Team



Deniz Ferendeci • Partner

AIA, LEED AP BD+C

Deniz is not only a founding partner in the firm's consulting practice, but also a licensed architect and LEED certified executive. With over 25 years of experience, he offers a diverse background in commercial architecture and project management that includes ground-up development projects in Boston's Fenway neighborhood totaling more than 1.7 million square feet. Deniz's ability to not only design, but also execute complex construction projects is a key offering – in addition to his positive, well-established owner and contractor partnerships within the development and construction community.

Education

1997, Bachelor of Architecture, University of Cincinnati

Professional Experience

2019-Present, Boston Urban Places • Boston, MA

2013-2019, Dyer Brown Architects • Boston, MA

2011-2013, Boylston Properties • Boston, MA

1997-2011, Elkus/Manfredi Architects, Ltd. • Boston, MA

Professional Affiliations

American Institute of Architects (AIA)

Boston Society of Architects (BSA)

International Interior Design Association (IIDA)

USGBC LEED® Accredited Professional

Massachusetts Building Congress (MBC)

The Hospitality Industry Network (NEWH)

National Council of Arch. Registration Boards (NCARB)

Commercial Real Estate Development Association (NAIOP)

Recent Projects

Forge Bakery • Boston, MA

4,100 SF interior design and architectural services for a café/bakery located in the transformative Allston Labworks development

La Padrona • Boston, MA

7,727 SF AOR and procurement services for a high-end Italian restaurant located in one of Boston's luxury hotels

Breitling and Hublot Flagship Stores • Boston, MA

5,000 SF for two flagship stores on the first block of Newbury Street, including design of new façades.

Eastern Standard • Boston, MA

12,360 SF AOR and project management services for a renowned restaurant in Fenway

DraftKings • Boston, MA*

17,328 SF office build-out for online sports-contest service provider

Criteo • Boston, MA*

50,000 SF interior build-out and furniture coordination for an innovative tech company in the financial district

Arup • Boston, MA*

16,000 RSF tenant renovations at 60 State Street, project is WELL Building Gold certified and targeting LEED v4 Platinum

Champions Sports Bar • Cambridge, MA*

8,750 SF design of a new sports-themed restaurant located in the Marriott Hotel

*work completed while at previous employer

APPENDIX (CONSULTANT QUALS)



Project Team



Jennifer Dunn • Senior Project Manager *AIA, LEED AP BD+C, WELL AP*

Jen leads Boston Urban's architectural sector. A licensed architect with over 15 years of experience, she brings a collaborative, team-oriented approach to every project she manages. She offers a diverse background in commercial, retail, housing, and higher-education sectors. Her experience in all project phases, from design through construction administration, enhance our ability to deliver exceptional projects. Jen is a LEED and WELL accredited professional, who brings considerations of environmental design and occupant health into every project. Prior to joining Boston Urban, her recent notable projects include Allston Yards Building A, Exchange 200 in Malden, Arup's Boston Office, and permitting a 12 story 100% affordable housing development in Boston's Chinatown neighborhood.

Education

2008, Bachelor of Science in Architecture, Northeastern University
2009, Master of Architecture, Northeastern University

Professional Experience

2023-Present, Boston Urban Places • Boston, MA
2018-2023, Stantec • Boston, MA
2013-2018, Dyer Brown & Associates • Boston, MA
2009-2013, U.S. Soldier Systems Center • Natick, MA
2007-2008, Hacin + Associates • Boston, MA

Professional Affiliations

Massachusetts Building Congress (MBC)
Massachusetts Building Congress 20:30 Club
Boston Society of Architects (BSA)
The Commercial Real Estate Development Association (NAIOP)
United States Green Building Council (USGBC)

Recent Projects

Forge Bakery • Boston, MA
4,100 SF interior design and architectural services for a café/bakery located in the transformative Allston Labworks development

La Padrona • Boston, MA
7,727 SF AOR and procurement services for a high-end Italian restaurant located in one of Boston's luxury hotels

DraftKings • Boston, MA*
17,328 SF office build-out for online sports-contest service provider

Criteo • Boston, MA*
Build-out and furniture coordination of 50,000 SF for this innovative tech company located in the financial district

Boston University IS&T Department • Boston, MA*
70,000 SF multi-phased programming and office redesign for the school's Information Systems & Technology Department

Arup • Boston, MA*
16,000 RSF tenant renovations at 60 State Street, project is WELL Building Gold certified and targeting LEED v4 Platinum

Equity Office • Boston, MA*
104,165 SF high-end interior build-out including interior office space, a client exclusive deck, curated furniture selections and rendering services

Allston Yards Building A*
25,000 SF grocery store and additional retail below residential levels. Architecture, project management, and Article 80 permitting.

*work completed while at previous employer

APPENDIX (CONSULTANT QUALS)

Project Team



Alessandra Susi • Senior Interior Designer *NCIDQ*

Alessandra leads Boston Urban's Interior Design team. With a passion for creating meaningful spaces, she has amassed a portfolio that spans across a variety of industries and project types, including hospitality, landlord services, workplace strategy, tech, professional services and corporate headquarters. For more than 10 years, she has led and managed design projects ranging in size from 20,000 to 200,000 sq. feet. By listening to her clients goals and observing their processes, she approaches each project from a user-centric point of view and creates outcomes of value.

Education

2010, Bachelor of Fine Arts in Interior Design, Suffolk University

Professional Experience

2023-Present, Boston Urban Places • Boston, MA
2020-2023, IA Interior Architects • Boston, MA
2016-2020, Dyer Brown Architects • Boston, MA
2012-2016, Jinnie Kim Design • Brookline, MA
2011-2012, Stark Carpet • Boston, MA
2011, Ecomodern Design • Boston, MA

Professional Affiliations

National Council Interior Design Qualification (NCIDQ)
IIDA Boston - Fashion Show Committee

Recent Projects

Forge Bakery • Boston, MA

4,100 SF interior design and architectural services for a café/bakery located in the transformative Allston Labworks development

La Padrona • Boston, MA

7,727 SF AOR and procurement services for a high-end Italian restaurant located in one of Boston's luxury hotels

One Liberty Amenity • Boston, MA

8,000 SF renovation of the existing building's lobby, corridor, and fitness center, along with the addition of a new amenity center featuring a conference room, lounge, and bar

SimpliSafe HQ • Boston, MA*

112,760 SF three floor headquarters office space which included architectural, interior and furniture services to establish a new workplace standard and brand-inspired design

Ritz Carlton Key Biscayne • Miami, FL*

1,500 SF marketplace café that introduced a new client concept and design

Confidential Investment Management Firm • Needham, MA*

104,165 SF high-end interior build-out including interior office space, a client exclusive deck, curated furniture selections and rendering services

The Langham Hotel • Boston, MA*

Ongoing renovation of 317 guestrooms, 2 restaurants and several function spaces/public areas to help attain a 5-star hotel rating

*work completed while at previous employer

APPENDIX (CONSULTANT QUALS)



Fenway Center/Bower Case Study



Located at 771 & 775 Beacon Street, Bower Boston completed construction and opened in the fall of 2020. This Class A, mixed-use property consists of 312 apartment units in two buildings, including an 8-story and a 14-story tower with approximately 37,000 square feet of ground-level retail space adjacent to Fenway Park, Kenmore Square, and the Lansdowne Commuter Rail Station. This development serves as a gateway to Boston from the western suburbs and is centrally located next to Fenway Park, entertainment, dining, public transportation, the Longwood Medical Area, and Boston University.

Location:

Fenway Center

Project Duration:

2021 – Present

Roles & Responsibilities:

- Asset analysis and place-making strategy
- Retail pre-construction and space planning analysis
- Merchandising plan creation for retail and amenity lease up
- Retail lease transaction services
- Tenant coordination services
- Owner's Project Management for retail construction
- Architect of Record for multiple spaces within the project

Client:

The Green Cities
Company, Nuveen
Real Estate & Meredith
Management

Size:

±37,000 SF of retail
& hospitality space

Facilitated Lease Transactions With:

- Eastern Standard & Equal Measure Cocktail Bar: 12,360 SF
- Garrett Harker F&B: 4,302 SF
- Garrett Harker Café: 2,379 SF
- Central Rock Gym flagship Climbing Center: 7,833 SF
- Mighty Squirrel Brewing Company flagship Boston brewery: 13,109 SF

APPENDIX (CONSULTANT QUALS)



Fenway Center/Bower Case Study

“Boston Urban was able to step into our unoccupied project and in less than 9 months, deliver best-in-class tenancies for all of our 40,000+ SF of retail and hospitality space at Bower. They helped to build and execute a merchandising strategy that would be accretive to our residential towers, create millions in annual NOI for the project, and most of all, create a place that didn’t previously exist in the Fenway neighborhood. They provided us with a single point of accountability for retail design, project management and architectural services that helped ensure our rental income stream was activated asap and that all of our investment dollars were being spent in the most sustainable ways.”

Kelly Saito - Managing Partner, The Green Cities Company



APPENDIX (CONSULTANT QUALS)



Fenway Center/Bower Case Study

“Boston Urban was able to step into our unoccupied project and in less than 9 months, deliver best-in-class tenancies for all of our 40,000+ SF of retail and hospitality space at Bower. They helped to build and execute a merchandising strategy that would be accretive to our residential towers, create millions in annual NOI for the project, and most of all, create a place that didn’t previously exist in the Fenway neighborhood. They provided us with a single point of accountability for retail design, project management and architectural services that helped ensure our rental income stream was activated asap and that all of our investment dollars were being spent in the most sustainable ways.”

Kelly Saito · Managing Partner, The Green Cities Company



APPENDIX (CONSULTANT QUALS)



Hood Park Case Study

“Introducing retail was a significant milestone in the evolution of Hood Park, so it was critically important for us to execute it at the highest level. Boston Urban developed a thoughtful & strategic plan and worked diligently to lease over 50,000 SF of best-in-class retail and hospitality merchants. All of our retailers are local, entrepreneurial businesses that were willing to be pioneers and are seeing sales volumes that far exceed expectations. This is now a dynamic & highly activated campus that draws people in from all over. Moreover it has helped significantly in the marketing of office, lab & residential space to prospective tenants as well as retaining those who are already here.”

Chris Kaneb • VP, Catamount Management Corporation



Urban Wild • Hood Park, Charlestown



Landry's Bicycles • Hood Park, Charlestown



Tradesman • Hood Park, Charlestown



Henry Bear's Park • Hood Park, Charlestown

APPENDIX (CONSULTANT QUALS)



OUR ROOTS ARE RIGHT HERE IN THE COMMUNITIES WE SERVE

Founding partners Bill Dalton and Barry Finegold grew up together in Andover, Massachusetts. After working in Boston for several years, they established Dalton & Finegold, LLP in 2000. Over the last 22 years, the firm has focused on residential and commercial real estate, representing lenders, buyers and sellers in thousands of transactions across the Northeast.

TRUST OUR EXPERIENCED ATTORNEYS WITH YOUR REAL ESTATE TRANSACTIONS

The attorneys and paralegals of Dalton & Finegold's residential and commercial real estate practice handle luxury real estate representing buyers and sellers of high net-worth along with multi-family homes, investments, acquisitions and transactions of condominium conversions, large commercial transactions, 1031 exchanges and SBA loans on behalf of sellers, buyers, investors, lenders and developers for over twenty years.

We work closely with Realtors®, mortgage brokers, banks and credit unions as a collaborative part of the real estate closing process. Dalton & Finegold annually closes thousands of residential and commercial purchase and refinance loans in **Massachusetts including the Cape and the Islands, New Hampshire, Maine, Rhode Island, Connecticut and Vermont.**

Like our founding partners, all our lawyers have roots in the New England area and are active in their respective communities.

Our experience and expertise allow us to provide efficient services while our office locations in Boston, Andover, Concord, Wakefield, and Manchester and Nashua, New Hampshire are easily accessible to clients and provide a comfortable place for closings.

Our attorneys and staff are readily available to serve your real estate legal needs.

Barry Finegold License # - 639261 / William Dalton License # - 638937

APPENDIX (CONSULTANT QUALS)



BARRY R. FINEGOLD

34 Essex Street ▪ Andover, MA 01810
(978) 269-6402 ▪ BFinegold@dfllp.com

EDUCATION

Franklin & Marshall College, Lancaster, PA
Bachelor of Arts, 1993

Massachusetts School of Law, Andover, MA
Juris Doctor, 1998

Kennedy School of Government at Harvard University, Cambridge, MA
Master of Public Administration, 2003

PROFESSIONAL EXPERIENCE

Dalton & Finegold, LLP, Andover, MA 1999-Present
Managing & Founding Partner

- Manage eight other law partners, along with seven associate attorneys
- Help oversee thirty employees
- Grew firm from a start-up to multi-million dollars in revenue
- Focused in the areas of Residential and Commercial Real Estate, C&I, Asset Based Lending, Estate Planning, Workout and Bankruptcy

State Senator, Massachusetts General Court 2011-2014

- Chair, Joint Committee on Election Laws
- Vice Chair, Joint Committee on Telecommunications, Utilities and Energy
- Selected as New Deal Leader for Progressive Business Legislators
- Raised the most dollars out of all state senate candidates in 2010 cycle

State Representative, Massachusetts General Court 1997-2011

- Youngest member elected in Freshman Class of 1997
- Chair, Joint Committee on Telecommunications, Utilities and Energy
- Fenn Award Recipient for Public Leadership
- Authored Baby Mae Law
- In 2003, voted one of "100 Rising Stars to Watch Across USA" by the Democrat Leadership Council, along with Barack Obama, Martin O'Malley and Gabrielle Giffords

Andover Board of Selectmen, Andover, MA 1995-1997

- Youngest member ever elected to the Board of Selectmen

APPENDIX (CONSULTANT QUALS)



Thomas Tavenner

34 Essex Street ▪ Andover, MA 01810
(978) 296-7700 ▪ TTavenner@dfllp.com

SUMMARY

Attorney Thomas W. Tavenner, Jr. is a partner specializing in Commercial Real Estate Law, representing developers and lenders in all facets of commercial transactions, including debt and acquisition transactions, ownership structuring, leasing and workouts. Prior to joining Dalton & Finegold, Mr. Tavenner was the General Counsel and Senior Vice President at Realty Financial Partners in Wellesley, Massachusetts for 14 years. In this role he represented multiple private closed end real estate funds and was responsible for managing the legal work in the acquisition and disposition of multiple commercial real estate investments, including property and legal due diligence, and the drafting of complex operating and partnership agreements, purchase agreements, loan documents and commercial leases. Mr. Tavenner received his undergraduate Bachelor of Arts degree with distinction in economics from the University of Maine at Orono and his J.D. with honors from Suffolk University Law School in 1993. He is admitted to practice law in Massachusetts and Maine.

PROFESSIONAL EXPERIENCE

Dalton & Finegold, LLP, Andover, MA <i>Partner</i>	2013-Present
RFP Advisors, Inc.	1999-2013

EDUCATION

University of Maine at Orono, Orono, ME
Suffolk University Law School, Boston, MA

SERVICE AREA

Commercial Real Estate
Commercial Lending

BAR ADMISSION

Commonwealth of Massachusetts
State of Maine

MEMBERSHIP & AFFILIATIONS

Member, Massachusetts Bar Association
Member, Maine Bar Association

APPENDIX (CONSULTANT QUALS)



Delphi at a Glance

30+
Years in Operation

60+
Full Time Employees

120
\$Million Bonding Capacity

90
\$Million Annual Revenue

2
Massachusetts Offices

90
% Repeat Business

“DELPHI BROUGHT KNOWLEDGE, EXPERIENCE AND INTEGRITY TO OUR PROJECT. THEY ARE EXCELLENT TO WORK WITH.”

Stephen P. Sanford, Associate Head of School for Finance and Operations, Tabor Academy

Corporate Info:

- Founded in 1992
- Privately Held Massachusetts Corporation

Financial Strength:

- Full Annual Audits
- Untouched Multi-Million-Dollar Line of Credit

Our Services:

- Pre-Project Planning
- Pre-Construction Services
- Construction Management
- General Contracting

Leadership Structure:

- Executives
- Directors
- Managers

Our Experience:

- New Construction
- Occupied Renovation
- Historic Preservation
- Modular

Our Markets:

Assisted Living | Educational/Institutional | Multi-Family Residential
Affordable Housing | Religious | Banking | Commercial/Corporate

APPENDIX (CONSULTANT QUALS)



Delphi Leadership Team



Jake Simmons, Chairman

Jake is the Owner and Executive Chairman of Delphi Construction and is responsible for overall company strategy. During Jake's 20-year leadership tenure Delphi has grown to become a multi-market leader providing comprehensive construction management services to a long list of diverse clients in southern New England.



Keith Shaw, President

As President Keith is responsible for overseeing all daily operations for Delphi Construction through Delphi's team of Executives and Directors. Keith has over 30 years of experience in the construction industry in project development and oversight, and in business operations. He has worked closely with Jake for more than 15 years in helping to deliver successful projects to Delphi's clients and in managing Delphi's continued growth and success.



Corey Heaslip, VP of Project Development



As VP of Project Development Corey is responsible for overseeing Client Development and Relations across the various sectors Delphi builds in. Corey works with both existing clients and prospective clients to evaluate their potential projects and whether Delphi is a good fit for their project as the Construction Manager or General Contractor. With over 20 years of experience on the construction side, Corey leads Delphi's Preconstruction and Estimating departments. In that role, he works closely with Delphi's VP of Construction Ops, Project Executives, and Director of Preconstruction to ensure that projects are planned for success in meeting the goals of each project stakeholder.

APPENDIX (CONSULTANT QUALS)



Delphi Leadership Team



Domenic Galluzzo, VP of Construction Operations



As VP of Construction Operations, Dom is responsible for the planning and field execution of Delphi's projects. As an industry veteran, Dom's experience and strong leadership skills ensure that Delphi's project staff is prepared to work as a team and Build Responsibly. Through detailed schedule development and management, site logistics planning, proper project staffing and supervision, strong project financial management and controls, strict subcontractor oversight, and good quality control Dom leads our construction staff in delivering the A+ projects our clients deserve.



Lindsay Dettenrieder, VP of Finance and Business Operations

As VP of Finance and Business Operations Lindsay coordinates and oversees Finance and Accounting, Human Resources, IT, Compliance, and Administration. Through implementation of efficient processes and cost-effective systems Lindsay and her team are able to meet the current and future needs of the organization. Lindsay's diverse skills and strong experience in systems management allow Delphi to function smoothly and efficiently to ensure that our staff can focus on what matters most, working with clients and trade partners in the successful completion of an A+ project.



Chris Thompson, Director of Preconstruction

As Director of Preconstruction Chris is focused on helping clients and architects work through the many challenges of taking a project from a concept to the "starting line" of actual construction. With over 25 years in the industry, Chris has a broad and detailed understanding of cost and constructability, and a solutions-minded approach to project development. These abilities enables him to provide detailed cost analysis to ensure that what gets designed has the best chance of getting built. In continually helping to expand Delphi's network of pre-qualified subcontractors, Chris and his team are able to get input from the key trade experts needed to ensure that projects are on the right path.

APPENDIX (CONSULTANT QUALS)

Green Projects



PHIUS Passive House Institute US



LeClair Village
Mashpee, MA



40 Brewster Woods
Brewster, MA



Island Parkside - Phase 1
Lawrence, MA



30 Brewster Woods
Brewster, MA



Island Parkside - Phase 2
Lawrence, MA



Marion St Apartments
Brookline, MA

Enterprise Green Communities



Brandy Hill Apartments
Wareham, MA

LEED Gold



Ace Flats - 24 Gould Street
Reading, MA

LEED Platinum



The Wyeth at Cambridge
Cambridge, MA

Energy Star



Residences at Yarmouth Gardens
Yarmouth, MA



Leyden Woods
Greenfield, MA

NET ZERO



Melpet Farms
Dennis, MA

APPENDIX (CONSULTANT QUALS)



Project Description

Delphi was hired as an early preconstruction partner to help plan and deliver this Passive House certified project. Through an extensive preconstruction effort Delphi's team helped identify the most cost-effective ways to deliver the building and additional sources of funding and grants that enabled this project to be successful.

The project consisted of the demolition of a 42,000 SF manufacturing facility and site clearing followed by extensive ground improvement work that provided good bearings for the new foundations. The building itself is "cut" into the hillside with a 3,500 SF ground floor podium with 50,100 SF/40 units of wood framed housing above. Highly efficient building, MEP systems and envelope components including Heat Pumps, Energy Recovery Units, UPVC windows, additional insulation layers and extensive air sealing techniques were used.

Interior finishes included common area and tenant amenity spaces. The site finishes include plantings & landscaping, extensive hardscape and a building specific bus stop. The project is located next to public parklands, and a new playground with outdoor family gathering spaces are planned as part of the overall project development.

Client:
LAWRENCE COMMUNITY WORKS
Lawrence, MA

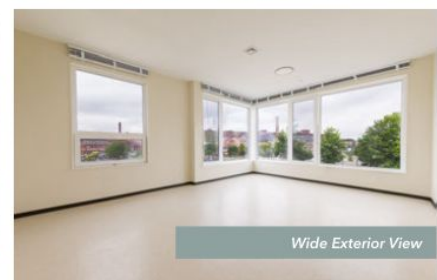
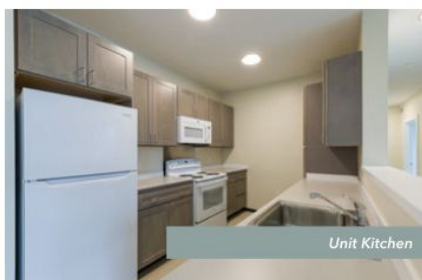
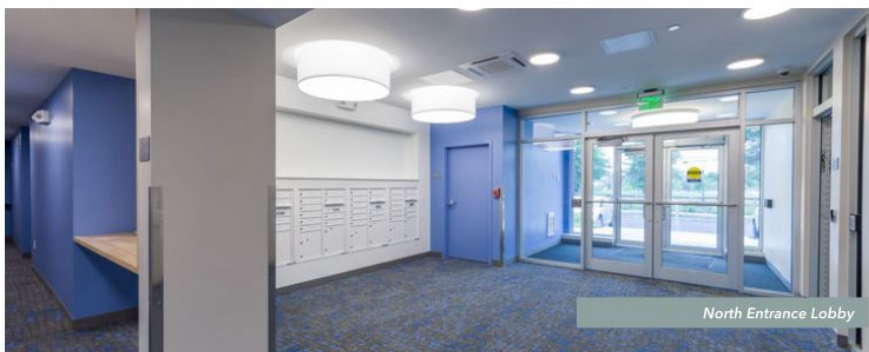
Architect:
ABACUS ARCHITECTS + PLANNERS
Allston, MA

Project Size:
50,100 sq. ft.
40 Units

Project Type:
New Construction Affordable Housing
with Passive House Design

LIHTC eligible project

Delivery Method:
Construction Management, with
Preconstruction Services



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

FIRM PROFILE

DREAM Collaborative is a Boston-based MBE architecture, planning and development firm. Since 2008, DREAM has been recognized for our thoughtful architectural design and expert planning on transformative projects across the region. We are a leader in community-focused projects—sensitively responding to community priorities, championing environmental stewardship and innovation, and creating places to foster equity and growth.

We design and build supportive environments to make high quality design accessible to everyone—highlighting the rich and diverse cultures within our neighborhoods.

Our team is made up of passionate problem-solvers who work closely with mission-aligned clients to fully embrace their goals and challenges to ensure beautiful and responsive solutions and outcomes. DREAM brings deeply diverse backgrounds and perspectives to every project, actualizing welcoming and inclusive places.



To learn more about DREAM, watch this short [video](#).

15+

years in business

20+

employees

DREAM COLLABORATIVE
IS **CATALYZING COMMUNITIES**
THROUGH INCLUSIVE DESIGN &
DEVELOPMENT



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY



DREAM Collaborative is creating beautiful, authentic places and enabling better outcomes for all stakeholders through inclusive design practices. We provide full-service architectural design—from concept through construction administration, adaptive reuse, deep energy retrofits (DER) and renovations of existing buildings; urban design and planning—from master planning to zoning compliance; and real estate development services.



SOCIAL RESPONSIBILITY

As pioneers of inspired and thoughtful projects, our work is firstly human-centered. Our team understands the importance of creating spaces that leverage livability, sustainability and environmental opportunities for all people at all scales.

DREAM platforms MBE- and WBE-firms to make supportive, resilient and high-quality design accessible to improve quality of life for individuals and communities alike.



POWERED BY DIVERSITY

APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

DIVERSITY, EQUITY, INCLUSION

Broader perspectives and diversity of thought make for more informed decision making, more contextual design, and ultimately, more positive impacts.

DREAM Collaborative was founded on the commitment of bringing greater diversity to the design and development industry. We bring our unparalleled diversity of thought, experience and perspective to every project. As an MBE and DBE-certified firm, DREAM is proud to reflect the diverse communities we serve and to provide exceptional design and service to clients and partners who value and support diverse businesses.

DREAM is committed to leading the industry toward a more inclusive and equitable future. This priority starts “at home” within our firm operations. As an employer, DREAM is dedicated to recruiting and retaining the most talented group of professionals possible. We actively support the hiring and professional development of minorities and women and encourage teaming with local minority- and women-owned subcontractors.



A JUST FIRM

In 2019, DREAM became the first company to receive a Just 2.0 transparency label—a voluntary disclosure tool that aims to measure socially just and equitable organizations. The Just process provides insight on our progress towards supporting a truly inclusive and engaged team while creating a culture of trust, growth and accountability.

14+

countries of origin

10+

languages

>50%

women on staff

100%

MBE/DBE-owned firm



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

PEDRO FAGUNDO AIA, LEED AP

Senior Project Architect



Pedro Fagundo is a highly motivated, award-winning, multi-dimensional Senior Project Architect at DREAM with over 25 years of professional architectural experience.

Pedro is especially skilled at effectively dissecting complex client and design team problems to create inspiring buildings and places. Through productive working relationships with clients and the design / engineering disciplines he establishes efficient and collaborative teams. With an integrated design and engineering approach, Pedro objectifies complex buildings and systems into distilled project fundamentals allowing clarity to emerge and articulate solutions to be expressed in the final design.

Pedro received his Bachelor of Architecture from the Boston Architectural College. He is a registered architect, licensed construction supervisor, licensed real estate agent in Massachusetts, a member of the Boston Society for Architecture and is a LEED accredited professional.

BACKGROUND

Registered Architect: MA

American Institute of Architects

LEED Accredited Professional

National Council of Architectural
Registration Boards (NCARB)

Bachelor of Architecture
Boston Architectural College

SELECT PROJECT EXPERIENCE

P3 Roxbury *Roxbury MA*
HYM & My City at Peace

**Boston Water and Sewer Commission
Parking Lots Redevelopment** *Roxbury MA*
Related Beal and DREAM Development

**Massasoit Community College House
Doctor** *Brockton MA*
Massasoit Community College

66 Cambridge Street *Charlestown MA*
Fallon Company (collaboration with SGA)

MIT Lincoln Laboratories* *Lexington MA MIT*

Edge Lab / Office Building* *Somerville MA*
Edge Lab

**National Printing Bureau, Defense Research
and Laboratories*** *Quebec Canada*
National Printing Bureau

**Chemical and Biological Laboratories,
Defense Research and Development***
*Alberta Canada Canadian Armed Forces,
Canadian Government*

**Wentworth Institute of Technology Student
Services Center*** *Boston MA*
Wentworth Institute of Technology

**Wentworth Institute of Technology 610
Huntington Dormitory*** *Boston MA*
Wentworth Institute of Technology

**Yale/National University of Singapore
College of Liberal Arts*** *Singapore*
Yale University

Springfield Federal Courthouse*
*Springfield MA General Services
Administration, US Federal Government*

Peace Institute* *Washington DC*
Peace Institute

Dorchester House Multi-Service Center*
Dorchester MA Dorchester House

**Kauffman Center For the Performing
Arts*** *Kansas MI Kauffman Center for the
Performing Arts*

Brooklyn College Performing Arts Center*
Brooklyn NY Brooklyn College

Duke Baldwin Addition/Renovation*
Durham NC Duke University

* projects completed prior to DREAM
Collaborative

POWERED BY DIVERSITY

APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

DIANA MARSH AICP

Director of Urban Design & Planning | DREAM Collaborative



As Director of Urban Design & Planning at DREAM, Diana manages complex projects, bringing a holistic understanding of the factors contributing to the built environment at all scales.

Diana is interested in how land use and urban form affect placemaking, livability, and travel choices. Her urban design skills bridge the gap between the architecture and planning professions, helping knit individual buildings and sites into a cohesive whole and an attractive, inviting public realm.

Diana manages complex planning and development projects, brings land use regulation expertise, including zoning and design guidelines and development review, and helps assess real estate potential through conceptual site planning and massing studies. She has worked for public and private clients on a wide variety of projects in different contexts, from urban to suburban to village-scale. Through policy efforts including master plans, redevelopment plans, corridor plans, and regional resiliency studies, Diana seeks to improve the pedestrian environment, create more sustainable development patterns, and foster more diverse and equitable communities.

BACKGROUND

American Institute of Certified Planners (AICP)

Master of City & Regional Planning
University of California, Berkeley

Bachelor of Science in Civil & Environmental Engineering
Cornell University

Community Advisory Committee member, Gilman Square
Redevelopment Site, City of Somerville, 2022-2024

Alewife Zoning Working Group,
City of Cambridge, 2023

SELECT PROJECT EXPERIENCE

Fitchburg 3A MBTA Communities Zoning Technical Assistance *Fitchburg MA Mass Housing Partnership*

Weston 3A MBTA Communities Zoning Technical Assistance and Community Outreach *Weston MA Mass Housing Partnership*

Boston Post-Disaster Housing Policy Plan *Boston MA City of Boston Office of Emergency Management*

P3 Roxbury Development - Master Planning and Urban Design *Roxbury MA HYM/My City at Peace*

Mattapan Additional Dwelling Unit Test Fits *Mattapan, MA Boston Planning and Development Agency*

Moakley Park Connectors Resilience Plan *Boston MA City of Boston*

Taunton Alms House Redevelopment Plan *Taunton MA MassDevelopment*

Kelley Boulevard Land Use, Zoning, and Placemaking Study *North Attleborough & Plainville MA Towns of North Attleborough & Plainville*

Highlands Downtown Redevelopment Plan* *Highlands NJ Borough of Highlands*

Perth Amboy Gateway | Brownfields Redevelopment Master Plan* *Perth Amboy NJ Veridian Partners*

Triboro Square Design Guidelines* *Montvale NJ Hekemian Group*

Town Center Expansion | Conceptual Site Plan* *Rochelle Park NJ Tulfra Real Estate*

Facade Improvement Program & Historic Design Guidelines* *Clinton MA Town of Clinton*

Downtown Dover Access & Streetscape Study* *Dover NH City of Dover*

Signage & Wayfinding Strategy* *Concord MA Concord Center Cultural District*

Connect Kendall Square | Website for Open Space Competition* *Cambridge MA City of Cambridge*

* Projects completed prior to DREAM Collaborative

POWERED BY DIVERSITY

APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

THE KENZI

PASSIVE HOUSE SENIOR LIVING

Roxbury MA

CLIENT: Preservation of Affordable Housing (POAH)

DREAM's skilled team has really helped us reimagine what well-designed housing can do to improve the quality of life for our residents.

RODGER L. BROWN, JR.

Managing Director of Real Estate Development
Preservation of Affordable Housing

A Passive House, five-story, 50-unit development pushing the design stereotypes of affordable housing and 55+ living with fresh, engaging design both inside and out.

The Kenzi 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. A mix of 1- and 2-bedroom units will provide a high-quality, accessible option for neighborhood residents to age in place in their own community while also leaving a light carbon footprint. The PHIUS+ Passive House standard implemented on the project emphasizes high occupant comfort with low energy consumption. The Kenzi is the first permitted Battery Energy Storage System (BESS) for emergency power over 4-stories in the City of Boston.

The Kenzi will include a 1,200 sf community art gallery space on the ground floor, shared meeting space, resident garden, a private terrace and a public plaza.



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

2147 WASHINGTON STREET

ARTIST LIVE-WORK DEVELOPMENT
Roxbury MA

CLIENT: DREAM Development; New Atlantic Development

Rarely does a project provide so many positive benefits for the community — Passive House affordable apartments, homeownership and workspace opportunities for artists, an art gallery, retail, and a new home for Haley House Bakery & Café.

BRIAN GOLDSON
Co-Owner
New Atlantic Development

A new 99,000 sf, 6-story building that will create an active live-work-play environment, encouraging artistry and entrepreneurship for Nubian Square.

2147 Washington will provide 62 affordable rental units and 12 for-sale condos, all marketed primarily for local artists and individuals engaged in the neighborhood's creative economy. The project will include an interior courtyard with rotating art installations, workshop space, retail, and commercial spaces, a gallery, and a new home for community staple, Haley House Bakery Cafe.

Our team aims to positively contribute to the revitalization of Nubian Square through economic development, affordable housing, and sustainable building practices. 2147 Washington Street is being built to Passive House standards, allowing residents to live in comfort while leaving a low energy footprint.

DREAM is both co-developer and architect on the project, which is currently under construction.



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

P3 ROXBURY

COMMUNITY-FOCUSED MASTER PLAN

Roxbury MA

CLIENT: My City at Peace & HYM

DREAM collaborated with My City at Peace and HYM Investments to win the developer designation for this 7.7-acre vacant site, a legacy of urban renewal clearance.

P3 site has the potential to contribute to the economic development of Roxbury, while advancing the community's commitments to affordable housing, arts and culture, and equity.

The project is intended to Honor the Heritage, Restitch and Regenerate, and Catalyze Local Wealth. DREAM's master plan includes affordable and market-rate rental and ownership housing, local retailers, a life science campus with job training for neighborhood youth, and museum space for Embrace Boston, honoring the legacy of Martin and Coretta King. Through programming, improvements to connectivity, varied public spaces, and inclusive streetscapes, our plan will help stitch the site back into the physical form and history of the greater Roxbury neighborhood.



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

FOUNDRY AT DRYDOCK

LIFE SCIENCE CAMPUS
Boston MA

CLIENT: Marcus Partners

DREAM has been integral in helping us shape the design and vision for our Foundry at Drydock project, which has been designed to the City of Boston's future Zero Net Carbon zoning standards.

LEVI REILLY

Principal & Director of Development
Marcus Partners

Life sciences hub fostering social connectivity in a state-of-the-art research campus.

DREAM has teamed on a joint venture with SGA to design two buildings for the Foundry at Drydock in Boston's Seaport District. A new 219,000 sf life sciences building will be accompanied by the adaptive reuse of an existing steel building to become a 9,000 sf amenity building. This signature life sciences facility has been 100% pre-leased by Ginkgo Bioworks, a world-renowned biology company headquartered in Boston.

This is the first development project to commit to the City's Climate Resiliency Infrastructure Fund, which will provide financial support to mitigate the impacts of sea level rise and impacts of climate change for all tenants within the Raymond L. Flynn Marine Park (RLFMP). Additionally, this project has been designed to meet LEED Gold certification standards and the City of Boston's Net Zero Carbon Standards. Currently under construction, completion is scheduled for 2024.



APPENDIX (CONSULTANT QUALS)

D/R/E/A/M COLLABORATIVE
POWERED BY DIVERSITY

INNOVATION SQUARE III (ISQ3)

RESEARCH & DEVELOPMENT FACILITY Seaport District, Boston

CLIENTS: Related Beal; Kavanagh
Advisory Group, LLC

In alignment with the City of Boston's Carbon Neutral 2050 goals, ISQ3 is designed to achieve LEED Platinum Certification and LEED Zero Carbon certification.

TROY DEPEIZA ASSOC. AIA
Principal
DREAM Collaborative

New state-of-the-art research and development facility with exceptional design that honors the industrial nature of the neighborhood with an inspiring modern interpretation.

DREAM is partnered with SGA on this new research and development facility that will provide a new 319,000 sf, 7-story, state-of-the-art complex in Boston's Seaport District. The massing and façade design responds to the urban and historical industrial context of the area, while also recognizing the necessity of open space for neighboring communities. Global biotechnology company Vertex Pharmaceuticals will fully occupy the complex, which will include on-site training facilities and amenities including a café, fitness center, conference and event space, and outdoor public seating. Completion is expected late 2025.

ISQ3 is designed to achieve LEED Platinum Certification and LEED Zero Carbon certification.



APPENDIX (CONSULTANT QUALS)

HALEY & ALDRICH, INC.
465 Medford St
Suite 2200
Boston, MA 02129
617.886.7400



Haley & Aldrich commits to providing our clients with the value they require from their capital, operations, and environmental projects. Our integrated team approach enables us to use the expertise of more than 900 engineers, scientists, and constructors across 35 offices nationwide, fostering creative collaboration and offering expert perspectives. Since our inception in 1957, our singular objective has been to deliver enduring value efficiently, regardless of the complexity of the challenge. Haley & Aldrich's comprehensive portfolio of services spans the entire lifecycle of the built environment, from conception through adaptive reuse. Across all our services, we apply principles of operational excellence derived from Lean manufacturing to harmonize conflicting and intricate requirements, thereby delivering higher value at lower cost. We employ a comprehensive approach to traditional engineering and environmental services that considers the needs of diverse stakeholders. Moreover, we harness emerging technologies and deploy them in innovative ways to deliver optimal solutions tailored to each client's unique needs.

Our leadership and staff dedicate to fostering an open and inclusive workplace where everyone feels empowered to succeed. We prioritize equal opportunities for our entire staff based on merit and potential, actively working to eliminate biases across our organization. We strive to create an environment that embraces and celebrates diversity, recognizing that different perspectives enrich our work and contribute to our collective success.

Haley & Aldrich is committed to fostering a culture of diversity, inclusion, and equity (DEI) that reflects the communities we serve.

Haley & Aldrich has extensive experience with large, mixed-use developments which involve residential, cultural and open space components. Over the last decade, Haley & Aldrich has provided environmental, geotechnical engineering, foundation design and infrastructure development for millions of square feet of mixed-use complexes and communities:

- The NorthPoint development is a \$1 billion+, 45-acre mixed-use, urban redevelopment project in Boston that incorporates sustainable design, smart growth strategies and mass transit. Haley & Aldrich is integrating geotechnical and environmental solutions for 2.2 million sq ft of commercial space, 2,700 residences, 10-acres of green space, and a relocated subway line.
- Comprehensive geotechnical and environmental services were provided for Adriaen's Landing, an economic revitalization of a 47-acre site in downtown Hartford which includes a \$775 million 10-acre convention center, a 22-story hotel, entertainment/retail shops, parking, and the Connecticut Science Center, a 140,000-sq-ft learning and exploration center.

APPENDIX (CONSULTANT QUALS)



BRYAN P. SWEENEY, PH.D., P.E., LEED AP
Principal Consultant

EDUCATION

Ph.D., Civil Engineering, Stanford University
M.S., Civil Engineering, Stanford University,
B.S., Civil Engineering, University of Notre Dame, 1976

PROFESSIONAL REGISTRATIONS

2006/ NY: Professional Engineer (Reg. No. 083883)
2000/ FL: Professional Engineer (Reg. No. 55300)
1998/ CT: Professional Engineer (Reg. No. 19258)
1995/ MI: Professional Engineer (Reg. No. 6201084314)
1984/ MA: Professional Structural Engineer (Reg. No. 31671)
LEED 2.2 Accredited Professional

PROFESSIONAL SOCIETIES

Boston Society of Civil Engineers
American Society of Civil Engineers

Bryan has more than 35 years of experience in structural and geotechnical engineering, including design for shallow and deep foundations for buildings and garages. Foundation designs include shallow and deep foundations, such as pile foundations and caissons. He has specialized experience in soft ground engineering, finite element analyses, excavation support system analysis and design, and instrumentation monitoring programs. Structural responsibilities include analysis and design of foundations, retaining walls, , underpinning systems, buildings, culverts, , and lateral support systems. Temporary support system designs include steel sheet pile cofferdams, concrete slurry walls, SPTC walls, soldier pile and lagging, tangent pile walls and continuous steel sheeting. Underpinning experience includes the design of mini-pile, caisson and pit underpinning elements.

RELEVANT PROJECT EXPERIENCE

Boston University Arena and Recreation Center, Boston, Massachusetts. Officer-in-charge for foundation design and construction of a new 300,000-sq-ft, four-story above grade and three-story below grade hockey arena and recreation facility for the university.

Harvard Law School Northwest Corner, Cambridge, Massachusetts. Haley & Aldrich was retained to provide environmental services for the design and construction of a 234,000-sq-ft academic building with five levels of below-grade space.

Oxford Street Parking Facility, Harvard University, Cambridge, Massachusetts. Bryan provided integrated geotechnical and environmental consulting services for the construction of an underground garage with five levels of below-grade parking.

Harvard University - Biological Research Institute, Cambridge, Massachusetts. Officer-in-charge of the integrated geotechnical and environmental engineering services of the design and construction of a two-level below-grade laboratory building that was covered with landscaping after completion. The building was constructed top/down with slurry walls providing temporary lateral support and also serving as the permanent basement walls. Columns and the buried roof were supported by Load Bearing Elements (LBEs). This building was constructed in very close proximity to existing buildings on all four sides and excavation for foundation construction was approximately 30 ft. below the adjacent building foundations.

Naito Chemistry Building, Harvard University, Cambridge, Massachusetts. Project manager and vice president in charge of multi-disciplinary project that involved the construction of a one-level deep basement on a contaminated

APPENDIX (CONSULTANT QUALS)



BRYAN P. SWEENEY, PH.D., P.E., LEED AP

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site. The proposed structure is located immediately adjacent to three existing buildings, and required underpinning of two buildings. The proposed building foundation was designed to be supported on reinforced concrete footing bearing at the excavation subgrade level.

Boston University Dormitory at the Amory Site, Boston, Massachusetts. Project manager and vice president in charge of integrated geotechnical and environmental project. The basement level of the proposed structure required the excavation and on-site reuse of contaminated soils. The excavated soils were precharacterized prior to construction to reduce delays. Provided foundation recommendations for the continuous, reinforced concrete, mat foundation that supports the multi-tower structure with stories of 9, 15, and 18 stories.

Utility Structure, Lamont Library, Harvard University, Cambridge, Massachusetts. A below-grade utility structure was designed with a caisson support. The excavation required the precharacterization of contaminated soils that were removed from the site under a Limited Removal Action.

Botanic Garden Day Care Building, Harvard University, Cambridge, Massachusetts. Vice president and project manager in charge of integrated geotechnical and environmental project. Reinforced concrete soil bearing footings were designed to support the proposed building. Environmental constraints required the reuse of all excavated soils at the site.

APPENDIX (CONSULTANT QUALS)



ABIGAIL N. KERRIGAN

Senior Project Manager

EDUCATION

B.A. Environmental Studies, Bates College

PROFESSIONAL REGISTRATIONS

Massachusetts Certified Asbestos Inspector, 2001-2012

SPECIAL STUDIES AND COURSES

40-Hour OSHA Hazardous Waste Operations Training

8-Hour OSHA HAZWOPER Refresher Training

In her 21+ years of experience as an environmental scientist, Abigail has been involved in a variety of projects, including real estate due diligence assessments, property development evaluations, and regulatory compliance work according to the Massachusetts Contingency Plan (MCP). She has extensive experience with the MCP and the ASTM Standard Practice for Phase I Environmental Site Assessments.

While at Haley & Aldrich, Abigail has been involved with numerous urban and suburban sites, including current and former industrial properties, manufacturing facilities, and commercial properties. Her responsibilities encompass involvement in all aspects of project development and assessment including site evaluations, completion of reports, review and interpretation of data and environmental impacts, and interaction with clients, state regulatory agencies, and community groups.

RELEVANT PROJECT EXPERIENCE

Multiple Phase I and II Site Evaluations, Throughout the United States. Abigail conducted ASTM Phase I Site Assessments and assisted in managing subsurface investigations at a variety of commercial, industrial, and residential properties, including a New Hampshire power plant, as part of due diligence studies for real estate transactions. She evaluated the site conditions and regulatory requirements as they related to the potential buyers' property development plans and conducted soil and groundwater sampling at select sites. She assisted buyers with site reporting and MCP compliance activities subsequent to their purchase of the property.

Site Development and MCP Compliance Activities. Abigail facilitated environmental work concurrently with construction activities at urban and suburban developments in Massachusetts. She coordinated extensive site characterization studies and MCP compliance activities, including site reporting, Release Abatement Measures, and off-site soil disposal. Abigail also worked with site owners to bring the sites to regulatory closure.

Compliance Audits, Throughout the United States. Abigail conducted compliance audits for manufacturing facilities throughout the United States. She evaluated the site conditions and regulatory requirements as part of environmental due diligence activities. She also served as a team member for an environmental compliance and health and safety audit at a Massachusetts educational institution.

APPENDIX (CONSULTANT QUALS)



KIMBERLY C. SCALISE

Assistant Project Manager

EDUCATION

M.S., Geological Sciences, East Carolina University

B.A., Geological Sciences (Minor, Spanish), State University of New York at Geneseo

PROFESSIONAL SOCIETIES

Geological Society of America

LSP Association

SPECIAL STUDIES AND COURSES

40-Hour OSHA Hazardous Material Training (29 CFR 1910.120)

CPR and First Aid Certification

As a Geologist in the Buildings & Infrastructure Group, Kimberly has been involved in various environmental and geotechnical projects, including environmental site assessments and regulatory compliance work according to the Massachusetts Contingency Plan (MCP), environmental subsurface investigations, soil and groundwater remediation of disposal sites. Her project experience includes evaluating environmental risk relating to beneficial reuse of coal combustion residuals (CCRs), field supervision of soil management activities, soil and groundwater sampling, and air monitoring, and conducting environmental site evaluations at various manufacturing and commercial facilities. Her responsibilities include Phase I and II Environmental Site Assessments, site history research, field work coordination, database and laboratory data management, interpretation and evaluation of environmental impacts, soil management activities and reporting, and interaction with clients and state regulatory agencies.

RELEVANT PROJECT EXPERIENCE

Multiple Phase I Site Evaluations, Massachusetts. As a geologist, conducted ASTM Phase I Site Assessments and assisted in managing subsurface investigations at a variety of commercial, industrial, and residential properties as part of due diligence studies for real estate transactions. Evaluated the site conditions and regulatory requirements as they related to the potential buyers' property development plans. Assisted buyers with site reporting and MCP compliance activities subsequent to their purchase of the property.

- Former Waltham Watch Factory, Watch City Ventures, LLC, Waltham, Massachusetts
- McLean Southeast Hospital, Partners Healthcare System, Inc., Middleborough, Massachusetts
- South Station Air Rights, Bus Terminal, and Train Terminal Head House, Hines, Boston, Massachusetts
- Sencorp White Facility, Connell Limited Partnership, Hyannis, Massachusetts
- Various Commercial, Residential, Manufacturing, and Institutional Development Projects, Various Sites, Massachusetts
- Conducted Phase I Site Evaluations in several other states, including Connecticut, Illinois, Michigan, New Jersey, North Carolina, Pennsylvania, Vermont, Virginia, and Wisconsin

Site Development and MCP Compliance Activities, Massachusetts. As a geologist, facilitated environmental work concurrently with construction activities at urban and suburban developments in Massachusetts. Coordinated site characterization studies and MCP compliance activities, including site reporting, dust monitoring, Release Abatement Measures, and off-site soil disposal.

- The Residences at Alewife Station, Cambridge, Massachusetts
- Harvard Chilled Water Extension, Cambridge, Massachusetts
- Conroy Parcel and 371-401 D Street Temporary Lot, South Boston, Massachusetts
- Quincy Development by Avalon Bay Communities, Inc., Quarry Street, Quincy, Massachusetts
- SSG Redevelopment, Jamaica Plain, Massachusetts
- University of Massachusetts, Boston, Parcel R-1, Boston, Massachusetts

APPENDIX (CONSULTANT QUALS)

KIMBERLY C. SCALISE

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SSG Redevelopment, Jamaica Plain, Massachusetts. Geologist for project in which Haley & Aldrich provided services for environmental and geotechnical site characterization. Job-specific responsibilities included providing oversight in the field for soil management, site characterization, and Membrane Interface Probes (MIPs) explorations, assisting with MassDEP document preparation, and overseeing air monitoring and sampling for TCE. Responsibilities during remediation work involved field screening air at site boundaries with a PID, collecting and analyzing air samples with a HAPSITE® (portable GC/MS), documenting site activities during TCE-impacted soil management and remediation work, and interacting with the client, MassDEP representatives, representatives of sensitive receptors, and the demolition, drilling, and remediation subcontractors.

Beneficial Use Evaluation for Dynegy, Inc., IL, Massachusetts, Ohio. Geologist for project in which Haley & Aldrich provided analytical and environmental risk determinations relating to beneficial uses of Coal Combustion Residuals (CCR) with respect to requirements by the USEPA. Job-specific responsibilities included screening sampling data and modelling contaminant fate and transport with the USEPA Industrial Waste Evaluation Model (IWEM).

PSE&G-Burns and McDonnell, Bayonne, New Jersey. Field Geologist for project in which Haley & Aldrich provided services by completing over 170 borings in the Northern New Jersey area. Job-specific responsibilities included driller oversight on the rig, soil screening using calibrated PID device, collection of environmental, geothermal, and geotechnical soil samples, completion of test boring reports, and slug testing of temporary observation wells.

PUBLICATIONS AND PRESENTATIONS

"Atmospheric Distributions of Polycyclic Aromatic Hydrocarbons (PAHs) in Coastal Gulf of Mexico, Associated with the 2010 *Deepwater Horizon* oil spill, coastal Gulf of Mexico, United States," with S. Mitra, Geological Society of America Annual Meeting Abstracts with Programs, Vol. 44, No. 7, p. 410, 2012

"Macondo-1 well oil-derived polycyclic aromatic hydrocarbons, in mesozooplankton from the northern Gulf of Mexico," with S. Mitra, D. Kimmel, J. Snyder, B. McGlaughon, M. Roman, G. Jahn, J. Pierson, S. Brandt, J. Montoya, R. Rosenbauer, T. Lorenson, F. Wong, and P. Campbell, *Geophysical Research Letters*, v. 39, L01605, doi:10.1029/2011GL049505, 2012

"Marine-to-Land Transport of Oil-Derived Polycyclic Aromatic Hydrocarbons (PAHs) from the 2010 *Deepwater Horizon* Oil Release, Gulf of Mexico", 11th International Estuarine Biogeochemistry Symposium, Morehead City, NC. Oral Presentation, May 15-19, 2011.