

September 13, 2024

Octavien Spanner
LRA Secretary/Executive Director
Lawrence Redevelopment Authority
255 Essex Street
Lawrence, MA 01841

Re: Request for Proposal (RFP) for the Acquisition and Development of 7, 9, and 19 South Canal Street Land

Dear Octavien,

We are pleased to submit our proposal for the acquisition and development of the property located at 7, 9, and 19 South Canal Street (Map 123 Lot 1, Lot 2, and Lot 3, respectively) into a mixed-use, multi-discipline commercial and residential park. We express our keen interest in contributing to its success.

Introduction to the Firm

ByTheRiverPark, LLC is a dynamic and innovative new firm established for the purpose of this Request for Proposal (RFP). Our firm's principals specialize in real estate, construction, workforce development training, the health and medical industry, and business management. We have successfully delivered numerous projects across these various disciplines over the years. Our team is composed of experienced professionals dedicated to excellence, with a proven track record in entrepreneurship, business and real estate development and management, and community involvement. Since the mid-90s, our members have been recognized by their peers and the community for their work and contributions in their respective fields. We pride ourselves on our ability to tailor solutions to meet the unique needs of each project, ensuring compliance with all rules and regulations, optimal outcomes, client satisfaction, and community well-being.

Expression of Interest in the Project

We are excited about the opportunity to participate in this RFP and are confident in our ability to deliver exceptional results. Our firm is particularly enthusiastic about this project because it presents the chance to develop a complex at a strategic location in the City, providing a multi-discipline, one-stop service park by the Merrimack River. We are committed to leveraging our skills and experience to address the project's challenges and contribute to its overall success. Our team is prepared to provide innovative solutions and dedicated support throughout the project lifecycle, ensuring that all objectives are met with the highest standards of quality and efficiency.

Contact Information

For further information or inquiries regarding our proposal, please contact:

Rafael Guzman
Senior Project Manager
ByTheRiverPark, LLC
978-815-1191
rguzman@rayservicesinc.com

Thank you for considering our proposal. We look forward to the opportunity to discuss how ByTheRiverPark, LLC can contribute to the success of the project described in this RFP.

Sincerely,



Maria Aicantara
President
ByTheRiverPark, LLC

2. FIRM PROFILE - QUALIFICATIONS AND EXPERIENCE

- History and Structure of the Firm

ByTheRiverPark, LLC is being established with the mission to drive innovation and excellence in urban redevelopment. Our firm is founded by a group of seasoned professionals with extensive backgrounds in real estate development, construction, and business management. With a focus on transforming the 7, 9, & 19 South Canal Street underutilized properties into vibrant, multi-functional spaces. ByTheRiverPark, LLC combines cutting-edge strategies with practical solutions to deliver outstanding results.

Our firm operates with a structured team approach, consisting of specialized departments that handle different facets of our projects. This structure includes project management, construction, real estate development, workforce training, and health care services ensuring that each project benefits from expert oversight and execution.

- Relevant Experience in Urban Redevelopment Projects

TheRiverPark, LLC's shareholders, as individuals, each has a proven track record in urban redevelopment, with several successful projects that have revitalized and reimagined urban spaces in the City of Lawrence and beyond. Our expertise spans a range of redevelopment activities, including site acquisition, design, renovations and construction, and community engagement. We are adept at navigating complex regulatory environments and collaborating with stakeholders to achieve project goals.

- Team Organization and Key Personnel/Contractors

Our team is led by experienced professionals with deep industry knowledge and a commitment to delivering excellence:

- **Maria Alcantara**, President and Workforce Development Training Provider: Responsible for business relations and business growth, Maria plays a crucial role in securing new projects and maintaining strong partnerships with all the stakeholders. Her goal is to make the City of Lawrence the cradle of new workers in the construction, cosmetology, and health industries in the New England area. She seeks to replicate in Lawrence, the results that years of training in the City to the local workforce, specially, to the Latino community, in the environmental asbestos and deleading fields transformed Lawrence as the most important supplier of asbestos trained licensed laborers throughout New England. Asbestos and deleading workers have dramatically increased the acquisition value in the city as reflected in the local real estate market.

- **Rafael Guzman**, Senior Project Manager: With over 30 years in the industry, Rafael has spearheaded numerous high-profile redevelopment projects. His many years of experience helps drive the firm's success and ensure that projects are completed on time and within budget

- **Jose Melo**, Chief Architect: Jose brings 15 plus years of experience in architectural design and urban planning. He has been instrumental in creating innovative designs that align with project goals and community needs. In designing this site he has taken into consideration the needs of the City.
- **Yakaira Inoa**, Construction Manager: Yakaira oversees the construction process with a focus on quality and efficiency. Her experience ensures that all construction activities adhere to the highest standards.
- **Dr. Jose Baez**, Medical Facilities Director: Responsible for the installation and management of a health center facility providing 24/7 emergency services. To quote his words: “Our health care vision is to create meaningful change through coordinated services to improve quality of life, emotional and physical wellbeing through healthcare. We want to deliver the community in a holistic approach in a linguistically competent, compassionate and culturally sensitive environment with dignity and professionalism, access to the quality care they deserve. Our center visualizes having pediatric and adult primary care, women’s health, urgent emergency care, pharmacy, adult daycare, mental health, addiction care and transportation.
- **Bernardo “Benny” Guzman**, Licensed Construction Supervisor: Dedicated superintendent and/or project manager with over 8 years of experience, is fully bilingual and trained group leader. He can arrange, handle, coordinate and supervise various different teams to accomplish a common set of goals as encountered in the specifications and plans of construction projects.

In addition to our core team, we collaborate with a network of trusted contractors and consultants who bring specialized skills to our projects, ensuring comprehensive and expert support throughout the redevelopment process.

- Description of Similar Projects
 1. **225 Essex Street “Old Sears Building”**
 - **Location:** Lawrence, MA
 - **Description:** This project involved the renovation of the Sears building into a commercial complex. The development included retail spaces, office spaces, and public offices.
 - **Timeline:** Summer 1996 to 2000
 - **Budget:** \$800,000.00
 - **Outcomes:** This “sick building” was renovated on time and within budget, resulting in a 100% occupancy rate increasing local business activity around the historic downtown area adjacent to City Hall.
 2. **50 Woodland Street “Old Storrow School”**
 - **Location:** Lawrence, MA
 - **Description:** A transformative renovation of the old Storrow school building (school closed in 2004) that created a workforce development training center and later a charter school currently running successfully. The project included green spaces, community facilities, environmental remediation, a new HVAC system and roof.
 - **Timeline:** 2011 to 2012
 - **Budget:** \$560,000.00
 - **Outcomes:** The redevelopment re-opened a building that was closed for over five years and is currently active as a charter school in one of the best neighborhood of the City.
 3. **530 Broadway “Old Malden Mills Headquarter Building”**
 - **Location:** Lawrence, MA
 - **Description:** This initiative focused on revitalizing a historic 55,000 SF “abandoned” building, preserving architectural heritage while introducing modern retail and office space. Building is 100% occupied service the community with a variety of business services that includes childcare, workforce development training, education, restaurant, and others.
 - **Timeline:** 2012 to 2014
 - **Budget:** \$4,500,000.00
 - **Outcomes:** The project successfully renovated an abandoned and dilapidated building into modern office and retail spaces. In addition to new HVAC systems, roof, floors, windows, electrical systems, new passenger elevator the building was

also removed from the MADEP contaminated sites list via an aggressive environmental remediation set of steps. This building has been the birth of a number of small local businesses and nonprofit organizations.

ByTheRiverPark, LLC's shareholders individual experiences and expertise make us. The firm, well-equipped to undertake and excel in urban redevelopment projects. Our dedicated team and proven track record ensure that we deliver projects that meet high standards of quality and achieve positive outcomes for the communities we serve.

PROJECT APPROACH AND METHODOLOGY

Development Plan Overview

Our development approach is designed to deliver a comprehensive and integrated plan that addresses all facets of the project, from land use to architectural and landscape design, with a focus on sustainability. We aim to create a dynamic, functional, and environmentally conscious development that enhances the community and aligns with the goals of the Lawrence Redevelopment Authority.

1. Land Use

- **Mixed-Use Planning:** The redevelopment plan incorporates three distinct buildings and a central plaza, serving various community needs:
 - **Commercial Spaces:** Retail and office areas will be integrated into the buildings.
 - **Residential Units:** Apartments or condos will be incorporated into designated sections.
 - **Recreational Areas:** Publicly accessible spaces such as parks and plazas will be included.
- **Zoning Compliance:** We will collaborate with local authorities to ensure that the land use plan adheres to zoning regulations and aligns with the city's vision, integrating areas for retail, office spaces, residential units, and public amenities.
- **Space Optimization:** The development will efficiently use the land, featuring:
 - **Building Footprints:** Designed to maximize usable space while adhering to zoning requirements.
 - **Parking Facilities:** Underground parking structures to optimize surface space.
 - **Pedestrian Pathways:** Well-planned walkways to connect different elements and enhance accessibility.

2. Architectural Design

- **Innovative Design:** The architectural design will feature a modern aesthetic with practical elements, including:

- **Gross Square Footage:** Allocated strategically across commercial, residential, and recreational uses.

- **Building Heights:** Designed to blend with the urban context and maximize views of the Merrimack River.
- **Building Integration:** Structures will harmonize with the surrounding area through:
 - **Façade Treatments:** Materials and colors that complement local architecture.
 - **Mass and Scale:** Building massing that respects neighboring properties.
 - **Accessibility and Safety:** Buildings will be designed to meet accessibility standards and safety regulations, including:
 - **Universal Design Elements:** Accessible entrances and facilities.
 - **Safety Measures:** Fire protection systems and secure access points.

3. Landscape Design

- **Green Spaces:** The landscape design will include:
 - **Parks and Gardens:** Green areas for recreation and visual appeal.
 - **Plazas:** Open spaces between buildings and along the Merrimack River for community gatherings.
- **Public Areas:** Features will include:
 - **Seating and Shade Structures:** For comfort and social interaction.
 - **Pedestrian Pathways:** Connecting the complex's plaza with Merrimack riverwalk.
- **Plant Selection:** Landscaping will use:
 - **Native Plants:** Species adapted to the local climate and requiring minimal maintenance.

4. Sustainability Features

- **Energy Efficiency:** Buildings will feature:
 - **High-Performance HVAC Systems:** For efficient climate control.
 - **LED Lighting:** To reduce energy consumption.
 - **Advanced Insulation:** For enhanced thermal performance.
- **Renewable Energy:** We will seek to integrate:
 - **Solar Panels:** To reduce reliance on non-renewable energy sources.

- **Water Conservation:** Implementations will include:
 - **Low-Flow Fixtures:** To minimize water usage.
 - **Rainwater Harvesting:** Systems to collect and reuse rainwater.
- **Waste Management:** Features will involve:
 - **Recycling Facilities:** For waste separation and recycling.
 - **Waste Separation Systems:** To reduce landfill contributions.
- **Green Building Certification:** We aim to achieve a certification such as LEED to demonstrate our commitment to high environmental standards.

5. Construction of Building Structures by Phases

To manage the project's complexity and scale, we propose a phased construction approach. See the plans provided with this RFP for this section:

- **Phase 0: Pre-Construction and Site Preparation**
 - **Architectural Design:** Development of comprehensive architectural plans, including land use, building layouts, and site integration.
 - **Site Remediation:** Removal of existing abandoned foundations and remediation on the site. The site is currently categorized as an official hazardous material site in Massachusetts by the Mass Department of Environmental Agency (DEP). Remediation is required by regulations and laws.
 - **Site Analysis and Clearing:** Conduct site analysis, environmental assessments, and clear remaining structures. Establish temporary facilities and utilities.
- **Phase 1: Construction of East Building and Plaza**
 - **Building C (Medical Facility and Parking Garage):** Construction of an underground parking garage with 100 parking spots beneath Building C, featuring a footprint of 32,818 SF. The medical facility component will be integrated into Building C, providing essential healthcare services to the community.
 - **Building F (Medical Facility):** Construction of the structure above Building C, with a footprint of 17,364 SF, dedicated to additional medical facilities and related services.
 - **Buildings I and J:** Construction of two five-story buildings on top of Building F:
 - **Building I:** With a footprint of 4,901 SF.
 - **Building J:** With a footprint of 4,749 SF.
 - **Plaza Development:** Concurrent development of the plaza area between Building C and the Merrimack River, including landscaping and public amenities.
- **Phase 2: Construction of West Building**
 - **Building A (Parking Garage):** Construction of the building with an underground parking garage featuring 100 parking spots on the west side of the lot, with a footprint of 39,422 SF.
 - **Building E:** Construction of the structure above Building A, with a footprint of 12,177 SF. Building A and Building E will serve as workforce development training facilities.
 - **Buildings G and H:** Construction of two adjacent residential buildings on top of Building E, each five stories high:
 - **Building G:** With a footprint of 5,674 SF.

- **Building H:** With a footprint of 4,629 SF.
- **Phase 3: Construction of Convention/Sport Complex**
 - **Complex with Parking:** Construction of the convention/sport complex with underground parking, situated between the east and west buildings. This final phase will complete the central portion of the development.

6. Financial Plan

- **Project Budget:** A detailed budget will be prepared covering all construction, design, and operational costs. This includes site preparation, construction, materials, and contingency funds.

Area/Building	Area (SF)	Story	Total SF	Price @	Phase	Use
Architectural Design and engineering	0	1	N/A	\$ 5,100,000.00	0	N/A
Sitework and remediation	149051	1	149051	\$ 5,216,785.00	0	N/A
Plaza	28,000	1	28000	\$ 1,176,000.00	1	All
A	39422	1	39422	\$ 11,826,600.00	2	Workforce Development
B	14804	1	14804	\$ 4,441,200.00	3	Conference/Sports Complex
C	32818	1	32818	\$ 9,845,400.00	1	Medical Facilities
D	25186	1	25186	\$ 7,555,800.00	2	Commercial work space
E	12177	1	12177	\$ 3,653,100.00	3	Conference/Sports Complex
F	17364	1	17364	\$ 5,209,200.00	1	Medical Facilities
G	5674	5	28370	\$ 8,511,000.00	2	Residential
H	4629	5	23145	\$ 6,943,500.00	2	Residential
I	4901	5	24505	\$ 7,351,500.00	1	Residential
J	4749	5	23745	\$ 7,123,500.00	1	Residential
Total Projected Construction Cost				\$83,953,585.00		
Phase	Total Const by phases					
0	\$ 10,316,785.0					
1	\$ 30,705,600.0					
2	\$ 34,836,900.0					
3	\$ 8,094,300.0					
	0					
	\$ 83,953,585.00					

Funding Sources: We will explore various funding sources including public grants, private investments, and loans:

- City has EPA grant money earmarked for the environmental cleanup of the subject property.
 - See letter from our preferred lender, Enterprise Bank.
 - Other State and Federal grants for workforce development and health related services will be pursued at the local, state, and federal level
 - MassDevelopment and Mass Housing will be tapped for additional funding support
- Project funding by phases: Phase 0: 10% (\$1M) Developers, 90% (\$9M) Local, State and Federal grants, Phase 1, 2, & 3: 10% (\$7.3M) Developers, 10% (\$7.3M) grants, 80% (\$59M) traditional financing

Phase	Use	Sources of funds		
		Developers (10%)	Grants (10-90%)	Financing (0-80%)
0 N/A		\$ 510,000.00	\$ 4,590,000.00	\$ -
0 N/A		\$ 521,678.50	\$ 4,695,106.50	\$ -
1 All		\$ 117,600.00	\$ 117,600.00	\$ 940,800.00
2 Workforce Development		\$ 1,182,660.00	\$ 1,182,660.00	\$ 9,461,280.00
3 Conference/Sports Complex		\$ 444,120.00	\$ 444,120.00	\$ 3,552,960.00
1 Medical Facilities		\$ 984,540.00	\$ 984,540.00	\$ 7,876,320.00
2 Commercial work space		\$ 755,580.00	\$ 755,580.00	\$ 6,044,640.00
3 Conference/Sports Complex		\$ 365,310.00	\$ 365,310.00	\$ 2,922,480.00
1 Medical Facilities		\$ 520,920.00	\$ 520,920.00	\$ 4,167,360.00
2 Residential		\$ 851,100.00	\$ 851,100.00	\$ 6,808,800.00
2 Residential		\$ 694,350.00	\$ 694,350.00	\$ 5,554,800.00
1 Residential		\$ 735,150.00	\$ 735,150.00	\$ 5,881,200.00
1 Residential		\$ 712,350.00	\$ 712,350.00	\$ 5,698,800.00
		\$ 8,395,358.50	\$ 16,648,786.50	\$ 58,909,440.00

- **Pro Forma Financial Statements:** These will outline anticipated revenues, operating costs, and profitability over the project's 1st five years. These exclude any profit/losses from each individual owner's own operating business within the business model.

Pro-Forma (1st five years)						
Annual Income	Debt Service Annually	Annual RE Taxes	Water & Sewage	Common Utilities	RE Insurance	Net Income
\$ -						
\$ -						
\$ -	(\$68,268.61)					
\$ 788,440.00	(\$686,552.33)	\$ (177,399.00)	\$ (9,855.50)	\$ (29,566.50)	\$ (39,422.00)	\$ (154,355.33)
\$ 296,080.00	(\$257,818.49)	\$ (66,618.00)	\$ (3,701.00)	\$ (11,103.00)	\$ (14,804.00)	\$ (57,964.49)
\$ 656,360.00	(\$571,540.62)	\$ (147,681.00)	\$ (8,204.50)	\$ (24,613.50)	\$ (32,818.00)	\$ (128,497.62)
\$ 503,720.00	(\$438,625.82)	\$ (113,337.00)	\$ (6,296.50)	\$ (18,889.50)	\$ (25,186.00)	\$ (98,614.82)
\$ 243,540.00	(\$212,068.08)	\$ (54,796.50)	\$ (3,044.25)	\$ (9,132.75)	\$ (12,177.00)	\$ (47,678.58)
\$ 347,280.00	(\$302,402.08)	\$ (78,138.00)	\$ (4,341.00)	\$ (13,023.00)	\$ (17,364.00)	\$ (67,988.08)
\$ 765,990.00	(\$494,076.65)	\$ (49,151.03)	\$ (12,766.50)	\$ (14,185.00)	\$ (28,370.00)	\$ 167,440.83
\$ 624,915.00	(\$403,080.86)	\$ (40,098.71)	\$ (10,415.25)	\$ (11,572.50)	\$ (23,145.00)	\$ 136,602.68
\$ 661,635.00	(\$426,765.89)	\$ (42,454.91)	\$ (11,027.25)	\$ (12,252.50)	\$ (24,505.00)	\$ 144,629.45
\$ 641,115.00	(\$413,530.14)	\$ (41,138.21)	\$ (10,685.25)	\$ (11,872.50)	\$ (23,745.00)	\$ 140,143.90
\$ 5,529,075.00	\$ (4,274,729.55)	\$ (810,812.36)	\$ (80,337.00)	\$ (156,210.75)	\$ (241,536.00)	\$ 33,717.95
Assumptions = ass'tions						
Income Ass'tions:	Financing ass'tions:	Taxes ass'tions:	W&S ass'tions	Utilities ass'tions		
Income mkt rate	6.08% annual interest	Comm 3% of price	Comm \$.25/SF	Comm \$.75/SF		
Comm triple net \$20/SF	30 yr fixed	Res 1.155% price	Res \$.45/SF	Res \$.50/SF		
tenants pay utilities		TIFF 50%				
Above scenario for 1st five years						

7. Project Timeline

- **Phase 0: Pre-Construction and Site Preparation (12 months)**
 - Site analysis, remediation, and preparation.
 - Architectural design and planning.
- **Phase 1: Construction of East Building and Plaza (18-24 months)**
 - Construction of Building C, Building F, and Buildings I and J.
 - Development of the plaza area.



- **Phase 2: Construction of West Building (18-24 months)**
 - Construction of Building A, Building E, and Buildings G and H.
- **Phase 3: Construction of Convention/Sport Complex (18-24 months)**
 - Construction of the convention/sport complex with parking.

8. Strategies for Sustainable and Resilient Development

- **Energy Efficiency:** Use of advanced building systems and renewable energy sources.
- **Water Conservation:** Implementation of low-flow fixtures and rainwater harvesting.
- **Material Selection:** Use of sustainable and locally sourced materials.
- **Resiliency Measures:** Design to withstand local climate conditions and potential natural disasters.

9. Requested City Incentives

- **Tax Incentives:** Request for property tax abatements or reductions. TIFs.
- **Grants and Subsidies:** Application for city grants or subsidies supporting urban redevelopment.
- **Zoning Variances:** Request for zoning adjustments to facilitate the development.

10. Community Benefits

- **Job Creation:** The project will create numerous construction and permanent jobs.
- **Economic Growth:** Boost to local economy through commercial spaces and increased property values.
- **Public Spaces:** Enhanced public areas including parks, plazas, and recreational spaces.
- **Affordable Housing:** Inclusion of residential units to meet community housing needs.
- **Youth Development:** Youth sports add economic vitality, Physical activity to support mental health. Youth sports lead to immediate and long-term benefits for youth, their families and communities.

Implementation and Monitoring

To ensure successful execution, we will establish a detailed project timeline with key milestones and deliverables for each phase. Regular progress reviews will monitor adherence to the development plan, and we will engage with stakeholders and the community throughout the process to address any concerns and incorporate feedback.

By adhering to this comprehensive approach and phased methodology, we aim to deliver a development that not only meets but exceeds the expectations of the Lawrence Redevelopment Authority and serves as a model for future urban redevelopment projects.

3. Financial Capability

Evidence of Financial Stability and Capability

Our organization's shareholders for this RFP have individually demonstrated substantial financial stability and capability through the successful completion of numerous individual

business enterprises. Each maintains a robust financial standing, supported by a comprehensive portfolio of past projects, strong revenue streams, and prudent financial management practices.

- **Financial Statements:** Individual Financial statements for the past three years can be provided upon request for an award. These will illustrate our consistent financial health.
- **Credit Rating:** We hold individual strong credit ratings, reflecting our reliable financial management and capacity to secure necessary funding.
- **Bank References:** Letters from our primary banking institutions confirming our financial stability and capability to undertake large-scale projects are included.

Proposed Funding Sources and Financial Plan

Our financial plan for the acquisition and redevelopment of the land is structured to ensure comprehensive coverage of all costs associated with the project.

- **Funding Sources:**
 - **Equity Contributions:** Our company will contribute 10% of equity to ensure the project's financial foundation. However, our company would be open to shared public private cooperation and sharing in the ownership of this project with the City of Lawrence.
 - **Public Grants:** We will pursue available public grants, including those earmarked for urban redevelopment and infrastructure improvement.
 - **Private Investments:** We reserve our rights to engage with private investors who are committed to supporting this project and bringing additional capital.
 - **Bank Loans:** We have pre-approved financing from Enterprise Bank, detailed in the attached letter, to cover any shortfalls and support cash flow requirements.
- **Financial Plan:**
 - **Initial Acquisition Costs:** We have allocated funds to cover land acquisition, including purchase price and associated transaction costs.
 - **Development Budget:** General Budget and Cash Flow Projection for five years have been provided for this RFP above. A more detailed budget that includes costs for site preparation, construction, and contingencies will be provided upon award of this RFP. This budget will ensure that all phases of the project are adequately funded.

- **Cash Flow Projections:** Included cash flow projections above demonstrate our ability to manage financial resources effectively throughout the project 1st five years.

4. Legal and Compliance Information

Proof of Licensure and Certifications

ByTheRiverPark, LLC has individuals that are fully licensed and certified to undertake construction projects in Massachusetts.

- **Licenses:** Copies of our state and local licenses required for real estate development and construction are included.
- **Certifications:** We hold industry certifications such as Mass DCAMM certified General Contractor, License Medical MD, Licensed Cosmetologist, OSHA Certified Trainer, and others certifications and/or licenses in various states demonstrating our commitment to high standards in Construction, Health Workforce Development Training and project management.

Disclosure of Legal and Regulatory Issues

Our company maintains a clean legal and regulatory record.

- **Legal Compliance:** We adhere to all local, state, and federal regulations related to construction and redevelopment.
- **Regulatory Compliance:** Documentation confirming our compliance with environmental, zoning, and building regulations is provided.
- **No Outstanding Issues:** We disclose that there are no ongoing or unresolved legal disputes affecting our ability to perform this project.

5. References

Development Partners

- **Julia Silverio -Community Leader, Professional, Business Owner**
 - **Contact:** 978-390-3324
 - **Description:** Julia has collaborated with us on several Mid to large-scale redevelopment projects. She can provide insights into our project execution and partnership effectiveness.
- **Benny Espailat -Professional, Business Owner and Community Leader**
 - **Contact:** 978-884-4463
 - **Description:** Benny has worked with us on city-led redevelopment initiatives. He can attest to our adherence to our leadership, planning regulations and project success.

Clients

- **Peter S. Kapiloft**
 - **Contact:** 413-441-1200
 - **Description:** Peter has been a client for our commercial redevelopment projects. He can speak to our ability to deliver high-quality results and meet client expectations.
- **Brian Wong -State regulatory**
 - **Contact:** 978-555-3456
 - **Description:** Brian has worked with us on multiple project from a regulatory state perspective. He can provide feedback on our effectiveness and commitment to project goals.



September 12, 2024

Lawrence Redevelopment Authority
255 Essex Street
Lawrence, MA 01840

To Whom It May Concern:

This letter confirms that Enterprise Bank & Trust Company is currently working with ByTheRiverPark, LLC and their members, Rafael D. Guzman, Jose Rigoberto Baez, Maria Alcantara, and Yakair Inoa on the acquisition and mixed-use development of the properties located at 7 South Canal (Map 123 Lot 1), 9 South Canal (Map 123 Lot 2), and 19 South Canal (Map 123 Lot 3), Lawrence, MA. It should be noted that the ownership group and Enterprise Bank & Trust Company have had and currently have a highly satisfactory banking relationship for many years including various commercial real estate financing transactions.

If you need any additional information from the bank, please feel free to give me a call directly.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andrew M. Santos'.

Andrew M. Santos
Commercial Lending Officer
Senior Vice President
Enterprise Bank
8 High Street
Andover, MA 01810
Direct: (978)656-5512
Fax: (978)623-3334
Email: Andrew.santos@ebtc.com



BYTHERIVERPARK, LLC

September 13, 2024

Octavien Spanner
LRA Secretary/Executive Director
Lawrence Redevelopment Authority
255 Essex Street
Lawrence, MA 01841

Re: Request for Proposal (RFP) for the Acquisition and Development of 7, 9, and 19 South Canal Street Land

Introduction and Offer to RFP for 7, 9, & 19 South Canal Street

Dear Octavien,

We appreciate the opportunity to submit our proposal for the acquisition and development of the property located at 7, 9, and 19 South Canal Street. However, after a thorough evaluation, we must address significant concerns regarding the value and feasibility of this site.

Property Assessment and Value Concerns

The property in question is not a typical buildable lot. Our due diligence has uncovered several critical issues:

1. **Contamination and Environmental Remediation:**
 - **MADEP Contamination:** The site is listed with the Massachusetts Department of Environmental Protection (MADEP) as a contaminated area, with associated cleanup requirements. Relevant DEP filings are included below.
 - **Site Condition:** The land is burdened with old slabs, foundations from the former Merrimack Paper Company, and unknown underground water connections. These remnants necessitate extensive environmental and site remediation before construction can commence.
2. **Required Investigations:**
 - **Environmental Site Assessment:** A comprehensive assessment is needed to gauge the extent of contamination and the associated remediation costs.

- **Geotechnical Analysis:** This analysis will determine the scope of sitework demolition required to prepare the site for construction, including dealing with the remaining foundations and potential water connections.
- 3. **Increased Costs:**
 - The combined costs of environmental cleanup and site preparation are substantial. These expenditures are necessary to bring the site to a condition suitable for development and in compliance with construction codes.
- 4. **Misalignment with Appraisal:**
 - During our due diligence, we reviewed the property's appraisal, which estimated the site's value at \$3 million. However, this appraisal does not account for the unique challenges and significant investment required to address contamination and site preparation. The actual cost to make this site buildable could exceed the estimated value, suggesting a potential negative value for the property.

Proposal for Alternative Equity Structure

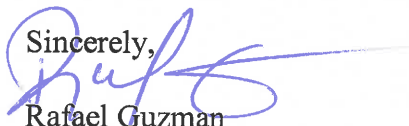
Given the substantial investment required to make the site viable and the discrepancies in the property appraisal, our team proposes a revised approach:

1. **Nominal Purchase Offer:**
 - We propose acquiring the site for a nominal price of \$10,000. This offer reflects the significant risks and costs associated with remediation and site preparation.
2. **Public-Private Partnership:**
 - Our team is open to exploring a Public-Private Partnership (PPP) with the City of Lawrence. This arrangement would involve collaboration to develop and operate the proposed complex, leveraging both public support and private investment.
3. **EPA Grant Utilization:**
 - We are aware that the City has a \$900,000 EPA grant allocated for site decontamination. Our team is prepared to work with the City to utilize these funds effectively in our redevelopment plan.

In conclusion, the property's true value is impacted by its current condition and the extensive work required to make it suitable for development. We believe that our proposed nominal purchase offer, combined with a potential PPP, offers a practical solution that addresses the financial and logistical challenges of this site.

Thank you for considering our proposal. We look forward to discussing how we can collaborate with the City to bring this project to fruition.

Sincerely,



Rafael Guzman
Senior Project Manager
ByTheRiverPark, LLC
978-815-1191

rguzman@rayservicesinc.com



SITE PICTURES AS OF 9/10/2024

7, 9 & 19 South Canal St, Lawrence, MA





**RELEASE ABATEMENT MEASURE (RAM)
TRANSMITTAL FORM**

Release Tracking Number

3 - 36787

Pursuant to 310 CMR 40.0444 - 0446 (Subpart D)

A. SITE LOCATION:

1. Site Name/Location Aid: MERRIMAC PAPER
2. Street Address: 7,9,19 SOUTH CANAL STREET
3. City/Town: LAWRENCE 4. Zip Code: 018430000

5. Check here if the disposal site that is the source of the release is Tier Classified. Check the current Tier Classification Category.
 a. Tier I b. Tier ID c. Tier II

B. THIS FORM IS BEING USED TO: (check all that apply)

1. List Submittal Date of Initial RAM Plan (if previously submitted): 5/16/2023
(mm/dd/yyyy)

2. Submit an **Initial Release Abatement Measure (RAM) Plan.**

a. Check here if the RAM is being conducted as part of the construction of a permanent structure. If checked, you must specify what type of permanent structure is to be erected in or in the immediate vicinity of the area where the RAM is to be conducted.

b. Specify type of permanent structure: (check all that apply) i. School ii. Residential iii. Commercial
 iv. Industrial v. Other Specify: _____

3. Submit a **Modified RAM Plan** of a previously submitted RAM Plan.

4. Submit a **RAM Status Report.**

5. Submit a **Remedial Monitoring Report.** (This report can only be submitted through eDEP, concurrent with a RAM Status Report.)

a. Type of Report: (check one) i. Initial Report ii. Interim Report iii. Final Report

b. Frequency of Submittal:

i. A Remedial Monitoring Report(s) submitted every six months, concurrent with a RAM Status Report.
 ii. A Remedial Monitoring Report(s) submitted annually, concurrent with a RAM Status Report.

c. Number of Remedial Systems and/or Monitoring Programs: _____

A separate BWSC106A, RAM Remedial Monitoring Report, must be filled out for each Remedial System and/or Monitoring Program addressed by this transmittal form.

6. Submit a **RAM Completion Statement.**

7. Submit a **Revised RAM Completion Statement.**

8. Provide Additional RTNs:

a. Check here if this RAM Submittal covers additional Release Tracking Numbers (RTNs). RTNs that have been previously linked to a Primary Tier Classified RTN do not need to be listed here. This section is intended to allow a RAM to cover more than one unclassified RTN and not show permanent linkage to a Primary Tier Classified RTN.

b. Provide the additional Release Tracking Number(s) covered by this RAM Submittal. - -

9. Include in the **RAM Plan** or **Modified RAM Plan** a **Plan for the Application of Remedial Additives** near a sensitive receptor, pursuant to 310 CMR 40.0046(3).

(All sections of this transmittal form must be filled out unless otherwise noted above)



RELEASE ABATEMENT MEASURE (RAM)
TRANSMITTAL FORM

Release Tracking Number

3 - 36787

Pursuant to 310 CMR 40.0444 - 0446 (Subpart D)

C. RELEASE OR THREAT OF RELEASE CONDITIONS THAT WARRANT RAM:

1. Media Impacted and Receptors Affected: (check all that apply)
- | | | |
|---|---|---|
| <input type="checkbox"/> a. Paved Surface | <input type="checkbox"/> b. Basement | <input type="checkbox"/> c. School |
| <input type="checkbox"/> d. Public Water Supply | <input type="checkbox"/> e. Surface Water | <input type="checkbox"/> f. Zone 2 |
| <input type="checkbox"/> g. Private Well | <input type="checkbox"/> h. Residence | <input checked="" type="checkbox"/> i. Soil |
| <input type="checkbox"/> j. Ground Water | <input type="checkbox"/> k. Sediments | <input type="checkbox"/> l. Wetland |
| <input type="checkbox"/> m. Storm Drain | <input type="checkbox"/> n. Indoor Air | <input type="checkbox"/> o. Air |
| <input type="checkbox"/> p. Soil Gas | <input type="checkbox"/> q. Sub-Slab Soil Gas | <input type="checkbox"/> r. Critical Exposure Pathway |
| <input type="checkbox"/> s. NAPL | <input type="checkbox"/> t. Unknown | |
| <input type="checkbox"/> u. Others | Specify: _____ | |

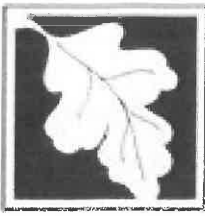
2. Sources of the Release or TOR: (check all that apply)
- | | | |
|--|--|-------------------------------------|
| <input type="checkbox"/> a. Transformer | <input type="checkbox"/> b. Fuel Tank | <input type="checkbox"/> c. Pipe |
| <input type="checkbox"/> d. OHM Delivery | <input type="checkbox"/> e. AST | <input type="checkbox"/> f. Drums |
| <input type="checkbox"/> g. Tanker Truck | <input type="checkbox"/> h. Hose | <input type="checkbox"/> i. Line |
| <input type="checkbox"/> j. UST | Describe: _____ | <input type="checkbox"/> k. Vehicle |
| <input type="checkbox"/> l. Boat/Vessel | | |
| <input type="checkbox"/> m. Unknown | <input checked="" type="checkbox"/> n. Other: BUILDING MATERIALS | |

3. Type of Release or TOR: (check all that apply)
- | | | | |
|--|--|---|--------------------------------------|
| <input type="checkbox"/> a. Dumping | <input type="checkbox"/> b. Fire | <input type="checkbox"/> c. AST Removal | <input type="checkbox"/> d. Overfill |
| <input type="checkbox"/> e. Rupture | <input type="checkbox"/> f. Vehicle Accident | <input type="checkbox"/> g. Leak | <input type="checkbox"/> h. Spill |
| <input type="checkbox"/> i. Test Failure | <input type="checkbox"/> j. TOR Only | | |
| <input type="checkbox"/> k. UST Removal | Describe: _____ | | |
| <input type="checkbox"/> l. Unknown | <input checked="" type="checkbox"/> m. Other: BUILDING DILAPIDATION AND FIRE | | |

4. Identify Oils and Hazardous Materials Released: (check all that apply)
- | | |
|--|--|
| <input type="checkbox"/> a. Oils | <input type="checkbox"/> b. Chlorinated Solvents |
| <input type="checkbox"/> c. Heavy Metals | <input checked="" type="checkbox"/> d. Others |
- Specify: ASBESTOS CONTAINING MATERIALS (ACM)

D. DESCRIPTION OF RESPONSE ACTIONS: (check all that apply, for volumes list cumulative amounts)

- | | |
|---|---|
| <input type="checkbox"/> 1. Assessment and/or Monitoring Only | <input checked="" type="checkbox"/> 2. Temporary Covers or Caps |
| <input type="checkbox"/> 3. Deployment of Absorbent or Containment Materials | <input type="checkbox"/> 4. Temporary Water Supplies |
| <input type="checkbox"/> 5. Structure Venting System/HVAC Modification System | <input type="checkbox"/> 6. Temporary Evacuation or Relocation of Residents |
| <input type="checkbox"/> 7. Product or NAPL Recovery | <input type="checkbox"/> 8. Fencing and Sign Posting |
| <input type="checkbox"/> 9. Groundwater Treatment Systems | <input type="checkbox"/> 10. Soil Vapor Extraction |
| <input type="checkbox"/> 11. Remedial Additives | <input type="checkbox"/> 12. Air Sparging |
| <input type="checkbox"/> 13. Active Exposure Pathway Mitigation System | <input type="checkbox"/> 14. Passive Exposure Pathway Mitigation System |
| <input type="checkbox"/> 15. Monitored Natural Attenuation | <input type="checkbox"/> 16. In-Situ Chemical Oxidation |



RELEASE ABATEMENT MEASURE (RAM)
TRANSMITTAL FORM

Release Tracking Number

3 - 36787

Pursuant to 310 CMR 40.0444 - 0446 (Subpart D)

D. DESCRIPTION OF RESPONSE ACTIONS (cont.): (check all that apply, for volumes list cumulative amounts)

17. Excavation of Contaminated Soils

a. Re-use, Recycling or Treatment i. On Site Estimated volume in cubic yards _____
 ii. Off Site Estimated volume in cubic yards _____

 ii.a. Receiving Facility: _____ Town: _____ State: _____

 ii.b. Receiving Facility: _____ Town: _____ State: _____

 iii. Describe: _____

b. Store i. On Site Estimated volume in cubic yards _____
 ii. Off Site Estimated volume in cubic yards _____

 ii.a. Receiving Facility: _____ Town: _____ State: _____

 ii.b. Receiving Facility: _____ Town: _____ State: _____

c. Landfill i. Cover Estimated volume in cubic yards _____
 Receiving Facility: _____ Town: _____ State: _____

ii. Disposal Estimated volume in cubic yards _____
 Receiving Facility: _____ Town: _____ State: _____

18. Removal of Drums, Tanks or Containers:

a. Describe Quantity and Amount: _____

b. Receiving Facility: _____ Town: _____ State: _____

c. Receiving Facility: _____ Town: _____ State: _____

19. Removal of Other Contaminated Media:

a. Specify Type and Volume: ASBESTOS CONTAINING WASTE MATERIAL (ACWM) - 540 CUBIC YARDS

b. Receiving Facility: CASELLA WASTE SYSTEMS Town: STANLEY State: NY

c. Receiving Facility: _____ Town: _____ State: _____

20. Other Response Actions:

Describe: _____

21. Use of Innovative Technologies:

Describe: _____



RELEASE ABATEMENT MEASURE (RAM)
TRANSMITTAL FORM

Release Tracking Number

3 - 36787

Pursuant to 310 CMR 40.0444 - 0446 (Subpart D)

E. LSP SIGNATURE AND STAMP :

I attest under the pains and penalties of perjury that I have personally examined and am familiar with this transmittal form, including any and all documents accompanying this submittal. In my professional opinion and judgment based upon application of (i) the standard of care in 309 CMR 4.02(1), (ii) the applicable provisions of 309 CMR 4.02(2) and (3), and 309 CMR 4.03(2), and (iii) the provisions of 309 CMR 4.03(3), to the best of my knowledge, information and belief,

> if Section B of this form indicates that a **Release Abatement Measure Plan** is being submitted, the response action(s) that is (are) the subject of this submittal (i) has (have) been developed in accordance with the applicable provisions of M.G.L. c. 21E and 310 CMR 40.0000, (ii) is (are) appropriate and reasonable to accomplish the purposes of such response action(s) as set forth in the applicable provisions of M.G.L. c. 21E and 310 CMR 40.0000 and (iii) comply(ies) with the identified provisions of all orders, permits, and approvals identified in this submittal;

> if Section B of this form indicates that a **Release Abatement Measure Status Report** and/or **Remedial Monitoring Report** is being submitted, the response action(s) that is (are) the subject of this submittal (i) is (are) being implemented in accordance with the applicable provisions of M.G.L. c. 21E and 310 CMR 40.0000, (ii) is (are) appropriate and reasonable to accomplish the purposes of such response action(s) as set forth in the applicable provisions of M.G.L. c. 21E and 310 CMR 40.0000 and (iii) comply (ies) with the identified provisions of all orders, permits, and approvals identified in this submittal;

> if Section B of this form indicates that a **Release Abatement Measure Completion Statement** is being submitted, the response action(s) that is (are) the subject of this submittal (i) has (have) been developed and implemented in accordance with the applicable provisions of M.G.L. c. 21E and 310 CMR 40.0000, (ii) is (are) appropriate and reasonable to accomplish the purposes of such response action(s) as set forth in the applicable provisions of M.G.L. c. 21E and 310 CMR 40.0000 and (iii) comply(ies) with the identified provisions of all orders, permits, and approvals identified in this submittal:

I am aware that significant penalties may result, including, but not limited to, possible fines and imprisonment, if I submit information which I know to be false, inaccurate or materially incomplete.

1. LSP #: 9495

2. First Name: MATTHEWE 3. Last Name: ROBBINS

4. Telephone: 9786563549 5. Ext.: 6. Email:

7. Signature: MATTHEWE ROBBINS

8. Date: 3/20/2024 9. LSP Stamp:

(mm/dd/yyyy)





RELEASE ABATEMENT MEASURE (RAM)
TRANSMITTAL FORM

Release Tracking Number

3 - 36787

Pursuant to 310 CMR 40.0444 - 0446 (Subpart D)

F. PERSON UNDERTAKING RAM:

1. Check all that apply: a. change in contact name b. change of address c. change in the person undertaking response actions

2. Name of Organization: CITY OF LAWRENCE

3. Contact First Name: DANIEL 4. Last Name: MCCARTHY

5. Street: 360 MERRIMACK STREET 6. Title: ACTING PLANNING DIRECTOR

7. City/Town: LAWRENCE 8. State: MA 9. ZIP Code: 018430000

10. Telephone: 9786203505 11. Ext.: 12. Email: dmccarthy@cityoflawrence.com

G. RELATIONSHIP TO RELEASE OR THREAT OF RELEASE OF PERSON UNDERTAKING RAM:

Check here to change relationship

1. RP or PRP a. Owner b. Operator c. Generator d. Transporter
 e. Other RP or PRP Specify: _____

2. Fiduciary, Secured Lender or Municipality with Exempt Status (as defined by M.G.L. c. 21E, s. 2)

3. Agency or Public Utility on a Right of Way (as defined by M.G.L. c. 21E, s. 5(j))

4. Any Other Person Undertaking RAM Specify Relationship: _____

H. REQUIRED ATTACHMENT AND SUBMITTALS:

1. Check here if any Remediation Waste, generated as a result of this RAM, will be stored, treated, managed, recycled or reused at the site following submission of the RAM Completion Statement. You must submit a Phase IV Remedy Implementation Plan along with the appropriate transmittal form (BWSC108).

2. Check here if the Response Action(s) on which this opinion is based, if any, are (were) subject to any order(s), permit(s) and/or approval(s) issued by DEP or EPA. If the box is checked, you MUST attach a statement identifying the applicable provisions thereof.

3. Check here to certify that the Chief Municipal Officer and the Local Board of Health have been notified of the implementation of a Release Abatement Measure.

4. Check here if any non-updatable information provided on this form is incorrect, e.g. Release Address/Location Aid. Send corrections to bwsc.edep@state.ma.us.

5. If a RAM Compliance Fee is required for this RAM, check here to certify that a RAM Compliance Fee was submitted to DEP, P. O. Box 4062, Boston, MA 02211.

6. Check here to certify that the LSP Opinion containing the material facts, data, and other information is attached.



RELEASE ABATEMENT MEASURE (RAM)
TRANSMITTAL FORM

Release Tracking Number

3 - 36787

Pursuant to 310 CMR 40.0444 - 0446 (Subpart D)

I. CERTIFICATION OF PERSON UNDERTAKING RAM:

1. I, DANIEL MCCARTHY, attest under the pains and penalties of perjury (i) that I have personally examined and am familiar with the information contained in this submittal, including any and all documents accompanying this transmittal form, (ii) that, based on my inquiry of those individuals immediately responsible for obtaining the information, the material information contained in this submittal is, to the best of my knowledge and belief, true, accurate and complete, and (iii) that I am fully authorized to make this attestation on behalf of the entity legally responsible for this submittal. I/the person or entity on whose behalf this submittal is made am/is aware that there are significant penalties, including, but not limited to, possible fines and imprisonment, for willfully submitting false, inaccurate, or incomplete information.

2. By: DANIEL MCCARTHY 3. Title: DIRECTOR
(Signature)

4. For: CITY OF LAWRENCE 5. Date: 3/25/2024
(Name of person or entity recorded in Section F) (mm/dd/yyyy)

6. Check here if the address of the person providing certification is different from address recorded in Section F.

7. Street:

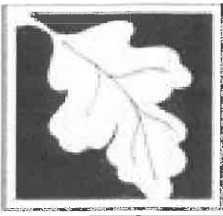
8. City/Town: 9. State: 10. ZIP Code:

11. Telephone: 12. Ext.: 13. Email:

YOU ARE SUBJECT TO AN ANNUAL COMPLIANCE ASSURANCE FEE OF UP TO \$10,000 PER BILLABLE YEAR FOR THIS DISPOSAL SITE. YOU MUST LEGIBLY COMPLETE ALL RELEVANT SECTIONS OF THIS FORM OR DEP MAY RETURN THE DOCUMENT AS INCOMPLETE. IF YOU SUBMIT AN INCOMPLETE FORM, YOU MAY BE PENALIZED FOR MISSING A REQUIRED DEADLINE

Date Stamp (DEP USE ONLY:)

Received by DEP on
3/25/2024 11:48:17 AM



RELEASE AMENDMENT FORM

A. RELEASE OR THREAT OF RELEASE LOCATION:

1. Release Name/Location Aid: MERRIMAC PAPER

2. Street Address: 7,9,19 SOUTH CANAL STREET

3. City/Town: LAWRENCE 4. ZIP Code: 018430000

B. THIS FORM IS BEING USED TO: (check all that apply)

1. Date of Response(s): 10/31/2023 Start Time : 05:00 AM PM
(mm/dd/yyyy) (hh:mm)

2. Record Field Visits:

- a. Initial Compliance Field Response – Announced
- b. Initial Compliance Field Response – Unannounced
- c. Compliance Field Response – Announced
- d. Compliance Field Response – Unannounced
- e. Follow-up or Other Field Response
- f. Field Response - Direct Oversight

3. Record an Activity:

- a. Follow-up Office Response
- b. Meeting with PRP or PRP Representative

4. Record IRA Activities (also complete Section D, if applicable):

- a. IRA Assessment Only
- b. IRA Oral Plan Approved
- c. IRA Oral Plan Denied and/or Request for Written Plan
- d. IRA Oral Modified Plan Approved
- e. IRA Written Plan Approved
- f. IRA Written Plan Denied
- g. Imminent Hazard Termination Approved

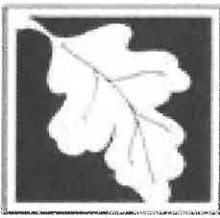
5. Record IRA Department (IRA-D) Oversight Activities:

- a. IRA-D Work Started
- b. IRA-D Assessment Only
- c. IRA-D Plan Recorded
- d. IRA-D Modification Plan Recorded
- e. IRA-D Work Completed

6. Record URAM Activities:

- a. Notice of Intent to Conduct a URAM
- b. URAM Work Started
- c. URAM Notification of a Previously Existing RTN

- 7. Correct or Add **Data to WSC Database** otherwise not specified on this form. (Record in Section F)
- 8. Identify or Update a **PRP or Other Person Associated with Release** (Fill out Section C)
- 9. Record **Other Staff Activities** not specified above. (Record in Section F)



RELEASE AMENDMENT FORM

C. PRP OR OTHER PERSON ASSOCIATED WITH RELEASE:

1. Check all that apply: a. change in contact name b. change of address c. new person associated with release

2. Name of Organization: CITY OF LAWRENCE

3. Contact First Name: PEDRO 4. Last Name: SOTO

5. Street: 12 METHUEN ST 1ST FLOOR 6. Title: DIRECTOR

7. City/Town: LAWRENCE 8. State: MA 9. ZIP Code: 018400000

10. Telephone: 9786203501 11. Ext: _____ 12. EMail: psoto@cityoflawrence.com

13. Relationship of Person to Release: PRP OTHER c. Type(e.g. Current Owner): Fiduciary or Secured Lender

14. No Person associated with activity specified in Section B.

D. ENTER ORAL RESPONSE ACTION PLAN (if applicable): (check all that apply)

1. Assessment and/or Monitoring only 6. Temporary Evacuation or Relocation of Residents

2. Temporary Covers or Caps 7. Product or NAPL Recovery

3. Deployment of Absorbent or Containment Materials 8. Fencing and Sign Posting

4. Temporary Water Supplies 9. Groundwater Treatment Systems

5. Structure Venting Systems 10. Soil Vapor Extraction

11. Check here if modifying amount of authorized excavated soils:

Amount not to exceed _____ cubic yards tons

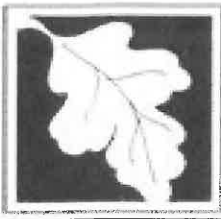
12. Other Response Actions

Describe: _____

E. MassDEP STAFF AND FORM PREPARER:

1. MassDEP Staff: _____ b. Check here, if Unassigned (or staff name not applicable)

2. Preparer Signature: LETICIA RUIZ BOYLE 3. Date : 11/8/2023
(mm/dd/yyyy)



RELEASE AMENDMENT FORM

3 - 36787

F. DESCRIPTION OF ACTIVITIES RECORDED BY THIS FORM:

MASSDEP BAW ASBESTOS HAS BEEN OVERSEEING THE DEMOLITION, ASBESTOS BULK LOADING, AND ASBESTOS ABATEMENT UNDER AN APPROVED NON-TRADITIONAL WORK PLAN (NTWP) FOR THE FORMER MERRIMACK PAPER COMPANY THAT INCLUDES NUMEROUS BUILDINGS LOCATED AT 7, 9 AND 19 SOUTH CANAL STREET, LAWRENCE, MA (THE SITE). ON 10/31/2023, MASSDEP BAW AND BWSC STAFF HAD AN ONSITE MEETING WITH THE CITY OF LAWRENCE, THEIR ENVIRONMENTAL CONSULTANTS (TRC), AND CONTRACTOR (S & R CORPORATION) TO DISCUSS THE FINAL BUILDING DEMOLITION PHASE AND THE ASSESSMENT REQUIRED FOR THE NEXT PHASE OF DEVELOPMENT ACTIVITIES. MASSDEP ALSO INSPECTED A ROOM (BASEMENT) THAT WAS DISCOVERED ON 10/26/2023 BY THE CONTRACTOR WHEN THEY REMOVED THE CONCRETE PAD AT 7 SOUTH CANAL STREET.

THIS SITE HAS THREE OPEN RELEASE TRACKING NUMBERS (RTNS), 3-0028908, 2-0028913, AND 3-0036787. WORK IS ALSO BEING CONDUCTED UNDER A RAM PLAN, SUBMITTED BY TRC UNDER RTN 3-0036787, FOR THE PLACEMENT OF THE TEMPORARY COVER DURING BUILDING DEMOLITION ACTIVITIES THAT ARE PART OF THE NTWP.

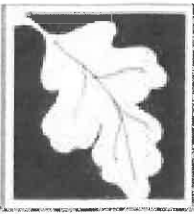
DURING THE 10/31/2023 ONSITE MEETING, GRADY DANTE, ASBESTOS SECTION CHIEF, STATED THE FOLLOWING:

- 1-THE BASEMENT/VAULT AREA WHERE THE SLAB (7 SOUTH CANAL STREET) WAS REMOVED WILL NEED TO BE FULLY SURVEYED. ANY CONTAMINATED DEBRIS AND IDENTIFIED ACM WILL NEED TO BE MANAGED VIA A NTWP AMENDMENT.
- 2-THE CITY MUST HAVE AN INSPECTOR LOOK AT THE CONCRETE DEBRIS PILE FROM THE SLAB (7 SOUTH CANAL STREET) FOR ANY SUSPECT MATERIALS TO DETERMINE MANAGEMENT OF THAT MATERIAL.
- 3-THE CITY MUST ASSESS THE IDENTIFIED VAULT NEAR THE FORMER COURTYARD (9 SOUTH CANAL STREET) FOR ANY SUBGRADE DAMP PROOFING. THE ACM ROOFING MATERIAL (AN ANY OTHER IDENTIFIED ACM) WILL NEED TO BE MANAGED VIA A NTWP AMENDMENT.
- 4-THE IDENTIFIED ACM SEALANT ON THE TURBINE STACK WILL NEED TO BE ADDRESSED VIA A NTWP AMENDMENT.
- 5-CLARIFICATION IS NEEDED ON WHAT WILL BE MANAGED/COMPLETED IN THIS PHASE OF WORK AND WHAT WILL BE ADDRESSED IN THE SECOND PHASE OF THE PROJECT.
- 6-THE CITY MUST SUBMIT AN AMENDMENT TO THE NTWP FOR REVIEW AND APPROVAL TO MASSDEP BAW PRIOR TO PROCEEDING WITH ANY ADDITIONAL WORK THAT WAS NOT INCLUDED IN THE ORIGINAL APPROVED NTWP. ALL WORK WILL ALSO NEED TO COMPLY WITH THE REQUIREMENTS OF THE MCP 310 CMR 40.00.

BRAD BUSCHUR STATED THAT NO ASPHALT, PAVEMENT, BRICK AND CONCRETE (ABC) FROM DEMOLITION OF BUILDINGS IS PLANNED TO BE LEFT ON SITE FOR POTENTIAL REUSE IN PHASE II. THEREFORE, THE CITY OF LAWRENCE DOES NOT ANTICIPATE UTILIZING A BENEFICIAL USE DETERMINATION (BUD) AND WOULD NOT BE REACHING OUT TO MASSDEP SOLID WASTE.

ATTACHED ARE PICTURES TAKEN DURING THIS FIELD INSPECTION.

Check here if additional information is provided in an attachment.



RELEASE NOTIFICATION FORM

Pursuant to 310 CMR 40.0371 (Subpart C)

Release Tracking Number
assigned upon receipt and
review by the Department

A. RELEASE OR THREAT OF RELEASE LOCATION:

1. Release Name/Location Aid: MERRIMAC PAPER
2. Street Address: 7,9,19 SOUTH CANAL STREET
3. City/Town: LAWRENCE 4. ZIP Code: 018430000
5. Coordinates: a. Latitude: N 42.70098 b. Longitude: W 71.16343

B. THIS FORM IS BEING USED TO:

1. Submit a Release Notification for a 120 day reporting requirement

(All sections of this transmittal form must be filled out)

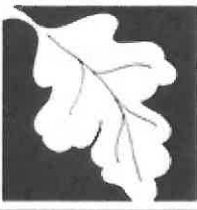
C. INFORMATION DESCRIBING THE RELEASE:

1. Date and time you obtained knowledge of the Release: Time: AM PM
mm/dd/yyyy hh:mm
2. Date and time release occurred, if known: Time: AM PM
mm/dd/yyyy hh:mm

3. 120 DAY REPORTING CONDITIONS

Check all Notification Thresholds that apply to the Release:
(for more information see 310 CMR 40.0315)

- a. Release of Hazardous Material(s) to Soil or Groundwater Exceeding Reportable Concentration(s)
- b. Release of Oil to Soil Exceeding Reportable Concentration(s) and Affecting More than 2 Cubic Yards
- c. Release of Oil to Groundwater Exceeding Reportable Concentration(s)
- d. Subsurface Non-Aqueous Phase Liquid (NAPL) Equal to or Greater than 1/8 Inch (.01 feet) and Less than 1/2 Inch (.04 feet)



RELEASE NOTIFICATION FORM

Pursuant to 310 CMR 40.0371 (Subpart C)

Release Tracking Number
assigned upon receipt and
review by the Department

C. INFORMATION DESCRIBING THE RELEASE (cont.)

4. List below the Oils (O) or Hazardous Materials (HM) that exceed their Reportable Concentration (RC) or Reportable Quantity (RQ) by the greatest amount.

Check here if an amount or concentration is unknown or less than detectable.

O or HM Released	CAS Number, if known	O or HM	Amount or Concentration	Units	RCs Exceeded, if Applicable (RCS-1, RCS-2, RCGW-1, RCGW-2)
SEE ATTACHED TABLES	UNKNOWN	O	0		N/A

Check here if a list of additional Oil and Hazardous Materials subject to reporting, or any other documentation relating to this notification is attached.

D. PERSON REQUIRED TO NOTIFY:

1. Name of Organization: CITY OF LAWRENCE

2. Contact First Name: PEDRO 3. Last Name: SOTO

4. Street: 12 METHEN STREET 5. Title: PLANNING DIRECTOR

6. City/Town: LAWRENCE 7. State: MA 8. ZIP Code: 01840000

9. Telephone: 978-620-3501 10. Ext.: _____ 11. Email: psoto@cityoflawrence.com

12. Check here if attaching names and addresses of owners of properties affected by the Release, other than an owner who is submitting this Release Notification (required).

E. RELATIONSHIP OF PERSON TO RELEASE:

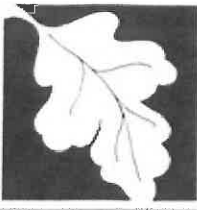
1. RP or PRP a. Owner b. Operator c. Generator d. Transporter

e. Other RP or PRP Specify: _____

2. Fiduciary, Secured Lender or Municipality with Exempt Status (as defined by M.G.L. c. 21E, s. 2)

3. Agency or Public Utility on a Right of Way (as defined by M.G.L. c. 21E, s. 5(j))

4. Any Other Person Otherwise Required to Notify Specify Relationship: _____



RELEASE NOTIFICATION FORM

Pursuant to 310 CMR 40.0371 (Subpart C)

Release Tracking Number
assigned upon receipt and
review by the Department

F. CERTIFICATION OF PERSON REQUIRED TO NOTIFY:

1. I, PEDRO SOTO, attest under the pains and penalties of perjury (i) that I have personally examined and am familiar with the information contained in this submittal, including any and all documents accompanying this transmittal form, (ii) that, based on my inquiry of those individuals immediately responsible for obtaining the information, the material information contained in this submittal is, to the best of my knowledge and belief, true, accurate and complete, and (iii) that I am fully authorized to make this attestation on behalf of the entity legally responsible for this submittal. I/the person or entity on whose behalf this submittal is made am/is aware that there are significant penalties, including, but not limited to, possible fines and imprisonment, for willfully submitting false, inaccurate, or incomplete information.

2. By : PEDRO SOTO Signature
3. Title: PLANNING DIRECTOR
4. For: CITY OF LAWRENCE 5. Date : 3/25/2021
(Name of person or entity recorded in Section D) mm/dd/yyyy

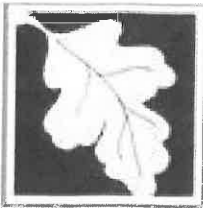
6. Check here if the address of the person providing certification is different from address recorded in Section D.

7. Street: _____
8. City/Town: _____ 9. State: _____ 10. ZIP Code: _____
11. Telephone: _____ 12. Ext.: _____ 13. Email: _____

YOU ARE SUBJECT TO ANNUAL COMPLIANCE ASSURANCE FEES FOR EACH BILLABLE YEAR FOR TIER CLASSIFIED DISPOSAL SITES. YOU MUST LEGIBLY COMPLETE ALL RELEVANT SECTIONS OF THIS FORM OR DEP MAY RETURN THE DOCUMENT AS INCOMPLETE. IF YOU SUBMIT AN INCOMPLETE FORM, YOU MAY BE PENALIZED FOR MISSING A REQUIRED DEADLINE.

Date Stamp (DEP USE ONLY:)

Received by DEP on 3/25/2021 8:10:35 AM



RELEASE LOG FORM

Release Tracking Number

3 - 36787

A. THIS FORM IS BEING USED TO: (check one)

1. Log Date: 3/25/2021 Log Time: 08:10 AM PM
(mm/dd/yyyy) (hh:mm)
2. Assign a Release Tracking Number (RTN) to a Release or TOR Report.
 a. Reportable Release or TOR. b. Release that is Less Than the Reporting Thresholds.
3. Amend a Previously Recorded Release or TOR Report (RTN Assigned).
 a. The Release is a Reportable Release or TOR. b. The Release is a Release that is Less Than the Reporting Thresholds.
 c. The Release or TOR is Retracted. d. The Release or TOR is not a Release under M.G.L. c. 21E.
(BWSC103 must be submitted, as well)

B. REPORTING PERSON:

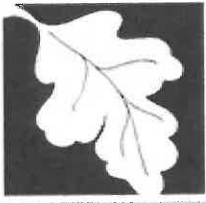
1. Name of Organization: CITY OF LAWRENCE
2. First Name: PEDRO 3. Last Name: SOTO
4. Telephone: 9786203501 5. Ext.: _____
6. Relationship of Person to Release: PRP Other c. Type, if known (e.g. Current Owner): Fiduciary or Secured Lender

C. RELEASE OR THREAT OF RELEASE (TOR) /SITE LOCATION:

1. Location Aid/Site Name: MERRIMAC PAPER
2. Street Address: 7,9,19 SOUTH CANAL STREET 3. 2nd Address Line: _____
4. City/Town: LAWRENCE, LAWRENCE 5. Zip Code (if known): 018430000
6. Type of Location: (check all that apply) a. School b. Water Body c. Right of Way d. Utility Easement
 e. Roadway f. Municipal g. State h. Residential i. Open Space j. Private Property
 k. Industrial l. Commercial m. Federal n. Other Describe: _____

D. RELEASE OR TOR INFORMATION:

1. Date and Time of Notification: 3/25/2021 Time: 08:10 AM PM
(mm/dd/yyyy) (hh:mm)
2. Date and Time Reporting Person obtained Knowledge of Release or TOR: 11/25/2020 Time: 12:00 AM PM
(mm/dd/yyyy) (hh:mm)
3. Date and Time Release or TOR occurred, if known: _____ Time: _____ AM PM
(mm/dd/yyyy) (hh:mm)
4. Sources of the Release or TOR: (check all that apply) a. Transformer b. Fuel Tank c. Pipe
 d. OHM Delivery e. AST f. Drums g. Tanker Truck h. Hose i. Line
 j. UST Describe _____ k. Vehicle l. Boat/Vessel
 m. Unknown n. Other: _____
5. Federal LUST Eligible: Yes No Unknown



RELEASE LOG FORM

Check all Notification Thresholds that apply to the Release or TOR:

6. 2 Hour Reporting Conditions:

- a. Sudden Release
- b. Threat of Sudden Release
- c. Oil Sheen on Surface Water
- d. Poses Imminent Hazard
- e. Could Pose Imminent Hazard
- f. Release Detected in Private Well
- g. Release to Storm Drain
- h. Sanitary Sewer Release (Imminent Hazard Only)

7. 72 Hour Reporting Conditions:

- a. Subsurface Non-Aqueous Phase Liquid (NAPL) Equal to or Greater than 1/2 Inch
- b. Underground Storage Tank (UST) Release
- c. Threat of UST Release
- d. Release to Groundwater near Water Supply
- e. Release to Groundwater near School or Residence
- f. Substantial Release Migration

8. 120 Day Reporting Conditions:

- a. Release of Hazardous Material(s) to Soil or Groundwater Exceeding Reportable Concentration(s)
- b. Release of Oil to Soil Exceeding Reportable Concentration(s) and Affecting More than 2 Cubic Yards
- c. Release of Oil to Groundwater Exceeding Reportable Concentration(s)
- d. Subsurface Non-Aqueous Phase Liquid(NAPL) Equal to or Greater than 1/8 Inch and Less than 1/2 Inch

9. Type of Release or TOR: (check all that apply)

- a. Dumping
- b. Fire
- c. AST Removal
- d. Overfill
- e. rupture
- f. Vehicle Accident
- g. Leak
- h. Spill
- i. Test Failure
- j. TOR Only
- k. UST Removal Describe _____
- l. Unknown
- m. Other: _____

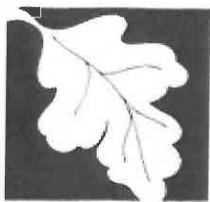
10. Media Impacted and Receptors Affected: (check all that apply)

- a. Paved Surface
- b. Basement
- c. School
- d. Public Water Supply
- e. Surface Water
- f. Zone 2
- g. Private Well
- h. Residence
- i. Soil
- j. Ground Water
- k. Sediments
- l. Wetland
- m. Storm Drain
- n. Indoor Air
- o. Air
- p. Soil Gas
- q. Sub-Slab Soil Gas
- r. Critical Exposure Pathway
- s. NAPL
- t. Unknown
- u. Others Specify: _____

11. List below the Oils (O) or Hazardous Materials (HM) that exceed their Reportable Concentration (RC) or Reportable Quantity (RQ) by the greatest amount.

Check here if an amount or concentration is unknown or less than detectable.

O or HM Released	CAS Number, if known	O or HM	Amount or Concentration	Units	RCs Exceeded, if Applicable
SEE ATTACHED TABLES	UNKNOWN	O	0		N/A
					N/A
					N/A



RELEASE LOG FORM

BWSC 101

Release Tracking Number

3 - 36787

12. Description of Release or Threat of Release (if additional space is needed, attach additional information in H17)

E. INVOLVED PARTIES SUMMARY :

1. PRP Status (check one): a. PRP Unknown b. PRP unwilling, unable or has not committed to Perform Response Actions
 c. PRP Performing Response Actions d. Release is Adequated Regulated by the US Coast Guard

2. If PRP is not Performing Response Actions, who is?

- a. MassDEP State Contractor b. Other Person

3. Contractor: a. Name of Organization: _____ b. Telephone: _____
 c. Contact First Name: _____ d. Last Name: _____
4. LSP: a. Name: _____ b. LSP #: _____
 c. Telephone: _____



RELEASE LOG FORM

Release Tracking Number

3 - 36787

F. PRP OR PERSON PERFORMING RESPONSE ACTIONS:

1. Name of Organization: CITY OF LAWRENCE

2. Contact First Name: PEDRO 3. Last Name: SOTO

4. Street: 12 METHEN STREET 5. Title: PLANNING DIRECTOR

6. City/Town: LAWRENCE 7. State: MA 8. ZIP Code: 018400000

9. Telephone: 9786203501 10. Ext: _____ 11. Email: psoto@cityoflawrence.com

12. Relationship of Person to Release: PRP Other c. Type (e.g. Current Owner): Fiduciary or Secured Lender

13. Check here if this PRP received a field NOR 14. Check here if an RNF was requested from this PRP

15. Check here if Provisions of 21E were explained to this PRP.

G. RECORD ORAL RESPONSE ACTIVITIES:

1. IRA Completed Pre-notification 5. IRA Oral Modified Plan Approved

2. No IRA Approved at Notification 6. IRA Oral Plan Denied and/or Request for Written Plan

3. IRA Assessment Only. 7. Notice of Intent to Conduct a URAM

4. IRA Oral Plan Approved 8. IRA-D Oral Plan Approved

9. IRA-D Oversight Work Started

10. Date of Action: _____

11. Soil Previously Excavated: a. Excavated prior to notification. b. Excavated as part of an UST closure.

c. Quantity of contaminated soil previously excavated and destination, if applicable:

12. Specify any Regional Specific Code (Regional Use): _____

H. ORAL RESPONSE ACTION PLAN: (check all that apply)

1. Assessment and/or Monitoring Only 2. Temporary Covers or Caps

3. Deployment of Absorbent or Containment Materials 4. Temporary Water Supplies

5. Structure Venting System 6. Temporary Evacuation or Relocation of Residents

7. Product or NAPL Recovery 8. Fencing and Sign Posting

9. Groundwater Treatment Systems 10. Soil Vapor Extraction

11. Bioremediation 12. Air Sparging

13. Excavation of Contaminated Soils

a. Re-use, Recycling or Treatment i. On Site ii. Off Site Authorized volume in cubic yards: _____

b. Store i. On Site ii. Off Site Authorized volume in cubic yards: _____

c. Landfill i. Cover ii. Disposal Authorized volume in cubic yards: _____



RELEASE LOG FORM

BWSC 101

Release Tracking Number

3 - 36787

14. Removal of Drums, Tanks or Containers:

Describe Quantity and Amount: _____

15. Removal of Other Contaminated Media:

Specify Type and Volume: _____

16 Other Response Actions and Additional Comments (describe):

17. Check here if Additional Information is Provided in an Attachment

I. DEP STAFF AND FORM PREPARER:

1. DEP Staff: a. Name: _____ b. Check here, if Unassigned (or staff name not applicable).

2. Preparer : a. Name: DEMEO KRISTIN

b. Signature: KRISTIN DE MEO

c. Date: 3/26/2021

Proposed Mixed Use | Commercial | Medical and Residential Complex



239 Mount Vernon St.
Lawrence MA
978 1902 . 1152

Project Name: **By the River Park Complex**
 Address: **S CANAL ST**
 Client: **ByTheRiverPark, LLC**

Sheet Name: **Cover Sheet**

Revision #	Revision Description	Revision Date

General Notes
 1- ALL DIMENSIONS AND CONDITIONS MUST BE CHECKED AND VERIFIED ON SITE BY THE CONTRACTOR AND SUB-CONTRACTORS. THE PROJECT MANAGER SHALL BE NOTIFIED IN WRITING OF ANY DISCREPANCIES PRIOR TO PROCEEDING WITH THE WORK.

Date: 9/13/2024 Scale:
 Design by: JRM

A-100

SHEET LIST	
Sheet Number	Sheet Name
A-100	Cover Sheet
A-200	Schematic Ground Level Plan
A-201	Schematic Second Level Plans
A-203	Schematic Second Level Plans
A-204	Elevations View
A-208	3D Views
A-209	3D Views
A-210	3D Views



Bldg Area

- Bldg - A WORKFORCE DEVELOPMENT TRAINING CENTER | 100 PARKING SP BELOW
- Bldg - B CONVENTION AND SPORT CENTER COMPLEX | 50 PARKING SP BELOW
- Bldg - C MEDICAL CENTER | 100 PARKING SP BELOW

1 Ground Level Plan
1" = 40'-0"

D:\Personal\Ave\Bldg\Project\Option-1.rvt

Bldg Area

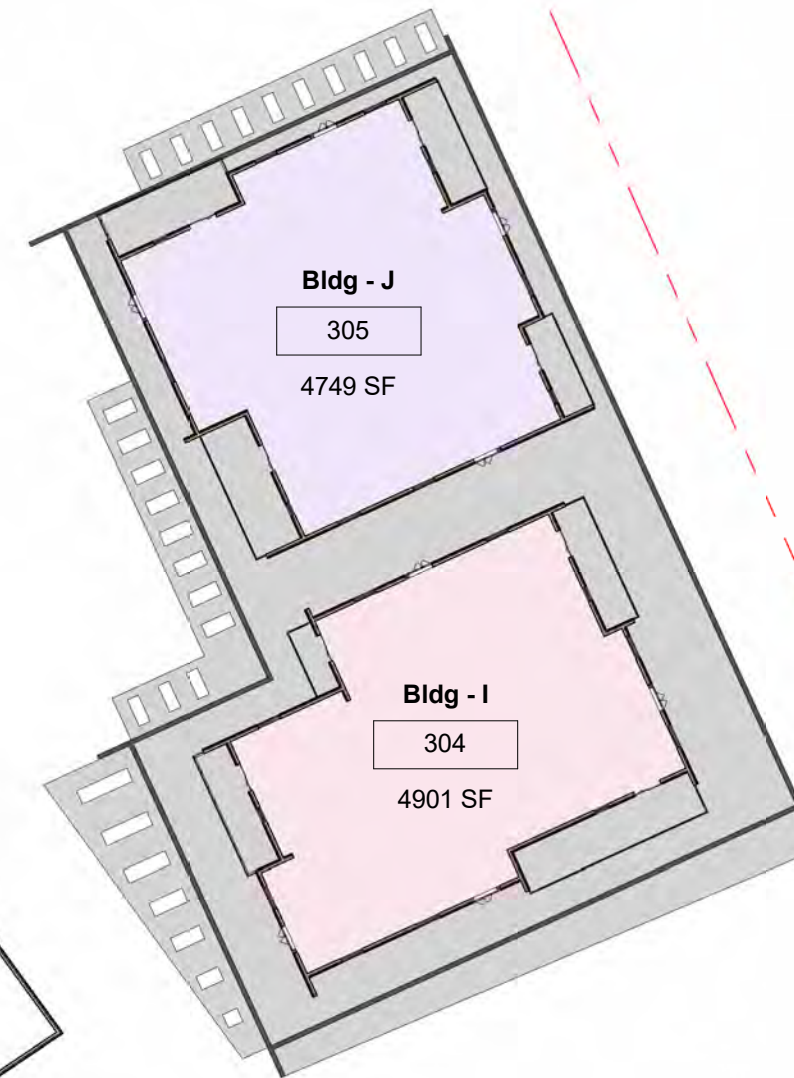
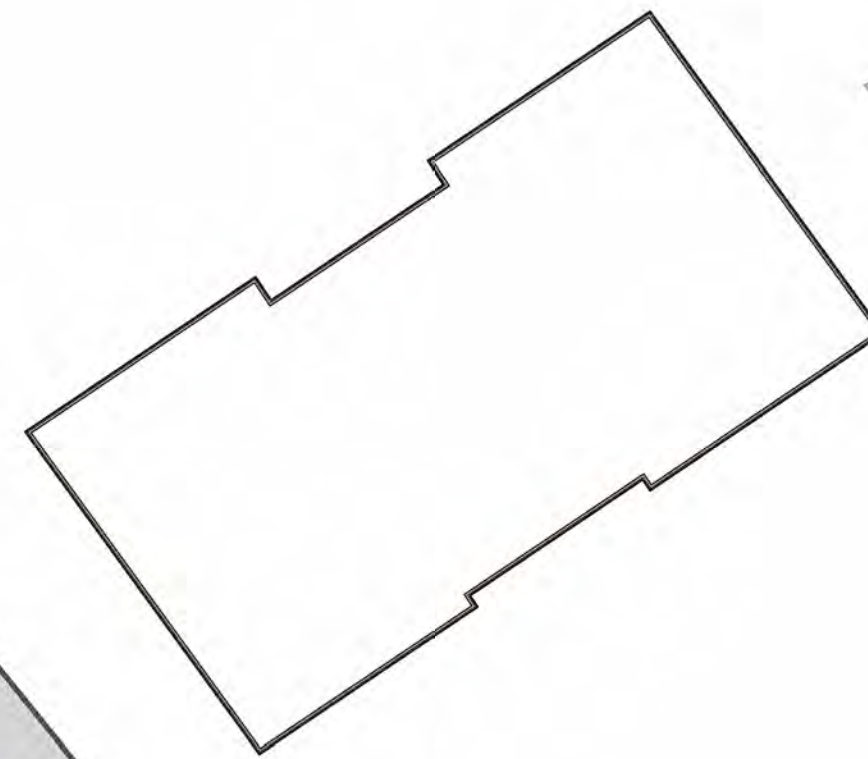
- Bldg - D COMMERCIAL SPACE
- Bldg - E SECOND FLOOR CONVENTION AND SPORT CENTER COMPLEX
- Bldg - F SECOND FLOOR MEDICAL COMPLEX



1 Second Level Plan
1" = 40'-0"

Bldg Area

- Bldg - G FIVE (5) STORY RESIDENTIAL BUILDING
- Bldg - H FIVE (5) STORY RESIDENTIAL BUILDING
- Bldg - I FIVE (5) STORY RESIDENTIAL BUILDING
- Bldg - J FIVE (5) STORY RESIDENTIAL BUILDING



1 Typical Residential Level
1" = 40'-0"



1 Side Elevation View
1" = 30'-0"



2 Front Elevation View
1" = 30'-0"

Project Name: By the River Park Complex
Address: S CANAL ST
Client: ByTheRiverPark, LLC

Elevations View

General Notes
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Date: 9/13/2024 Scale: 1" = 30'-0"

Design by: JRM

A-204



Project Name: **By the River Park Complex**
 Address: **S CANAL ST**
 Client: **ByTheRiverPark, LLC**

Revision # | Revision Description | Revision Date

Terms

Sheet Name

3D Views

Revision # | Revision Description | Revision Date

General Notes
 1- ALL DIMENSIONS AND CONDITIONS MUST BE CHECKED AND VERIFIED ON SITE BY THE CONTRACTOR AND SUB-CONTRACTORS. THE PROJECT MANAGER SHALL BE NOTIFIED IN WRITING OF ANY DISCREPANCIES PRIOR TO PROCEEDING WITH THE WORK.

Date: 9/13/2024 | Scale:
 Design by: JRM



J.M. DESIGN STUDIOS
239 Mount Vernon St.
Lawrence MA
978 1902 - 1152

Project Description

Project Name: By the River Park Complex

Address: S CANAL ST

Client: ByTheRiverPark, LLC

Terms

Sheet Name

3D Views

Revision Date

Revision Description

Revision #

Revision Schedule

General Notes

1- ALL DIMENSIONS AND CONDITIONS MUST BE CHECKED AND VERIFIED ON SITE BY THE CONTRACTOR AND SUB-CONTRACTORS. THE PROJECT MANAGER SHALL BE NOTIFIED IN WRITING OF ANY DISCREPANCIES PRIOR TO PROCEEDING WITH THE WORK.

Date

9/13/2024

Design by:

JRM

A-208

D:\Personal\Use\Bldg\Project\Option-1.rvt



J.M. DESIGN STUDIOS
239 Mount Vernon St.
Lawrence MA
978 1902-1152

Project Description
Project Name: **By the River Park Complex**
Address: **S CANAL ST**
Client: **ByTheRiverPark, LLC**

3D Views

General Notes
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Date: 9/13/2024
Scale:
Design by: JRM



September 12, 2024

Lawrence Redevelopment Authority
255 Essex Street
Lawrence, MA 01840

To Whom It May Concern:

This letter confirms that Enterprise Bank & Trust Company is currently working with ByTheRiverPark, LLC and their members, Rafael D. Guzman, Jose Rigoberto Baez, Maria Alcantara, and Yakair Inoa on the acquisition and mixed-use development of the properties located at 7 South Canal (Map 123 Lot 1), 9 South Canal (Map 123 Lot 2), and 19 South Canal (Map 123 Lot 3), Lawrence, MA. It should be noted that the ownership group and Enterprise Bank & Trust Company have had and currently have a highly satisfactory banking relationship for many years including various commercial real estate financing transactions.

If you need any additional information from the bank, please feel free to give me a call directly.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andrew M. Santos'.

Andrew M. Santos
Commercial Lending Officer
Senior Vice President
Enterprise Bank
8 High Street
Andover, MA 01810
Direct: (978)656-5512
Fax: (978)623-3334
Email: Andrew.santos@ebtc.com