



RESPONSE TO REQUEST FOR PROPOSALS (RFP)

# Disposition of Town Property - 44 Allen Street

PREPARED FOR THE TOWN OF BRAINTREE  
BY ARCH COMMUNITIES AND WINNDEVELOPMENT

OCTOBER 8, 2020



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## Cover Letter





## COVER LETTER

Ms. Lorraine See  
Contract Administrator  
Braintree Town Hall  
One John F. Kennedy Memorial Drive  
Braintree, MA 02184

Re: Request For Proposals – Disposition of 44 Allen Street

Dear Ms. See,

WinnDevelopment and Arch Communities are pleased to submit our joint proposal to the Town of Braintree to redevelop 44 Allen Street into a vibrant, mixed-income residential community. This development represents a transformational opportunity to revitalize this long-underutilized site and it is clear to the development team the positive impact fresh, new, housing for all will have on the Braintree-Weymouth Landing Commercial and Residential District. Critically, our entire vision is animated by a special focus on creating housing for the forgotten middle, with approximately 25% of our units reserved for workforce and middle-income families. We believe that our development team is uniquely positioned to help the Town of Braintree realize its vision for this long awaited and important project. Our development team has a proven history of working together to create strategic partnerships with municipalities, local organizations, and other community stakeholders bolstered by our in-depth understanding of the intricate Federal and State programs needed to bring these projects to fruition. We are excited for the opportunity to bring this new, vibrant housing to Braintree.

## PROJECT HISTORY

Over a hundred years ago, 44 Allen Street became a symbol of Braintree's forward thinking and resourcefulness as a community. In the late 1800's, the Town recognized electricity as the key to future growth and developed and constructed the Braintree Electric Light Department at this location – making it one of the first municipally-owned public power plants in the country. Despite the fact that the property has been vacant for a generation, the site is ideal for responsible development and community enhancement. Much planning has been done. It is

time to implement. The town has the opportunity to reinvent 44 Allen Street with the kind of innovative and sustainable development that would be a fitting tribute to the progressive, modern thinking that Braintree demonstrated when constructing BELD in the 19th century.

## **DEVELOPMENT CONCEPT**

Our development plan directly addresses the principles that the community established for the site in the following ways:

### ***Mixed-Income Housing***

Our development proposes a total of 44-units. This mix includes a wide range of unit sizes – Studios, 1 Bedroom, 2 Bedroom, and 3 Bedroom units – and serves an array of different affordability levels, ranging from 30% - 60% of the area median income (AMI), middle-income units for those who earn up to 120% of AMI, and market rate units. This unique mix of incomes is a national model for true mixed-income housing – housing for all – that the development team has executed on numerous occasions throughout the Commonwealth.

### ***Adaptive Reuse + Preservation***

The urge to demolish the existing buildings is strong. The structures were built for a different purpose and in a different era. We believe the opposite. We intend to preserve and adaptively reuse the Switch House and the Screen Shop. We also endeavor to preserve façade elements of the Administration Building and materials from the Pipe Shop, which will be removed due to its location in the flood plain.

### ***Open Space + Waterfront Access***

Our plan not only incorporates a right-of-way for the Monatiquot Riverwalk, the river is celebrated as a signature aspect of the site's transformation. Perpendicular pathways will be created from a number of key locations along Allen Street leading to the water's edge.

### ***Covered Parking + Access***

Nearly all of the project's parking utilizes the existing grade change and will be constructed below the structures ensuring that surface parking does not occupy valuable riverfront and green space. The site plan intentionally restricts vehicular access to one location, which minimizes thru traffic into the neighborhood.

### ***A Sustainable Footprint***

Our team is advancing a new development that is as environmentally sustainable in the 21st century as the prior coal-firing plant was environmentally hazardous in the 19th. The adaptive reuse of two existing buildings, diminishment of impervious surfaces, restoration of wetland habitat along eastern portion of the site, and the introduction of green space will alter the character of this post-industrial property, which is comprised mostly of asphalt and concrete today.

### ***Building Height + Mass***

The RFP suggested a residential development of up to 35 units. We are proposing of 44 units, which we feel is not only achievable, but the highest and best use for the site. The higher number of units is made possible with a one-story addition to the existing Switch House structure. We anticipate incorporating the .25 acre George Williams parcel along the Quincy Avenue bridge that will reduce the property's overall density calculation.

Our units are distributed in a manner that aims to preserve views for the Allen Street homes to the best extent possible. More than half of the site is dedicated as usable open space. The building height along Allen Street is no more than three stories above grade and the mass modulates to diminish the length of the street wall.

### **DEVELOPMENT TEAM**

Headquartered in Boston, Winn is a national leader in the development of affordable and mixed-income housing communities having acquired, developed and operated real estate assets valued in excess of \$2.5 billion. Our development efforts focus on high profile affordable and mixed-income multifamily properties, the acquisition and repositioning of properties, and the acquisition and sensitive adaptive reuse of historic structures which we turn into vibrant living communities. The team has completed over three dozen historically significant adaptive reuse projects. WinnResidential, the management arm of the company, is the 5<sup>th</sup> largest manager of housing in the nation with 105,000 units under management, the largest manager of housing in the Commonwealth with over 17,500 units under management, and the largest manager of affordable housing in the country. In the company's nearly 50-year history, Winn has never missed a mortgage or tax payment, despite many up and down economic cycles. This track record of success has allowed Winn to develop strong relationships with investors, lending institutions, syndicators, non-profit financial entities, public sector agencies – making Winn the premier development partner for any municipality.

Arch Communities specializes in redeveloping underutilized properties that prove difficult to redevelop using conventional financing methods. Since 2005, Arch Communities has demonstrated the ability to work with municipalities and redevelop publicly owned properties that were previously non-revenue producing into vibrant assets for the community. With extensive experience recapitalizing either vacant or underperforming sites throughout New England, Arch Communities has demonstrated the complex knowledge needed to facilitate redevelopment of challenging properties including those with underlying environmental conditions. Arch Communities prioritizes being responsive to both municipality and community goals while ultimately providing high quality housing for its residents to enjoy.

Like our development team, our design team brings extensive experience both to post-industrial waterfront sites in general, but to the former BELD site in particular. David Gamble, AIA AICP, Principal of Gamble Associates, has been collaborating with the Town of Braintree for over a decade. Initially engaged to conduct a series of community workshops in 2009-2010, he continued to serve the Town during the Pre-Development work in 2014. His team - together with

Weston & Sampson (civil/environmental engineers), Klopfer Martin Design Group (landscape architecture), and RSE Associates (structural engineering) - has a working knowledge of the site's intrinsic challenges and opportunities. Coupled with the development expertise of Arch Communities and unparalleled track record and capacity of WinnDevelopment in creating housing throughout the Commonwealth, there is no better team to lead this effort.

We look forward to meeting and discussing our redevelopment plan for 44 Allen Street in more detail. As a main point of contact for this submission, please contact Rich Relich at (781)424-7328 or via email at [Rich@ArchCommunities.com](mailto:Rich@ArchCommunities.com). Thank you for your consideration.

Sincerely,



Lawrence H. Curtis  
President & Managing Partner  
WinnDevelopment



Richard C. Relich  
Principal  
Arch Communities LLC

C

## Price Proposal and Proposal Security

# Project Financials

As directed by the Section V, Article C of the RFP, please find the following items enclosed under separate cover (both hard-copy and electronic):

- Sources and Uses
- Construction Budget
- Evidence of Financial Capacity

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# Development Proposal



# I

## Qualifications & Experience

# Development Team

## CONTACT INFORMATION

The project manager will be Adam Stein, Senior Vice President for WinnDevelopment.

He can be reached by phone at 617-239-4554 and by email at [astein@winnc.com](mailto:astein@winnc.com).

## DEVELOPMENT PARTNERSHIP

The main development partner will be WinnDevelopment, which is headquartered in Boston, with a regional office in Braintree, MA. The project's co-developer will be Arch Communities, which is headquartered in Needham, MA.

### Arch Communities Office

50 Sargent Street  
Needham, MA 02492  
781-424-7328

### WinnDevelopment Boston Office

One Washington Mall, Suite 500  
Boston, MA 02108  
617-742-4500

### WinnCompanies Braintree Office

50 Braintree Hill Office Park, Suite 304  
Braintree, MA 02184  
857-299-8010

## TEAM OVERVIEW

| Role(s)   | Entity                       |
|---|------------------------------|
| Developer   | WinnDevelopment              |
| Co-Developer  | Arch Communities             |
| Architect   | Gamble Associates            |
| General Contractor  | Keith Construction           |
| Environmental & Civil Engineer and Permitting                           | Weston and Sampson           |
| Structural Engineer   | RSE Associates               |
| Landscape Architect   | Klopfert Martin Design Group |
| Property Management, Compliance,<br>Asset Management, Resident Services | WinnResidential              |
| M/W/DBE and Section 3 Coordinator                                       | Renaissance Consulting Group |

## TEAM ROLES

The acquisition and redevelopment of the site will be led by **WinnDevelopment**, the development arm of **WinnCompanies**, the country's largest manager of affordable housing, second-largest manager of privatized military housing and fifth largest manager of all rental housing. WinnDevelopment's integrated capabilities in property development and management, combined with its financial and regulatory expertise, make it a trusted partner in the industry. In its 49-year history, WinnDevelopment has developed, operated and owned every type of multi-family housing and has never defaulted on a loan or missed mortgage or tax payment. Since 2010, the company has completed 40 multifamily projects, approaching \$1 billion in total development costs.

This project will receive executive level support from WinnCompanies Chief Executive Officer, **Gilbert Winn** and WinnDevelopment President and Managing Partner, **Larry Curtis**. It will be overseen by WinnDevelopment Senior Vice President, **Adam Stein**, with support from Senior Vice President of Construction, **David Thunnell**, Vice President of Sustainability, **Darien Crimmin**, Acquisitions Associate, **Timothy Mustacato** and Director of Energy and Sustainability, **Christina McPike**. **WinnResidential** President **Patrick Appleby**, Chief Operating Officer, **Terri Benskin**, Senior Vice President, **Keith Jenkins** and Vice President of Connected Communities, **Trevor Samios** will work in tandem with the development team to ensure that the needs of the community's future residents are addressed from site acquisition, through lease up and operation. WinnCompanies' project leaders will devote roughly one third to one half of their total time to this project, but are willing and able to scale up its project team to ensure all responsibilities are satisfied and deadlines are met.

The project's co-developer will be **Arch Communities**, overseen by **Richard Relich**, Founder and Principal. Arch Communities boasts exceptional expertise in the financing, redeveloping and preservation of historic structures.

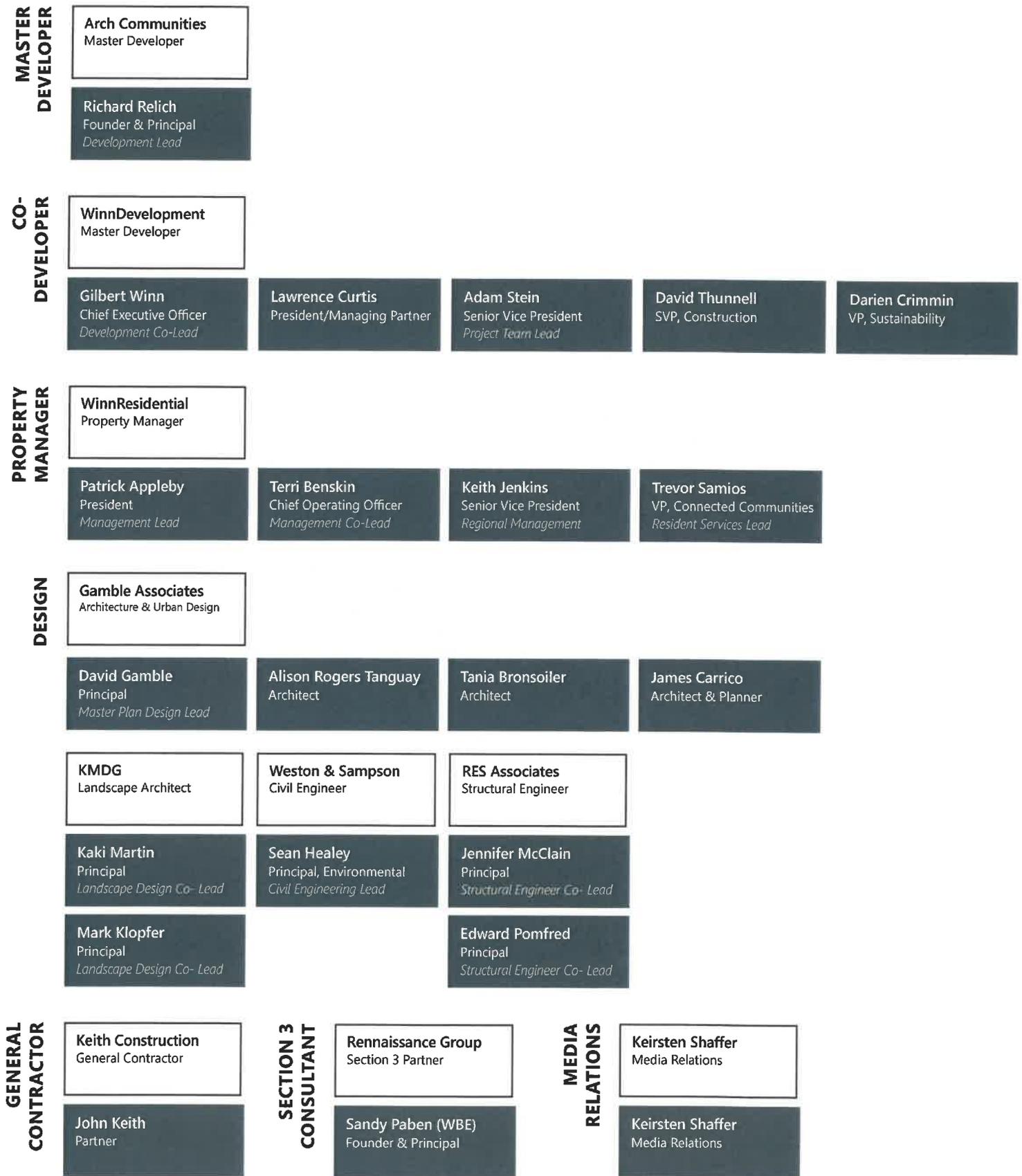
The project's architecture and urban design will be orchestrated by **Gamble Associates**, experienced architects and urban planners who have been instrumental in the development of transformative projects across the United States. Gamble Associates' project lead will be Principal, **David Gamble, AIA, ACP, LEED AP**, who is intimately familiar with the site and its nuances, leading the Community Design Resource Center's (CDRC) "Brownfield Revitalization and Community Engagement" in 2010 and overseeing the site's 2013 "Pre-Development Feasibility Study." Mr. Gamble and his immediate project team, consisting of Architects **Alyson Rogers Tanguay**, **Tania Bronsoiler** and Architect and Planner **James Carrico**, will dedicate roughly one third of their time to this effort and have the capacity to increase their commitment as needed. Gamble Associates will be supported by **Keirsten Shaffer** for media relations needs.

**Keith Construction**, based in Canton, Massachusetts, will be the project's general contractor. A minority-woman-owned enterprise, Keith Construction has been in operation since 1993, specializing in multifamily residential construction for clients throughout the Northeast and Mid-Atlantic United States. In the past five years, WinnCompanies has partnered with Keith Construction to develop nearly 1,400 units in three states and the District of Columbia.

**Klopfert Martin Design Group (KMDG)**, **Weston & Sampson**, and **RSE Associates** will bring landscape design, civil, permitting and structural services to the project. These groups were instrumental in supporting Gamble Associates' pre-development work.

WinnDevelopment also intends to consult with **Sandy Paben**, from the **Renaissance Group**, to serve as the Diversity Engagement Coordinator. Renaissance has partnered with WinnDevelopment on projects across the Northeast to achieve and exceed all the hiring goals. In each case there have been significant local and Section 3 hirings.

# ORGANIZATIONAL CHART



# Development Team Experience

## ARCH COMMUNITIES

Arch Communities LLC is a Massachusetts Limited Liability Corporation wholly owned by Richard Relich. Arch Communities' primary objective is to acquire, recapitalize and own real estate with a focus on properties that prove difficult to redevelop using conventional financing methods. Mr. Relich has 25+ years of experience in banking, asset management, tax credit syndication and real estate development and has demonstrated the ability to work with both private owners and municipalities alike to redevelop underutilized properties into assets for the community. This is the second opportunity that Arch Communities will collaborate with WinnDevelopment as a joint venture partnership.

*Recent comparable projects include:*

### Clark Biscuit Apartments - North Adams, MA

Clark Biscuit Apartments is the \$12.5 million adaptive reuse of the former H. W. Clark Biscuit Company complex into 43 units of affordable rental housing. The complex sat vacant for nearly two decades before the City of North Adams took ownership in 2004. In 2008, Arch Communities was selected to redevelop the historic property.

The project included significant restoration of the historic masonry and concrete facades, installation of new roofing, and replacement of windows with historically appropriate, energy-efficient insulated windows. A complete build-out on the interior included a new central elevator, energy-efficient HVAC systems, and fire sprinkler service throughout. A noncontributing garage addition was removed to make way for a pedestrian-friendly, landscaped entrance, and a deteriorated loading dock at the rear of the property was also removed, creating a new central courtyard.

This redevelopment was funded in part through state and federal historic rehabilitation tax credits, low-income housing tax credits and HOME funds through the Massachusetts Department of Housing and Community Development, and Affordable Housing Trust Funds provided by MassHousing.

Clark Biscuit Apartments was awarded the **2012 Paul T. Tsongas Award** by Preservation Massachusetts and the **2013 Preservation Award** by the Massachusetts Historical Commission.



### **Carleton Westside Apartments - Providence, RI**

Carleton Westside Apartments involved the preservation and recapitalization of 86 units of affordable rental housing. The redevelopment included Carleton Court, a 46-unit community located in a former parochial school that was converted into housing in 1991 and Westside, a 40-unit scattered-site development built in 1991. Affordability restrictions at both communities were set to expire when they were acquired for redevelopment by Arch Communities.

The properties received significant renovation, including new roofing, siding and the installation of energy efficient windows, new kitchens and bathrooms and energy efficient HVAC systems. Funding for the project was provided by Rhode Island Housing and Mortgage Finance. Construction started in April of 2010 and was completed in December of 2010 for a total cost of \$8.5 million.



### **St. Ann's Apartments - Woonsocket, RI**

St. Ann's Apartments is the adaptive reuse of the historic St. Ann's School, Convent and Rectory complex into 25 apartments. Arch Communities listed the complex on the National Park Service Register of Historic Places in 2005 and completed the project in 2006 for \$7 million.

The redevelopment involved restoring the historic masonry and concrete building facades, removing and restoring the building's original wood windows, and replacing the original roof. Interior work preserved many of the building's original features, including pressed tin ceilings, wood floors and wainscoting.

The project was financed through Federal and State Historic Tax Credits, Low-Income Housing Tax Credits from Rhode Island Housing, funding from the Rhode Island Housing Resources Commission through the Building Better Communities and Neighborhood Opportunities Program, HOME funds, Lead Abatement Funds and both construction and permanent financing provided by Rhode Island Housing. The City of Woonsocket also provided Lead Remediation funding.

The redevelopment of the long-vacant complex preserved a local landmark and served as a catalyst for the redevelopment of the surrounding Social Street neighborhood. St. Ann's Apartments also received the 2011 Affirmative Action Award from Rhode Island Housing and Mortgage Finance Agency for its commitment to Minority and Women-owned Business Enterprises in construction.



### **Cottage Square - Easthampton, MA**

Cottage Square involved the adaptive re-use of a vacant mill complex, located in downtown Easthampton, MA. The project consisted of rehabilitating eleven of twelve Nashawannuck Mills buildings, creating 50 units of affordable housing. The developers blended historic features such as exposed beams, wood ceilings and existing exposed brick walls, coupled with modern amenities such as central air conditioning, energy efficient appliances and an elevator.

Arch Communities listed the property on the National Register of Historic Places and began construction on the project in late 2013. Cottage Square was completed in May 2015 at a cost of \$19 million. The project utilized both Federal and State Historic Tax Credits as key funding sources in addition to Low-Income Housing Tax Credits from the Department of Housing and Community Development (DHCD), HOME, Affordable Housing Trust Funds, Housing Stabilization Funds and City Community Preservation Act (CPA) funds.

All 50 apartments were leased and occupied within 90 days of project completion. The project was also named as a finalist for the 2015 J. Timothy Anderson Award by the National Housing & Rehabilitation Association.



### **Carey School Condominiums - Newport, RI**

The redevelopment plan for the vacant Carey School was selected by the City of Newport as part of a competitive Request for Proposals process. Originally constructed in 1896, the school closed in 2010, and in 2014 was renovated again as 13 luxury condominiums and renamed the Carey School Residences.



### **Wells School Apartments - Southbridge, MA**

Arch Communities and WinnDevelopment were selected as the preferred developer of the decommissioned Mary Wells Junior High School following a competitive Request for Proposals issued by the Town of Southbridge. The Massachusetts Housing of Community Development recently awarded the project tax credit funding and the project will begin construction in 2020. The former school building will undergo a complete historic redevelopment, which will result in 62 apartments for seniors aged 55+. Funding sources for the project are extensive and include both Federal and State Historic and Low-Income Housing Tax Credits in addition to a variety of funding sources facilitated by MA DHCD and MassHousing.

## **ARCH COMMUNITIES REFERENCES:**

### **Clark Biscuit Apartments**

Representative John Barrett, III  
(Former Mayor of North Adams)  
State House  
24 Beacon Street, Room 237  
Boston, MA 02133  
617-722-2305  
john.barrett@mahouse.gov

### **Carleton Westside Apartments**

Rhode Island Housing  
Anne Berman  
Assistant Director of Development  
44 Washington Street  
Providence, RI 02903  
401-457-1269  
aberman@rhodeislandhousing.com

### **St. Ann's Apartments**

Rhode Island Housing  
Anne Berman  
Assistant Director of Development  
44 Washington Street  
Providence, RI 02903  
401-457-1269  
aberman@rhodeislandhousing.com

### **Cottage Square**

Hunt Capital Partners  
Bill Hermaneau  
One International Place  
Boston, MA 02110  
(617)245-8674  
bill.hermaneau@huntcompanies.com

### **Carey School Condominiums**

City of Newport  
Joseph J. Nicholson, Jr.  
City Manager  
43 Broadway  
Newport, RI 02840  
(401)845-5430

### **Wells School Apartments**

Town of Southbridge  
Michael F. McCall  
Town Manager  
41 Elm Street  
Southbridge, MA 01550  
(508)764-5405  
mmccall@southbridgemass.org

## WINNDEVELOPMENT

For nearly 50 years, WinnDevelopment has worked in tandem with community stakeholders to deliver high-quality housing and create communities that residents are proud to call home.

*Notable collaborations on mixed-income, transit-oriented communities include:*

### **The Residences at Brighton Marine - Brighton, MA**

The Residences at Brighton Marine is a transit-oriented, mixed-income veterans housing community developed as a joint venture between WinnDevelopment and Brighton Marine. The community, which includes workforce and affordable units, opened in January 2020 and reached full stabilization in five months.

A key stakeholder for the Residences at Brighton Marine was the Massachusetts Historical Commission (MHC). The parcel on which the community now stands was encumbered by four vacant single-family buildings, built as “officers’ quarters,” that were deemed historically significant by the MHC. The development team worked closely with the MHC to devise a resolution that allowed The Residences at Brighton Marine to move forward, achieving the highest and best use for the site as mixed-income veterans-preference housing, while also memorializing the buildings. The solution included: leaving one of the buildings in place and constructing the community around it, relocating another building (foundation and all) to the adjacent Brighton Marine hospital campus, and marketing two of the buildings for sale. After no viable buyers came forward for the two remaining buildings, they were demolished and the bricks were incorporated into the finished complex.

The Residences at Brighton Marine is a national model, offering permanent housing for an independent population of veterans, at all income ranges. Of the units, 70 are Low-Income Housing Tax Credit (LIHTC) units, 10 of are workforce/middle-income at 80% area median income, and the remaining 22 units are workforce housing at 120% area median income. Within the LIHTC units, there are 11 units restricted at or below 30% area median income. There are 11 total HOME units. The Residences at Brighton Marine, has a Veteran preference for 100% of the units. This preference, supported by the Boston Fair Housing Commission shall exist for the life the of the project.

The project utilized Low Income Housing Tax Credits, Private Debt and Equity, MassHousing Debt, MassHousing Workforce Opportunity Fund, Commercial Area Transit Node Housing Program (CATNHP) Bond, City of Boston and The Home Depot Foundation’s (THDF) Veteran Housing Grant.



## The Watson - Quincy, MA

The Watson is a joint venture between WinnDevelopment and Neighborworks Housing Solutions and represents the largest number of middle-income housing units financed by MassHousing. It reached full stabilization in nine months. The 140-unit apartment community, managed by WinnResidential, is a national model for a true, mixed-income community, providing homes for low, middle and higher-income renters under one roof in a major metropolitan market.

Eighty-six of the 140 units at The Watson (61%) are restricted for the so-called 'forgotten middle' - working people who earn too much to qualify for low-income housing but have struggled to find apartments that they can afford in greater Boston and are deed-restricted for households earning at or below 110% of area median income. Twenty-eight of the units are affordable to households earning at or below 50% of area median income, and the remaining 26 apartments will be rented at market rates.

A challenge for this project was associated with marketing and branding the innovative, middle income housing initiative. The public and leasing community were not aware of the new Workforce Housing Initiative and the income thresholds necessary to qualify for the program. The development, leasing and marketing teams have worked very hard to market to and educate potential, qualifying tenants.

The City of Quincy enthusiastically endorsed the development for its standalone merits and for its potential to help revitalize the community. The development team worked closely with the City to create a Housing Development Zone through the Department of Housing and Community Development's Housing Development Incentive Program (HDIP). The program incentivizes the creation of market rate housing in gateway cities. The district made the project eligible for HDIP State Tax Credits.

The Watson utilized Low Income Housing Tax Credits, Private Debt and Equity, MassHousing Debt, MassHousing Workforce Opportunity Fund, Housing Development Incentive Program (HDIP) and funding from the City of Quincy.

The Urban Land Institute selected The Watson as a winner of the **2019 Jack Kemp Excellence in Affordable and Workforce Housing Award**, the industry's most prestigious award for placemaking.



## Parcels 8 & 9 - Lowell, MA

Parcels 8 & 9 is a new-construction project that will deliver 125 units of mixed-income housing and 5,000 square feet of commercial space in Lowell, MA's Hamilton Canal Innovation District. The site is transit-oriented and situated within a half-mile walk to the Charles A. Gallagher Transit Terminal, an intermodal transit station. It was designed to meet high thresholds for energy efficiency.

Although Parcels 8 & 9 are new construction, they are located within the Downtown Lowell Historic District, and required design approvals from the Lowell Historic Board. In order to comply with zoning requirements for the Hamilton Canal Innovation District, the Development Team was required to preserve and improve a historic remnant wall along the lower Pawtucket Canal. Additional public realm improvements include a new courtyard area, which was approved by the City and the Lowell Historic Board.

As a result of WinnDevelopment's strength as a sponsor and unblemished financial track record, the team successfully closed on financing and began construction during the height of the COVID-19 pandemic.

## Harborwalk Residences and Harbor125 - East Boston, MA

The Projects involve the redevelopment of a portion of the Boston Housing Authority (BHA)'s Heritage Apartments public housing community. WinnDevelopment demolished four former Heritage Apartments buildings, which contain 20 units of family public housing, and is constructing Harbor125 with 22 units of replacement affordable rental housing. Harbor125 will include ground-floor retail space, community space and a bicycle storage room. WinnDevelopment has executed a ground lease with the BHA for 99 years which will ensure long term affordability for the apartments.

Opposite Harbor125, bisected by a road, WinnDevelopment is constructing Harborwalk Residences, a 30-unit mixed-income homeownership building. The project will improve public access to the waterfront from the surrounding Maverick Square neighborhood.

The new development will transform this aging public housing complex, which has no financial resources of its own, into a vibrant, pedestrian-friendly, mixed-income, transit-oriented, residential community. The project's 36 income-restricted housing units (of 52 total units) satisfied Lendlease's final Inclusionary Development Policy requirement, enabling the transformative development of Clippership Wharf. Lendlease made a financial contribution to the respective projects, which ensured the creation of affordable housing units on the waterfront.



### **Loft Five50 - Lawrence, MA**

Loft Five50 is a two-phased community, consisting of 165 mixed-income residential units in Lawrence, MA. This adaptive reuse project transformed the 29-acre, 180-year-old Malden Mills complex, which was the nation's first planned industrial city. After operating for three generations as a manufacturing center for worsted wool and yarn, Malden Mills went bankrupt and was purchased for redevelopment by WinnCompanies.

The size of the campus presented logistical challenges, including shared access with multiple owners. Twenty-six easements were negotiated with adjacent owners for vehicle and pedestrian access, trash and snow removal, parking and utilities. The development team also worked with the City and other local stakeholders to design a 3.5-mile public trail, that links green spaces and walking paths. WinnCompanies maintains a 500-linear-foot section of the greenway along the length of the property and provides annual funding to support maintenance efforts for the entire trail.



WinnCompanies worked with the State's Department of Housing and Community Development, HUD, MassHousing, Massachusetts Historical Commission, Massachusetts Housing Partnership, National Park Service and the City of Lawrence to secure financing for this project, which created approximately 100 construction jobs.

Loft Five50 was awarded the **2016 J. Timothy Anderson Award** by the National Housing & Rehabilitation Association and the **2016 Reader's Choice Award for Historic Rehabilitation** by Affordable Housing Finance Magazine.

### **Voke Lofts - Worcester, MA**

Voke Lofts is the adaptive reuse transformation of the Worcester Vocational Technical High School (Voke) building, an institutional complex located within the Institutional District in Worcester, a district listed in the State and National Register of Historic Places. Following the redevelopment, Voke Lofts is comprised of 84 mixed-income apartments, with 3,900 square feet of gallery space.

The building was designed to be extremely energy efficient. It meets LEED certificate requirements with sustainable features including green-labeled carpets throughout the building, hardwood floors, EnergyStar lighting and appliances, low VOC paint and water-saving plumbing fixtures.



Voke Lofts created an inviting residential connection to Gateway Park, a master-planned center for research, innovation and commerce, developed by Worcester Polytechnic Institute and the Worcester Business Development Corporation. Further, it provided critically needed affordable housing and was 85% occupied within one month of opening. Voke Lofts was so successful that the City of Worcester selected WinnDevelopment to redevelop another historic former school, located in Lincoln Square.

## WINNDEVELOPMENT REFERENCES

### Residences at Brighton Marine

Bank of America, Community Development  
Banking  
Mary A. Thompson  
Senior Vice President/Relationship Manager  
225 Franklin Street  
Boston, MA 02110  
T 617-346-5242 /Cell 617-694-0251  
mary.a.thompson@bofa.com

### The Watson

MassHousing  
Chrystal Kornegay  
Executive Director  
1 Beacon Street  
Boston, MA 02108  
(617) 854-1000  
ckornegay@masshousing.com

### Parcels 8 & 9

City of Lowell Massachusetts  
City Manager Eileen Donoghue  
375 Merrimack Street, 2nd Floor, Room 43  
Lowell, MA 01852  
978-674-4400  
edonoghue@lowellma.gov

### Harborwalk & Harbor125

Boston Housing Authority  
Kate Bennett  
Senior Deputy Administrator  
52 Chauncy Street  
Boston, MA 02111  
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## **GAMBLE ASSOCIATES**

Gamble Associates focuses on the revitalization of urban centers. As both architects and urban planners, they have developed a specialization in urban design with a particular focus in three areas: waterfronts and urban centers, institutional planning, and neighborhood revitalization. As a design-based practice, they collaborate frequently with allied disciplines in landscape architecture, economic development, and environmental engineering believing that the revitalization of urban areas holds the greatest potential for the health and wellbeing of our society.

### **Braintree Electric Light Department Riverfront Planning Industrial Reuse - Braintree, MA**

Gamble Associates collaborated with the Town of Braintree's Department of Community Development on an impact study and community visioning effort for the site.

The Town of Braintree acquired a collection of former municipal electric light waterfront buildings that were vacant for over 20 years. The neighboring residential community was concerned about the impacts of new development on the site and the local neighborhood association recommended a riverfront park.

A community planning process was established to create three alternative redevelopment scenarios. Each scenario built from recommendations by the community about potential programs on the site and spanned a range of building scales. Residential, arts and business incubator plans each included an open space component, generating some economic benefit to the site but also maintaining an appropriate amount of publically-accessible open space and access to the river. This initial study, while now a decade past, forms the basis of this RFP.



### **Corridor Planning - City of Stamford, CT**

The seam between the Stamford Hospital and the West Side's primary commercial corridor is under development pressure as the medical campus grows. Recently adopted zoning changes for the city's commercial corridors seek to establish a more urban condition for new infill development by increasing building heights and diminishing setbacks.

This "Illustrative Guide" to redevelopment along Stillwater Avenue tested the capacity for new development under the City's recently adopted Village Commercial District Zoning. The rezoning effort sought to create a more pedestrian-oriented environment for the area and increase the viability of a mix of uses, including significant residential concentrations. The corridor plan capitalized on existing community assets and open spaces.



### **Vita Health and Wellness District - Stamford, CT**

Stamford's Westside is the most diverse and economically-challenged neighborhood in the city. Stillwater Avenue, the community's main commercial corridor, is poised for transformation as the region's primary hospital doubles its footprint in the direction of the neighborhood's commercial corridor of Stillwater Avenue.

The Vita Health and Wellness District provides a framework for growth that links the hospital expansion to the West Side. The plan integrates existing shops, urban agriculture, and community aspirations with innovative outreach by medical professionals. A new Health and Wellness building provides fitness, education and training surrounded by residential uses. An open space setback links the hospital expansion to the existing community farm along a new road.



### **Health & Wellness Building - Stamford, CT**

The building capitalizes on the juxtaposition of uses that are synergistic with one another. Ground floor community spaces, educational class-rooms and health and wellness programs associated with the hospital are stacked together with workforce housing. The building fronts a new open space setback that includes active and passive exercise spaces that leverages its relationship with the nearby community-based farm.



## Historic Mill District - Andover, MA

At Town Meeting in May of 2015, Andover voters approved the creation of the Historic Mill District (HMD). This new zoning district encompasses nearly one hundred (100) acres in downtown Andover. The purpose of the HMD is to encourage smart growth development in proximity to Andover's regional transit station by fostering a range of housing opportunities within mixed-use development projects.

The goals of the design guidelines are to preserve and augment the Historic Mill District's architectural qualities, historic character and pedestrian scale. To incorporate the different characteristics of the areas lying in the HMD, the design guidelines are organized into three different corridors: River, Rail and Road. Development along the River corridor should be less dense and preserve its natural environment while the design guidelines encourage higher building elevations and density along the Rail corridor to take advantage of the nearby commuter rail station.

## Strategic Placemaking Plan - Andover, MA

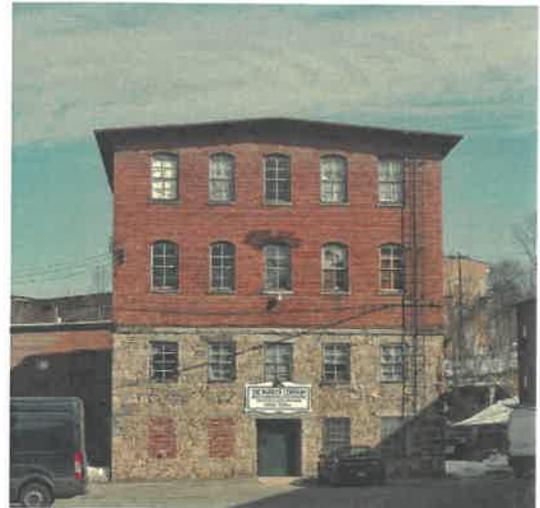
The Town of Andover was looking to revitalize its downtown Historic Mill District (HMD) - which includes an MBTA commuter rail station - into a walkable Transit-Oriented Development area. Initial seed projects such as the conversion of a mill building into a microbrewery demonstrate pent-up demand, but the Town lacks a cohesive strategy to link disparate areas together and activate the public realm.

Leveraging multiple means of public engagement, the plan is anchored by five urban design principals: Establish Complete Streets, Celebrate Historic Fabric, Leverage Arts + Culture, Foster Connections and Promote Recreation. The Placemaking effort focuses on strategic locations throughout the HMD: Dundee Park, Shawsheen River, Depot, Town Yard and Old Town Hall. It is vital to improve intersections and provide attractive connections between these places to promote walk-ability and an enhanced pedestrian experience.

## Master Planning - Andover, MA

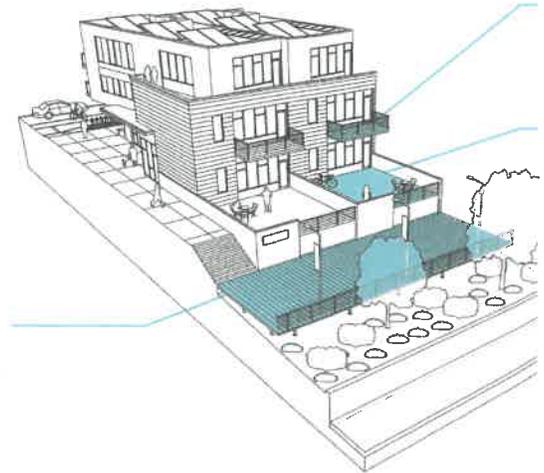
Andover's most impressionable building, the Old Town Hall, is currently surrounded by surface parking lots; an unremarkable public realm. The existing street network has excessive curb cuts and numerous entrances and egresses that make the area difficult to access, creating an unsafe environment for pedestrians and bicyclists. Given the high demand for surface parking downtown, a minimum net zero loss of parking spaces was required.

A variety of design alternatives balanced the short term need for parking with the long-term opportunities that the historic site provides as a civic place. A more efficient parking layout enables safer crossings through the area and forges a renewed sense of place as a backdrop to Old Town Hall. A variety of public spaces and landscapes accommodate farmers markets, ice skating, performances, and street festivals year-round.



## Design Guidelines - Arlington, MA

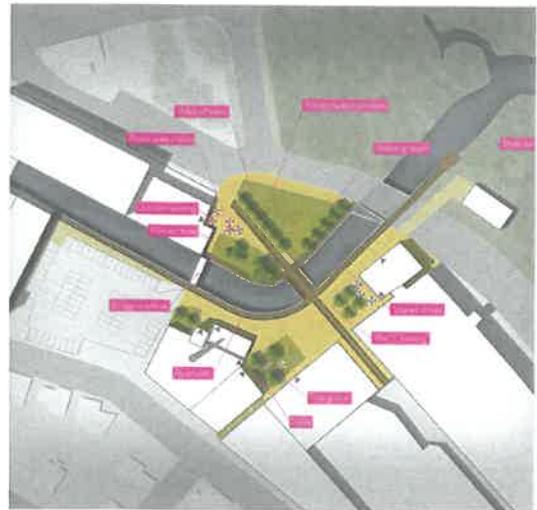
Envisioning the scale and character of new development is an essential component of helping people understand what a physical environment can look like. As part of the Town of Arlington's Comprehensive Plan, Gamble Associates provided architecture and urban design expertise to test the development implications of three critical sites along the primary commercial corridors of Mass. Ave. and Broadway. The studies were informed by input provided by the community about the preservation of open space, the integration of mix-use and the sensitivity between existing buildings and new development.



## Brownfields Area-Wide Planning - Sanford, ME

The Town of Sanford has two dozen known brownfield sites within an historic Millyard of nearly one million square feet of vacant space. While many of the mill buildings are in good condition, there was a need to identify a viable reuse plan in an economy that has little market demand for such space, and to enhance connections between the historic Millyard and Main Street.

The Millyard rehabilitation centers on identifying the growth economies in the region that could be attracted to the Millyard if it were repositioned. The plan leverages the existence of the Mousam River to redevelop the buildings in an incremental manner, building off of specific market niches not currently identified in other communities.



## Design Guidelines - Watertown, MA

Faced with the possibility of a community-led moratorium on new development, Watertown initiated Design Guidelines and Standards for new development along the Town's primary commercial corridors. The Guidelines were developed as the first implementation step which resulted from Watertown's Comprehensive Plan that sought to concentrate redevelopment along corridors that have access to public transit.

Nine over-arching categories for development organize the topics. Three dimensional computer models, created using an intentional range of architectural languages, describe the characteristics in perspective form and highlight permissible and discour-aged strategies as they relate to essential building elements like height, massing and public realm interface. In addition to the guidelines, the scope of work included drafting language to be integrated into the Zoning Ordinance and collaboration with Greystar - a national housing developer - to test the application of the guidelines to a specific, 288 unit mixed-use complex.



### **Zollingers Building - Dayton, OH**

The S. Zollingers Building is the adaptive reuse project of a nationally-registered historic landmark building. Located just north of Dayton, Ohio, the 40,000sf former wholesale grocery warehouse is being redeveloped into a mixed-use building that includes ground floor retail space, a lower level market for local vendors and two floors of rental apartments with a roof deck. The project's viability required both historic tax credits and new market tax credits. Construction begins in Spring 2021.



### **Massport General Aviation Facility - Boston, MA**

The design of this new terminal facility for private aircraft needed to address a number of challenges. Located on the outskirts of the airport, the former brownfield site was defined by a ten foot high concrete blast wall surrounded by surface parking. In an effort to establish a sense of arrival, the building was setback from the street to create a landscape garden drop off. Terminal passengers are led under a canopy at the garden into the waiting lounge with expansive views of the runway. A mahogany wood-clad wall masks the concrete barrier that separates the tarmac from the public realm. David Gamble was project architect for this facility which was initiated in the office of Chan Krieger & Associates (now NBBJ).



## **GAMBLE ASSOCIATES REFERENCES**

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## WINNRESIDENTIAL

WinnResidential has been a trusted partner in helping state and local governments, non-profit organizations, private owners and housing authorities operate, maintain and modernize their multifamily portfolios to provide quality homes and well-managed assets within their communities. For nearly five decades, WinnResidential has partnered closely with WinnDevelopment on all aspects of acquisition, entitlement, design, management and resident services at Winn-owned communities. It has also overseen complex lease-ups at mixed-income, transit-oriented communities on behalf of third-party clients nationwide, including:

### *Boutique Developments in Affluent Suburbs*

#### **Brookside Square - Concord, MA**

Brookside Square is a boutique mid-rise community nestled in historic Concord, MA, and directly adjacent to the MBTA Commuter Rail. This community was developed by OakTree Development and features 74 luxury apartments, surface parking, a roof deck and 3,000 SF of amenity space plus ground level office/commercial space. The community features 60 market rate apartments and 8 affordable apartments set at 80% AMI. WinnResidential was selected as the property manager to assist with preplanning consulting, lease up, marketing and ongoing management.

The property leased up in four months and has seen strong rent growth with a high volume of empty nesters and long-time Concord residents who enjoy living in a high-end property in the town of Concord.

#### **Michael's Landing - Lynnfield, MA**

Michael's Landing is 68 apartments, currently under construction in Lynnfield, MA. The project is expected to be completed in the Fall 2020. Built by a local Lynnfield home builder and managed by WinnResidential, this community will feature one and two-bedroom apartments, a fitness center, a work-from-home station, outdoor grilling area and heated garage. Marketing and leasing efforts started in August 2020.

#### **Metro Green Apartments (Phases 1 and 2)**

Metro Green Apartments (Phases 1 and 2) are two 50-unit phases of affordable housing, located in Connecticut's affluent Fairfield County. WinnResidential oversaw the lease-up of both phases, which were fully occupied in three and four months, respectively. The LEED Gold-certified communities, built by Jonathan Rose, are adjacent to the Stamford Transportation Center and within walking distance from Stamford's downtown, providing residents with convenient access to transit, businesses, shopping and entertainment.



# Development Team Resumes

## ARCH COMMUNITIES



**Richard Relich**  
**Founder & Principal**

Mr. Relich has 25+ years of experience in banking, asset management, tax credit syndication and real estate development and has demonstrated the ability to work with both private owners and municipalities alike to redevelop underutilized properties into assets for the community.

Prior to establishing Arch Communities LLC, Mr. Relich founded Arch Street Development LLC in 2005. Previously, Mr. Relich was a Vice President with Bank of America, a major tax credit equity investor, in their Boston office. Mr. Relich has also served as a Vice President within the Capital Transactions Team at MMA Financial, specializing in negotiating investment dispositions and formulating strategies on troubled properties and as a Asset Management Team Leader. He has also held positions at PNC Bank and Boston Federal Savings Bank.

Mr. Relich received a Master of Public Administration degree from the University of New Hampshire and a BA in Political Science from the University of Rhode Island.

## WINNDEVELOPMENT



**Gilbert Winn**  
**CEO, WinnCompanies**

Gilbert J. Winn is the Chief Executive Officer of WinnCompanies, an award-winning national multifamily development and management company dedicated to the highest standards of excellence.

Mr. Winn plays a leadership role in the creation, planning, implementation and integration of the strategic vision and growth of WinnCompanies on behalf of nearly 3,700 employees working in 23 states and the District of Columbia.

As CEO, Mr. Winn oversees three affiliates: WinnDevelopment, the company's property development arm; WinnResidential, which manages multi-family communities; and WinnResidential Military Housing Services, which manages privatized military housing across the country.

In addition to building an empowered, client-driven organization, Mr. Winn is focused on high-impact mixed-income and mixed-use development projects, many of which have received awards for their contributions to the community, design, sustainable features and historic preservation.

Prior to joining WinnCompanies, he was an Associate at Related Capital Company, a full-service real estate investment company based in New York City, where he originated and implemented more than \$150 million of equity investments. Mr. Winn graduated magna cum laude from the University of Pennsylvania, earning a Bachelor of Arts studying History and Psychology.



**Lawrence H. Curtis**  
**President & Managing Partner**

Lawrence H. Curtis, the President and Managing Partner of WinnDevelopment and member of the Board of Directors, has led a full range of real estate development and acquisition activities for more than 25 years. He has been instrumental in helping the company grow from 3,000 units in 1986 to more than 101,000 units, which Winn currently has under management in 22 states and the District of Columbia.

Mr. Curtis' primary focus has been on the creation of affordable housing and historic rehabilitation developments. He is the past president of the National Housing & Rehabilitation Association (NH&RA) and a member of the Board of Directors for the National Multi-Housing Council, as well as the Citizens Housing and Planning Association. Mr. Curtis was also recently named to the National Trust for Historic Preservation's Board of Trustees.

Mr. Curtis served as the 2006 chairman of the Greater Boston Real Estate Board (GBREB) and as a co-chair of the Combined Jewish Philanthropies' annual campaign in 2008. He has also received numerous awards, including the Paul E. Tsongas Award from Preservation Massachusetts. In addition, Mr. Curtis co-founded New Lease, a non-profit based in Boston that provides a clearinghouse of affordable housing units for families staying in state-funded shelters and motels throughout Massachusetts.

Mr. Curtis received a Bachelor's degree in Architecture from the Cooper Union for the Advancement of Science and Art in New York and a Master's degree in Architecture and Urban Design from Harvard University, where he is now a Lecturer on Urban Planning and Design.



**Adam Stein**  
**Senior Vice President**

Adam joined WinnCompanies in 2009 and currently serves as Senior Vice President of WinnDevelopment where he is responsible for overseeing the company's development initiatives across New England and upstate New York.

Mr. Stein has more than a decade of experience in multi-family real estate development in the areas of new construction, acquisition rehabs and adaptive reuse and has been responsible for the successful creation of more than \$500 million of real estate investments in various communities across the Eastern U.S. Prior to joining WinnCompanies, Mr. Stein served as a Development Manager at JPI Northeast, a conventional multi-family development company based in Irving,

Texas and as Vice President of Development for the Norsouth Companies, a housing developer, general contractor and manager of mixed-income and mixed-use properties across the Southeast.

Mr. Stein earned his MBA from Georgia State University's J. Mack Robinson College of Business, an MFA in Historic Preservation from The Savannah College of Art & Design and a BA from Union College. He is an active member of the Urban Land Institute's Boston chapter, NH&RA and holds his Massachusetts Real Estate License.



**David Thunnell**  
**Senior Vice President, Construction**

David W. Thunnell, Senior Vice President of Construction, has served WinnDevelopment as an experienced construction professional since 2005. David's extensive knowledge of the construction industry includes expertise in budget analysis, project management, value engineering, constructability reviews, quality control, and project closeouts. David also maintains exceptional contractor and client relationships. All of these best practices have led WinnDevelopment to win various LEED accreditations, Historical Preservation Awards, and Energy Conservation Incentives.

Prior to joining WinnDevelopment, Mr. Thunnell served as Vice President of Properties and Director of Engineering, Construction & Maintenance for 16 years at Filene's-Kaufmanns, May Companies. Preceding that, David was Chief Engineer for Apex Oil/BP-Sohio.

Mr. Thunnell has a Bachelor of Science in Engineering from Massachusetts Maritime Academy.



**Darien Crimmin**  
**Vice President, Energy and Sustainability**

Darien L. Crimmin has worked in the business of sustainability for more than 10 years. As Vice President of Energy and Sustainability for WinnCompanies, he is responsible for managing a range of energy efficiency projects and sustainability programs across Winn's residential portfolio. Through Mr. Crimmin's leadership, Winn has partnered with numerous local, state and federal agencies to reduce energy costs and promote investments in sustainability.

Prior to joining WinnDevelopment in 2009, Mr. Crimmin was responsible for managing Harvard University's Office for Sustainability Green Building Services.

Among his other accomplishments, Mr. Crimmin helped develop Harvard's largest solar hot water installation, designed training modules for Harvard University's Operations Services, and created utility measurement tools to track energy performance across the University. In addition, Mr. Crimmin was a teaching fellow at Harvard University's Extension School for Green Buildings: Design, Construction, and Operations.

Nationally, Mr. Crimmin is affiliated with the U.S. Green Building Council, NH&RA's Council for Environmentally Friendly Housing, and is a Fellow at the Environmental Leadership Program.



**Timothy Mustacato**  
**Acquisition Associate**

Tim Mustacato, a WinnDevelopment team member since 2012, began with the company as Senior Project Financial Analyst with the finance and asset management team. While on the team, he was responsible for the underwriting, diligence and closing of more than \$200 million in financing.

In his current role as an Acquisition Associate, Tim is responsible for identifying potential development, acquisition and investment opportunities in WinnCompanies' core markets, as well as identifying potential new markets for multifamily ownership opportunities.

Tim holds a bachelor's degree in Marketing and Management from Northeastern University and is an active member of the Greater Boston Real Estate Board's Real Estate Finance Association (REFA).



**Christina McPike**  
**Director, Energy and Sustainability, WinnDevelopment**

Christina McPike manages various energy efficiency and sustainability projects for the WinnCompanies portfolio. During her seven years at WinnCompanies, Ms. McPike has coordinated and implemented nearly \$20 million worth of energy efficiency upgrades, including, but not limited to, LED lighting retrofits, weatherization work, and heating system installations. With Ms. McPike's expertise and cross-disciplinary approach, WinnDevelopment successfully integrates energy and sustainability goals and targets into every project, from occupied moderate renovations to historic adaptive reuse projects.

Ms. McPike has experience working with grant agencies and utility companies in D.C., Massachusetts, Connecticut, and New York where she manages several projects, including those pursuing Enterprise Green Communities, Energy Star, and LEED certifications. In addition to supporting acquisition rehab projects, Ms. McPike also often interfaces with WinnResidential property and asset management staff on energy retrofit opportunities, energy usage benchmarking, resident engagement, and green operations and maintenance.

## GAMBLE ASSOCIATES



**David Gamble, AIA, AICP, LEED  
Principal**

David is the Principal of Gamble Associates and a Lecturer and Design Critic in the Department of Urban Planning and Design at Harvard's Graduate School of Design. He is the current chair of the AIA's Regional and Urban Design Committee (2017-2021) and is former co-chair of the Boston Society of Architects (BSA) Urban Design Committee. He has served on the Boards of the BSA and Architecture Boston. He is Past President of the Community-Design Resource Center-Boston and established the Syracuse University Community Design Center as an Assistant Professor. His prior work experience includes Chan Krieger Sieniewicz (now NBBJ), Krier&Kohl in Berlin, Germany and vanMerkestyn&Partners in Potsdam, Germany and Zurich, Switzerland. David received a Bachelor's of Architecture Degree from Kent State

University and a Master's of Architecture in Urban Design, with distinction, from the GSD. He is a recipient of the AIA's National Young Architects Award and the Gabriel Prize.

David's research and writing looks at the catalytic effects of urban design and planning projects with a focus on creative implementation strategies to enable redevelopment. Together with Patty Heyda (Washington University) he published "Rebuilding the American City" published by Routledge Press (2016). The book presents five paradigms for redevelopment and a range of perspectives on the complexities, strategies, successes and challenges inherent to rebuilding American cities today. His current research investigates small town redevelopment ("Reinventing the American Town", Routledge Press, 2021) and he is editing a collection of essays about Boston's future (UMass Press).



**Alyson Rogers Tanguay, AIA  
Architect**

Alyson Rogers Tanguay is a licensed architect and design consultant with over a dozen years of experience in architecture, urban design and planning, and building materials research. She holds a Master in Architecture degree from Harvard University's Graduate School of Design and a Bachelor of Arts in Architectural History, magna cum laude, from University of Virginia's School of Architecture. While at Harvard, she was awarded the Alpha Ro Chi Medal, the AAUW's Selected Professions Fellowship and a Penny White Travel Grant, and she received the Frederick Doveton Nichols award at UVA.

Alyson is principal of HAABITT (pronounced "habit" and an anagram for habitat), a practice operating at the intersection of architecture, urban design and planning, and materials research, founded in 2008. In parallel with her practice, she has taught design studios and seminar courses at both undergraduate and graduate levels. And as a full-time faculty member at Northeastern University's School of Architecture, Alyson developed and co-directed a suite of summer programs for the school's College of Art, Media and Design. She currently resides with her young family near Portsmouth, NH where she enjoys spending as much time outside as possible and traveling to experience new cities, cultures, landscapes and mountain ranges whenever she can.



**Tania Bronsoiler**  
**Architect**

Tania Bronsoiler is an urban designer and consultant architect for Gamble Associates. She is a licensed architect in Mexico with a decade of professional experience in architecture, landscape design and urban design with a concentration on climate change resilience. Tania earned her Bachelor of Architecture cum laude from Universidad Iberoamericana in Mexico City and her Master's in Design for Sustainable Urban Environments magna cum laude from Northeastern University. While at Northeastern, Tania received the Excellence in Urban Landscape Design Award.

Before moving to Boston, Tania founded her own architecture firm in Cancun, where she designed and managed the construction of sustainable residential projects. Tania has an international background. She has lived and worked in the United States, Australia, Mexico, Peru and the Caribbean. Her prior work experience includes Crosby Schlessinger Smallridge, Ground Inc. and Boston Harbor Now.

**James Carrico, AIA**  
**Architect & Planner**



James is an Associate at Gamble Associates. In his role, he brings great enthusiasm to working in the built environment at all scales and understanding the relationship between the physical world and cultural, social, economic, and political forces. He is a licensed architect with over five years of experience practicing in New York and Boston, where he has previously worked for Machado Silvetti, Snøhetta, and Supernormal. These experiences gave him an affinity for trans-scalar projects that lie at the peculiar intersection of existing building transformation and urban planning.

James is a member of the Class of 2020, graduating from the Harvard Graduate School of Design with dual degrees in architecture and urban planning. During his time at the GSD he travelled to Japan, Angola, England, France and China, working with and learning from leading scholars and practitioners domestically and abroad. In April of 2020 he was awarded a Fulbright research grant to study early composite buildings in Hong Kong. He looks forward to - in a post-pandemic world - fulfilling this grant and contributing to the Fulbright's mission of intercultural understanding and international partnership. In the meantime, James remains heavily involved in design and planning in the U.S., having served on student review panels at The University of Cincinnati, Roger Williams University, and the Wentworth Institute of Technology.

## WINNRESIDENTIAL



**Patrick Appleby**  
**President, WinnResidential**

Patrick M. Appleby, a veteran of WinnCompanies for more than two decades, serves as President of both WinnResidential and WinnResidential Military Housing Services. In this role, he is responsible for directing the property management operations for the more than 101,000 apartments in the company's owned and managed portfolio, including more than 40,000 homes managed under the Military Housing Privatization Initiative (MHPI).

He assumed responsibility for all of WinnResidential operations in 23 states and the District of Columbia after serving for 16 years as the executive in charge of military housing managed through the company's joint venture with Lendlease.

Mr. Appleby has served on the Military Housing Committee of the National Apartment Association (NAA) since its inception and was previously a member of the NAA's Apartment Careers Committee. He currently serves on the Board or Directors of the NAA Education Institute (NAAEI). He is a Certified Property Manager with the Institute of Real Estate Management (IREM), as well as a Certified Specialist in Housing Credit Management (SHCM) with the National Affordable Housing Management Association (NAHMA).



**Terri Benskin**  
**Chief Operating Officer, WinnResidential**

Terri Benskin serves as Chief Operating Officer for WinnResidential. In this role, she oversees all operations for the organization's residential management portfolio.

Terri joined WinnCompanies in 2018 as an Executive Vice President and has more than 24 years of experience in all aspects of property management with a focus on operations. Prior to joining WinnCompanies, Terri held the title of Chief Operating Officer with Ledic Realty Company for more than eight years. Earlier in her career, she held positions at other property management companies, working closely with property assessments, appraisals and new construction.

Ms. Benskin also served for six years in the United States Naval Reserves.

Terri achieved her Certified Property Manager (CPM) designation from the Institute of Real Estate Management (IREM) and is a Housing Credit Certified Professional (HCCP) through the National Association of Home Builders.



**Keith Jenkins**  
**Senior Vice President**

Keith A. Jenkins has been in the property management business for 33 years.

As Senior Vice President for WinnResidential, he is responsible for directing property management services for more than 100 properties that make up more than 13,000 apartments in the WinnResidential portfolio. Mr. Jenkins' portfolio includes Market, Section 42, Section 236, Section 8, HOME financed properties, Public Housing as well as third party management clients.

Mr. Jenkins has extensive experience with assisted family housing in both suburban and inner city settings. Mr. Jenkins is responsible for preparing operating budgets, monthly budget re-projections and all agency and ownership reports. Additionally, he supervises more than 140 employees and oversees all aspects of property management, resident services, personnel and training in his portfolio. Mr. Jenkins has worked closely with WinnDevelopment to ensure Section 42 compliance in the rehabilitation of 9 distressed properties using Low Income Tax Credit financing. Mr. Jenkins initially joined WinnResidential in 1987 as a Property Manager for a Section 8 elderly property located in the Boston area. Over the next 15 years, he managed numerous affordable, market rate, condominiums and commercial developments.

Prior to joining WinnResidential, Mr. Jenkins was a Marketing Manager with General Investment and Development Company of Boston.



**Trevor Samios**  
**Vice President, Connected Communities**

As Vice President of Connected Communities at WinnResidential, Trevor is responsible for the growth and sustainability of WinnResidential's high-impact resident services platform, with a mission to create Communities of Opportunity across WinnCompanies' growing portfolio.

Prior to joining WinnCompanies, he was the Director of Community Impact for Preservation of Affordable Housing (POAH), a Boston-based, national non-profit affordable housing policy, development and management organization. While there, Mr. Samios led Community Impact, POAH's outcomes-based partnership development and resident services department charged with the design, implementation and evaluation of a comprehensive strategy to support the growing needs of POAH's residential communities. He has led projects including POAH's 85-community Outcomes Initiative, the implementation of HUD's first Family Self-Sufficiency (FSS) Multifamily program and the community development strategies on multiple HUD Choice Neighborhoods grants.

Mr. Samios also served as Senior Operations Manager for The Community Builders, Inc., (TCB) a Boston-based national non-profit affordable and mixed-income housing developer.

# III

## Financial Capacity

# Financial Capacity

WinnDevelopment has ample financial capability, as evidenced by its track record of successful large scale residential developments, current WinnCompanies-owned real estate assets and the strength of its financial guarantor WCredit LLC.

In the last 10 years alone, WinnDevelopment has completed 40 development projects. This track record of success has allowed the company to develop strong relationships with investors, lending institutions, syndicators, and non-profit financial entities. Currently, the company has access to a \$20 million line of credit with Bank of America.

In its 49-year history, WinnDevelopment has never experienced a default, mortgage assignment, or foreclosure and/or bankruptcy. It has not experienced litigation related to financing or construction of the project which is pending or which was adjudicated. It has never experienced any real estate tax delinquencies.

The company formed and capitalized WCredit LLC for the purpose of providing credit support and financial backing for WinnDevelopment ventures, providing tremendous financial capacity to carry out the proposed development and to provide the necessary financial guarantees as required in the current marketplace.

WCredit LLC is an affiliated entity in good standing created for the sponsorship of development ventures, and as of 12/31/18, its net worth is \$117.7 million with liquid assets of \$14.9 million.

Our confidential financials will be provided electronically and hard copy, under separate cover, as directed by the RFP solicitation.

**III**

## Project Narrative

# Development Approach

For the past decade, David Gamble, Principal of Gamble Associates, has taken the lead on transforming 44 Allen Street. In 2010, David headed a public engagement initiative through the Community Design Resource Center's (CDRC) to produce the "Brownfield Revitalization and Community Engagement", which identifies community goals, articulates site concerns, and determines an appropriate balance of public open space and private development. The 2013 "Pre-Development Feasibility Study", also led by Gamble Associates, assessed unknown environmental and structural conditions and analyzed the site's market potential for new uses. The study confirmed residential as the highest-and-best use.

The Town of Braintree has implemented over \$2.4 million in Public Works Engineering Department (PWED) streetscape enhancements, which has attracted new businesses, tourists, and residents to Weymouth Landing across the river. The transfer of the property from Braintree Electric Lighting Department (BELD) to the Town, as well as the rezoning of the site to incorporate Weymouth Landing's regulations, are all signs of progress. Redevelopment of this 1.6 acre property marks a significant milestone for Braintree and the entire South Shore region. After a decade of due diligence, and a fluctuating economy, now is the time to implement the plan.

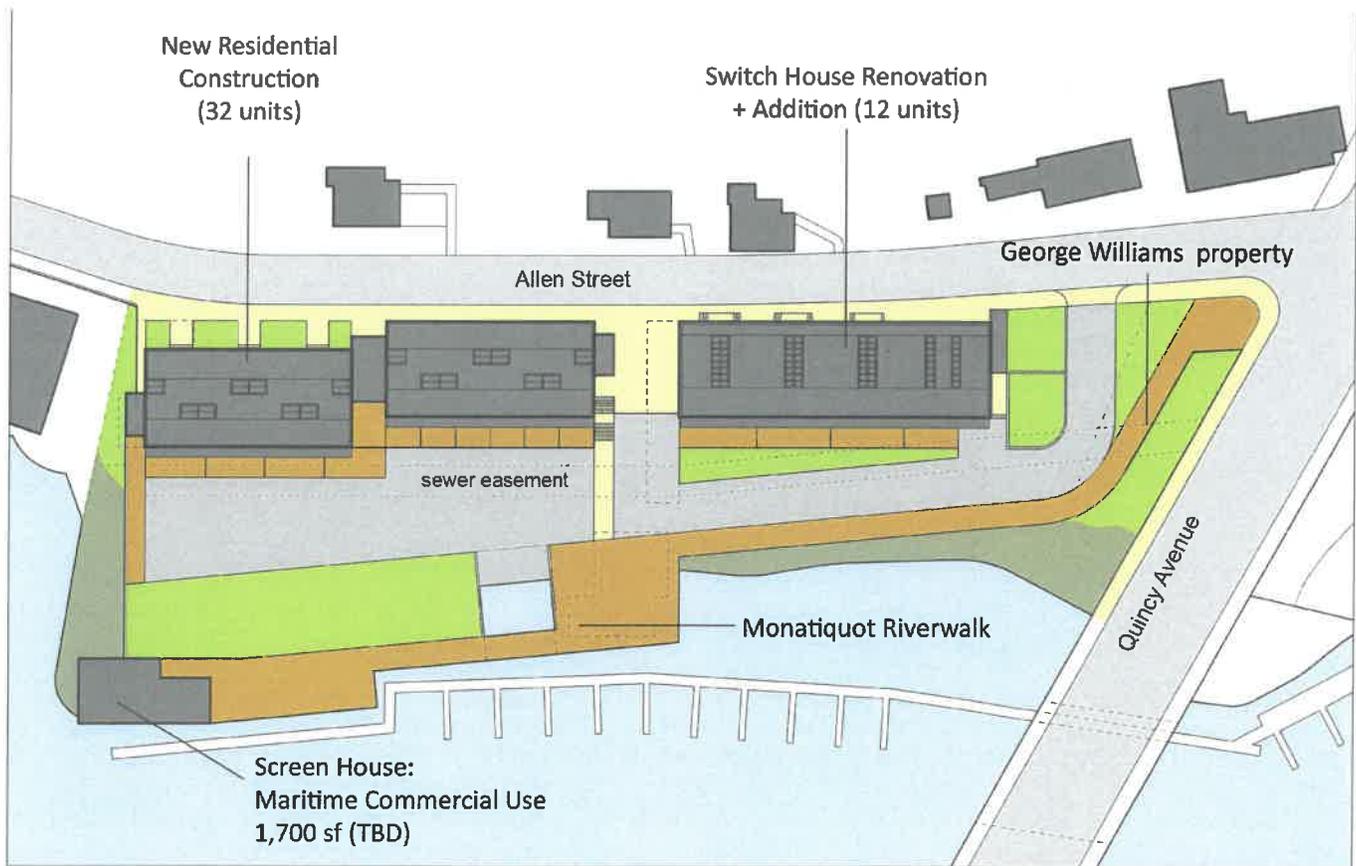
Towns and cities of all sizes are looking to capitalize on their intrinsic physical and historic assets in order to attract new development. Proximity to parks, transportation networks, and waterfronts provide fertile ground for this new development. Fortunately, the 44 Allen Street site lies at the intersection of these development dynamics. The property is a highly visible gateway to the Town, and many Braintree citizens relate to it as a place where they once did business. With a remarkable legacy to entrepreneur and inventor Thomas A. Watson - the founder of the Braintree Electric Light Department and Fore River Engine Company - the site's transformation from a place of manufacturing to a place of leisure and domesticity carries immense historical significance. **This site's transformation will celebrate the Town's industrial and shipbuilding past and add value to Braintree's industrial heritage by injecting new uses into historic properties.**



*The target demographic for the residential units is a mix of empty-nesters and young professionals that will see the relationship of the site to the commuter rail station as an asset.*

## PRELIMINARY SITE PLAN

As identified in the "Pre-Development Study" and the RFP, a number of constraints limit the development potential of the property. The east-west sewer easement and the floodplain suggest that the new development is tucked along Allen Street. However, development along the entire length of Allen Street will restrict views of some existing properties and create a narrow corridor along the fairly constrained street edge. The potential incorporation of the George Williams (sliver) property alongside the bridge will allow a buffer to Quincy Avenue. The Administration Building to the west, which appears to be in poor structural condition, and the Pipe Shop along the path of the Riverwalk will be demolished in order for the Riverwalk to pass along the water's edge and position new construction away from the 100-year flood plain. Our proposed buildings, including the potential for a one-story addition to the Switch House, are kept purposely low at three stories along Allen Street to limit their impact on blocking views to the river. There are scenarios for retaining the Screen Shop, which could anchor the Riverwalk with a small-scale commercial structure.





*Advancing the development of the long vacant 44 Allen Street site is evidence that the public visioning sessions that took place in 2010 have merit. Over 40 people attended each of the three public meetings to determine an appropriate reuse plan for the site. (Image credit: CDRC-Boston, David Gamble)*

## **A COMMUNITY-LED VISION**

The RFP highlights the importance of public engagement to this process, and we firmly agree that a clear strategy is critical to the success of 44 Allen Street’s redevelopment. Despite the challenges associated with orchestrating participation at a time when social distancing is necessary, our team has found that traditional forms of public engagement can be augmented with new technologies.

**New forms of engagement can create *more effective platforms* to leverage community input and communicate results during the COVID-19 pandemic.** For decades, large public meetings have been the gold standard of demonstrating that a community has had an opportunity for input. Unfortunately, large gatherings can be largely ineffective. Smart and well-organized community groups know this to be true. Besides, very few advocates for a project come to an evening or weekend session to voice support. More often than not the setting fosters a means to air grievances as opposed to generating consensus. Today’s climate requires us to think more strategically about how to facilitate effective dialogue. In a virtual format, people’s time is increasingly limited. Building a sense of momentum with more feedback loops help to make progress (in addition to listening and harnessing feedback).

It needs to be underscored that there has been a good deal of planning on the former BELD site. However, one can be certain that some people who participated in those efforts have moved on; the engagement occurred years ago. **Our engagement strategy begins by recognizing that prior conversations have occurred and we will begin with those community-led planning principles.**

In our experience, frustration with the public process typically arises when one of two things happen. First, community opposition arises when the public feels that it has not had a chance to be heard, or that development plans are being imposed against their will. This is the most common source of anxiety. At the other end of the spectrum, exasperation emerges when there has been engagement but implementation languishes. Advancing redevelopment plans for 44 Allen Street will demonstrate that previous efforts to engage the East Braintree community will not have been made in vain. On the contrary, adding a modest number of housing units, providing public access to the Monatiquot River and boat slips and integrating a small-scale commercial amenity not only reflects the community vision but also expresses it.

Our development and design team envisions a number of virtual public conversations to re-engage the residents of East Braintree and Waymouth Landing. We will build from the initial planning principles created in the CDRC-Boston report and the Pre-Development Study. We envision a recap of the initial conversations as they relate to the site's redevelopment, maintaining an open dialogue with all abutters and with residents of East Braintree. The initial meeting - possibly held in the Switch House if space allows and safe guards are in place, will allow our team to communicate progress and the construction schedule and afford us the ability to hear any all concerns and ideas. As we continue to navigate the impacts of COVID-19, we will work to engage community members in this discussion with their safety as our number one priority. We are open to hosting public meetings both in-person and virtually and will adhere to all local and state guidelines.

Our team has a successful history of assisting our clients with the facilitation of public participation, community outreach/ engagement, and communication programs. We have worked extensively with clients and communities to understand precise project/public needs, gauge public opinion, elicit insightful discussion, build consensus, and effectively communicate technical and regulatory information. Our team has a wide variety of tools for effective, meaningful, and equitable community engagement; we craft our public participation approach specifically to the profile of the client/community. Our experience includes preparing and presenting legible plans, renderings, photorealistic graphics, estimates, phasing options, 3D models, studies, and other information to public officials, boards, committees, and the public. We already have a six foot long model of the site at 1/8"=1'.



In addition to more traditional forums such as site walks and community meetings, we provide multimedia services, including:

Online:

- Project websites
- Social media feeds
- Automated Response Systems
- Video and local access television
- Virtual engagement

Print:

- Data visualization/storytelling
- Online/mailed/on-site surveys
- Mailings/postcards
- Other informational literature

The bottom line is that community engagement has changed because of COVID-19, and in some ways for the better. We will use online media, yard signs, postings, community emails, etc. to inform the public about our projects and to invite participation. In every project we support inclusive planning and can create media in multiple languages if need be.

**Video conferencing** (Tools: Skype, Zoom, Teams) – Benefits: screensharing, Chat function, optional call in number, recorded webinars, translation

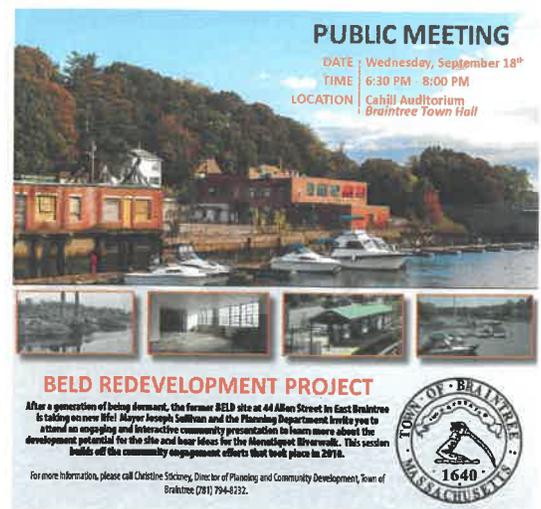
**Outreach and Polling** (Tools: Zoom, Social Media, Forms) – Benefits: Documented feedback, broad participation and engagement, ranking selection and write-in options.

**Data Visualization** (Tools: Online Maps, Adobe Creative Suite, Miro Board) Benefits: Range of format including video and drone compilations, content for client websites, accessible and dynamic visuals keep audiences engaged.

During the previous community engagement process, participants of East Braintree and the East Braintree Civic Association representatives identified four concerns they harbored about the site's redevelopment:

- Parking and traffic congestion;
- Limited public access to the water;
- Impacts of the Weymouth Landing rezoning;
- Development scale and design aesthetics.

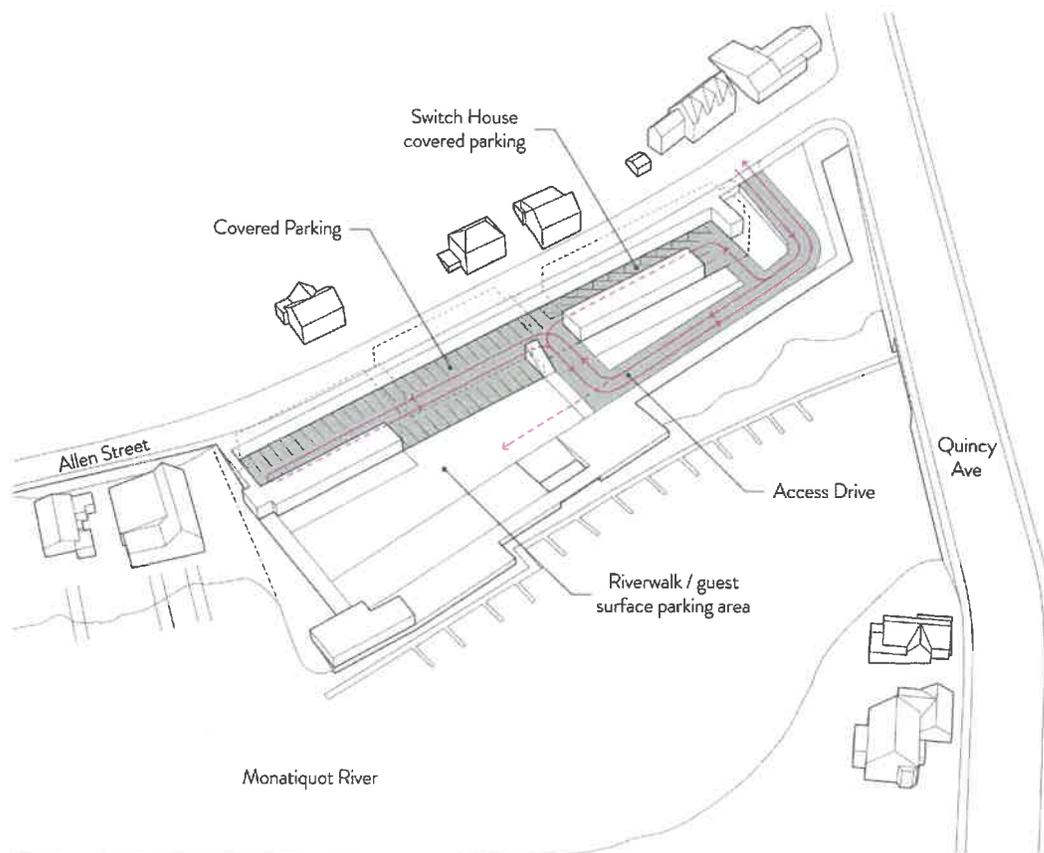
Our proposal addresses these concerns in the following ways:

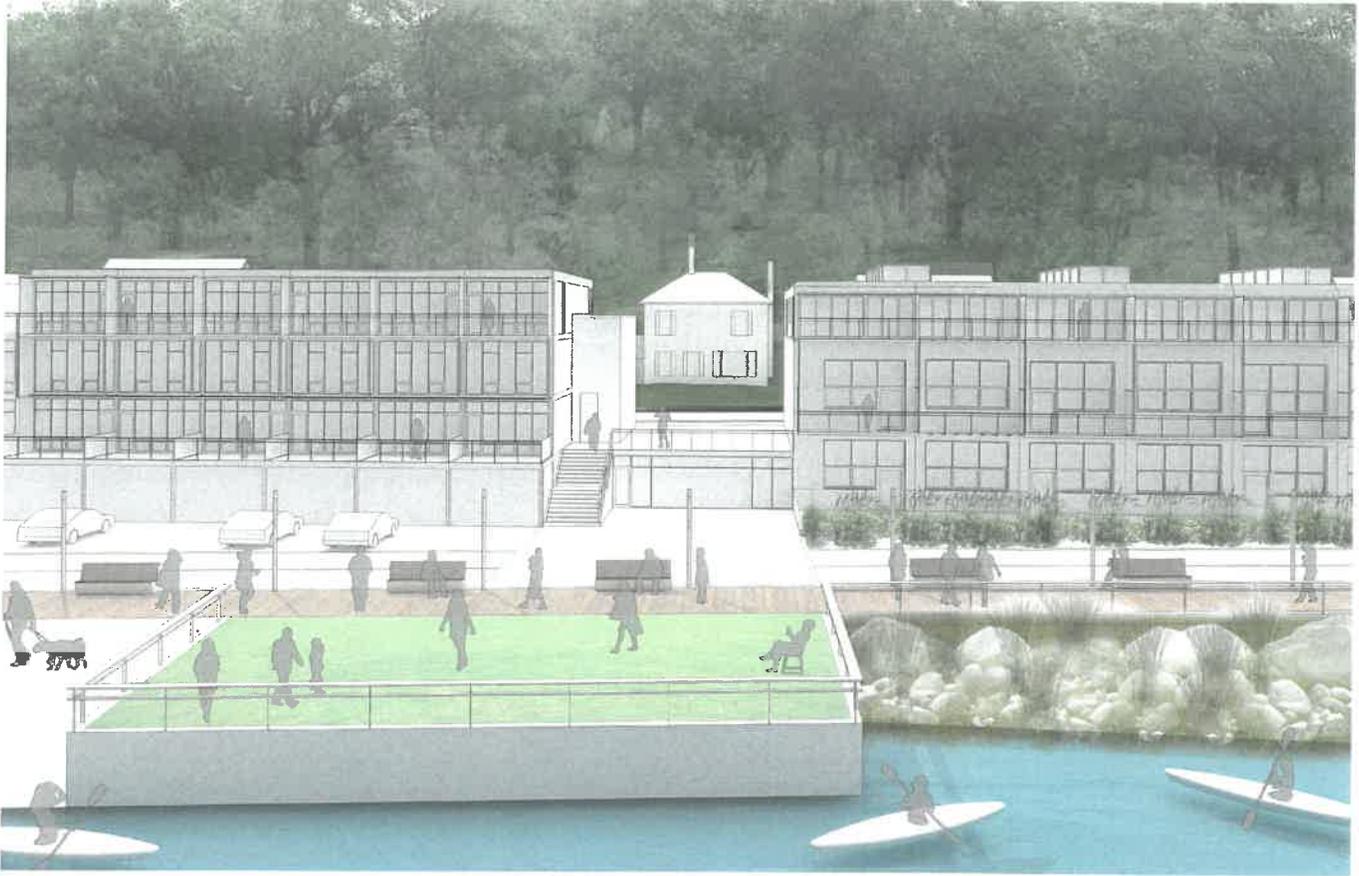


## PARKING AND TRAFFIC

The existing topography can be used to the development's advantage. Parking for the residential units is located largely below the buildings. The 12-foot grade separation between Allen Street and sewer easement right-of-way means that at least one car per unit will be located "under cover". Parking in the buildings not only provides an attractive amenity for the building residents, but it also diminishes the amount of surface parking that will be needed elsewhere on site. A small surface lot is envisioned for overflow/guest parking and for visitors to the Riverwalk. Investment in Allen Street should be made in the form of new sidewalks, street trees, and pedestrian-scaled lighting (similar to what was accomplished in Weymouth Landing). Such infrastructure improvements must include some on street parking on the south side of the street. Given the site's strategic location proximate to Weymouth Landing, the Greenbush Commuter Rail Line and the bike connection at the rail underpass, 44 Allen Street's redevelopment will highlight multiple modes of transportation.

Residential projects are one of the least intensive uses in terms of vehicular trip generation. When compared to commercial or retail uses, there will be far fewer cars entering or exiting the property. Nevertheless, Quincy Boulevard is a busy thoroughfare. There are times of the day when traffic congestion is severe. Vehicular circulation for parking takes the form of a loop, with cars entering and exiting from the east, utilizing the approximate location of the existing sloped driveway. The steep drive to the west (adjacent to the Administration Building) will be removed. Eliminating one of the two drives into the site engenders a more pedestrian-oriented environment. Our team intends to work with the abutter (George Williams) to reconfigure the alignment of the drive. **Communities of all sizes, especially Braintree, are looking to enhance walkability and foster access to places that do not rely exclusively on travel by car. East Braintree is transforming into one of those places. In our proposal, parking and access are handled in a way that preferences people over cars.**





*View from the Monatiquot River looking north over Riverwalk toward Allen Street*

## **PUBLIC ACCESS**

**For over a century, 44 Allen Street has denied public access to the river. One of the most important considerations for the residents of East Braintree was that public access to the Monatiquot River would be enabled by the property's transformation.** Therefore, providing a safe and accessible means of navigating the terrain for people of all ages is essential. The development plan anticipates a variety of pedestrian connections linking Allen Street to the river and along the river's edge. Pedestrian access is enabled via an eastern walkway in the location of the current driveway. A second point of entry is at the approximate midpoint of the site where a terrace and stair form the transition point between the existing Switch House and the new building.

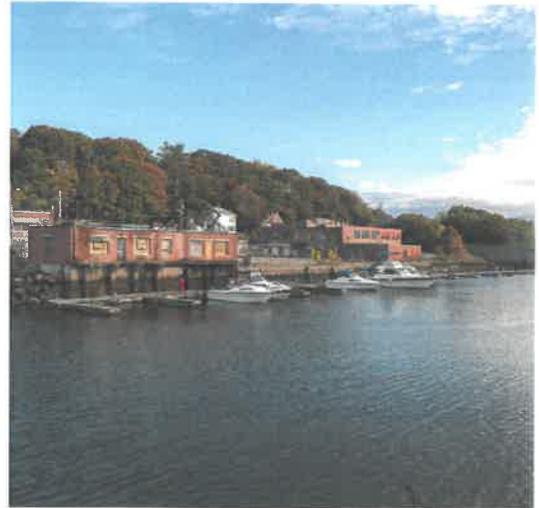
A landscape buffer zone of native plants and permeable pavers addresses stormwater recharge that filters out pollutants, replenishes aquifers, and helps to keep the trees healthy. The buffer zone forms a physical barrier between public and private uses, helping to maintain privacy for the residents and demarcating a boundary for the public.

The Riverwalk is an extension of the existing path that leads through Watson Park. In 2011, Gamble Associates, in collaboration with Keirsten Shaffer, assisted the Department of Community Development to land a technical assistance grant from the National Park Service. The grant (and the 23 letters of support written for it) demonstrated immense interest in this right-of-way to the river. In our initial planning and design, this portion of the walkway is more formalized than the park paths that lead to it from Allen Street. A twenty foot (20') right-of-way is envisioned with lighting, benches, and seating areas appropriate to a waterfront estuary. A perpendicular connection links the Riverwalk back to Allen Street.

The proposed alignment showcases the river and enables views towards the Landing to the south. It will be a publicly-accessible asset for the Braintree community at all times of the year. Our team is interested in pursuing ways to connect the Riverwalk directly to the Braintree Recreation Department Building and Watson Park via a walkway underneath the Quincy Avenue Bridge. This missing link would allow pedestrians to access the site and this portion of the Riverwalk without having to cross busy Quincy Avenue. **We are interested in working with the Town to arrive at a solution to these missing links that are most beneficial to the community and the project.**

## **ZONING DIAGNOSTIC - BRAINTREE WEYMOUTH LANDING DISTRICT (BWLD)**

The Braintree-Weymouth Landing Zoning District (BWLD) was created to address the “unique needs of a small mixed-use commercial area” and “encourage an appropriate density of land uses”. In addition to achieving these goals, the rezoning “promotes mixed-use and compact development” and “an active and publicly accessible waterfront.” The development interest in and around the landing is evidence that the rezoning is having the positive influence that was intended – directing development to places where growth should occur and at a scale that fosters a mix of uses to keep places active at all times of the day. Building in the right places and at the right density near public transportation is at the heart of smart growth strategies.



Our team’s redevelopment proposal directly supports the goals and aspirations as outlined in the Braintree-Weymouth Landing Rezoning effort, namely facilitating public access to the Monaquot River through the addition of pedestrian and transit-oriented development in close proximity to the Weymouth Landing Village Commercial District. **The proposal is particularly well suited to the Braintree-Weymouth Landing District Special Permit (SP) process as it achieves all three required criteria: creating a publicly accessible waterfront, adaptive reuse of existing historic buildings, and the construction of significant new open spaces.**

By addressing all three Special Permit criteria, the development plan is allowed an increased density and height that will help to provide the critical mass of residents needed to support an engaging riverfront experience and the commercial district across the river.

On-site parking requirements are exceeded by tucking the spaces under the north side of the buildings, taking advantage of the grade change between Allen Street and the waterfront to shield the parking from view. The massing and siting of the new construction takes its cues from the existing, rehabilitated BELD Switch House Building, directly fronting onto Allen Street to both avoid the existing sewer easement as well as reserve the greater portion of the site for public access to the river. Frequent entrances to townhouse-style units and increased glazing will enliven Allen Street, transforming it into a safer, more pedestrian-friendly road.

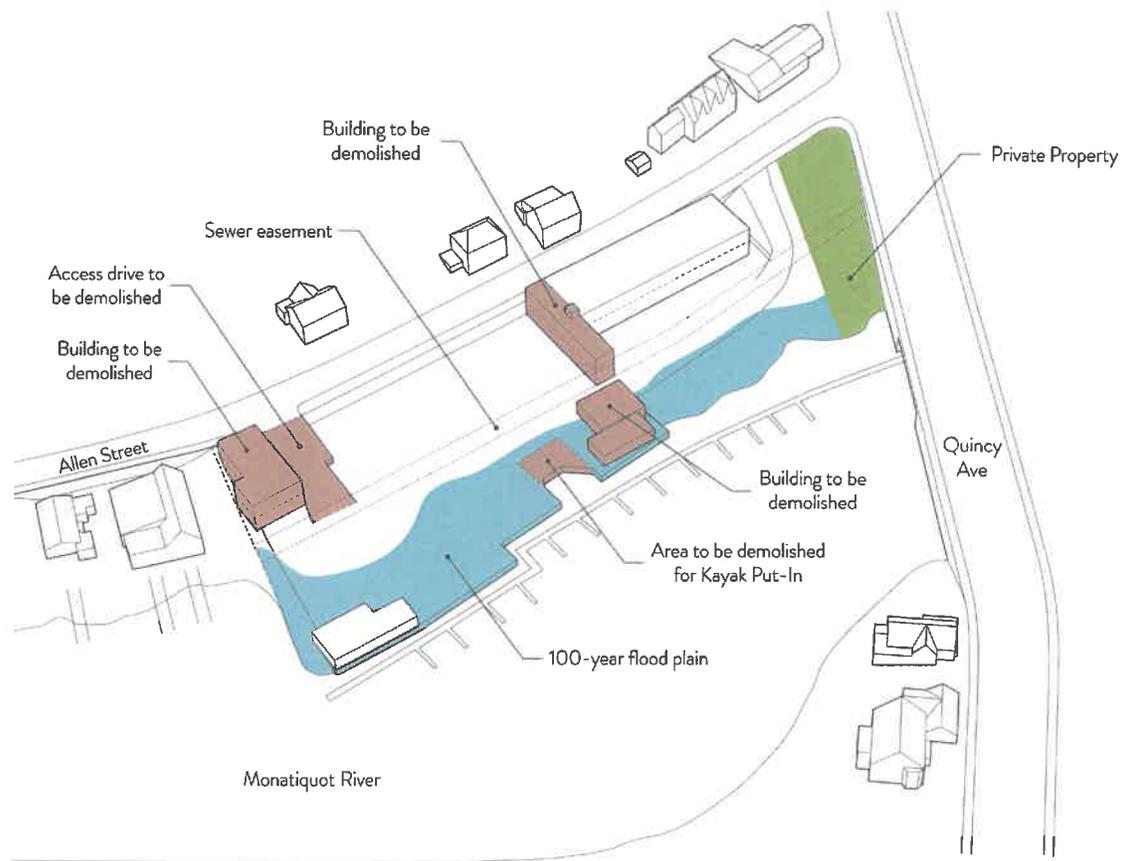


*View looking east on Allen St. showing the new building in the foreground*

## **DEVELOPMENT SCALE**

Our team does not believe demolishing every building on the site is the appropriate response. Our development plan combines building reuse and rehabilitation with new construction. In particular, we envision rehabilitating the Switch House and the Screen Shop. Portions of the Administration Building, such as the Allen Street elevation, in particular, will also be preserved. In order to respect the historical legacy of the site's industrial past, the plan reuses the largest building on the site - the two-story former BELD Switch House - and adds an additional story on top of the building to maximize efficiency. Adding an additional story to the former Switch House enables the building to have 12 two-bedroom units with covered parking for the units in the lower level. The covered parking area is the portion of the lower level where there is no access to sunlight. Two stair corridors provide direct connections to the residential units in the Switch House above. Vehicular access to the parking area is via the existing roll-up door on the southeast corner of the building. **By reusing the largest building on the site, a historical connection to the site's legacy is ensured.**

The rehabilitation of the former Switch House is complemented with a new building to the west. This new building is located (approximately) on the footprint of the former Boiler Room that was demolished by BELD in the early 1990s. Although the new residential building is smaller in scale than the Boiler Room, the form runs parallel to Allen Street and is set back from the sewer easement that bisects the site east-west. **In order to diminish the building's scale, the new building is broken up into two pieces that are offset from one another. The offset provides some relief along Allen Street so that there is not a continuous building wall along its entire length.**



The combination of new construction with historic rehabilitation results in a plan that respects the historic character of the site and reuses the building which has been identified as having the most structural integrity. (Note: a small portion of the Switch House, dated 1920 and 1935 - which protrudes from the main building - will be demolished). This portion of the building was identified in the January 2011 AECOM report as being structurally compromised. The most sustainable development strategy is to reuse as much of an existing building as possible.

Our development plan proposes a range of units divided between the Switch House and the new building. While the RFP states a 30-35 units as a goal, we believe - with intelligent urban design and architecture - that 44 units will fit the site better and provide a more engaging interface with the street and the waterfront. The development plan proposes up to 12 units in the renovated Switch House and 32 units in a new building. This number of units will establish a critical mass of residents that will imbue the site with a sense of community. In addition to the number of units, the site possesses many encouraging physical characteristics that make it ideal as an environmentally responsible project. The benefits of southern exposure, the opportunity to reuse the existing buildings, the site's proximity to the commuter rail line, and parking integrating into the lower building level are all key ingredients in low-impact development.

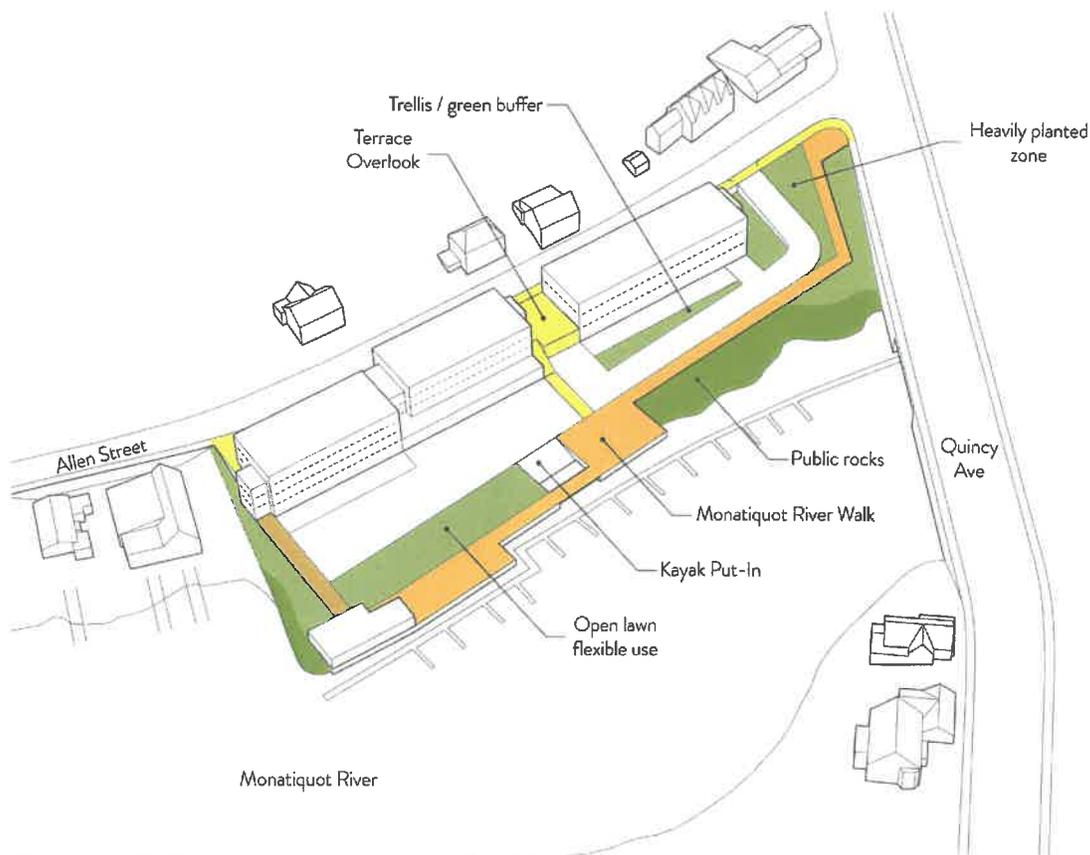


## LANDSCAPE CHARACTER

The residential uses are set within a variety of landscape treatments that create a clear separation between public and private uses:

- **Monatiquot Riverwalk:** a 20-foot wide, wood surface pedestrian walkway linking Allen Street on the east to the Starling Boat Company on the west;
- **Heavily planted zone:** a landscaped buffer zone between the southside of the residential units and the access drive along the sewer easement;
- **Trellis:** a lightweight construction providing visual privacy for the residential units;
- **Public rocks:** opportunities to view the river while addressing the ebbs and flows of the tide;
- **Kayak dock:** a direct connection to the river at the location of the gap in the stone bulkhead;
- **Open lawn:** a modest-sized open area to accommodate flexible uses like a temporary stage, informal seating or picnic area within a tree canopy of shade.

A well-designed Monatiquot Riverwalk will build off of the investments in nearby Watson Park and encourage more residents to get out and enjoy the river. It will extend the path that begins at the Metropolitan Yacht Club and Smith Beach on the northeast and eventually link to Commercial Street and Weymouth Landing on the south. The design of the space will provide for the management, protection, and restoration of local coastal habitats. Implementing this portion of the Riverwalk as part of the site's redevelopment will connect the paths along the river's edge.

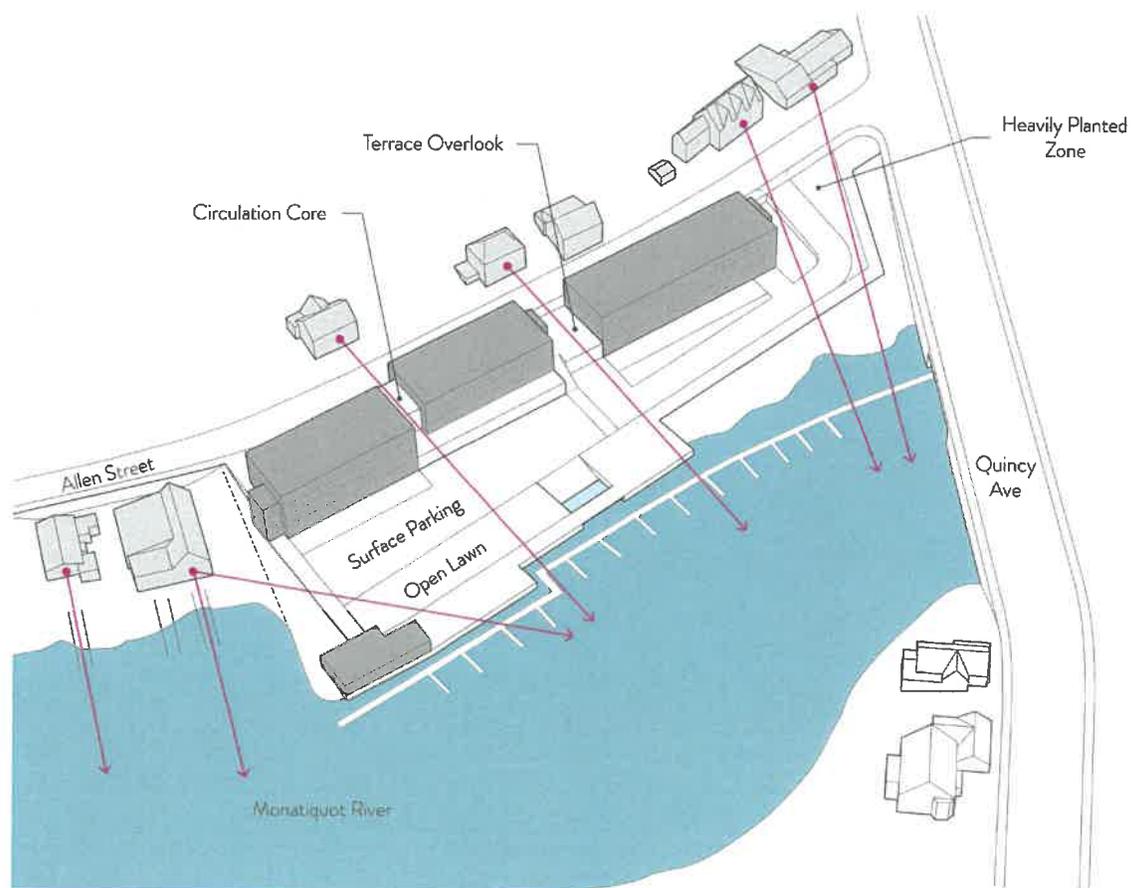


## NEIGHBORHOOD INTEGRATION

Every development has its impacts, and most fall disproportionately on a subset of people within a relatively narrow geographic radius of the project. Direct abutters generally believe - whether they say so or not - that they are entitled to some sort of special consideration for allowing a broader social or environmental need to be met at their expense. **Therefore, an underlying challenge in the 44 Allen Street development will be to arrive at a building and open space density and configuration that neighbors can accept and that makes economic sense given the site and zoning constraints.**

The former BELD site does not sit in isolation. There are direct abutters on both sides and a number of homes on the north side of Allen Street that are impacted by the site's redevelopment. To the west, the Starling Furniture Company at 50 Allen Street is one of the last vestiges of the maritime industry along the Monatiquot River. Inside the historic shed, Mr. John Sullivan crafts high-end wood furniture. Directly adjacent to 44 Allen Street, three storage sheds for his furniture were demolished a few years ago following damage caused by excessive snowfall. Efforts should be made to ensure a longer term pedestrian connection to this property from the Riverwalk, which could enhance the visibility of the craft-oriented business.

As mentioned previously, to the east, Plot 11 (formerly known as the John Baynes property) was purchased in 2012 by George Williams. Given the parcel's idiosyncratic size, odd shape, and significant slope, the site does not offer much development potential. Nevertheless, access to the 44 Allen Street property could be enhanced if this site were to be added. Direct pedestrian access to the Quincy Avenue Bridge would be enabled if the Williams property is integrated into the overall plan. A letter from Mr. Williams has been included within our submittal indicating his willingness to discuss the sale of his parcel that will further enhance the redevelopment of the site pursuant to our plan. Incorporating this parcel

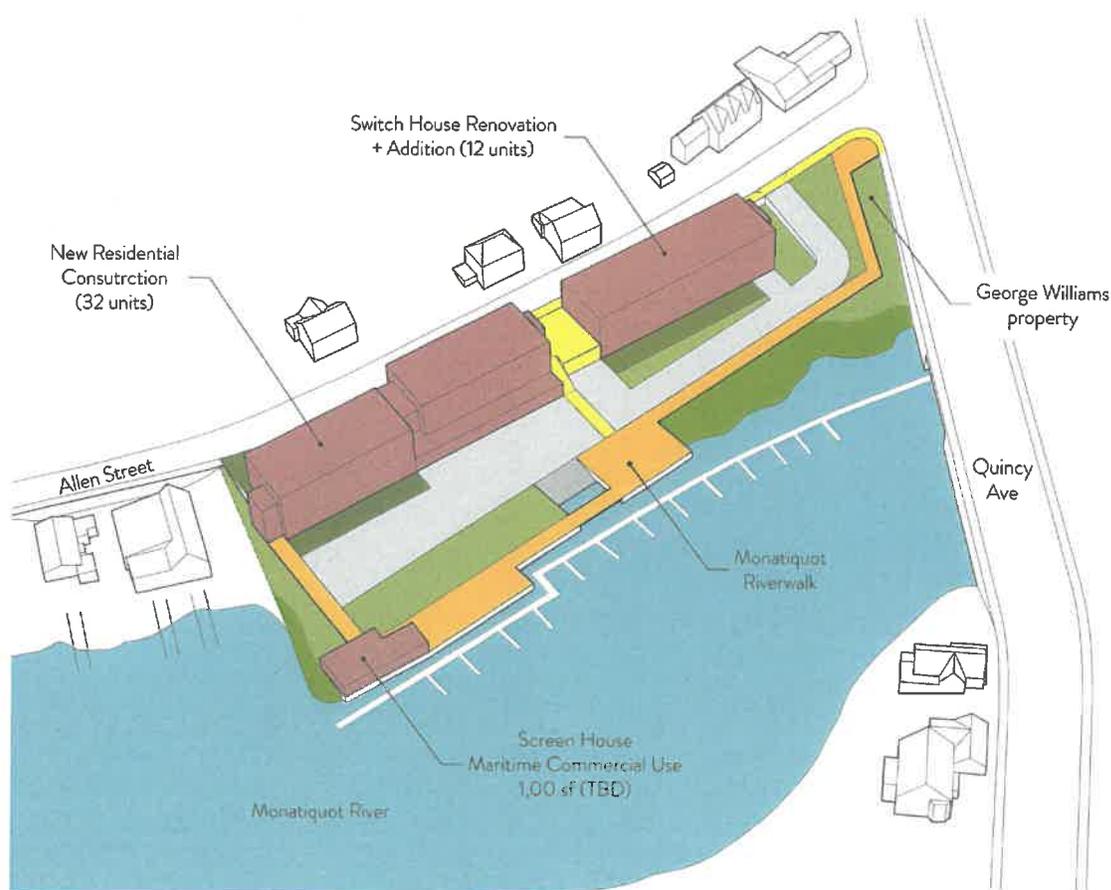


will help to achieve the goal of an accessible waterfront walkway for the public with direct connections to adjacent properties.

A number of homes line Allen Street to the north. The development plan distributes the new construction in a way that is sensitive to views and access. Each building is no more than three stories (when measured from Allen Street), and there are a number of view corridors that are created or enhanced by the site's redevelopment. The site plan actually enables a view to the water from a home whose viewpoint is currently blocked by the 1920/1935 portion of the Switch House. That portion of the Switch House will be demolished for a terrace that connects the renovated building to the new construction. In addition, southern views will be created on the east and west ends of the site.

In summary, our team's development plan is responsive to the community discussion that has already occurred. It represents an important piece of a larger puzzle of initiatives that are helping to improve this area of East Braintree. **While the design of the project is not finalized - and there are many elements yet to determine - the development plan addresses the Guiding Principles set out in the 2010 community-based vision:**

1. **Showcase the River**
2. **Provide a Riverwalk connection with public access**
3. **Create a quiet, peaceful, and beautiful setting**
4. **Salvage existing buildings (when possible)**
5. **Calm surrounding traffic**
6. **Maintain views for Allen Street neighbors**
7. **Be an asset for the community**



## SUSTAINABILITY AND RESILIENCY

More than 100 years ago, the property at 44 Allen Street became a symbol of Braintree's forward thinking and resourcefulness as a community. In the late 1800's, recognizing that electricity was instrumental to future growth and development, the town constructed the Braintree Electric Light Department along Allen Street. BELD was one of the first public power plants in the United States. Shortly thereafter, BELD began expanding beyond the original 50 street lamps it was equipped to power, and started providing electricity to local homes and businesses. As a result of this investment, business began to flourish.

Today, the demands of power generation continue to grow even as the hazards of its production are becoming more understood. Improvements in technology along with responsible building practices now make it possible to create or rebuild structures that are almost entirely self-sufficient. At the beginning of the 21st century, more than a century after its inception, the Town once again has the opportunity to reinvent 44 Allen Street with the kind of innovative development that would be a fitting tribute to the progressive thinking that Braintree exhibited when constructing BELD as a utility company at the end of the 19th century.

The site possesses many encouraging physical characteristics that make it ideal for environmentally responsible development. The benefits of southern exposure, the opportunity to reuse existing buildings, incorporating parking on lower levels and capitalizing on nearby public transportation are all key ingredients in low-impact design. The rehabilitation of the Allen Street site can become a model for future growth in the town and a viable example for riverfront redevelopments across the country.

Our team is considering the following elements to advance an environmentally responsible project:

- Use of natural, durable, and where possible, locally-sourced materials
- South facing glazing to take advantage of thermal gain in winter months
- Sun screening devices to reduce solar gain during the summer months
- Roof-mounted solar arrays that take advantage of southern orientation
- Restoration of wetland habitat along eastern portion of site
- Drastic reduction in current impervious surface covering
- Use of permeable paving to assist in groundwater recharging
- Creation of passive recreational open space for Town use and enjoyment
- Kayak put-in and Riverfront boardwalk, promoting active lifestyle
- Potential electric vehicle charging stations in underground parking
- Low and No-VOC paints, carpets, and finishes
- LED lighting throughout to reduce electricity demands
- High-efficiency heating and cooling mechanical systems
- Energy-star rated appliances
- Potential for LEED certification
- Secure bicycle storage within the building
- Low-flow shower heads and dual-flush toilets to reduce water consumption



## ENVIRONMENTAL STATUS

Weston & Sampson is very familiar with the 44 Allen Street property. To date, they have provided engineering services to support potential redevelopment since their initial engagement in 2013. Specifically, the firm has been retained by the Town of Braintree under the following services:

- Phase I and Phase II Environmental Site Assessment (ESA) between 2013 and 2016
- Environmental Permitting Services – Wetland Delineation and Notice of Intent (NOI)
- Licensed Site Professional Services (LSP) between 2016 and 2017
- Wastewater Engineering Services
- Developer support with Gamble Associates

In performing the above services for the Town and the former owner BELD, the team has obtained in depth knowledge relative to Site conditions as summarized below.

### Environmental Consulting Services

The Phase I ESA confirmed BELD operated a power station at the Site from the 1890's to the 1970s. Areas of environmental concern included the historic use of petroleum above ground and below ground storage tanks, and the existence of fill material throughout the Site. The Phase II assessment included geophysical survey for underground tanks, advancement of soil boring and test pits, the installation of monitoring wells, and the collection of soil and groundwater sampling throughout the Site. The Phase II identified petroleum impacted soil and lead and polynuclear aromatic (PAH) compounds impacted fill soil at concentrations above Massachusetts Department of Environmental (DEP) reportable conditions. The release condition was reported to the DEP in 2016 and Weston & Sampson performed Licensed Site Professional (LSP) Services to manage the release.

Between 2016 and 2017, the team's LSP services included excavation and removal of a hot spot of lead impacted fill, additional soil, groundwater and soil gas assessment at the Site and overall Site risk characterization. Results confirmed residual soil and groundwater at the Site does not represent a risk to future development for residential use. A Permanent Solution Statement (PSS) was submitted to the DEP in 2017 to support regulatory closure of the release. The risk characterization and PSS submittal assumed that any future gardening at the Site will require raised beds of clean soil. Soil and groundwater management during Site development will need to be performed under a Release Abatement Measure (RAM) Plan supervised by an LSP.



## **Environmental Permitting Services**

Weston & Sampson also performed wetland delineation at the Site, submitted an NOI with Braintree Conservation Commission, attended public meeting, and obtained and implemented an Order of Conditions for the soil removal activities.

As the Site is located adjacent to the Monatiquot River, there will be additional permitting services required for redevelopment. A sea wall is located on-Site and is in need of repair. Additional permitting for redevelopment may include DEP Chapter 91 and Water Quality Certification, and Army Corp. of Engineer permitting. Our Permitting group has extensive experience obtaining these types of permits for property redevelopment.

## **Site Civil and Wastewater Engineering**

Weston & Sampson will provide site civil engineering support for the project, including drainage and utilities. The Site contains a combined sewer/stormwater line and associated outfall, which has overflow issues during high precipitation events. We understand that this utility will need to be relocated. Weston & Sampson has worked with the Town of Braintree and is well suited for this task, due to a working relationship with municipal personnel and our familiarity with the construction and issues surrounding this utility and can work with the Site developer and the Town to reach a solution to this issue.

In addition to the above services, Weston & Sampson also has significant experience and can provide Geotechnical Engineering services for redevelopment projects. The team is working on private development projects and waterfront projects throughout the greater Boston area.

Weston & Sampson anticipates providing geotechnical services for the new construction and possibly for the renovation of the existing building. We anticipate providing environmental services in the areas where foundations, utilities and/or stormwater controls will be excavated. We have provided similar services for the development of multi-family units at the Wonderland Station in Revere, the Lynn Health Center Expansion project, the FB Rogers remediation project in Taunton and currently in East Boston for the construction of a new waterfront Public Safety building on a brownfields site.

In summary, as a result of the team's prior work at the Site and our overall Project experience, Weston & Sampson has in depth knowledge of site history, environmental issues, and environmental permitting requirements for the redevelopment of 44 Allen Street. The Wastewater group also has a unique understanding of the sewer / stormwater issues in the area of the proposed developed.

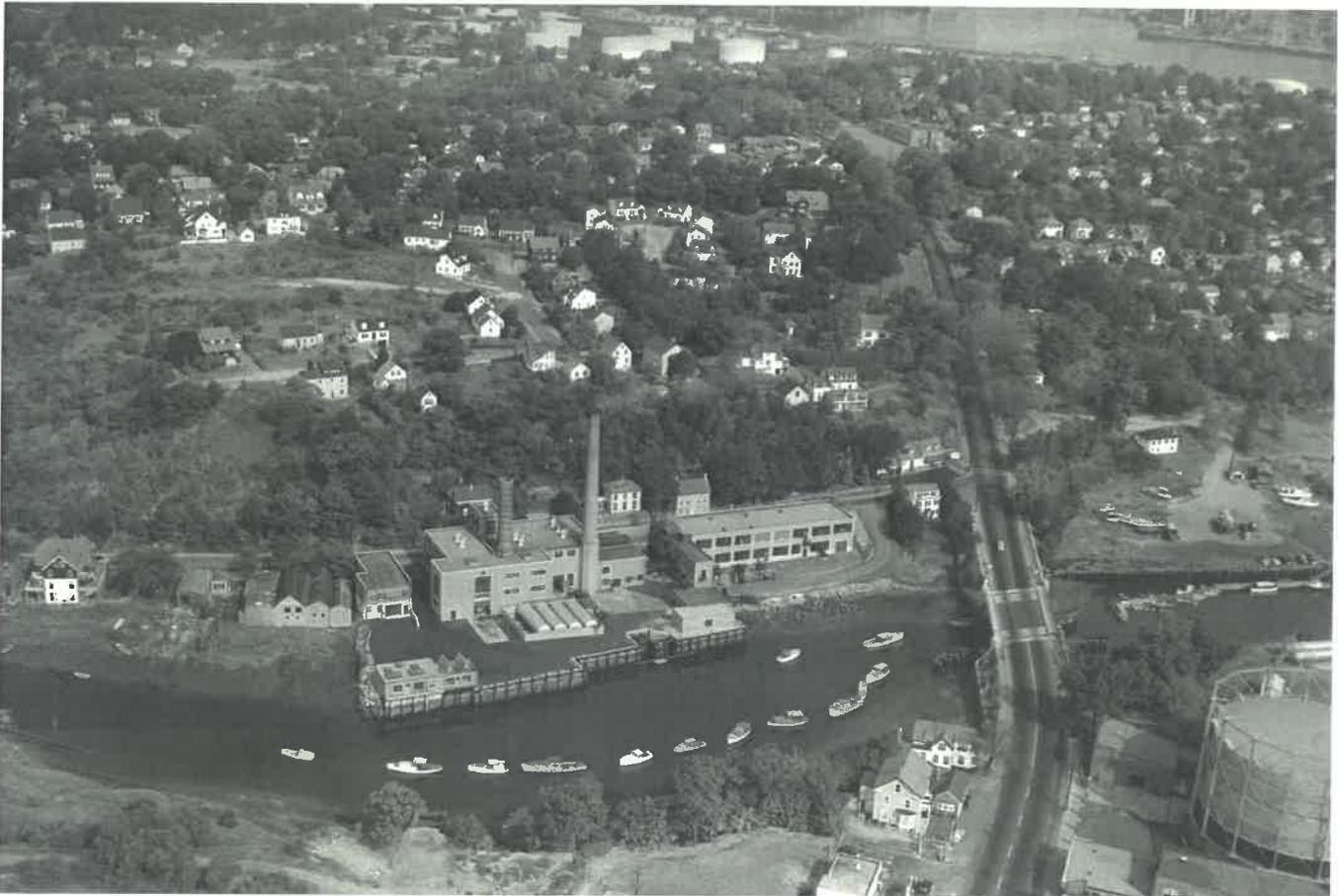
# IV

## Development Plans



# Project Scope

|  |  |
|--|--|
| Project Site                                       | Monatiquot Riverfront in East Braintree, MA  |
| Project Scope                                      | <b>44 residential units in two buildings:</b> <ol style="list-style-type: none"><li>1. Switch House Renovation + optional 1-story addition (12 units, 12 covered parking spaces)</li><li>2. New construction (32 units, 34 covered parking spaces)</li></ol> Potential small commercial space in Screen Shop |
|  | <b>Riverwalk and Open Space</b> <ol style="list-style-type: none"><li>1. 620' linear foot, 20-foot-wide Riverwalk</li><li>2. Approx. 54,000 SF open space including green space, driveway, and surface parking</li></ol>   |
| Total Renovated Space                              | <b>21,500 SF</b>   |
| New Construction                                   | <b>54,200 SF</b>   |
| Riverwalk  | <b>12,400 SF</b>   |
| Open space (includes driveway and surface parking) | <b>54,000 SF</b>   |



## PROJECT DESCRIPTION

The project consists of three main elements.

1. The renovation of the historic "Switch House"
2. A new 3-4 story building that is divided into two primary volumes
3. The Riverwalk and open space

The material palette of the Switch House is masonry brick and metal facades with large windows. The aesthetic is reflective of the industrial character that has defined the site for 120 years. The south side of the buildings facing the river will include new, full length balconies, continuous window wall, and metal sun shades. The north side of the buildings facing Allen St. are masonry clad with fewer openings reflecting the street edge and the quiet residential context.

### Riverwalk + Open Space:

A 20' wide Riverwalk that measures approximately 620 linear feet will connect the intersection of Allen St. and Quincy Avenue with the Screen House on the southwest side of the site. It is the intention for the Screen House to be adaptively reused for a small-scale commercial function that does not require a fully-conditioned building. The exact use has yet to be determined. Two other existing buildings on the property will be demolished - the Pipe Shop and the Administration Building. The Riverwalk will consist of a wood deck, metal guard rails, pedestrian-scaled lighting and benches. In addition to the Riverwalk and the Screen House, there is an additional 54,000 square feet of open space on the site that will include a mix of hard and green surfaces in between the buildings and the Riverwalk. This accommodates driveways, green space, and maintains ample clearance around the sewer easement.



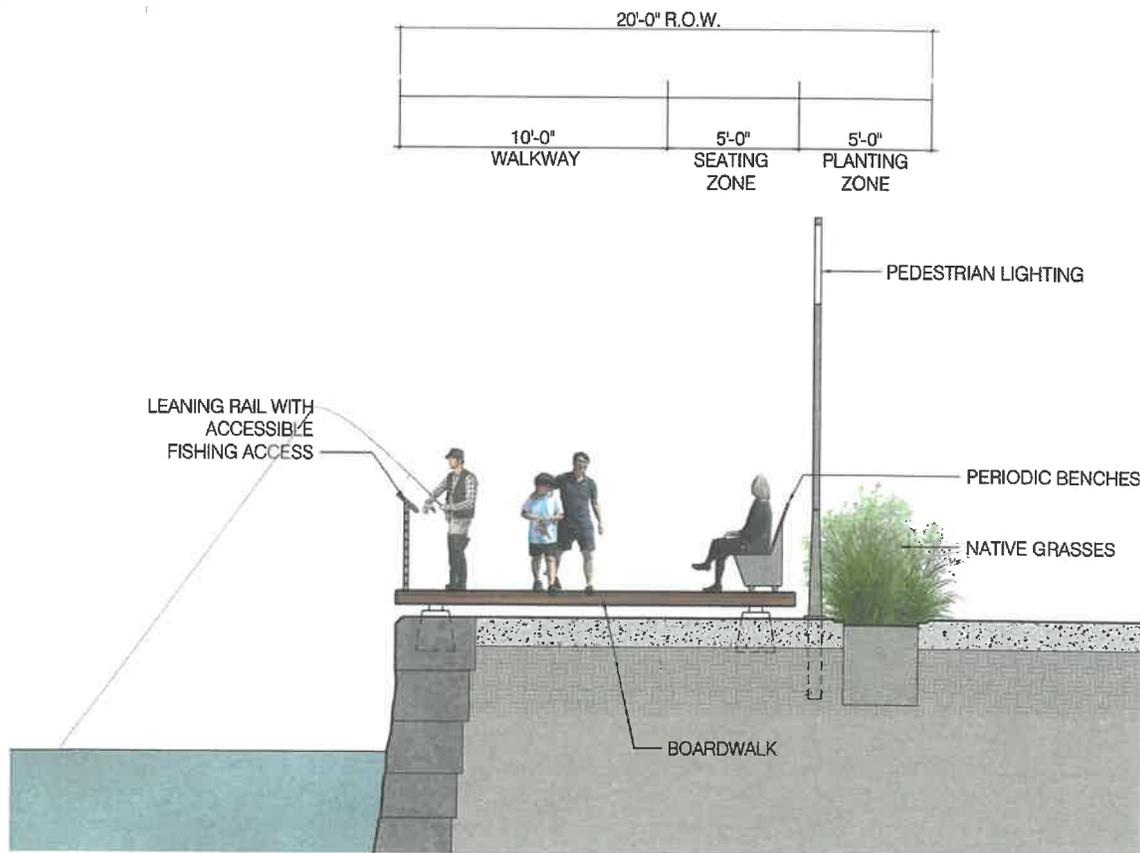
View of Riverwalk looking west. The two volumes of the new building can be seen to the right of the Riverwalk west of the renovated Switch House.

## Switch House Renovation:

The existing Switch House building is a two-story masonry clad building with a roof supported by steel trusses and concrete floors. The building is built into the slope of the site that negotiates a 12' drop from Allen Street to the lower level. The building has large windows on the south and east elevations. A narrow volume on the west side of the building that extends to the south will be demolished. The building's steel columns are approximately 17'-6" on center in the east-west direction, a dimension well suited for residential units. The renovation of the building will preserve the existing walls and window openings, while inserting new windows and all new building systems. An additional enclosed stair will be added on the east side that connects the Allen St. level with the lower level parking area.

The Switch House design proposes an optional one-story addition on top of the building. A preliminary structural report by RSE Associates notes that this will require additional structural bracing. The addition would allow for approximately four to eight more residential units in the building. The addition will be wood or metal frame structure, clad in metal and glass. The windows would be similar proportions to the ones in the existing building.

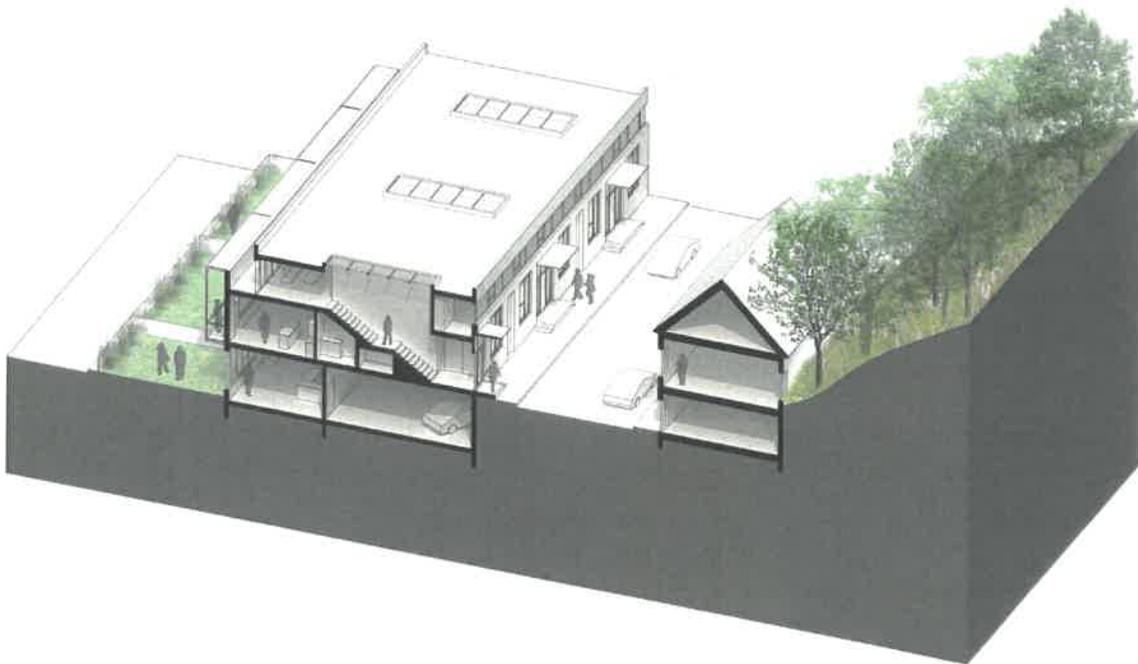
The lower level of the Switch House includes three residential units and 12 covered parking spaces. Level 1 units are accessed via internal hallway or directly from the sidewalk on Allen St. Units in the additional (roof) level would each have independent access to Allen St. via private stairs. There is no elevator proposed for the Switch House renovation. Lower level units have outdoor terraces and upper level units have 4-foot balconies that face the river.



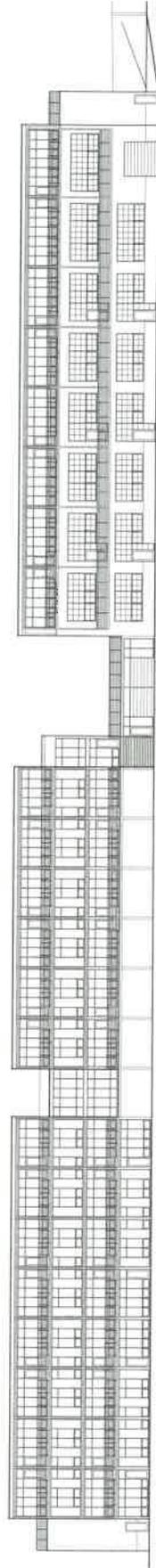
Section through proposed Riverwalk above existing sea wall

## New Residential Building

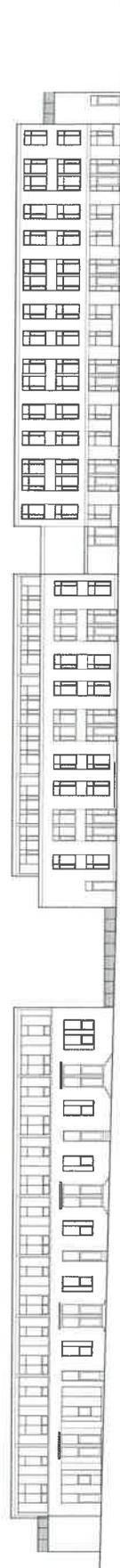
The 32-unit new residential building will be four stories (including the lower level) tall when measured from the river side. The structure will be wood construction with a CMU or poured concrete foundation wall/lower level. The building is divided into two segments to diminish the length of the Allen Street elevation. In the middle of the two masses is a small circulation core that includes one elevator and stairs. There are also two stairwells, one on each end (east and west) of the building. Similar to the Switch House, the lower level includes units and covered parking (34 spaces). The circulation varies on each floor. The first floor has long units that span the depth of the building and are accessed directly off of Allen Street. The second floor is organized around a double loaded corridor that provides access to the lower levels of two-bedroom units. Each of those units then has a private stair that accesses the kitchen, dining and living rooms on the third floor. Lower level units have outdoor terraces and upper level units have 4-foot balconies that face the river.



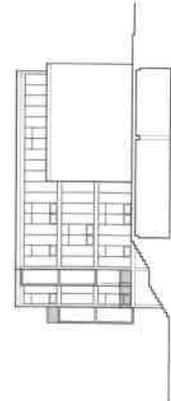
*Section cut showing (from left to right) ground level terraces, renovated switch house with additional story, Allen St., and existing residential building on the north side of Allen St.*



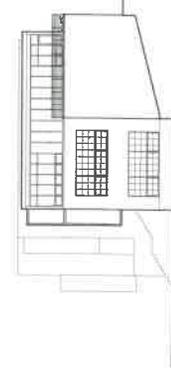
SOUTHERN ELEVATION



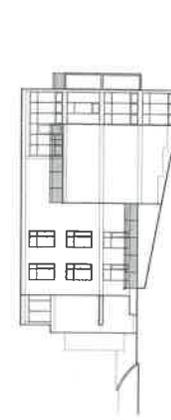
NORTHERN ELEVATION



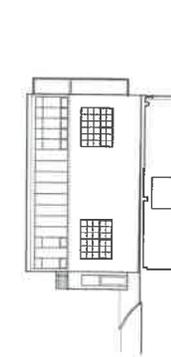
EASTERN ELEVATION 1



EASTERN ELEVATION 2



WESTERN ELEVATION 1

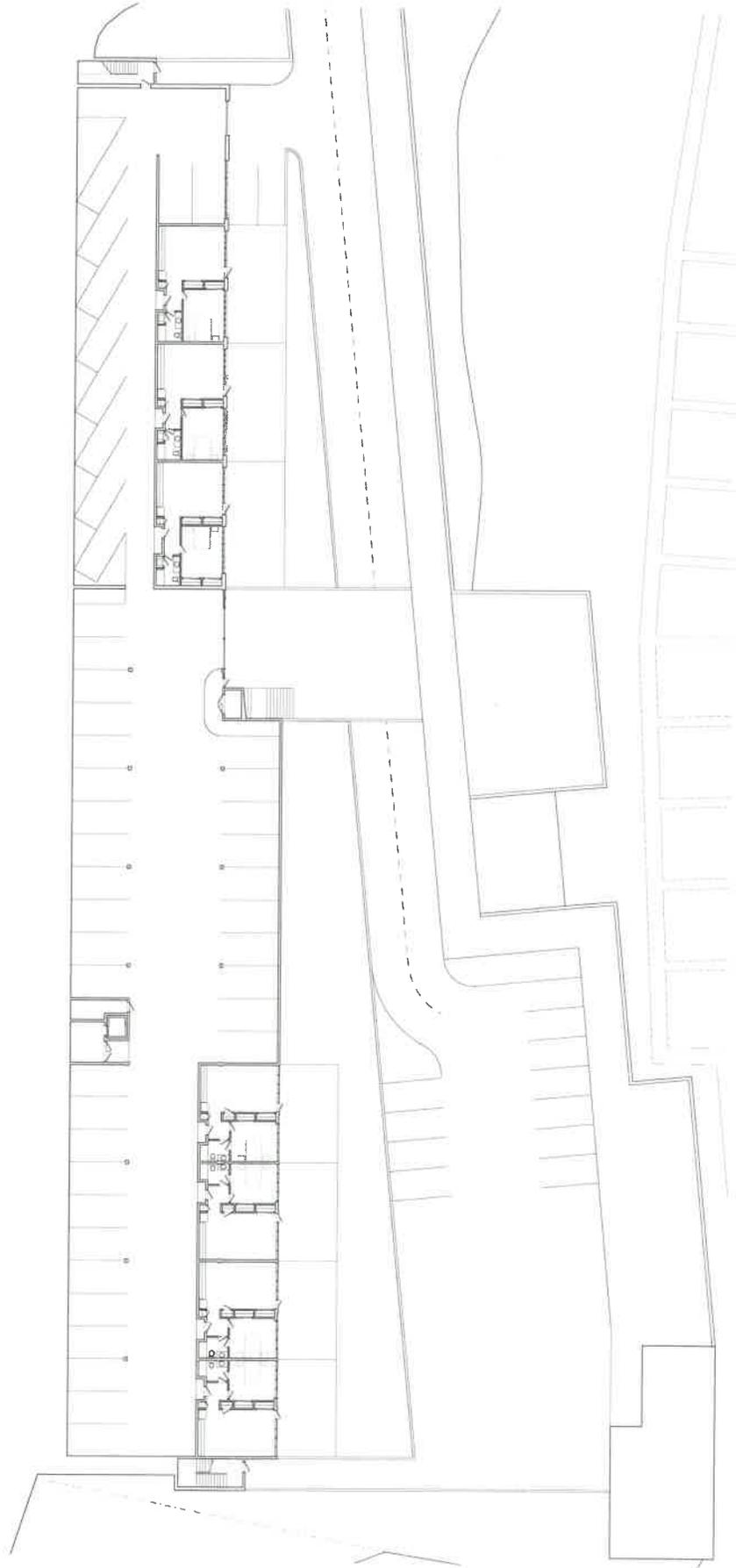


WESTERN ELEVATION 2

# 44 ALLEN STREET

SCALE: 1/8" = 1'-0"

GAMBLE  
architecture  
urban design  
ASSOCIATES



SCALE: 1/8" = 1'-0"

# 44 ALLEN STREET - GROUND FLOOR

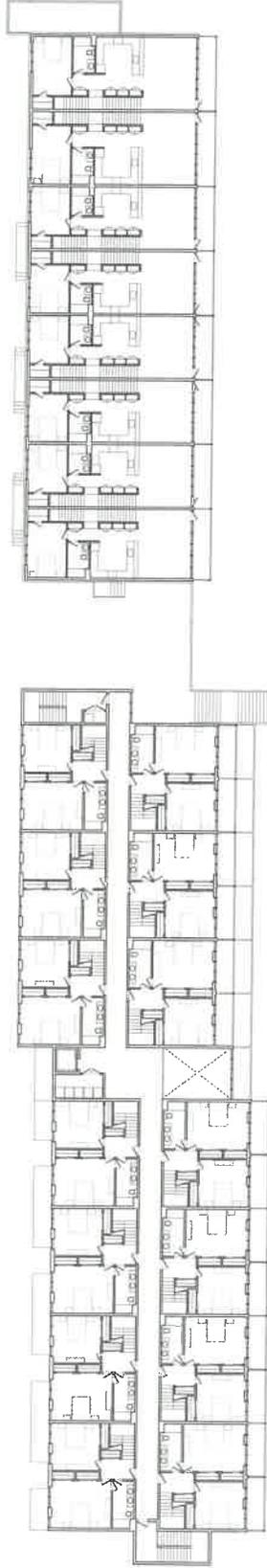
GAMBLE  
architecture  
urban design ASSOCIATES



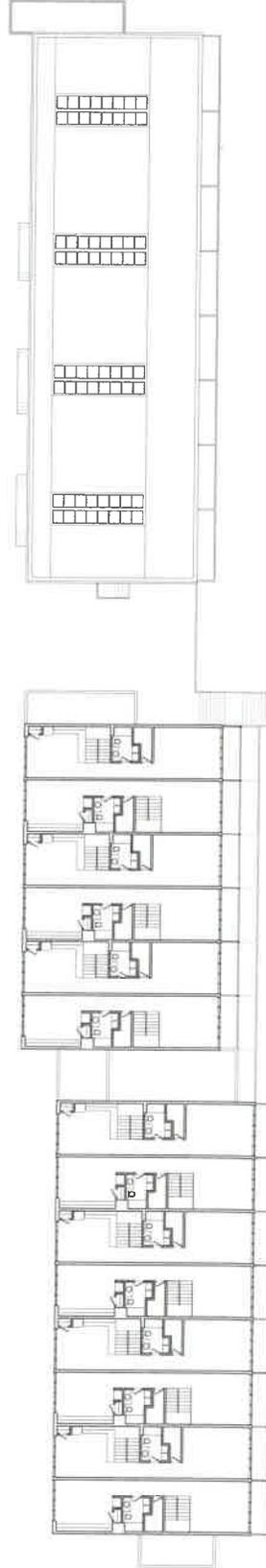
**44 ALLEN STREET - FIRST FLOOR**

SCALE: 1/8" = 1'-0"

**CAMBLE**  
architecture  
urban design  
**ASSOCIATES**



SECOND FLOOR



THIRD FLOOR

**44 ALLEN STREET - SECOND + THIRD FLOORS** SCALE: 1/8" = 1'-0"

GAMBLE  
 architecture  
 urban design  
 ASSOCIATES

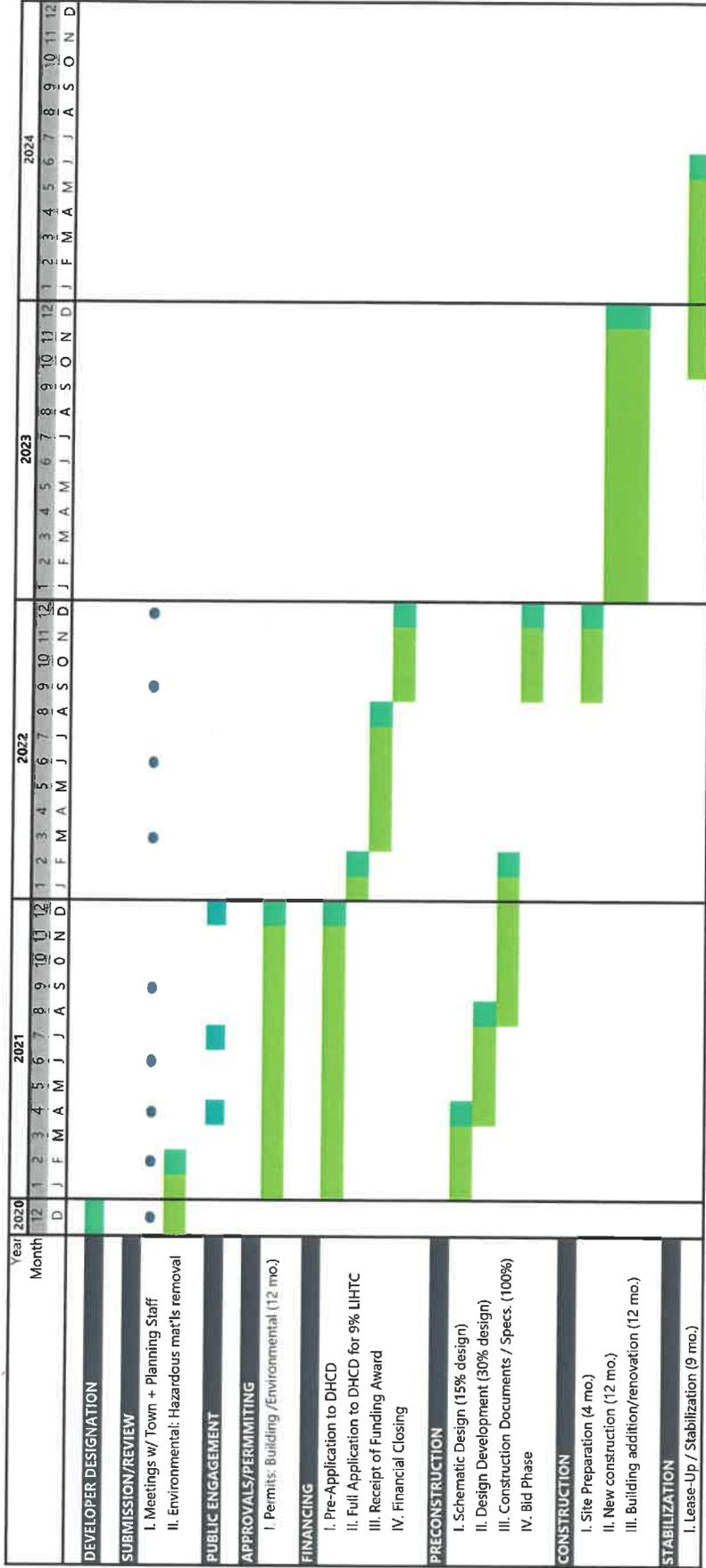
V

## Permitting and Construction Schedule



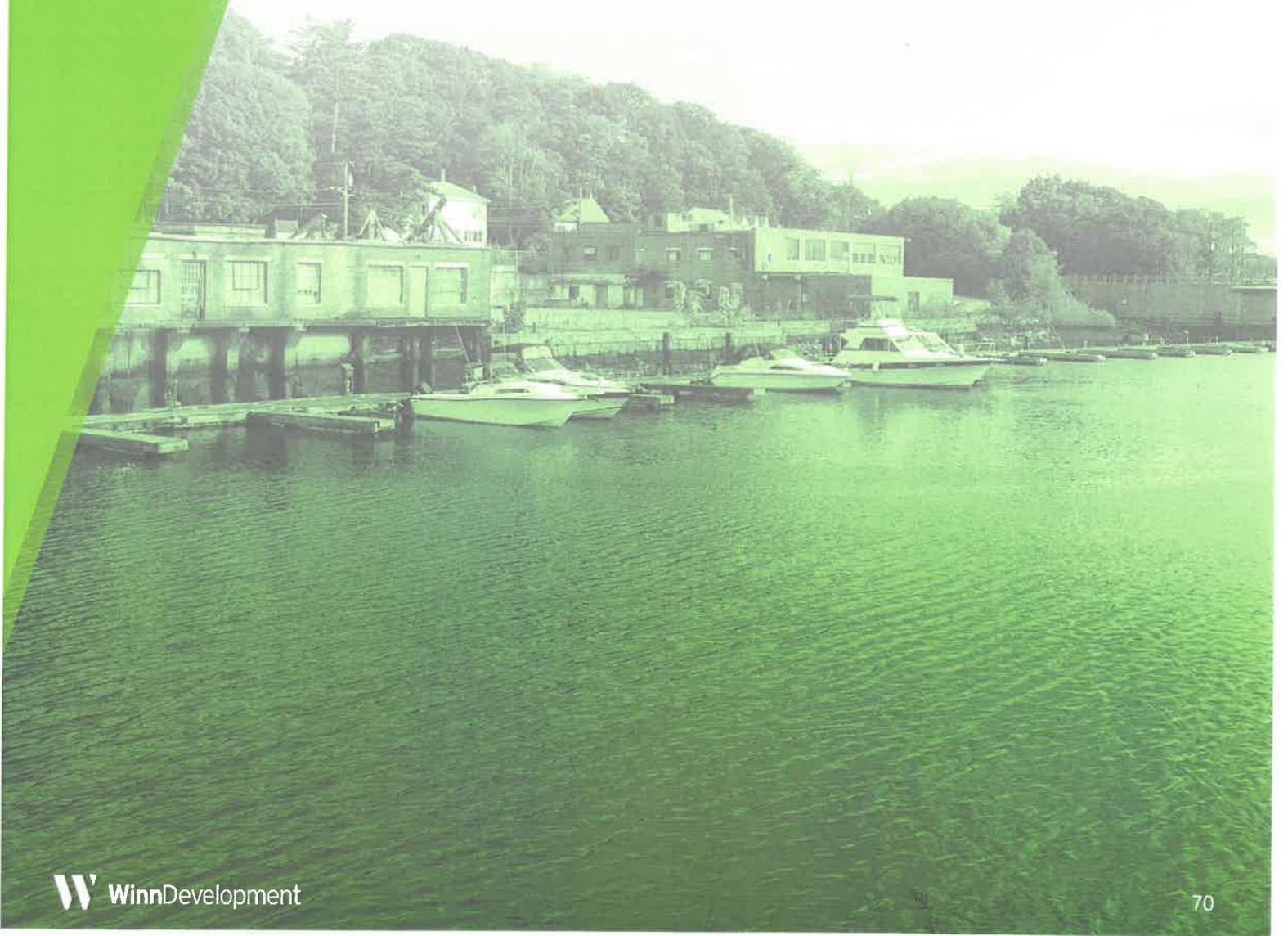
# BRAINTREE ELECTRIC LIGHT

## Development Timeline & Implementation Schedule



# VI

## Impact Analysis



# Impact Assessment

The proposed development will have a significant positive economic impact in the community. The anticipated construction cost of the project is \$15,350,869. For every \$1 million in construction costs, the project projects to yield 9.9 jobs. This figure consists of 4.6 direct jobs + another 5.3 jobs through indirect and induced activities. In addition to the jobs created, each \$1 million of construction costs projects to have an additional \$781,054 of output through indirect and induced activities. In total, the proposed development is projected to **create approximately 152 jobs and \$12 million of additional economic impact on the area.**

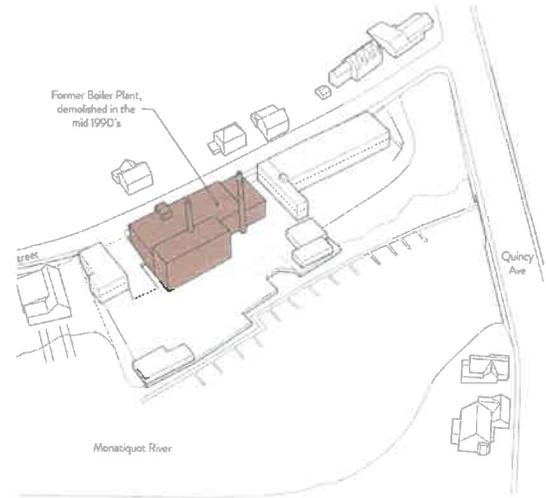
The development proposal also anticipates \$118,763 being paid to the Town for the building permit for this project and an annual real estate tax payment of approximately \$75,000 being paid from the project. These figures represent not only additional immediate and on-going revenue to the Town, but also operational cost savings from utilities, insurance, and general upkeep of the blighted site.

**The upfront purchase price will be also be a significant immediate cash benefit to the Town** (Note: Purchase Price disclosed under the Price Proposal.)

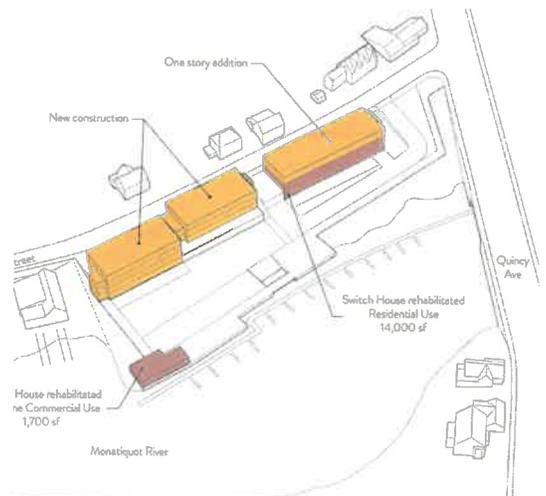
## BUILDING HEIGHT

The proposed building height along north Allen Street elevation for both the new building and the Switch House (with the one-story addition) is 32 feet. When the building height is measured from the south/waterfront elevation the building height is approximately 42 feet for both buildings, below the highest floor height of 45 feet or the allowable roof height of 54 feet. Though few would remember, it's worth noting that the BELD Power Plant and smokestacks, which were demolished within recent memory, were much larger than our residential proposal.

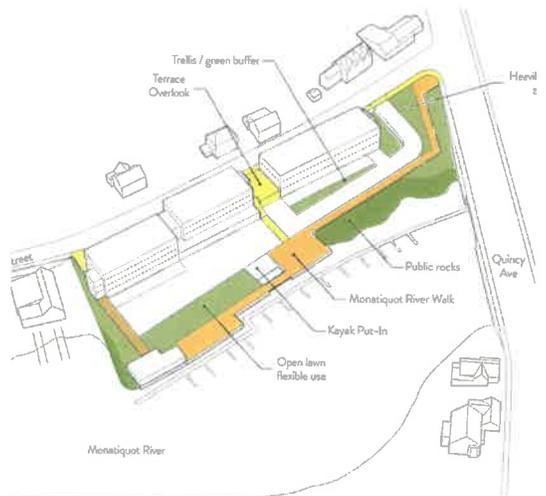
Our design mitigates the effects of building height in three ways. First, we setback a portion of the new building from the street wall, helping to diminish the overall appearance of the building's perceived length. Second, select views are carved through the building to lower or remove the elevation across from the neighboring residential homes on the hillside. These efforts, while seemingly minor, will help to limit shadows cast on Allen Street and homes on the hillside. Third, framed open space connections and view corridors are reinforced between Allen Street and the waterfront.



Former Boiler Plant on the site



New building massing proposal



Riverwalk and open space

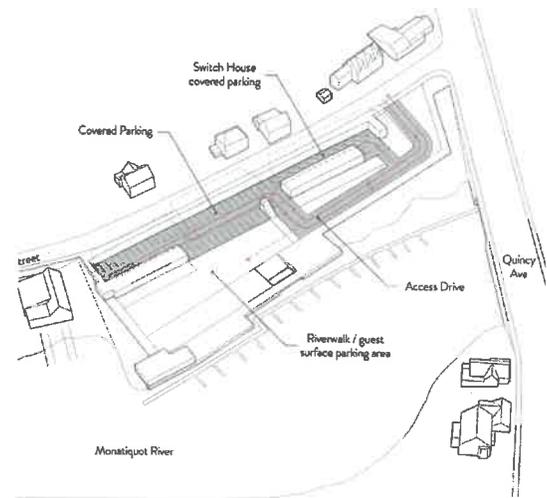
## ENVIRONMENTAL RUN-OFF

44 Allen Street today is nearly entirely impervious surface. Water drains directly off the asphalt surface into the river. Our landscape approach restores the wetland habitat along Eastern portion of site and drastically reduces the current impervious surface covering with an open lawn planted with native, drought resistant plantings. The use of permeable paving in select locations assists in groundwater recharging.

## VEHICULAR TRAFFIC AND PARKING

Through the previous community engagement efforts, the residents of East Braintree expressed their frustration with traffic and congestion on Allen Street and Quincy Avenue. Speeding is also an issue; it's a dangerous intersection. Our plan addresses these concerns by limiting the amount of curb cuts on the property. We are removing the non-ADA accessible ramp adjacent to the Administration Building so that there is only one way in and out of the property for cars. The incorporation of the Williams parcel will also provide us with more flexibility in terms of the drive aisle configuration. When compared with a commercial, retail or office use, vehicular demands for residential uses are generally much lower.

We accommodate nearly all of the parking for the new buildings on the lower level, effectively covered from view. But for a few surface spaces we intend to make public for the Riverwalk access and canoe put-in. As a TOD-adjacent site we feel the property should advance a pedestrian-oriented and bike-forward ambition, knowing that Weymouth Landing and the MBTA commuter rail station is a short walk away.



*Parking and vehicular circulation*

*VIII*

# Preliminary Pro-Forma Budget

**Braintree Electric Light**  
Property Operations

|  | Year 1       | Year 2       | Year 3       | Year 4       | Year 5       | Year 6       | Year 7       | Year 8       | Year 9       | Year 10      | Year 11      | Year 12      | Year 13      | Year 14      | Year 15      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Effective Rental Income</b>                 |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Gross Potential Rent                           | \$ 405,909   | \$ 414,027   | \$ 422,306   | \$ 430,754   | \$ 438,389   | \$ 448,156   | \$ 457,119   | \$ 466,262   | \$ 475,587   | \$ 485,099   | \$ 494,801   | \$ 504,697   | \$ 514,791   | \$ 525,088   | \$ 535,588   |
| 1. Market Rents                                | 206,331      | 212,966      | 216,747      | 221,062      | 225,504      | 230,014      | 234,614      | 239,307      | 244,093      | 248,975      | 253,954      | 259,033      | 264,214      | 269,498      | 274,888      |
| 2. Workforce/Middle-Income @ 120% AMI          |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| 3. Workforce/Middle-Income @ 80% AMI           |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| 4. LIHTC 80% Rents                             | 162,815      | 166,071      | 169,393      | 172,780      | 176,236      | 179,761      | 183,356      | 187,023      | 190,763      | 194,579      | 198,470      | 202,440      | 206,489      | 210,618      | 214,831      |
| 5. DHCD PBV @ 110% FMR                         | 223,194      | 227,648      | 232,201      | 236,845      | 241,582      | 246,414      | 251,342      | 256,369      | 261,496      | 266,726      | 272,061      | 277,502      | 283,052      | 288,713      | 294,487      |
| 6. Gross Potential Rent                        | \$ 1,000,239 | \$ 1,020,244 | \$ 1,040,649 | \$ 1,061,462 | \$ 1,082,691 | \$ 1,104,345 | \$ 1,126,432 | \$ 1,148,960 | \$ 1,171,940 | \$ 1,195,378 | \$ 1,219,266 | \$ 1,243,672 | \$ 1,268,545 | \$ 1,293,916 | \$ 1,319,784 |
| <b>Vacancy</b>                                 |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| 7. Market Rents                                | \$ (28,414)  | \$ (28,982)  | \$ (29,562)  | \$ (30,153)  | \$ (30,756)  | \$ (31,371)  | \$ (31,999)  | \$ (32,638)  | \$ (33,291)  | \$ (33,957)  | \$ (34,636)  | \$ (35,329)  | \$ (36,035)  | \$ (36,756)  | \$ (37,491)  |
| 8. Workforce/Middle-Income @ 120% AMI          | (14,583)     | (14,875)     | (15,172)     | (15,476)     | (15,785)     | (16,101)     | (16,423)     | (16,751)     | (17,087)     | (17,428)     | (17,774)     | (18,125)     | (18,481)     | (18,843)     | (19,211)     |
| 9. Workforce/Middle-Income @ 80% AMI           | (9,769)      | (9,884)      | (10,004)     | (10,129)     | (10,259)     | (10,394)     | (10,533)     | (10,677)     | (10,825)     | (10,978)     | (11,135)     | (11,296)     | (11,461)     | (11,631)     | (11,806)     |
| 10. LIHTC 80% Rents                            | (13,391)     | (13,659)     | (13,932)     | (14,211)     | (14,495)     | (14,784)     | (15,079)     | (15,380)     | (15,687)     | (16,001)     | (16,321)     | (16,646)     | (16,976)     | (17,311)     | (17,651)     |
| 11. DHCD PBV @ 110% FMR                        | (66,157)     | (67,480)     | (68,829)     | (70,206)     | (71,610)     | (73,042)     | (74,503)     | (75,993)     | (77,513)     | (79,063)     | (80,643)     | (82,253)     | (83,903)     | (85,591)     | (87,322)     |
| 12. Vacancy                                    | \$ 934,082   | \$ 952,764   | \$ 971,819   | \$ 991,256   | \$ 1,011,001 | \$ 1,031,302 | \$ 1,051,928 | \$ 1,072,967 | \$ 1,094,426 | \$ 1,116,315 | \$ 1,138,641 | \$ 1,161,414 | \$ 1,184,642 | \$ 1,208,336 | \$ 1,232,502 |
| 13. Effective Rental Income                    | \$ 834,082   | \$ 852,764   | \$ 871,819   | \$ 891,256   | \$ 911,081   | \$ 931,302   | \$ 951,928   | \$ 972,967   | \$ 994,426   | \$ 1,016,315 | \$ 1,038,641 | \$ 1,061,414 | \$ 1,084,642 | \$ 1,108,336 | \$ 1,132,502 |
| 14. Effective Rental Income (ERI)              | 8,800        | 8,976        | 9,155        | 9,339        | 9,525        | 9,716        | 9,910        | 10,108       | 10,311       | 10,517       | 10,727       | 10,942       | 11,161       | 11,384       | 11,611       |
| 15. Other Residential Income                   | \$ 942,882   | \$ 961,740   | \$ 980,975   | \$ 1,000,584 | \$ 1,020,606 | \$ 1,041,016 | \$ 1,061,939 | \$ 1,083,075 | \$ 1,104,737 | \$ 1,126,832 | \$ 1,149,366 | \$ 1,172,356 | \$ 1,195,803 | \$ 1,219,719 | \$ 1,244,113 |
| 16. Total Income                               | \$ (75,431)  | \$ (77,694)  | \$ (80,024)  | \$ (82,425)  | \$ (84,898)  | \$ (87,445)  | \$ (90,066)  | \$ (92,770)  | \$ (95,553)  | \$ (98,420)  | \$ (101,372) | \$ (104,414) | \$ (107,546) | \$ (110,772) | \$ (114,096) |
| 17. Real Estate Taxes                          | (28,000)     | (29,458)     | (30,942)     | (32,458)     | (33,999)     | (35,574)     | (37,183)     | (38,826)     | (40,503)     | (42,215)     | (43,962)     | (45,744)     | (47,561)     | (49,414)     | (51,303)     |
| 18. Property Insurance                         | (59,400)     | (61,182)     | (63,077)     | (64,988)     | (66,915)     | (68,857)     | (70,827)     | (72,826)     | (74,855)     | (76,904)     | (78,984)     | (81,094)     | (83,234)     | (85,404)     | (87,604)     |
| 19. Utilities                                  | (46,704)     | (47,638)     | (48,591)     | (49,563)     | (50,554)     | (51,565)     | (52,596)     | (53,646)     | (54,721)     | (55,816)     | (56,932)     | (58,071)     | (59,232)     | (60,417)     | (61,625)     |
| 20. Management Fee                             | 88           | 90           | 92           | 94           | 96           | 98           | 100          | 102          | 104          | 106          | 108          | 110          | 112          | 114          | 117          |
| 21. Management Fee / PUPM                      | (5,000)      | (5,150)      | (5,305)      | (5,464)      | (5,628)      | (5,796)      | (5,970)      | (6,148)      | (6,324)      | (6,508)      | (6,696)      | (6,889)      | (7,087)      | (7,290)      | (7,500)      |
| 22. Controllable Expenses                      | (52,500)     | (54,075)     | (55,697)     | (57,368)     | (59,089)     | (60,862)     | (62,688)     | (64,568)     | (66,505)     | (68,501)     | (70,556)     | (72,672)     | (74,852)     | (77,098)     | (79,411)     |
| 23. Misc Operating Expenses                    | (21,750)     | (22,403)     | (23,075)     | (23,767)     | (24,480)     | (25,214)     | (25,971)     | (26,751)     | (27,562)     | (28,399)     | (29,270)     | (30,177)     | (31,110)     | (32,069)     | (33,054)     |
| 24. Repairs/Maintenance                        | (132,000)    | (135,960)    | (140,039)    | (144,240)    | (148,567)    | (153,024)    | (157,714)    | (162,543)    | (167,514)    | (172,730)    | (178,197)    | (183,919)    | (189,800)    | (195,841)    | (202,044)    |
| 25. Marketing                                  | (20,000)     | (20,600)     | (21,219)     | (21,855)     | (22,510)     | (23,185)     | (23,881)     | (24,597)     | (25,335)     | (26,095)     | (26,878)     | (27,685)     | (28,519)     | (29,379)     | (30,256)     |
| 26. Payroll                                    | (441,298)    | (454,069)    | (467,216)    | (480,747)    | (494,675)    | (509,010)    | (523,766)    | (538,954)    | (554,597)    | (570,679)    | (587,242)    | (604,291)    | (621,840)    | (639,904)    | (658,496)    |
| 27. Administrative                             | 501,586      | 507,671      | 513,759      | 519,847      | 525,931      | 532,008      | 538,073      | 544,121      | 550,150      | 556,153      | 562,128      | 568,086      | 573,963      | 579,815      | 585,615      |
| 28. Total Expenses                             | (17,600)     | (18,128)     | (18,672)     | (19,232)     | (19,809)     | (20,403)     | (21,015)     | (21,646)     | (22,295)     | (22,964)     | (23,653)     | (24,363)     | (25,093)     | (25,846)     | (26,622)     |
| 29. Net Operating Income Before Reserves       | \$ 483,986   | \$ 489,543   | \$ 495,097   | \$ 500,615   | \$ 506,122   | \$ 511,605   | \$ 517,057   | \$ 522,476   | \$ 527,865   | \$ 533,189   | \$ 538,473   | \$ 543,702   | \$ 548,869   | \$ 553,969   | \$ 559,004   |
| 30. Replacement Reserve Funding                | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    | (403,227)    |
| 31. Net Operating Income After Reserve Funding | \$ 80,759    | \$ 86,316    | \$ 91,860    | \$ 97,388    | \$ 102,895   | \$ 108,378   | \$ 113,830   | \$ 119,249   | \$ 124,628   | \$ 129,962   | \$ 135,246   | \$ 140,475   | \$ 145,642   | \$ 150,742   | \$ 155,766   |
| 32. Debt Service 1st Mortgage                  | 1,20x        | 1,21x        | 1,22x        | 1,23x        | 1,24x        | 1,25x        | 1,26x        | 1,27x        | 1,28x        | 1,29x        | 1,30x        | 1,31x        | 1,32x        | 1,33x        | 1,34x        |
| 33. Net Cash Flow                              | \$ 80,759    | \$ 86,316    | \$ 91,860    | \$ 97,388    | \$ 102,895   | \$ 108,378   | \$ 113,830   | \$ 119,249   | \$ 124,628   | \$ 129,962   | \$ 135,246   | \$ 140,475   | \$ 145,642   | \$ 150,742   | \$ 155,766   |
| 34. DSCR                                       | 1.20x        | 1.21x        | 1.22x        | 1.23x        | 1.24x        | 1.25x        | 1.26x        | 1.27x        | 1.28x        | 1.29x        | 1.30x        | 1.31x        | 1.32x        | 1.33x        | 1.34x        |

| Unit Mix          |                                   | 0 Bed    | 1 Bed     | 2 Bed     | 3 Bed    | 4 Bed | Total     | GPR                | % of Total  | LIHTC Eligible |               | HAP   |
|-------------------|-----------------------------------|----------|-----------|-----------|----------|-------|-----------|--------------------|-------------|----------------|---------------|-------|
| Average Size (SF) |                                   |          |           |           |          |       |           |                    |             | Federal        | State         | Units |
| 1.                | Market Rents                      |          | 7         | 8         | 1        |       | 16        | \$405,909          | 36%         | No             | No            |       |
| 2.                | Workforce/Middle-Income @ 120% AF | 1        | 6         | 3         |          |       | 10        | \$208,331          | 23%         | No             | No            |       |
| 3.                | Workforce/Middle-Income @ 80% AMI |          |           |           |          |       |           |                    |             | No             | No            |       |
| 4.                | LIHTC 60% Rents                   |          |           | 4         | 5        | 1     | 10        | \$162,815          | 23%         | Yes            | Yes           |       |
| 5.                | LIHTC 50% Rents                   |          |           |           |          |       |           |                    |             | Yes            | Yes           |       |
| 6.                | LIHTC 30% Rents                   |          |           |           |          |       |           |                    |             | Yes            | Yes           |       |
| 7.                | DHCD PBV @ 110% FMR               | 1        | 3         | 2         | 2        |       | 8         | \$223,184          | 18%         | Yes            | Yes           |       |
| <b>Total</b>      |                                   | <b>2</b> | <b>20</b> | <b>18</b> | <b>4</b> |       | <b>44</b> | <b>\$1,000,239</b> | <b>100%</b> | <b>40.91%</b>  | <b>40.91%</b> |       |
|                   |                                   | 5%       | 45%       | 47%       | 9%       |       |           |                    |             |                |               |       |

| 1. Market Rents          |  | 0 Bed     | 1 Bed     | 2 Bed    | 3 Bed   | 4 Bed |
|--------------------------|--|-----------|-----------|----------|---------|-------|
| Market Rents             |  | \$1,680   | \$2,205   | \$2,625  | \$3,360 |       |
| Utility Allowance        |  |           |           |          |         |       |
| Maximum Adjusted Rent    |  | \$1,680   | \$2,205   | \$2,625  | \$3,360 |       |
| Underwritten as % of AMI |  | 69%       | 79%       | 83%      | 96%     | \$0   |
| Percent of Max           |  | 85%       | 85%       | 85%      | 85%     |       |
| Contract Rent            |  | \$1,428   | \$1,874   | \$2,231  | \$2,856 |       |
| Market Rents GPR         |  | \$167,437 | \$214,200 | \$34,272 |         |       |

| 2. Workforce/Middle-Income @ 120% AI |  | 0 Bed    | 1 Bed     | 2 Bed    | 3 Bed   | 4 Bed |
|--------------------------------------|--|----------|-----------|----------|---------|-------|
| Market Rents                         |  | \$1,428  | \$1,874   | \$2,231  | \$2,856 |       |
| Workforce/Middle-Income @ 120% AMI   |  | \$2,499  | \$2,856   | \$3,213  | \$3,570 |       |
| Utility Allowance                    |  |          |           |          |         |       |
| Maximum Adjusted Rent                |  | \$2,499  | \$2,856   | \$3,213  | \$3,570 |       |
| Underwritten as % of AMI             |  | 61%      | 71%       | 74%      | 86%     | \$0   |
| Percent of Max                       |  | 51%      | 59%       | 62%      | 72%     |       |
| Contract Rent                        |  | \$1,274  | \$1,685   | \$1,992  | \$2,570 |       |
| Workforce/Middle-Income @ 120% AI    |  | \$15,294 | \$121,323 | \$71,714 |         |       |

| 3. Workforce/Middle-Income @ 80% AI |  | 0 Bed   | 1 Bed   | 2 Bed   | 3 Bed   | 4 Bed |
|-------------------------------------|--|---------|---------|---------|---------|-------|
| Market Rents                        |  | \$1,680 | \$2,205 | \$2,625 | \$3,360 |       |
| Workforce/Middle-Income @ 80% AMI   |  | \$1,666 | \$1,904 | \$2,142 | \$2,380 |       |
| Utility Allowance                   |  |         |         |         |         |       |
| Maximum Adjusted Rent               |  | \$1,666 | \$1,904 | \$2,142 | \$2,380 |       |
| Underwritten as % of AMI            |  | 56%     | 56%     | 60%     | 68%     | \$0   |
| Percent of Market                   |  | 70%     | 70%     | 75%     | 85%     |       |
| Contract Rent                       |  | \$1,166 | \$1,333 | \$1,607 | \$2,023 |       |
| Workforce/Middle-Income @ 80% AI    |  |         |         |         |         |       |

| 4. LIHTC 60% Rents       |  | 0 Bed    | 1 Bed    | 2 Bed    | 3 Bed   | 4 Bed |
|--------------------------|--|----------|----------|----------|---------|-------|
| Market Rents             |  | \$1,680  | \$2,205  | \$2,625  | \$3,360 |       |
| LIHTC 60% Rents          |  | \$1,249  | \$1,428  | \$1,606  | \$1,785 |       |
| Utility Allowance        |  | \$77     | \$105    | \$133    | \$160   |       |
| Maximum Adjusted Rent    |  | \$1,172  | \$1,323  | \$1,473  | \$1,625 | \$0   |
| Underwritten as % of AMI |  | 53%      | 53%      | 52%      | 52%     | \$0   |
| Percent of Max           |  | 95%      | 95%      | 95%      | 95%     |       |
| Contract Rent            |  | \$1,113  | \$1,257  | \$1,399  | \$1,544 |       |
| LIHTC 60% Rents GPR      |  | \$60,329 | \$83,961 | \$18,525 |         |       |

| 5. LIHTC 50% Rents       |  | 0 Bed   | 1 Bed   | 2 Bed   | 3 Bed   | 4 Bed |
|--------------------------|--|---------|---------|---------|---------|-------|
| Market Rents             |  | \$1,680 | \$2,205 | \$2,625 | \$3,360 |       |
| LIHTC 50% Rents          |  | \$1,041 | \$1,190 | \$1,338 | \$1,487 |       |
| Utility Allowance        |  | \$77    | \$105   | \$133   | \$160   |       |
| Maximum Adjusted Rent    |  | \$964   | \$1,085 | \$1,205 | \$1,327 |       |
| Underwritten as % of AMI |  | 44%     | 43%     | 43%     | 42%     | \$0   |
| Percent of Max           |  | 95%     | 95%     | 95%     | 95%     |       |
| Contract Rent            |  | \$916   | \$1,031 | \$1,145 | \$1,261 |       |
| LIHTC 50% Rents GPR      |  |         |         |         |         |       |

| 6. LIHTC 30% Rents       |  | 0 Bed   | 1 Bed   | 2 Bed   | 3 Bed   | 4 Bed |
|--------------------------|--|---------|---------|---------|---------|-------|
| Market Rents             |  | \$1,680 | \$2,205 | \$2,625 | \$3,360 |       |
| LIHTC 30% Rents          |  | \$624   | \$714   | \$803   | \$892   |       |
| Utility Allowance        |  | \$77    | \$105   | \$133   | \$160   |       |
| Maximum Adjusted Rent    |  | \$547   | \$609   | \$570   | \$732   |       |
| Underwritten as % of AMI |  | 25%     | 24%     | 24%     | 23%     | \$0   |
| Percent of Max           |  | 95%     | 95%     | 95%     | 95%     |       |
| Contract Rent            |  | \$520   | \$579   | \$637   | \$695   |       |
| LIHTC 30% Rents GPR      |  |         |         |         |         |       |

| 7. DHCD PBV @ 110% FMR   |  | 0 Bed    | 1 Bed    | 2 Bed    | 3 Bed    | 4 Bed |
|--------------------------|--|----------|----------|----------|----------|-------|
| Market Rents             |  | \$1,880  | \$2,205  | \$2,625  | \$3,360  |       |
| DHCD PBV @ 110% FMR      |  | \$1,887  | \$2,090  | \$2,542  | \$3,168  |       |
| Utility Allowance        |  | \$77     | \$105    | \$133    | \$160    |       |
| Maximum Adjusted Rent    |  | \$1,810  | \$1,985  | \$2,409  | \$3,008  |       |
| Underwritten as % of AMI |  | 87%      | 83%      | 90%      | 101%     | \$0   |
| Percent of Max           |  | 100%     | 100%     | 100%     | 100%     |       |
| Contract Rent            |  | \$1,810  | \$1,985  | \$2,409  | \$3,008  |       |
| DHCD PBV @ 110% FMR GPR  |  | \$21,714 | \$71,460 | \$57,818 | \$72,192 |       |

| 8. Permanent Financing Calculation |       |              |           |                |       |
|------------------------------------|-------|--------------|-----------|----------------|-------|
| Interest Rate                      |       |              | 4.00%     |                |       |
| Amortization                       |       |              | 40 Years  |                |       |
| MIP (or similar)                   |       |              | 0.25%     |                |       |
| Loan Constant                      |       |              | 5.27%     |                |       |
|                                    |       | <b>Total</b> |           | <b>\$/Unit</b> |       |
| Gross Potential Rent               |       | \$           | 1,000,239 | \$ 22,733      |       |
| Residential Vacancy                | 6.61% |              | (66,157)  | (1,504)        |       |
| Other Residential Income           |       |              | 8,800     | 200            |       |
| Total Income                       |       | \$           | 942,882   | \$ 21,429      |       |
| Real Estate Taxes                  |       |              | (75,431)  | (1,714)        |       |
| Management Fee                     |       |              | (46,704)  | (1,061)        |       |
| Other Operating Expenses           |       |              | (319,250) | (7,256)        |       |
| Reserve Funding                    |       |              | (17,600)  | (400)          |       |
| Net Operating Income               |       | \$           | 483,898   | \$ 10,998      |       |
| Debt Service Coverage Ratio        |       |              | 1.20x     |                |       |
| Debt Service                       |       | \$           | 403,248   | \$ 9,165       |       |
| Loan Constant                      |       |              | 5.27%     |                |       |
| Maximum Loan Amount                |       | \$           | 8,040,419 |                |       |
| Actual Loan Amount Modeled         |       | \$           | 8,040,000 | \$ 182,727     |       |
| Actual Debt Service                |       | \$           | 483,227   | \$ 9,164       |       |
| Year:                              | 1     | 5            | 10        | 15             | 20    |
| DSCR                               | 1.20x | 1.26x        | 1.32x     | 1.39x          | 1.45x |

| 9. Utility Allowance    |  | 0 Bed | 1 Bed | 2 Bed | 3 Bed | 4 Bed |
|-------------------------|--|-------|-------|-------|-------|-------|
| Heat                    |  | \$19  | \$27  | \$35  | \$42  | \$0   |
| A/C                     |  | 0     | 0     | 0     | 0     | 0     |
| Cooking                 |  | 13    | 18    | 23    | 28    | 0     |
| General                 |  | 45    | 60    | 75    | 90    | 0     |
| Total Utility Allowance |  | \$77  | \$105 | \$133 | \$160 | \$0   |

# VIII

## Other Required Documents

Certificate of Authorization

(NOTE: A certified vote of the corporation may be substituted for this form.)

The Vendor, WinnDevelopment Company Limited Partnership is: (CHECK ONE)  
(Name of Company/Consultant/Corporation)

A. a corporation formed and existing under the laws of the state of \_\_\_\_\_, and pursuant to the corporate by-laws,

\_\_\_\_\_  
(Insert Name and Title of Authorized Representative)

is authorized to execute contracts in the name of said corporation. Such execution of any contract or obligation in this corporation's name on its behalf by such duly authorized individual shall be valid and binding upon the corporation.

B. a limited liability company or a partnership formed and existing under the laws of the state of Massachusetts, and pursuant to the limited liability company agreement or partnership agreement,

Gilbert Winn, President of WDP Manager Corp. General Partner of WinnDevelopment Company Limited Partnership  
(Insert Name and Title of Authorized Representative)

is authorized to execute contracts in the name of said company or partnership. Such execution of any contract or obligation in this company or partnership's name on its behalf by such duly authorized individual shall be valid and binding upon the company or partnership.

C. is a sole proprietorship owned an operated exclusively by the undersigned.

\_\_\_\_\_  
(Insert Name and Title of Authorized Representative)

Execution of any contract or obligation in this sole proprietorship's name by such duly authorized individual shall be valid and binding.

  
\_\_\_\_\_  
Signature:

**(Must be signed by Corporate Officer, Partner, or Sole Proprietor)**

Gilbert J. Winn  
Print Name of Above

President of WDP Manager Corp. General Partner  
of WinnDevelopment Company Limited Partnership  
Title

10/6/2020  
Date

**TOWN OF BRAINTREE  
REQUEST FOR PROPOSALS (RFP)  
DISPOSITION OF TOWN PROPERTY – 44 ALLEN STREET**

**CERTIFICATION OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union committee, club or other organization, entity or group of individuals.

For (Vendor/Company/Proposer) \*

  
\_\_\_\_\_  
Signature

Printed Name: Gilbert J. Winn

Title: President of WDP Manager Corp. General Partner  
of WinnDevelopment Company Limited Partnership

Date: 10/6/2020

\*Must be signed by the person signing the bid, proposal, or contract.

**TOWN OF BRAINTREE  
REQUEST FOR PROPOSALS (RFP)  
DISPOSITION OF TOWN PROPERTY – 44 ALLEN STREET**

**CERTIFICATION OF TAX COMPLIANCE**

I, Gilbert Winn, Chief Executive Officer, for WinnDevelopment Company Limited Partnership  
(Name of representative, position/title) (Company / Consultant/Proposer)

a Company, Consultant or Corporation existing or formed under the laws of

Commonwealth of Massachusetts, having a principal place of business at  
(state)

One Washington Mall, Suite 500, Boston, MA 02108, hereby certify that the  
(Company/Consultant/Corporation Business Address)

Company/Consultant/Corporation is in full compliance with all laws of the  
Commonwealth of Massachusetts relating to taxes, as required by  
Massachusetts General Laws, Chapter 62C, Section 49A.

Signed under pains and penalties of perjury this 6th day of  
October, 2020.

  
(signature of representative/position/title)

Gilbert J. Winn  
(print name of person signing above)

Date: 10/6/2020

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

**INSTRUCTION SHEET**

**NOTE:** The Division of Capital Asset Management and Maintenance (DCAMM) shall have no responsibility for insuring that the Disclosure Statement has been properly completed as required by law. Acceptance by DCAMM of a Disclosure Statement for filing does not constitute DCAMM's approval of this Disclosure Statement or the information contained therein. Please carefully read M.G.L. c. 7C, s. 38 which is reprinted in Section 8 of this Disclosure Statement.

**Section (1):** Identify the real property, including its street address, and city or town. If there is no street address then identify the property in some other manner such as the nearest cross street and its tax assessors' parcel number.

**Section (2):** Identify the type of transaction to which this Disclosure Statement pertains –such as a sale, purchase, lease, etc.

**Section (3):** Insert the exact legal name of the Public Agency participating in this Transaction with the Disclosing Party. The Public Agency may be a Department of the Commonwealth of Massachusetts, or some other public entity. Please do not abbreviate.

**Section (4):** Insert the exact legal name of the Disclosing Party. Indicate whether the Disclosing Party is an individual, tenants in common, tenants by the entirety, corporation, general partnership, limited partnership, LLC, or other entity. If the Disclosing Party is the trustees of a trust then identify the trustees by name, indicate that they are trustees, and add the name of the trust.

**Section (5):** Indicate the role of the Disclosing Party in the transaction by checking one of the blanks. If the Disclosing Party's role in the transaction is not covered by one of the listed roles then describe the role in words.

**Section (6):** List the names and addresses of every legal entity and every natural person that has or will have a direct or indirect beneficial interest in the real property. The only exceptions are those stated in the first paragraph of the statute that is reprinted in Section 8 of this Disclosure Statement. If the Disclosing Party is another public entity such as a city or town, insert "inhabitants of the (name of public entity)." If the Disclosing Party is a non-profit with no individual persons having any beneficial interest then indicate the purpose or type of the non-profit entity. If additional space is needed, please attach a separate sheet and incorporate it by reference into Section 6.

**Section (7):** Check "NONE" in the box if none of the persons mentioned in Section 6 is employed by DCAMM or an official elected to public office in the Commonwealth of Massachusetts. Otherwise list any parties disclosed in Section 6 that are employees of DCAMM or an official elected to public office.

**Section (8):** The individual signing this statement on behalf of the Disclosing Party acknowledges that he/she has read the included provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts.

**Section (9):** Make sure that this Disclosure Statement is signed by all required parties. If the Disclosing Party is a corporation, please make sure that this Disclosure Statement is signed by a duly authorized officer of the corporation as required by the statute reprinted in Section 8 of this Disclosure Statement.

DCAMM's acceptance of a statement for filing does not signify any opinion by DCAMM that the statement complies with applicable law.

This completed and signed Disclosure Statement should be mailed or otherwise delivered to:

Deputy Commissioner for Real Estate  
Division of Capital Asset Management and Maintenance  
One Ashburton Place, 15<sup>th</sup> Floor, Boston, MA 02108

The undersigned party to a real property transaction with a public agency hereby discloses and certifies, under pains and penalties of perjury, the following information as required by law:

(1) REAL PROPERTY:

44 Allen Street, Braintree, MA 02184

(2) TYPE OF TRANSACTION, AGREEMENT, or DOCUMENT:

Fee Simple Purchase

(3) PUBLIC AGENCY PARTICIPATING in TRANSACTION:

Town of Braintree

(4) DISCLOSING PARTY'S NAME AND TYPE OF ENTITY:

WinnDevelopment Company Limited Partnership. The entity is a limited partnership

(5) ROLE OF DISCLOSING PARTY (Check appropriate role):

Lessor/Landlord

Lessee/Tenant

Seller/Grantor

Buyer/Grantee

Other (Please describe): Developer

- (6) The names and addresses of all persons and individuals who have or will have a direct or indirect beneficial interest in the real property excluding only 1) a stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation or 2) an owner of a time share that has an interest in a leasehold condominium meeting all of the conditions specified in M.G.L. c. 7C, s. 38, are hereby disclosed as follows (attach additional pages if necessary):

NAME

RESIDENCE

Gilbert J. Winn and his siblings, whether individually or through trusts of which they are the primary beneficiary or through limited liability companies of which they or their trusts hold all or substantially all of the member interests.

Lawrence H. Curtis or his family members, whether individually or through trusts of which they are the primary beneficiary.

Michael T. Putziger, whether individually or through trusts of which he is the primary beneficiary.

Other employees of WinnCompanies (TBD) will have a small interest

- (7) None of the above-named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (Check "NONE" if NONE):

NONE

NAME:

POSITION:

|       |       |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

- (8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

*No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arms length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.*

*Any official elected to public office in the commonwealth, or any employee of the division of capital asset management and maintenance disclosing beneficial interest in real property pursuant to this section, shall identify his position as part of the disclosure statement. The commissioner shall notify the state ethics commission of such names, and shall make copies of any and all disclosure statements received available to the state ethics commission upon request.*

*The commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.*

- (9) This Disclosure Statement is hereby signed under penalties of perjury.

WinnDevelopment Company Limited Partnership

\_\_\_\_\_  
PRINT NAME OF DISCLOSING PARTY (from Section 4, above)



\_\_\_\_\_  
AUTHORIZED SIGNATURE of DISCLOSING PARTY      DATE (MM / DD / YYYY)

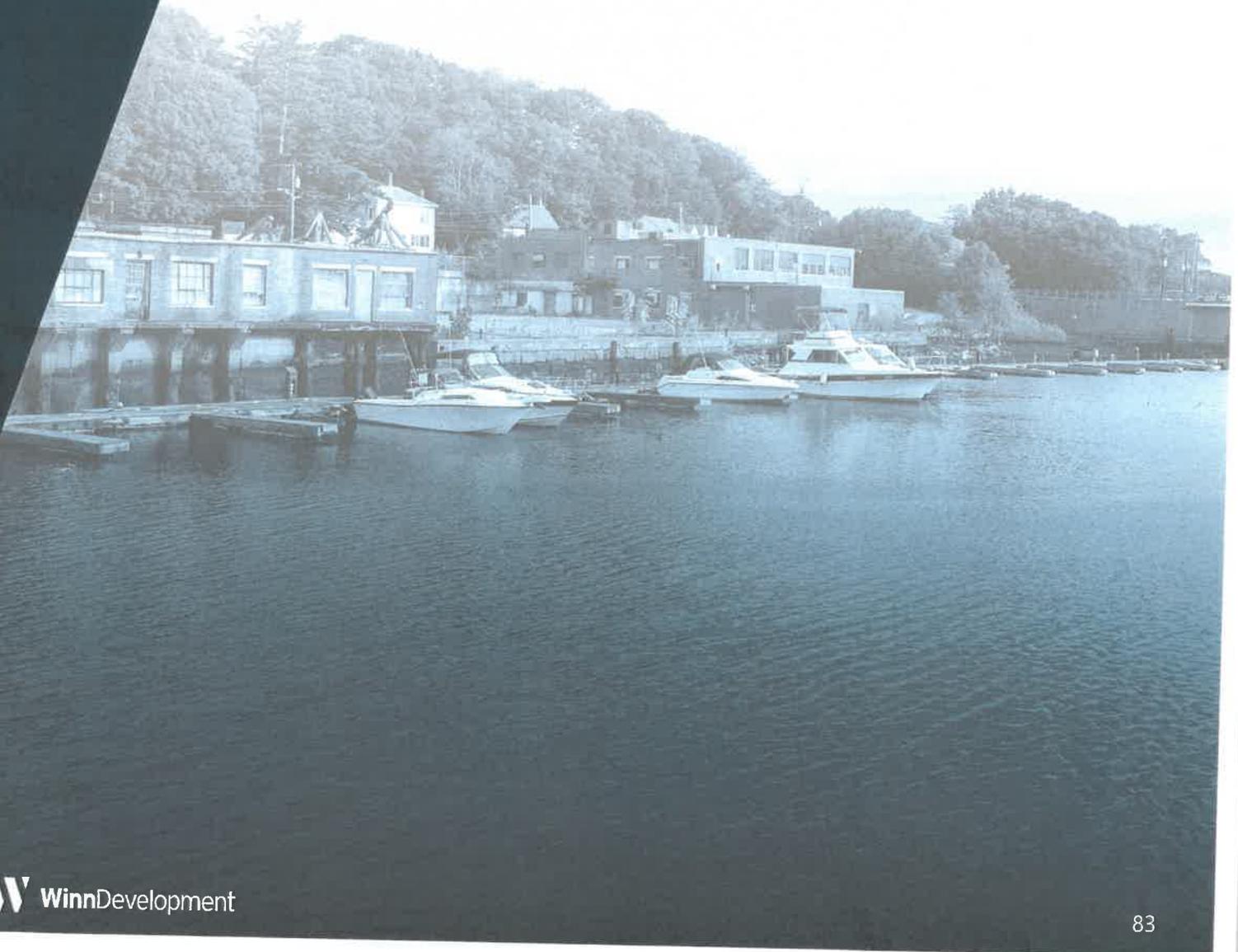
Gilbert J. Winn, President of WDP Manager Corp., General Partner of WinnDevelopment Company Limited Partnership

\_\_\_\_\_  
PRINT NAME & TITLE of AUTHORIZED SIGNER

DCAMM 2019-02-14

*E*

## Appendix



# I

## Letters of Support



EAST BRAINTREE

E B C A

CIVIC ASSOCIATION

# EAST BRAINTREE CIVIC ASSOCIATION

172 Edgehill Road, Braintree, MA 02184

*Working Together  
For A Better Braintree*

**OFFICERS**  
2020 – 2021

**CHAIRMAN**

David Oliva  
(781) 849- 1597  
[EBCA@BELD.NET](mailto:EBCA@BELD.NET)

**VICE CHAIRMAN**

John Pelose

**SECRETARY**

Janine Oliva

**TREASURER**

Christine Brady

**EXECUTIVE BOARD**

Lee Dingee  
Mary Haggan  
Claire Mulligan  
Nita Ricca  
Ann Toland

October 1, 2020

Mr. Charles Kokoros, Mayor  
1 John F. Kennedy Memorial Drive  
Braintree, MA 02184

Dear Mayor Kokoros (and Selection Committee):

On behalf of the East Braintree Civic Association, I would like to convey our enthusiastic support for the proposed development by the Arch Street / Winn Development team for the 44 Allen street site. The EBCA has been hopeful to see positive change on this vacant property for over two decades. During this time, the town has done what it can to facilitate redevelopment, including the acquisition of the site from the Braintree Electric Light Department, rezoning the property and facilitating remediation.

We are delighted to hear of Gamble Associate's role on the project proposal. They were instrumental at listening to neighborhood concerns and soliciting ideas about the site's redevelopment. The National Park service grant for the Monatiquot Riverwalk helped to galvanize our group and we are anxious to see this public realm improvement happen.

I am sure there will be additional opportunities to interact with the development team as the project progresses. The East Braintree Civic Association sincerely hopes that this worthwhile project can become a reality in the near future.

Sincerely,



David B. Oliva,  
Chairman,  
East Braintree Civic Association



150 Potter Road  
Braintree, MA 02184  
www.beld.com  
781.348.BELD  
781.348.1004 fax



*General Manager*  
William G. Bottiggi

*Commissioners*  
Anthony L. Agnitti  
James P. Regan  
Thomas J. Reynolds

October 2, 2020

Mayor Charles Kokoros  
Braintree Town Hall  
1 John F. Kennedy Memorial Drive  
Braintree, MA 02184

RE: 44 Allen Street RFP

Dear Mayor Kokoros and RFP Selection Committee:

I am writing in support of the Arch Street/Winn Development proposal for the transformation of the 44 Allen Street site. David Gamble, architect of Gamble Associates and designer for this submission, worked closely with BELD in 2009 and 2010, helping to shape the community vision for the property. David was also instrumental in helping to advance the Monatiquot Riverwalk concept which underscores the community's aspirations to get access to the water's edge. This public amenity has the potential to connect to Braintree's existing Riverwalk.

After occupying the site since 1892 and transferring this site to the Town nearly a decade ago, the property has remained vacant. I hope you will look favorably on this proposal that preserves a few of the historic artifacts and adaptively reuses them for contemporary needs. The introduction of residential uses will activate the public spaces while remaining respectful to the property's historic significance in the development of Braintree.

Sincerely,

A handwritten signature in black ink that reads "William G. Bottiggi". The signature is fluid and cursive, with the first name being particularly prominent.

William G. Bottiggi  
General Manager

cc: Municipal Light Board



October 1, 2020

Mr. Richard Relich  
Arch Communities LLC

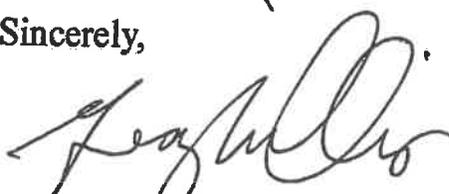
Re: Former Baynes property – Arch/Winn  
redevelopment plan

Dear Rich,

As discussed, I would be interested in pursuing sale of the former Baynes parcel that I own located between the BELD property and Quincy Avenue to facilitate your proposed development of the BELD property into housing. I understand that your development team is responding to the Town's Request for Proposals for the site and will await the outcome of the Town's review and award process to continue our discussion.

Please let me know if I can provide any additional information and best of luck with your proposal.

Sincerely,



George Williams

# III

## Additional Team Member Information



Weston & Sampson offers interdisciplinary design, engineering, and environmental consulting, as well as operations, maintenance, and repair services. Innovative and reliable, we've worked to improve the communities where you live, work, and play for more than a century.

restore

enhance

sustain

maintain



## STORMWATER & SURFACE/ GROUNDWATER

Water Resource Protection, Water Quality, & Flood Control

- Pipeline, culvert, and channel analysis/improvements and watershed management studies
- Treatment system and drainage pump station installation/replacement/rehabilitation design
- EPA Phase II compliance and Best Management Practices
- Nutrient loading studies and Total Maximum Daily Loads (TMDLs)
- Wetland protection and replication, permitting, and public bidding
- Construction administration/resident representation
- Rain gardens, green/LID practices, and retention/detention basins
- Stormwater recovery and reuse



## DRINKING WATER

Supply, Treatment, & Distribution

- New source approvals
- Well development
- Treatment plant improvements and new facilities
- Pilot studies
- Distribution system master plans and mapping
- Water storage tanks
- Booster stations
- Rate and meter replacement studies
- Cleaning and lining
- Unidirectional flushing programs



## WASTEWATER

Planning, Collection, Treatment, & Rehabilitation

- Treatment plant improvements and new facilities
- Pump stations
- Infiltration/Inflow (I/I) & Sewer System Evaluation Survey (SSES)
- Innovative and alternative systems
- Needs assessments and decentralized planning
- Hydrogeologic investigations
- New sewer and septic systems
- Supervisory Control and Data Acquisition (SCADA)
- Betterment assessment and user fee support



## ENVIRONMENTAL CONSULTING

### Hazardous & Solid Waste

- Site assessment
- Remediation study, design, and construction services
- Demolition and hazardous materials
- Risk assessment
- Brownfields assessment, remediation, and redevelopment
- Emerging contaminants
- Emergency response
- Landfill closures, expansions, and post closure re-use
- Environmental monitoring
- Transfer stations and recycling and composting facilities



## SITE/CIVIL DEVELOPMENT & SURVEY

### Low Impact Development (LID), Smart Growth, & Cluster Designs

- Planning and pre-development support
- Low Impact Development (LID), smart growth & cluster designs
- Conceptual design and land use planning
- Permitting and natural resource protection
- Roadway/utilities/drainage; environmental assessment/remediation; landscape architecture
- Construction management
- Design/Build/Operate for water/wastewater
- Property boundary, planimetric, topographic, bathymetric, and ground control surveys
- Aerial photogrammetry, mapping, and land record research



## TRANSPORTATION

### Highway & Local Road Design & Engineering

- Traffic planning and engineering
- Bridge Design
- Hydrology, Hydraulics, and FEMA
- Regulatory Coordination & Permitting (Federal, State & Municipal)
- Corridor and roadway improvements
- Signals and intersections
- Sidewalks and parking lots
- Causeways
- Streetscapes
- Bike paths including rail-trail designs
- Community facilitation and public participation



## ENERGY/SUSTAINABILITY/RESILIENCY

### Sustainable, Adaptable, and Resilient Infrastructure Solutions

- Renewable energy resource evaluation
- Site feasibility analysis
- Project development and procurement
- Environmental permitting and resource management
- Site engineering / LEED & LID designs
- Infrastructure and coastal resiliency
- Energy audits/design/construction
- Cost estimating
- Public outreach
- Construction oversight



## LANDSCAPE ARCHITECTURE

### Visioning & Implementation

- Recreation (parks, playgrounds, ball fields/stadiums, skate parks, wet spray play areas)
- Streetscapes (including context sensitive designs)
- Urban design (city/town commons, plazas, and parks)
- Open space projects and nature trails
- Historic restoration
- Waterfronts and riverwalks
- College/university facilities
- Monuments/memorials
- Public participation



## AQUATICS

### Waterpark, hospitality, municipal, academic, and international services

- Master planning
- Facility evaluation
- Schematic, mechanical, structural, and electrical design
- Waterpark design and theme development/design
- Competition/collegiate-level, rooftop, resort/hotel, and municipal/institutional pools
- Fountain, splashpad/spray park, and multi-generational facility designs
- Construction management, maintenance, and repair
- Operations and equipment



## GEOTECHNICAL, STRUCTURAL & FACILITIES

### Public/private site and building development

- Shallow and deep foundations and substructure design
- Trenchless technologies, deep excavation, soil improvement, and groundwater control
- Geotechnical instrumentation and monitoring / rock blasting and vibration monitoring
- Structural framing for new construction and additions
- Engineering design for dams, dikes, embankments, retaining walls
- Design, coordination, and monitoring of subsurface exploration programs
- Stability analyses, subsurface investigations, condition inspections/assessments
- Structural restoration and rehabilitation
- DPW facility programming/design, fleet operations, and industrial equipment selection
- Cost/feasibility studies, and construction administration/observation



## MEP/ENERGY

### Traditional HVAC/Mechanical, Electrical, Resource Conservation, Distributed Energy

- Engineering and design
- Resource conservation
- Energy, water, operations and materials
- Distributed Energy
- Generation, cogen, steam, chilled water, renewables
- Audits and feasibility assessment
- System optimization
- Construction oversight
- Owner's representative



## CONSTRUCTION & CONSTRUCTION MANAGEMENT

### Contracting, Design, Supervision/Oversight, Maintenance, & Repair

- Construction engineering, inspection, management/administration, resident representation, and oversight
- Construction contracting and design/build services
- Swimming pool design, construction, upgrades, maintenance, and repairs
- Electrical/instrumentation services (pumps, motors, controls, valves, pipes, HVAC, filters, drains)
- Preventative maintenance, troubleshooting, and 24x7 emergency repairs
- Shop drawing, constructability, and construction claim reviews
- Field consultations
- Change order negotiation
- Accurate bidding and construction documents
- Community/public relations



## OPERATIONS, MAINTENANCE & TRAINING

### Licensed Engineers/Tradespeople, Certified Operators, & Expert Technicians

- Repair and maintenance services (preventive, scheduled, and emergency corrective)
- 24x7 emergency response
- Contract operations for public/private facilities
- Cross connection programs and surveys
- Backflow device testing, repair, and installation
- Swimming pool operation, maintenance, and repair
- Unidirectional flushing (UDF) programs and services
- On-the-job and classroom training



## TECHNOLOGY

### Data and Resource Management Solutions & GIS/GPS

- Needs assessments and pilot programs
- iDataCollect<sup>SM</sup> field data collection platform
- GPS mapping and asset locating services & web-based GIS
- Supervisory Control and Data Acquisition (SCADA) and Instrumentation and Controls (I&C)
- Database management and data model integration and compliance
- Record digitization/data conversion and document access management
- Infrastructure modeling and design/build services
- Resource integration and optimization, facilities management planning, and project implementation
- Hardware/software acquisition, application development, mobile data platforms, and cloud-based solutions
- Training, startup, technical support, and energy conservation services



### Over 200 Registered Professionals in Offices Along the East Coast

With nearly 700 professional and technical staff, Weston & Sampson is well-positioned to provide professional services for your project. More than 200 of our staff hold licenses, registration, and specialized training in their respective fields of expertise.

## BACKGROUND

2020-Present  
Associate  
Weston & Sampson

2017-2020  
Geotechnical Practice Leader  
Weston & Sampson

2011-2017  
Northeast Region Geotechnical  
Practice Leader  
Kleinfelder Corp.

2009-2011  
Geotechnical Engineer  
Bioengineering Group

2005-2009  
Staff Engineer  
Haley & Aldrich, Inc.

2001-2004  
Project Engineer  
Parsons Corp.

## EDUCATION

2006  
Master of Science  
Geotechnical Engineering  
Tufts University

1999  
Bachelor of Science  
Environmental Engineering  
Louisiana State University

## PROFESSIONAL REGISTRATION

Professional Engineer:  
Massachusetts No. 47146  
Maine No. 13327

OSHA 40-hour Hazwoper

## PROFESSIONAL AFFILIATIONS

Urban Land Institute, Sustainability  
Committee Founder and Chair  
(2009, 2010)

Boston Society of Civil Engineers

Tulin leads Weston & Sampson's geotechnical engineering practice. She has over 20 years of diverse experience, having provided geotechnical engineering design and construction services for projects ranging from high-rises with up to four levels of below-grade parking to small buildings, various sized bridges, water/wastewater pipelines in urban and suburban areas, levee design following Hurricane Katrina effects, dam rehabilitation, climate resilient design, a pedestrian tunnel in urban setting, and railway extension through metro-Boston (Green Line Extension).



## SPECIFIC PROJECT EXPERIENCE

**Green Line Extension, MBTA, Cambridge, Somerville, Medford, Massachusetts.** Served as the geotechnical design discipline lead for advanced conceptual design of the Green Line Extension (GLX) project in metropolitan Boston, which involved widening the existing MBTA rail corridor through dense urban communities and construction within the existing narrow active rail corridor. Led the geotechnical effort, which included geotechnical design recommendations for the seven station buildings, eight bridges, 6,000 linear feet of viaducts, and 25,000 linear feet of retaining walls up to 35 feet high (including MSE, soldier pile and lagging, secant pile, and soil nail walls with tie-backs as appropriate).

Successfully planned and designed the foundation and wall systems for the project with considerations for constructability and long-term performance. Planned and coordinated test borings adjacent to the densest section of active commuter rail lines with unknown subsurface utilities. Developed project foundation designs using the State Building Code, and the AASHTO, AASHTO LRFD, and AREMA codes, as appropriate. Following project turn-over to the final designer, assumed the role of reviewer for the project going forward. Served as the designer of record for the Harvard Street rail bridge in Medford.

**Boston City Hall and Plaza Renovations, Boston, Massachusetts.** As part of the "Re-imagining City Hall" project, currently serving as the geotechnical lead for the plaza updates. The project is complicated by the presence of multiple MBTA subway tunnels and associated vent structures under the plaza. The project includes raising grades on nearly 120-year-old subway tunnels and a new building with one below grade level, daylighting on to the street level and cantilevering over the tunnel. Led the geotechnical subsurface explorations program and prepared the geotechnical recommendations report and geotechnical construction documents for the project.

**Moakley Park Resiliency Improvements, Boston, Massachusetts.** Leading the geotechnical design of Moakley Park's climate resilience and flooding improvements. Moakley Park is a 60-acre waterfront park in South Boston prone to flooding. Subsurface conditions consist of very soft clays to 200 ft depth. Design includes up to 20 ft high berms along the waterfront to function as levees, which will cross over existing, large diameter, brick stormwater utilities. Currently working on optimal placement and preliminary design of the new levee system. Final design is expected in 2021.

**Langone Park and Puopolo Playground Resiliency Improvements, Boston, Massachusetts.** Led the geotechnical design of the approximately 4.6-acre waterfront park in Boston's North End neighborhood. The design included raising site grades by up to 7 ft while managing settlement of existing adjacent structures including the existing 15 ft high seawall, and buildings.

**Graduate Student Housing, Harvard University, Cambridge, Massachusetts.** Geotechnical engineer during design and construction for this six-story building with two levels of below ground space. Work involved shallow footings installed with support of a steel sheet pile wall. Also provided instrumentation monitoring administration, including vibration and dust monitoring, soil management, and environmental regulatory compliance (including the preparation of RAM and RAO reports).

**Academic Building, Massachusetts College of Pharmacy and Health Sciences, Boston, Massachusetts.** Geotechnical engineer during design and construction of this seven-story building with two levels of below-ground space extending to property limits. Work involved the installation of a mat foundation and soldier pile and lagging wall, preparation of contract specifications, coordination and oversight of construction activities, and soil management, including the removal of several underground storage tanks from the former gasoline station site. (with former employer)

**Mandarin Oriental Hotel, CWB Properties, Boston, Massachusetts.** Geotechnical project engineer for the 13-story building with two levels of below-ground parking in Boston's Prudential Center complex. Work involved the construction of a two-story below-grade parking garage within and below an existing one-story below-grade parking garage adjacent to an active subway tunnel, requiring demolition of the existing parking garage and excavation of a second lower level with support of a soil mix wall. The building foundation consisted of a concrete mat on one end and drilled mini piles on the other. (with former employer)

**The Clarendon, The Related Companies, Boston, Massachusetts.** Geotechnical engineer during design and construction of the 32-story high-rise with four levels of below-ground parking in downtown Boston. The top-down construction project involved the installation of drilled shafts, slurry construction foundation wall and load bearing elements, preparation of contract drawings and specifications, soil management, environmental regulatory compliance (including the preparation of RAM and URAM reports and Tier Classification, as required by the Massachusetts Contingency Plan), and an extensive instrumentation planning and monitoring administration. (with former employer)

**Maples Crossing Development, Amesbury, Massachusetts.** Leading the geotechnical design of the 75 acre lot into a multi-use sports business and entertainment complex, including a sports building with multiple ice rinks, and a 4 story hotel. The buildings will cover a total footprint of approximately 288,500 square feet. Site development includes significant cuts and fills on the order of 25 feet or more within the proposed building and parking areas. Retaining wall heights of up to about 32 feet are planned.

**BACKGROUND**

2009-Present  
Project Manager  
Weston & Sampson

1997-2009  
Senior Project Manager  
Vertex Environmental Services, Inc.

1996-1997  
CADD Engineering

**EDUCATION**

1998  
Bachelor of Science  
Earth Sciences and Hydrogeology  
University of Massachusetts,  
Boston

1992  
Bachelor of Business  
Administration  
Management  
University of Massachusetts,  
Amherst

1997-Present  
Licensed Site Professional (LSP)  
Association Continuing Education  
Training Courses

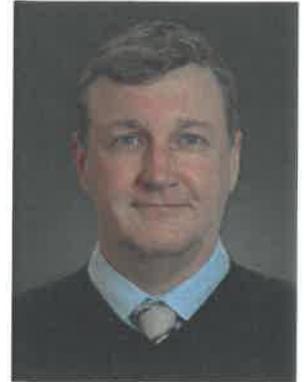
**PROFESSIONAL REGISTRATION**

Licensed Site Professional:  
Massachusetts No. 6389

**PROFESSIONAL ORGANIZATIONS**

Licensed Site Professional  
Association (LSPA) Member

Sean is a registered Licensed Site Professional with more than 25 years of experience in the environmental consulting industry. He has completed hundreds of environmental assessment, remediation and redevelopment projects at industrial, commercial, and residential properties throughout New England including Rhode Island and Massachusetts. Sean is responsible for all aspects of site characterization, remedial design and management, reporting/regulatory submittals, regulatory interpretation and management to achieve site closure. Sean has extensive experience in multi-family property redevelopment.

**SPECIFIC PROJECT EXPERIENCE**

**Site Assessment, Remediation and Regulatory Closure, Braintree Electric Light Department (BELD), 44 Allen Street, Braintree, Massachusetts.** Team leader / project manager for the assessment and remediation of a former BELD power plant property. Environmental assessment and remediation were performed to prepare the property for potential redevelopment. Work included Phase I and II environmental assessment, risk characterization, remedial design, environmental permitting, and LSP services. Petroleum impacts to soil and groundwater were identified, and fill material at the property was impacted with lead and PAH compounds. Hot spot soil remediation was performed, and risk characterization confirmed the site could be developed with limited restriction. Managed all aspects of the project, including design, permitting, evaluation, and DEP regulatory submittals.

**Site Redevelopment, Multiple Parcels, Waterfront Square, Revere, Massachusetts.** Team leader / project manager for multiple private site redevelopment projects at Waterfront Square. Performed environmental assessment, LSP services, and management prior to and during the construction of numerous multi-family developments. Work included Phase I and II environmental assessment and risk characterization, in-situ soil characterization to support redevelopment, LSP oversight during construction, and DEP regulatory submittals. Additional work included the management of environmental permitting for stormwater drainage culvert improvements, including DEP Chapter 91 and Water Quality Certification and Army Corps of Engineers permitting.

**Site Assessment and Cleanup and Redevelopment, FB Rogers Facility, Taunton, Massachusetts.** Project Manager for City of Taunton's FB Rogers Brownfield site. The site was a former silver mill with impacted soils and groundwater from years of operation. The City obtained numerous grants from USEPA for assessment and cleanup which stalled over a 20-year period prior to Weston & Sampson involvement. Weston & Sampson managed the site through a fast-paced final assessment, remediation program over a 2-year period. Responsibilities included the management of final assessment to support remediation, remedial design, oversight of remediation prior to construction of a new park and boat ramp at the site. Managed all aspects of DEP regulatory submittals including Immediate Response Action, Release Abatement Measure, Activity and Use Limitation and

Permanent Solution Statement to achieve regulatory closure and prepared site specific QAPPs for submittal to the USEPA.

**Brownfield Assessment and Cleanup Program, New Bedford, Massachusetts.** Project manager for City of New Bedford brownfield assessment and cleanup program funded through a USEPA Brownfield Assessment Grant. The project involving numerous response actions under the MCP, including site assessments, risk characterizations, immediate response actions, release abatement measures, and other services at several former commercial/manufacturing facilities. Prepared all required MCP and USEPA regulatory submittals including Phase I site investigations, Phase II site assessments, Phase III remedial alternative analyses, Community Relations Plan, and Analysis of Brownfield Cleanup Alternatives.

**Environmental Consulting and LSP Services, Paul Dever State School, Taunton, Massachusetts.** Provided environmental consulting and LSP services, including review of previous environmental assessments and subsurface investigations performed over a 220-acre portion of the property, site reconnaissance, identification of potential contaminant sources, and MCP compliance review. Designed and managed a subsurface investigation to assess the nature and extent of petroleum-impacted soil and groundwater. Determined that a condition of No Significant Risk existed at the site and prepared an RAO statement for the Dever School power plant parcel in support of regulatory closure with the DEP.

**Brownfield Redevelopment, Dumping Ground Site, Dedham, Massachusetts.** Managed redevelopment of an 11-acre former industrial dumping ground site. Performed complete site assessment, investigation, risk characterization, remedial design and management, and regulatory reporting in accordance with the MCP. Site investigation included the installation of over 100 soil borings, numerous monitoring well installations, soil and groundwater sampling, soil gas sampling, and sediment and surface water sampling. MCP submittals prepared included Phase I Report, Tier Classification Submittal, RAM Plan, RAM Modification and Status Reports, Method 3 Risk Characterization, Activity and Use Limitation, and RAO statement to support site closure.

**Brownfield Redevelopment, Road Debris Fill Site, Bellingham, Massachusetts.** Performed complete site assessment, investigation, risk characterization, remedial design and management, and regulatory reporting for remediation of a four-acre road debris fill site. Site investigation included the installation of numerous test pits and monitoring wells, as well as soil, groundwater, sediment, and surface water sampling and analysis. Remedial activities included hot spot removal of impacted soil. Performed a Method 3 risk characterization in support of site closure.

**Brownfield Redevelopment, Providence, Rhode Island.** Provided site investigation and remediation services for a seven-acre brownfield site in Providence slated for redevelopment. Responsibilities included performing a site assessment, developing and implementing site characterization, and design and implementation of a remedial plan. Remedial activities included implementing a groundwater pump-and-treat remedial system, performing soil management during construction, and design and oversight of the construction of an environmental cap at the site as part of redevelopment. Performed all aspects of client management and regulatory negotiation.

## BACKGROUND

2011-Present  
Vice President  
Weston & Sampson

2004-2011  
Associate  
Weston & Sampson

2000-2004  
Project Manager/Team Leader  
Weston & Sampson

1997-2000  
Project Manager  
Weston & Sampson

1996-1997  
Senior Hydrogeologist  
Weston & Sampson

1993-1996  
Project Hydrogeologist  
Weston & Sampson

1993  
Manager  
of Site Assessment Services,  
EnviroBusiness, Inc.  
Cambridge, Massachusetts

1990-1991  
Master of Science Student  
Research  
Assistant, Infiltration Studies - Lake  
Tahoe Basin

1990  
Field Technician  
Water Research and  
Development,  
Inc., Reno, Nevada

1989-1990  
Research Assistant  
University of Nevada, Reno  
Crop Water Requirement Study  
Fernley, Nevada

1985-1988  
Geologist  
UNOCAL (UK) Ltd.  
Sunbury on Thames,  
Middlesex, UK

George, Weston & Sampson's practice leader for environmental services, has nearly 35 years of experience, including several years as an exploration geologist for a petroleum company. A Licensed Site Professional in Massachusetts, he leads Weston & Sampson's brownfields practice and demolition/deconstruction projects. George has completed more than 500 Phase I and II assessments, evaluated Phase III remedial feasibility studies, and implemented remedial solutions at sites throughout the country. He has managed complex projects including fate and transport of a 1,4-dioxane plume from a landfill, chlorinated solvents in bedrock, and cleanup and assessment of Manufactured Gas Plant sites, as well as the operation, maintenance, and upgrade of groundwater treatment systems. George leads our emerging contaminants workgroup that focuses on 1,4-dioxane and per- and poly-fluoroalkyl substances (PFAS). He has presented on emerging contaminants at conferences throughout the country.



## SPECIFIC PROJECT EXPERIENCE

**Brownfield Cleanup and Site Development, FB Rogers Site, Taunton, Massachusetts.** LSP of Record for the cleanup of a former silversmith and the site's redevelopment as a park. The project included assessment as well as development of plans and specifications for hot spot removal and capping. The project also included breaching a seawall to construct a boat ramp into the tidal estuary. Tides were approximately 13 feet. Oversaw construction services, permitting, and site closure under the Massachusetts Contingency Plan.

**EPA Coalition Grant for Brownfields Site, Peabody and Salem, Massachusetts.** Senior professional for this grant to the Metropolitan Area Planning Council and the two cities, as part of a program for area-wide planning along the North River Corridor, including the development of a brownfield inventory, site pre-characterization, community outreach, Phase I and II assessments, reuse planning, quarterly reporting, and updates of EPA's ACRES database.

**Former Bartlett Yard Demolition, Remediation and Redevelopment, Roxbury, Massachusetts.** Principal-in-charge for hazardous materials abatement; demolition of a former MBTA maintenance facility, bus garage, and associated buildings; and environmental remediation and site restoration at this 8.5-acre site in Dudley Square. Prepared MCP regulatory reports, including a Phase II comprehensive site assessment, Phase III remedial action plan, and Phase IV remedy implementation plan. Directed a hazardous material survey; preparation of plans, specifications, and cost estimates; public meeting presentations; LSP services; and bidding assistance, construction administration, and resident representative services. Coordinated multiple funding sources for the five separate parcels with EPA and other regulatory agencies. The site is being redeveloped with multiple mixed-use and affordable housing projects as well as open space. Worked with the various site developers to maintain compliance with the MCP as well as help with due diligence, soil management during construction, and site work planning to minimize export of soil off site.

## EDUCATION

1991  
Master of Science  
Hydrology/Hydrogeology  
University of Nevada

1985  
Bachelor of Science (Honors)  
Geology  
Royal School of Mines  
Imperial College of Science,  
Technology, and Medicine  
University of London

## PROFESSIONAL REGISTRATION

Licensed Site Professional:  
Massachusetts No. 6524

Professional Geologist:  
New Hampshire No. 00185  
New York No. 001229  
Tennessee No. 4357

40-hr OSHA Training Certified

## PROFESSIONAL SOCIETIES

Licensed Site Professional  
Association

Rhode Island Society of  
Environmental Professionals

## PAPERS & PUBLICATIONS

Naslas, G.D., et al, "Effects of Soil Type, Plot Conditions, and Slope of Runoff and Interrill Erosion of Two Soils in the Lake Tahoe Basin," published by American Water Works Association in Water Resources Bulletin, Vol. 30, No. 2, pp 319-328.

Naslas, G.D., et al, "Sediment, Nitrate, and Ammonium in Surface Runoff from Two Tahoe Basin Soil Types," published by American Water Works Association in Water Resources Bulletin, Vol. 30, No. 3, pp 409-417.

**Brownfields Site Assessment at a Former Manufacturing Facility, Derry, New Hampshire.** Managed a brownfields site assessment at this facility through NHDES' brownfields program in order to augment previous investigations, fill data gaps following site removal activities, evaluate sub slab conditions, and determine if groundwater was impacted by PFAS. Used results toward the goal of eliminating site unknowns and preparing the site for redevelopment.

**Qualified Environmental Professional Services for Brownfields Assessment, Kingston, New York.** Brownfields program manager working with the city and the Kingston Office of Economic and Community Development on their Community-wide Brownfields Assessment Grant from the EPA. Project involves environmental assessment of multiple parcels across the community with a focus on midtown and the waterfront areas. The goal is to help the city redevelop key parcels by assessing potential environmental issues and understanding potential barriers to redevelopment.

**City of Boston Public Safety Building Site, East Boston, Massachusetts.** Provided assessment, remedial planning, and construction support services to remediate a historic fill site located on the Chelsea River, in support of a new public safety building in East Boston. The project was subject to an Administrative Consent Order with MassDEP, and had a complex site history including multiple filling events resulting in different contaminants across the site. The project investigated soil, groundwater, surface water and sediment. Also provided plans and specifications to remediate the site in conjunction with new construction. Currently helping the city and the construction team with soil management and site compliance during the construction phase. Work includes coordinating with the contractors to manage soil on site where possible as well as coordinating with other stakeholders.

**Environmental and Geotechnical Support, City Hall Plaza, Boston, Massachusetts.** As part of the "Re-imagining City Hall" project, coordinated the geotechnical, structural, and environmental evaluations to support proposed redevelopment at the site. The site is complicated due to multiple MBTA subway tunnels and associated vent structures under the plaza, as well as the need to manage stormwater on-site. Working with the city and architect team to develop soil and groundwater management strategies and manage MCP compliance.

**Environmental Assessment, Norwalk Connecticut.** Team member evaluating Ryan Park and Washington Heights as part of environmental due diligence, and pre-construction planning in support of park reconstruction and roadway improvements. Projects have included assessments, PCB compliance with TSCA, public relations, and construction planning. The project includes rehabilitation of a housing project into modern affordable housing. Worked with the developer to conduct pre-characterization of the site, including pre-demolition support services. This three-phase public-private partnership project will convert the Washington Heights housing complex into the new Soundview Landing complex.

**Pre-Acquisition Study of Former Bulk Fuel Storage Facility, East Boston, Massachusetts.** Provided peer review services of previous environmental work, conducted confirmatory sampling, and provided technical assistance to the property acquisition team for this site on Chelsea Creek. Also evaluated the presence of wetlands and worked with the city to develop a site clearance and dewatering strategy for ponded stormwater. Evaluated site redevelopment scenarios and conducted a geotechnical evaluation of the potential site filling impacts. Also participated in a utility survey and bulkhead evaluation.

## BACKGROUND

2019-Present  
Senior Project Manager  
Weston & Sampson

2015-2019  
Project Manager  
Weston & Sampson

2013-2015  
Project Engineer  
Weston & Sampson

2011-2013  
Project Engineer  
RH2 Engineering

2002-2011  
Engineering Technician  
Thornton Engineering

2001-2002  
Engineering Technician  
Precision Structural Engineering

## EDUCATION

2002  
Bachelor of Science  
Civil Engineering  
Oregon Institute of Technology  
Magna Cum Laude

## PROFESSIONAL REGISTRATION

Professional Civil Engineer:  
Massachusetts No. 50675  
Maine No. 13334  
New Hampshire No. 14212  
Oregon No. 69365  
California No. 80272

## PROFESSIONAL AFFILIATIONS

Boston Society of Civil Engineers  
Section of the American Society of  
Engineers (BSCES)

American Water Works Association  
(AWWA)

New England Water Works  
Association (NEWWA)

Professional Engineers of Oregon

James, a project manager at Weston & Sampson, has more than 15 years of experience in design, analysis, and construction for a diverse range of projects, including water distribution systems, sewer pipelines, storm drainage conveyance and treatment systems, site planning and design, and structural and roadway design. His skills include computer-aided site/infrastructure design and modeling, hydrology and hydraulic analysis, floodplain modeling, structural modeling, and surveying.



## SPECIFIC PROJECT EXPERIENCE

**Weir Riverfront Park (Former FB Rogers site), Taunton, Massachusetts.** Provided site/civil engineering services at the former FB Rogers site for redevelopment as the new Weir Riverfront Park on the Taunton River. Park features will include a boat launch ramp and dock, and a small parking lot that will accommodate trailers, standard, and accessible parking stalls. The park will feature LID stormwater design practices in the form of rain gardens, maximized open recreational lawn spaces, and minimized impervious paving.

**70 Endicott Street, Peabody, Massachusetts.** Site/civil engineer for the redevelopment of a municipally owned (Peabody Municipal Light Plant) parcel adjacent to Proctor Brook. Formerly a municipal owned building, the site was being redeveloped and permitted as a townhouse complex.

**Langone Park and Puopolo Playground, Boston, Massachusetts.** Site/civil engineer responsible for reviewing on-site grading and drainage to ensure project compliance with Massachusetts DEP stormwater policy and BWSC criteria and ensure proper site drainage. Design efforts include sizing, design, and specifications of on-site drainage facilities and coordination with landscape design to ensure a seamless design.

**Maples Crossing Development, Atlantic Sports Center, Amesbury, Massachusetts.** Worked with a private developer to develop site plans for a 400,000-square-foot ice hockey facility on a 40-acre parcel of land. Work included development of existing conditions mapping, conceptual design, planning board and conservation commission permitting, and development of construction plans. Design included 800 parking spaces, utilities, stormwater management features, an access road network and large retaining walls to make a challenging hilltop site suitable for development of a large facility.

**Distribution Center Site Work, Taunton, Massachusetts.** Developed site design plans, drainage plans and calculations, and wetland replication design and grading for the expansion of a private developer's distribution center.

**DPW Facility Roadway Plans, Wayland, Massachusetts.** Developed roadway design plans for an access route to the new Wayland DPW facility. Design included roadway grading, culvert replacement, critter passages, drainage design/calculations, and habitat/wetland mitigation measures.

**Mill Brook Corridor and Wellington Park, Arlington, Massachusetts.** Provided site/civil engineering support for the revitalization of the Mill Brook corridor and

Wellington Park. Project work includes site improvements, vegetation management planning, and bank restoration.

**Harambee Park, Boston Parks and Recreation Department, Dorchester, Massachusetts.** Site/civil engineer for Phase 1 Improvements to Harambee Park, one of the city's largest open space assets. Efforts included record research of existing utilities, field investigation of on-site drainage, sewer and water infrastructure, and coordination with proposed design to mitigate utility conflicts. Design effort also included sizing of on-site storm drainage systems to meet BWSC criteria.

**Fallon Field Playground, Boston Parks and Recreation Department, Roslindale, Massachusetts.** Site/civil engineer for improvements to Fallon Field Playground in Roslindale. The project involved the installation of new playground equipment, surfacing, and pedestrian walks. Efforts included review of landscape grading and drainage design and recommendations and design direction to the design team to ensure compliance with BWSC stormwater policy.

**Hobart Park Improvements, Boston Parks and Recreation Department, Brighton, Massachusetts.** Site/civil engineer for improvements to Hobart Park in Brighton. The project involved the re-design of recreational space and the addition of a water play feature. Efforts included review of landscape grading and drainage design and recommendations and design direction to the design team to ensure regulatory compliance and technical feasibility for proposed stormwater improvements and water service connections.

**Newton Highlands Playground, Newton, Massachusetts.** Site/civil engineer for park/playground improvements generated in response to the needs of the city as expressed by various community representatives at a series of public hearings and through the issuance of a comprehensive Park User Survey.

**Lincoln Park Site Work, Somerville, Massachusetts.** Provided site/civil engineering services for the development and refinement of Lincoln Park, including the design of large subsurface stormwater detention/infiltration chamber fields beneath a soccer field and a baseball field. Designed this underground stormwater collection system to a capacity of 189,000 gallons (a 25-year storm event) to provide much needed detention storage to relieve the city's combined sewer system while providing as much groundwater infiltration as possible. Also designed a rainwater harvesting cistern to allow some of the stormwater to be re-used for on-site irrigation of the fields.

## BACKGROUND

2012-Present  
Permitting Manager  
Weston & Sampson

2002-2012  
Environmental Scientist  
Weston & Sampson

2002  
Laboratory Technician  
Biomarine Laboratories

1998-2002  
Environmental Science Student  
Bates College

1998 and 1999  
Department of Public Works  
Gloucester, Massachusetts

## EDUCATION

2002  
Bachelor of Science  
Environmental Science  
Bates College

## PROFESSIONAL CERTIFICATION

OSHA HAZWOPPER 40 Hour  
Regulations 29 CFR  
1910.120 and 1926.65

Army Corps Certified  
Wetlands Delineation  
June 2003

Tony is an environmental scientist with nearly 20 years of professional experience in the environmental and natural resource management field. He coordinates all aspects of environmental permitting for Weston & Sampson. Working within the fields of hydrogeology, engineering, water resource development, wetlands sciences, renewable energy and construction oversight, Tony has specialized experience with developing permitting strategies that follow stringent permitting requirements for a variety of environmental engineering projects including municipal infrastructure and construction projects, renewable energy siting and development, lake management and dredging, and wetland creation/restoration.



## SPECIFIC PROJECT EXPERIENCE

**Atlantic Sports Center, Amesbury, Massachusetts.** Provided permitting services for the private development of a sports complex, including hockey rinks, office building, and ancillary structures. Worked with the project team to develop a permitting strategy based on several alternatives. Worked to reduce or eliminate the permitting needs by developing a working alternative for development and taking the project through design.

**DCAMM Former Medfield State Hospital, Environmental Notification Form / MEPA, Medfield, Massachusetts.** Provided permitting services for the cleanup of the former Medfield State Hospital Campus, which involved activity at eight separate areas carried out prior to transfer of property and redevelopment. The land consisted of approximately 94.2 acres for transfer to a developer chosen by a public bidding process. Redevelopment, guided by a reuse plan, includes the rehabilitation of much of the campus and construction of several new buildings to provide 440 dwelling units and approximately 41,000 square feet of office and community center space. The restoration involved riverbed, banks, and associated bordering vegetated wetland (BVW). The area, formerly a dumping ground behind the hospital, was restored to an Overlook Park BVW restoration area, and used bio-stabilization to restore and secure the banks of the Charles River.

**Environmental, Permitting and Geotechnical Pre-Acquisition and Redevelopment Assessment, Former Bulk Storage Facility, Chelsea Creek, East Boston, Massachusetts.** As permitting manager, managed all aspects of the permitting tasks for this project involving environmental due diligence support and engineering evaluation in support of acquisition of a former oil storage facility on behalf of the Boston Planning & Development Agency (BPDA). Work included delineation of resource areas, identification of altered wetlands areas, permitting consultation, expert testimony and final determinations on potential impacts to wetlands.

**DCAMM Former Medfield State Hospital MCP Activities and Permitting, Medfield, Massachusetts.** Provided permitting services for the former Medfield State Hospital, which contains eight separate areas with releases regulated under the MCP. Managed the preparation of federal and state permits for the dredging of petroleum-impacted sediments from the Charles River, including a programmatic

general permit from the US ACOE, a MA Chapter 91 Waterways Permit, and a Chapter 401 Water Quality Certificate.

**Parks and Recreation Projects, Boston, Massachusetts.** Permitting manager for all aspects of the permitting tasks for various parks and recreational projects involving environmental due diligence support, engineering evaluation, and wetlands permitting. Working with landscape architects to provide delineation of resource areas, identification of altered wetlands areas, development of permitting strategies and schedules, permitting of final designs (including playgrounds, turf fields, and water access), and expert testimony at public hearings. Projects included two waterfront parks: LoPresti Park and Mayor Menino Park.

**Newman School Fields, Needham, Massachusetts.** Provided permitting services for the redevelopment of athletic fields behind Newman School, located adjacent to a conservation area and wetland resource areas. Worked with the project team to develop a permitting strategy for the fields as well as a passive recreational trail through the conservation land. Successfully permitted the project through the local wetland process. Provided expert testimony and construction oversight.

**Environmental Permitting Assistance, Various Locations, New England.** Provided environmental permitting assistance associated with wetlands impacts and restoration in several communities. Permits included MEPA certification, ACOE General Permit, MassDEP 401 Water Quality Certification, Chapter 91 Licensing, NHESP Notification, and wetlands permitting. Permitting projects have included remediation within Mill Creek and Ashuelot River in Keene; Medfield State Hospital Remediation for the DCAMM; Miller's River restoration and monitoring for MassDOT; Willow Pond Dredging for Look Park in Northampton; Weymouth Sewer Main Replacement and wetland restoration; Salisbury Industrial Park for Salisbury; Kingman Pond Dam for Mansfield; and the Arlington Reservoir Dam, Mill Brook Corridor & Wellington Park, and Robbins Farm Field Renovations and Upgrade project in Arlington.

**Environmental Inspection Services, Various Locations, New England.** Provided environmental inspection services and prepared weekly/daily compliance control monitoring reports in accordance with Orders of Conditions issued by conservation commissions as they pertained to construction services. Completed these services for a number of multi-disciplinary projects, including building demolition, dam rehabilitation/reconstruction, site development, utility installation, energy development, and other construction projects in Boston, North Andover, Reading, Truro, Weymouth, and Winchendon, Massachusetts, as well as numerous other communities in Massachusetts and New Hampshire.

## FIRM OVERVIEW

The **Klopfert Martin Design Group** is a MA-SDO Certified WBE landscape architecture firm providing developers, non-profit organizations, municipalities, colleges and institutions, and architects with high quality site design and collaboration since 2006. We work across scales, from the parcel to campuses to the urban design of city districts. The firm was founded by Mark Klopfert, who is both a licensed landscape architect and architect. In 2007 Kaki Martin joined the firm as a principal, bringing her extensive public landscape and public process experience to the group. Our work reflects this interest in landscape and architecture, building and site. Our approach balances the aspirations of our clients with a respect for the needs of site, community, and sustainability.

For over twenty years, Mark Klopfert and Kaki Martin have led complex teams that set new design vision for public and campus landscapes. At KMDG, Mark and Kaki combine their design, programming, and technical skills to create a team that is rich in aesthetic vision, experienced at project delivery, and stimulated by creative clients who face real-world, bottom-line constraints. In addition to their design leadership, Mark and Kaki each teach. Mark is a tenured professor at Wentworth Institute of Technology in the Department of Architecture where he leads curriculum focused on the interface of architecture and landscape or site. Kaki has taught in the Landscape Architecture Department of RISD for several years in various capacities from design studios to thesis advising.

Multi-family and mixed-use projects pose unique opportunities. These center on the need to create common gathering space in support of the project community as well as the public at large. Such projects draw from our experience in the public realm with creating places in streetscapes and small urban spaces, to the creation of common landscape areas that serve a development or campus. In creating semi-public landscapes that serve a particular community, which sometimes are separated from the public realm for security reasons, we propose means for shared views to occur whether it be from the community outward, or from the public realm inward. Physical connectivity to the public realm for residents is also a critically important part of our approach whether it be connecting to public transit, local commercial district or pedestrian network, the livability of the housing will be highly dependent on successful connections to the greater context. Klopfert Martin's work with these project types span the globe including the Middle East and China, and work closer to home in Cambridge, Quincy and East Boston.

Lastly, our firm has a commitment to strive for works of beauty in landscape. For us, aesthetics lie in formal beauty and a belief that a designed landscape can reveal and inform the site's history or larger contextual (ecologic, urban, hydrologic) connections.





# KAKI MARTIN, PLA, ASLA

## Principal

### PROFILE

Kaki Martin is a landscape architect with over twenty years of practice experience focused in park design and urban streetscapes, institutional and open space master planning, and experiential learning landscapes. She is keenly interested and knowledgeable in the design and construction of public urban landscapes. With extensive public design process experience, Kaki has led numerous multi-disciplinary projects in the public sector, all of which included a wide range of stakeholder groups. She is passionate about the process of finding solidarity with stakeholders and expressing a co-created vision using artful and contemporary solutions which deliver landscapes that engage and build community.

Kaki is a former adjunct professor at the Rhode Island School of Design and taught in a similar capacity at the Graduate School of Design at Harvard University. Additionally, she has been a member of thesis advisory teams at the Boston Architectural College and continues to be a visiting design juror at many institutions including the Harvard Graduate School of Design, Rhode Island School of Design, and Wentworth Institute of Technology. She is a long-standing member of the Cambridge Conservation Commission and a board member of the Community Design Resource Center of Boston.

Kaki is also a founding board member of Good Sports, a Boston based non-profit devoted to ensure that disadvantaged youth have the equipment they need to participate in organized athletic programs.

### EDUCATION

Master of Landscape Architecture, 1995 - Harvard University; Cambridge, Massachusetts  
Bachelor of Arts (Art History and Painting), Charles Hovey Pepper Prize, 1990 - Colby College; Waterville, Maine

### LICENSURE AND CERTIFICATION

Registered Landscape Architect - MA #4272; CT #1150; ME #4925; NH #00140; RI #0700  
Council of Landscape Arch. Registration Boards (CLARB) Certification #6361

### RECENT CAREER SUMMARY

|   |                |
|---|----------------|
| <i>Klopfert Martin Design Group</i> , Boston, MA<br>Co-Founding Principal | 2007 - Present |
| <i>Crosby   Schlessinger   Smallridge, LLC</i> , Boston, MA<br>Associate  | 2003 - 2007    |
| <i>Wallace Floyd Design Group</i> , Boston, MA<br>Associate               | 2000 - 2003    |
| <i>Hargreaves Associates</i> , Cambridge, MA                              | 1997 - 1999    |
| <i>Martha Schwartz, Inc.</i> , Cambridge, MA                              | 1995 - 1997    |

### RELEVANT EXPERIENCE – SELECTED WORKS

#### *Housing*

- Finch Housing, Cambridge, Massachusetts
- Ashlar Park Housing, Quincy, Massachusetts
- Corcoran Park Housing, Cambridge, Massachusetts

#### *Public Landscapes + Urban Design*

- Inman Square; Cambridge Massachusetts
- Fisher Hill Reservoir Park; Brookline, Massachusetts
- Hoyt Sullivan Park; Somerville, Massachusetts
- Lawrence Connector; Lawrence, Massachusetts

# KAKI MARTIN, PLA, ASLA

Principal

Providence Rapid Transit Improvements (R-Line); Providence, Rhode Island  
Inman Square; Cambridge, Massachusetts  
Kendall Square, Main Street; Cambridge, Massachusetts  
Central Square, East Boston; Boston, Massachusetts  
West Newton Square and Streetscape; Newton, Massachusetts  
Walnut Street Newtonville Streetscape; Newton, Massachusetts  
Everett Square and Streetscape; Everett, Massachusetts  
Kennedy Plaza; Providence, Rhode Island  
Boston Downtown Crossing Business Improvement District, Design Guidelines; Boston, Massachusetts  
Boston Crossroads Initiative, Causeway Street; Boston, Massachusetts  
North End Parks Rose Kennedy Greenway; Boston, Massachusetts; C|S|S  
Condor Street Urban Wild; East Boston, Massachusetts; Hargreaves Associates

## *Institutional Landscapes + Master Planning*

Charles River Speedway; Boston, Massachusetts  
The Steel Yard; Providence, Rhode Island  
The Eric Carle Museum of Picture Book Art; Amherst, Massachusetts  
Roemer Plaza, Suffolk University; Boston, Massachusetts  
Summer Star Wildlife Sanctuary; Boylston, Massachusetts  
MIT NW23; Cambridge, Massachusetts  
Boston Schoolyard Initiative, Outdoor Classrooms at 9 Boston Public Schools; Boston, Massachusetts  
Aqaba North Project; Aqaba, Jordan  
Brigham and Women's Hospital, Landscape Master Plan, Boston, Massachusetts  
Brigham and Women's Hospital, 45 + 75 Francis Streets, Boston, Massachusetts  
Brigham and Women's Hospital, Hale Building for Transformative Medicine Landscapes, Boston, Massachusetts  
Brigham and Women's Hospital, Garden Cafe Landscape, Boston, Massachusetts  
TCC Childcare Center, Cambridge, Massachusetts  
Vanke Research and Development Campus, Shenzhen, China  
Gateway Park; WBDC and Worcester Polytechnic Institute, Worcester, Massachusetts; C|S|S  
Drexel University Masterplan; Philadelphia, PA; Hargreaves Associates  
Exploration Place; Wichita, KS; Hargreaves Associates  
General Motors Tech Center Master Plan; Warren, MI; Hargreaves Associates

## SELECT AWARDS & HONORS

- 2019 Merit Award, Boston Society of Landscape Architects, Central Square East Boston  
Merit Award, Boston Society of Landscape Architects, Hoyt Sullivan Park
- 2018 Merit Award, Boston Society of Landscape Architects, Fisher Hill Reservoir Park  
Merit Award, Boston Society of Landscape Architects, Suffolk University, Roemer Plaza  
Architecture Masterprize, Landscape Architecture - Public, Fisher Hill Reservoir Park
- 2017 Merit Award, Boston Society of Landscape Architects, Kennedy Plaza,  
Honor Award, Boston Society of Architects, Fisher Hill Reservoir Park\*  
American Architecture Prize, Landscape Architecture - Installations & Structures, Fisher Hill Reservoir Park\*
- 2016 Citation Award, Institutional Work, American Institute of Architects New England, Roemer Plaza, Suffolk University  
Merit Award, American Institute of Architects New England, Historic Preservation + Adaptive Reuse, Fisher Hill  
Reservoir Park\*
- 2014 Honor Award, Boston Society of Landscape Architects, Boston Schoolyard Initiative  
Paul Davidoff Award, American Planning Association Rhode Island, Providence Rapid Transit Improvements (R-Line)
- 2013 Silver Medal, Award of Urban Design Excellence, Rudy Bruner Foundation, The Steel Yard
- 2012 Best Urban Regeneration Project in Asia, MIPIIM Asia, Shanghai Bund (w/CKS, SMEDI)  
The Senator John H Chafee Conservation Leadership Award, Environmental Council of Rhode Island, The Steel Yard
- 2011 Honor Award for Design, General Design, American Society of Landscape Architects, The Steel Yard  
award submitted by Touloukian Touloukian



# MARK KLOPFER, ASLA, AIA, LEED AP

## Principal

### PROFILE

Mark Klopfer is a LEED accredited, registered landscape architect and architect with over twenty-five years of practice experience. His experience is based in public building, housing, and campus site design, public park, and on-structure landscapes. Mr. Klopfer is a Professor of Architecture at Wentworth Institute of Technology, and has been a member of the landscape and architecture design faculties at Harvard Design School, Cornell University, and the Rhode Island School of Design. He was the 2000-2001 Prince Charitable Trusts Rome Prize winner at the American Academy in Rome.

His interests lie at the interface of architecture and landscape, at the human scale of rooms and gardens to the urban scale of neighborhoods and cities. Allowing people to interpret and understand a contemporary landscape with its cultural and historic legacy is a primary intention in Mark's work.

### EDUCATION

Master of Landscape Architecture, 1994 - University of Virginia; Charlottesville, Virginia  
Bachelor of Architecture, 1988 - Cornell University; Ithaca, New York

### LICENSURE AND CERTIFICATION

Registered Landscape Architect - Massachusetts #1164, Connecticut #1075, Rhode Island, #437, New York #002141  
Registered Architect - Massachusetts #31411, Virginia #0401 008798, NCARB #65854  
Council of Landscape Arch. Registration Boards (CLARB) Certification #6361; LEED Accredited Professional

### FELLOW

American Academy in Rome, FAAR 2001

### RECENT CAREER SUMMARY

|  |                |
|--|----------------|
| <i>Klopfer Martin Design Group</i> , Cambridge, MA<br>Co-founding Principal                                | 2006 - Present |
| <i>Wentworth Institute of Technology</i> , Boston, MA<br>Professor of Architecture                         | 2006 - Present |
| <i>Jacques Whitford</i> , Woburn, MA<br>Principal Landscape Architect, Practice Leader                     | 2004 - 2006    |
| <i>Harvard University</i> , Cambridge, MA<br>Studio Critic, Lecturer; Department of Landscape Architecture | 1996 - 2005    |
| <i>Landworks Studio</i> , Salem MA, Principal  | 2001-2004      |
| <i>Hargreaves Associates</i> , Cambridge, MA   | 1996-2000      |

### RELEVANT EXPERIENCE – SELECTED WORKS

#### *Housing & Mixed-Use*

- Finch Housing, Cambridge, Massachusetts
- Ashlar Park Housing, Quincy, Massachusetts
- Corcoran Park Housing, Cambridge, Massachusetts
- Cohasset Development, Cohasset, Massachusetts
- Maker Space & Innovation District, Boston Area, Massachusetts
- Bromley Heath Housing site improvements, Boston, Massachusetts
- Court Square Press; Boston, Massachusetts

# MARK KLOPFER, ASLA, AIA, LEED AP

Principal

## *Public Park + Urban Design*

Fisher Hill Reservoir Park; Brookline, MA  
Larz Anderson Park; Brookline, MA  
Central Square; East Boston, Massachusetts  
Kendall Square, Main Street; Cambridge, Massachusetts  
Boston Downtown Crossing Business Improvement District, Design Guidelines; Boston, Massachusetts  
Boston Crossroads Initiative, Causeway Street; Boston, Massachusetts  
South Elm Street Redevelopment Plan; Greensboro, North Carolina  
Park 5 Mixed-Use Development; Beijing, China (w GBBN Architects)  
Boston City Hall Plaza; Boston, Massachusetts; Hargreaves Associates  
Vision Plan for Pittsburgh Waterfronts; Pittsburgh, Pennsylvania; Hargreaves Associates  
Fort Washington Way Urban Design; Cincinnati, Ohio; Hargreaves Associates  
Condor Street Urban Wild; East Boston, Massachusetts; Hargreaves Associates

## *Institutional Landscapes + Master Planning*

Brigham and Women's Hospital Landscape Masterplan; Boston, Massachusetts  
Brigham and Women's Hospital, Hale Building for Transformative Medicine Landscapes, Boston, MA  
The Steel Yard; Providence, Rhode Island  
Roemer Plaza; Suffolk University, Boston, Massachusetts  
Vanke Research Campus; Shenzhen, China  
Beverly Waterfront Rezoning + Master Plan; Beverly, Massachusetts  
American Repertory Theatre Loeb Drama Center; Cambridge, Massachusetts  
Upper Neponset River Open Space Master Plan; Milton & Hyde Park, Massachusetts  
Biomedical Tower, University of Pittsburgh; Landworks Studio, Inc. (w Payette Associates)  
University of Cincinnati Masterplan 2000; Cincinnati, Ohio; Hargreaves Associates  
Drexel University Masterplan; Philadelphia, Pennsylvania; Hargreaves Associates

## SELECT AWARDS & HONORS

- 2019 Merit Award, Boston Society of Landscape Architects, Central Square East Boston
- 2018 Merit Award, Boston Society of Landscape Architects, Fisher Hill Reservoir Park  
Merit Award, Boston Society of Landscape Architects, Suffolk University, Roemer Plaza  
Architecture Masterprize, Landscape Architecture - Public, Fisher Hill Reservoir Park
- 2017 Merit Award, Boston Society of Landscape Architects, Kennedy Plaza,  
Honor Award, Boston Society of Architects, Fisher Hill Reservoir Park\*  
American Architecture Prize, Landscape Architecture - Installations & Structures, Fisher Hill Reservoir Park\*
- 2016 Citation Award, Institutional Work, American Institute of Architects New England, Roemer Plaza, Suffolk University  
Merit Award, American Institute of Architects New England, Historic Preservation + Adaptive Reuse, Fisher Hill Reservoir Park\*
- 2013 Silver Medal, Award of Urban Design Excellence, Rudy Bruner Foundation, The Steel Yard
- 2012 Best Urban Regeneration Project in Asia, MIPI Asia, Shanghai Bund (w/CKS, SMEDI)  
The Senator John H Chafee Conservation Leadership Award, Environmental Council of Rhode Island, The Steel Yard
- 2011 Honor Award for Design, General Design, American Society of Landscape Architects, The Steel Yard  
The Rhody Award, Landscape Preservation, RI Historical Preservation & Heritage Commission, The Steel Yard  
Great Places Award for Design, Environmental Design Research Association, The Steel Yard  
Honor Award, Boston Society of Landscape Architects, The Steel Yard
- 2010 Reuse and Neighborhood Preservation Award - Providence Preservation Society, The Steel Yard
- 2009 Merit Award, Boston Society of Landscape Architects, Signature Flight General Aviation Facility
- 2008 First Place in International Competition, Shanghai Bund Waterfront, Shanghai, China.  
In collaboration with Chan Krieger Sieniewicz, Commission for Project for Expo 2010
- 2006 Merit Award, Accessible Design, Massachusetts Architectural Access Board, Bromley Park/Heath Street  
Award for Excellence, American Society of Landscape Architects, Court Square Press, LANDWORKS Studio



# MARY WEBB, PLA, ASLA

## Associate/Project Manager

### PROFILE

Ms. Webb is a Landscape Architect with seventeen years of experience in housing, park, school, streetscape and open space design projects. She has been with KMDG since 2013. As an integral team member at KMDG she played a key role in multiple Brigham & Women’s Hospital master planning projects, and Fisher Hill Reservoir Park among many others. She is currently wrapping up overseeing the construction phase of Finch, a 98 unit mixed-income Passive House housing project in the Alewife neighborhood of Cambridge. Prior to joining KMDG she was a landscape architect with Crosby, Schlessinger Smallridge and a designer with the City of Cambridge.

### RECENT CAREER SUMMARY

|  |                |
|--|----------------|
| <i>Klopfert Martin Design Group, Boston, MA</i><br>Associate               | 2013 - Present |
| <i>Crosby Schlessinger Smallridge, LLC, Boston, MA</i><br>Associate        | 2007 - 2013    |
| <i>Wallace Floyd Associates, Boston, MA</i><br>Landscape Designer          | 1994 - 1996    |
| <i>City of Cambridge, Cambridge, MA</i><br>Designer, Environmental Program | 1993 - 1994    |

### RELEVANT EXPERIENCE – SELECTED WORKS

- Landscapes, Urban Design + Master Planning*
  - Corcoran Park Housing; Cambridge, MA
  - Finch Housing; Cambridge, MA
  - Faulkner Hospital In-Patient expansion, Boston, MA
  - Charles River Speedway; Boston, MA
  - Eric Carle Museum of Picture Book Art; Amherst, MA
  - Fisher Hill Reservoir Park, Brookline, MA
  - Boston Old City Hall; Boston, MA
  - Central Square, East Boston, MA
  - Atlantis Charter School, Fall River, MA
  - Brigham & Women’s Hospital
    - Healing Garden & Pavilion, Boston, MA
    - Clinical Building Garden, Boston, MA
    - Amory Building Streetscape, Boston, MA
    - Shapiro Streetscape, Boston, MA
    - 75 Francis Drop Off, Boston, MA
    - 45 Francis Entry Court, Boston, MA
  - Boston Preparatory Charter Public School, Boston, MA
  - Shady Hill School, Cambridge, MA
  - Thompson Elementary School, Arlington, MA; C|S|S
  - Wayland High School, Wayland, MA; C|S|S
  - Temple Place Housing, Cambridge, MA; C|S|S
  - Walden Pond Reservation Master Plan, Concord, MA; C|S|S
  - Condon Shell Park, Medford, MA; C|S|S
  - Mystic River Master Plan, Medford, MA; C|S|S

### SELECT HONORS & AWARDS

- 2018 – Fisher Hill Reservoir Park; Brookline, MA; Architecture Masterprize in Public
- 2018 – Fisher Hill Reservoir Park; Brookline, MA; Merit Award for Design, BSLA
- 2017 – Fisher Hill Reservoir Park; Brookline, MA; Preservation Award MA Historical Commission\*
- 2017 – Fisher Hill Reservoir Park; Brookline, MA; American Architecture Prize, Landscape Architecture - Installations & Structures\*
- 2017 – Fisher Hill Reservoir Park; Brookline, MA; Honor Award for Design Excellence, BSA\*
- 2016 – Fisher Hill Reservoir Park; Brookline, MA; Merit Award, Historic Preservation + Adaptive Reuse, AIA New England\*
- 2016 – Fisher Hill Reservoir Park; Brookline, MA; Award for Excellence, Trim/Landscape Design, Architectural Precast Association
- 2016 – Fisher Hill Reservoir Park; Brookline, MA; Best of Design Awards, Adaptive Reuse, Architect Newspaper\*

### REGISTRATION & LICENSURE

Landscape Architect; MA #1223

### EDUCATION

- Harvard University; Cambridge, MA, Master of Landscape Architecture, 1993
- University of Pennsylvania; Philadelphia, PA, Bachelor of Arts (Design of the Environment), 1987

# COHASSET HARBOR



**Client**  
Cohasset Hospitality Partners

**Location**  
Cohasset, MA

**Civil Engineers**  
Cavanaugh Consulting

**Architect**  
Nelson

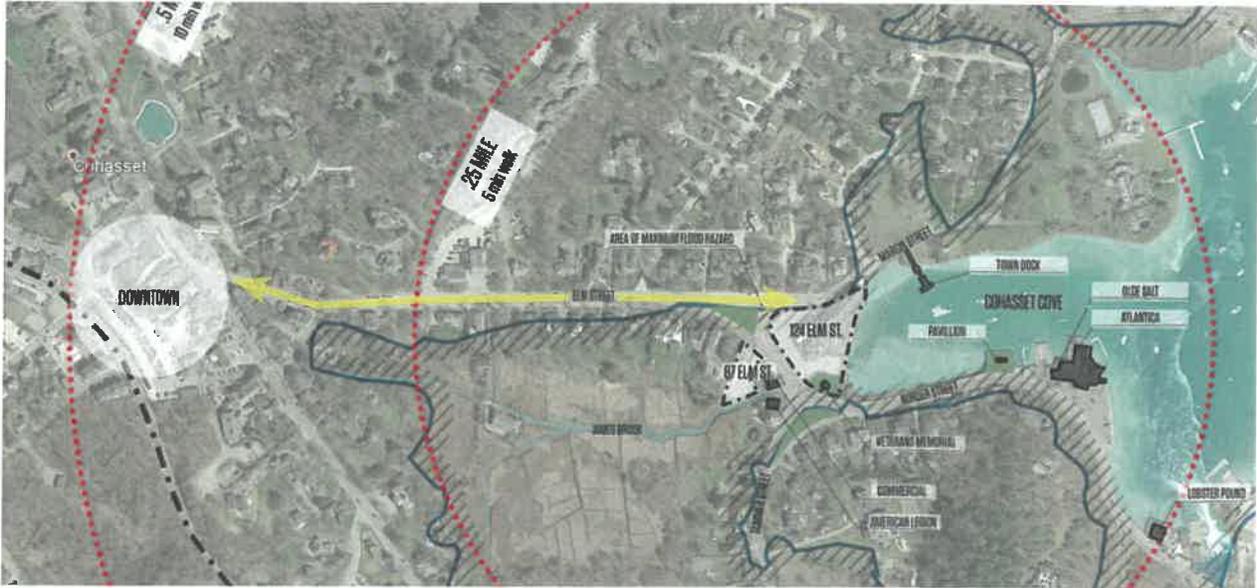
**Landscape Architect**  
Klopfert Martin Design Group

**Status**  
Concept

The proposed redevelopment for Cohasset Harbor includes mixed use development with ground floor retail and upper floor residential, private outdoor spaces, shared outdoor development amenity spaces, and a 20,000 sq ft public park along the harbor. The site, 87 Elm and 124 Elm, currently hosts unoccupied retail and an old 1970's motor style inn, and blocks views and access to the water.

The proposed mixed-use development shifts the buildings closer to the street to create a neighborhood edge with front porches, street trees, and a more complete streetscape experience. The project also shifts all residential parking underground, which allows more of the site to be dedicated to shared private outdoor amenities and a public park. The public park creates an extension of the Captain's Walk along the Harbor and offers a series of programmable rooms including a large sloped lawn, social steps, decks, viewing nooks, and flexible plaza space for seasonal programming. Most importantly, the public park offers a direct relationship with the water, which is a rare asset in Cohasset as only 4% of the coastline is publicly accessible. Within the design, this project navigates the Chapter 91 guidelines, FEMA flood building code, future sea level rise, landscape on structure, and the relationship between private and public landscapes.

# COHASSET HARBOR



URBAN CONTEXT

**MASTER PLAN ANALYSIS**  
COMMUNITY ENHANCEMENTS - ORGANIZING PRINCIPLES AND PROJECT GOALS



**PROPOSED DESIGN**  
HARBOR GOALS



# FINCH CAMBRIDGE AFFORDABLE HOUSING



**Client**  
Homeowner's Rehab, Inc.

**Location**  
Cambridge, MA

**Architect**  
ICON Architecture

**Status**  
Complete

KMDG is working with ICON architecture on the largest new affordable housing project in Cambridge in the last 40 years – featuring 98 new units built to Enterprise Green Communities certification. The one-acre site is across the street from Fresh Pond Reservation and a short distance to Alewife on the Concord Avenue raised cycle track. The landscape capitalizes on its tight 25' building setback, utilizing seat walls with inset wood bench tops that serve multiple purposes. They help create a clear edge between public/private serving both residents and those at the MBTA 74 and 78 bus stop, while also defining a flush deck that becomes the project's 'front porch.' The back of the site features a custom landscaped play space for children.

For Enterprise Green Communities certification, native and low water requirement plants, porous paving and infiltration areas to retain stormwater on-site and strategically reduced the need for irrigated landscape.



# GOVE + FRANKFORT



Urban Landscape Precedents in Existing Conditions



**Client**  
Frankfort + Gove LLC

**Architect**  
Bruner Cott

**Location**  
East Boston, Massachusetts

**Status**  
In Design Development

At the heart of this project is the adaptive reuse of the former Mount Carmel Church in East Boston into a residential building. The preserved building will feature 14 units, and its adjacent site will be transformed into a landscape space with both garden and a parking court, bringing a stronger presence of landscape to one of Boston's most dense neighborhoods. Also, a part of the project is the new 4-story, residential building across the street, with 94 units, underground parking, roof deck and private gardens for first floor residents.

Along Frankfort Street the façade of the new building has periodic setbacks with stoops and planting to create a varied and dynamic streetscape in a neighborhood of buildings directly fronting narrow streets. At the corner of Frankfort Street and Gove Street, the building is set back with a public terrace overlooking the public realm and providing an extension of the possible ground floor retail out to the street. The green roof helps to decrease storm water leaving the site, and the accessible areas provide a panoramic view to downtown Boston across the harbor. The street trees are planted with structural soil, aeration and irrigation infrastructure to foster longevity and canopy growth to ameliorate urban heat island effect from the street.

# THE CHARLES RIVER SPEEDWAY



**Client**  
Architectural Heritage Foundation

**Location**  
Boston, Massachusetts

**Architect**  
CBT

**Engineers**  
Nitsch

**Landscape Architect**  
KMDG

**Status**  
In Construction

The Charles River Speedway Complex is in the Brighton neighborhood of Boston, Massachusetts. Dating from the 1890's, the site was offered for development through the DCR's Historic Curatorship Program. The development team's proposal involves a full rehabilitation of the buildings and landscape. Critical to the use of the site is the central courtyard which will support the tenant businesses and be open to the public as a neighborhood open space.

In partnership with Bruner Cott, KMDG was brought on as one of the lead consultants from the start of the project to support programming and conceptual design of the Speedway. We are in the beginning phases of construction administration services for the exterior spaces as construction looks to be completed Summer 2020.

# MAKER SPACE & INNOVATION DISTRICT



**Client**  
Confidential

**Location**  
Boston/Cambridge Area, MA

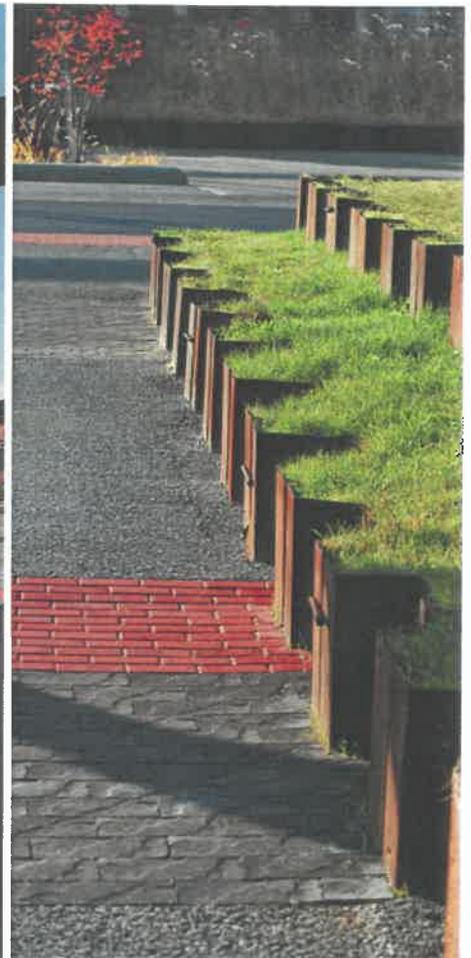
**Our Role**  
Landscape Architecture

**Status**  
In Design Development

The maker space and innovation district is an institution-owned, developer-led rehabilitation project of a 1920s-era steel fabrication building, that in the 1990s was repurposed into a large floor plate, high floor-to-floor, raw lab space that never saw a tenant fit-out.

Our project re-visions the building's third life as a mixed-use 'maker space' with adjacent residences and offices to serve entrepreneurial, tech, start-ups. It introduces new 'shell and core' elements within the existing column and slab infrastructure, but the exterior, publicly-oriented spaces are the key components to this redevelopment. Some spaces are envisioned as extensions of the maker spaces in which prototypes and larger elements can be assembled, tested or weathered outside, while other spaces draw from this 'maker aesthetic' to become animated social spaces for gathering, events, retail functions such as cafes, or as semi-private landscapes for residential dwellings in the complex.

# THE STEEL YARD



## Client

The Steel Yard

## Location

Providence, Rhode Island

## Reference

Howie Sneider  
Executive Director  
The Steel Yard  
27 Sims Ave  
Providence, RI 02909  
401.273.7101  
howie@thesteelyard.org

## Project Budget

\$800,000 (site)

## Scope

All Design Services, Public Process,  
Construction Observation

## Dates

2007 – 2010

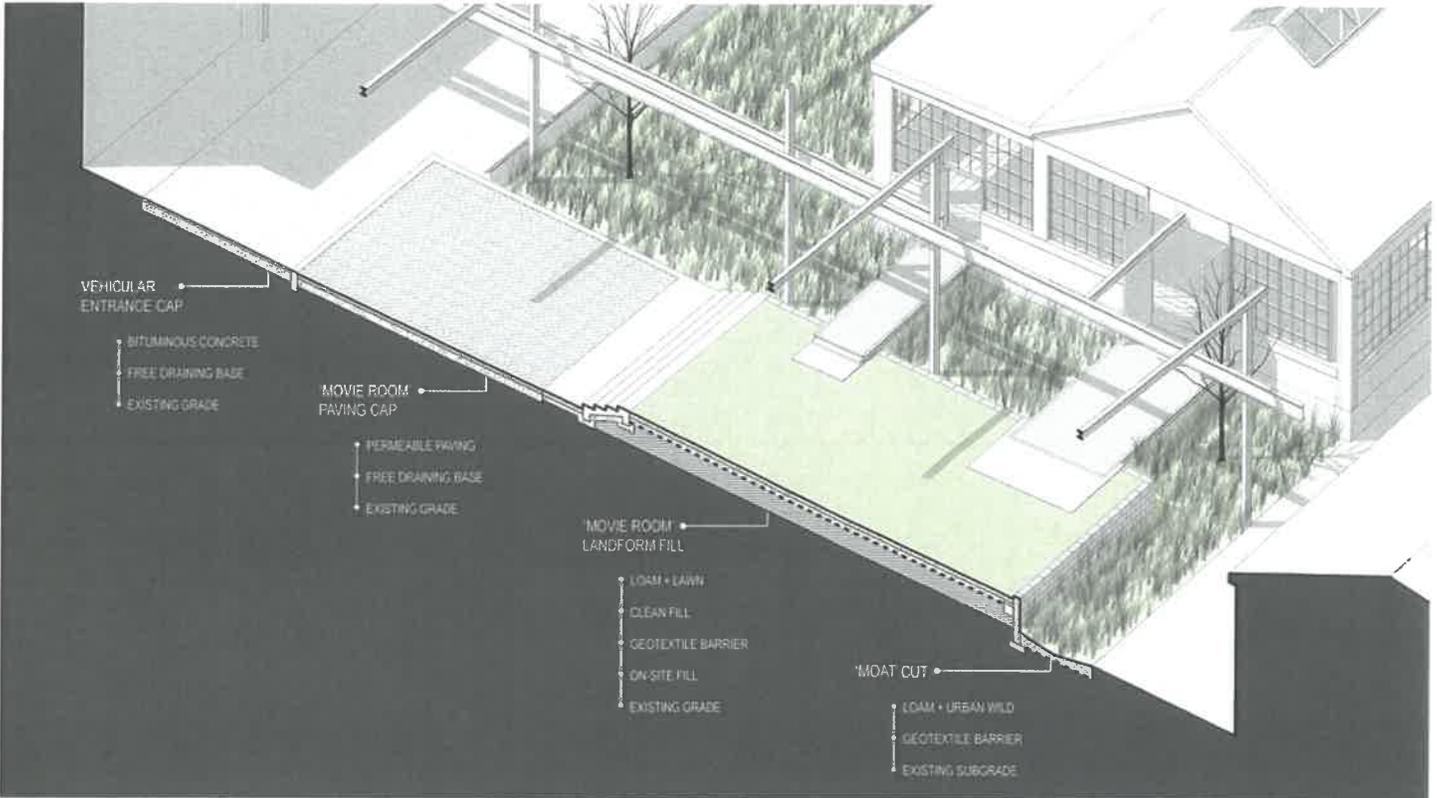
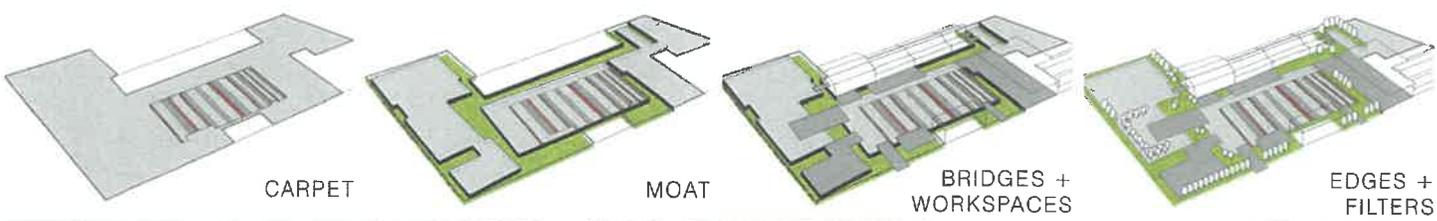
## Awards

2013 Rudy Bruner Silver Medal for Urban  
Excellence  
2012 Sen. Chaffee Award for Conservation  
2011 Honor Award ASLA  
2011 Honor Award BSLA

In 2001, a forward-thinking group of individuals banded together to purchase a vacant steel fabrication facility as a campus for their nascent arts based non-profit. Faced with an expensive and comprehensive brownfield cleanup to allow the site to be used as envisioned, the Steel Yard and KMDG had to negotiate environmental requirements while also leveraging limited funds to meet programmatic needs and leave room for the organization's future growth.

Competing interests of large paved surfaces for outdoor work space, events, and vehicular movement, balanced with the sustainable interests of reducing impervious pavement, are driving forces of the landscape design. The resulting design is centered on a paved plane, 'the carpet,' which is woven with heavy- and light-duty pavements, impermeable and pervious materials. The margins beyond the pavement act as 'storm-water moats' infiltrating stormwater runoff, and providing habitat for volunteer vegetation. Building the carpet over existing grade reduced excavate and allowed all contaminated soil to remain on-site in landforms. Various program activities occur around the flexible campus core throughout the year, and on a daily basis, it serves the neighborhood as a publicly accessible, de facto park.

# THE STEEL YARD



## Firm Profile

### Introduction

RSE Associates, Inc. was established in 2001 and has since expanded into a multi-disciplinary international firm. With offices across the United States and in London, RSE has successfully completed award winning projects throughout America, Europe and Asia. Our principals and engineers have extensive and diverse experience in complex and demanding projects. We provide the technical ability of a large international firm with the personal service of a small firm.

### Technology/BIM

Engineering design is carried out using state-of-the art computer software. We have extensive experience in delivering projects with Building Information Modeling (BIM) requirements, fully integrating the building structure with the overall building information models.

### Services

We provide a full range of structural engineering services including:

- New Construction
- Renovation/Adaptive Reuse and Historic Restoration
- Master Plan and Feasibility Study
- Structural Investigation
- Design Competition
- Temporary Construction Support Systems

### Building Types

We have extensive experience in a wide range of project types including:

- Museum
- Office
- Retail
- Residential
- High Rise
- Mixed Use
- Educational
- Civic Buildings and Courthouses
- Historic Restoration
- Science and Technology
- Colleges and Universities
- Performing Arts
- Sports Facilities

### Design Philosophy

We strive to provide structural designs that are sensitive to owner requirements, architecture, building services as well as cost effectiveness and ease of construction. Design innovations will be balanced with practical considerations. We are committed to delivering quality and personal service.



Bowdoin College Walker Art Museum



Integrated Science Complex, UMass Boston



Cincinnati River Front Park



Lulu Island, Abu Dhabi



Hamilton College Performing Arts Center

BOSTON

LONDON

LOS ANGELES

NEW YORK

[www.rseassociates.com](http://www.rseassociates.com)

## Resume Edward Pomfred, PE



**Profession**  
Structural Engineer

**Position**  
Senior Structural Engineer

**Education**  
M. Eng., Civil Engineering  
Rensselaer Polytechnic Institute  
2010  
BSc, Civil Engineering  
Rensselaer Polytechnic Institute  
2010

**Professional Qualifications**  
Professional Engineer: MA PE #51958, NY PE  
#098664

### Key Data

Edward Pomfred is a structural engineer with over 9 years of experience in various phases of project development, including new design, construction administration, drafting, modeling, and site inspections. His work includes design of new and renovated structures constructed from concrete, steel, masonry and timber framing.

Edward joined RSE Associates, Inc., in 2010, after graduating from RPI. Projects he has worked on include academic buildings, dormitories, schools, courthouses, libraries, churches, multi-unit residences, one-and-two family residences, and landscape elements.

He previously interned at Arup in New York, working on the Tappan Zee Bridge replacement in New York and the Autoroute 30 bridge project in Quebec.

## Resume Edward Pomfred, PE

### Selected Projects



**UMass Amherst Isenberg School of Management Business Innovation Hub  
Amherst, MA**  
Architect: Goody Clancy  
Structural Engineering for the new 40,000 net sf building and renovations to the existing 47,700 sf building. This \$45.8M project includes bridges between the buildings and a 5,000 sf atrium space.



**Webster Library  
Webster, MA**  
Architect: Oudens Eilo Architecture  
Structural Engineering for the new \$12M library, which includes a large open space under a roof monitor in the middle of the building.



**Anna Scripps Whitcomb Conservatory & Belle Isle Aquarium  
Detroit, MI**  
Client: Allied Building Services  
Structural Engineering for the renovation and repairs to historic buildings built in the early 1900's. Structural work includes inspection & analysis of existing palm house and aquarium buildings.



**UMass Boston Integrated Science Complex  
Boston, MA**  
Architect: Goody Clancy Architects  
Structural Engineering for the \$135M, 225,000 sf new science complex, which includes two large 100-ft tall atriums & a footbridge to a nearby existing building.



**Stoughton Public Library  
Stoughton, MA**  
Architect: Finegold Alexander Architects  
Structural Engineering of the new \$10M addition and renovations to the existing library.



**Worcester State University Sheehan Hall  
Worcester, MA**  
Architect: Goody Clancy Architects  
Structural Engineering for the new \$60M, 152,000 gsf residence hall and dining hall. Structure consists of precast concrete plank floors over structural steel



**UMass Amherst South College Academic Facility  
Amherst, MA**  
Architect: DiMella Shaffer  
Structural Engineering for the \$36M addition and complete renovations to the existing historic building to increase the program space from 16,000 net sf to 54,000 net sf.



**Greenfield Trial Court  
Greenfield, MA**  
Architect: Leers Weinzapfel Associates  
Structural Engineering of the \$66M, 104,000 sf addition & renovation to the existing courthouse built in the 1930s. The building includes 6 courtrooms, various court departments, and a law library.



**Franklin Regional County Transit Center  
Greenfield, MA**  
Architect: Charles Rose Architects  
The 24,000 sf Zero Net Energy building not only functions as an inter model transit facility and central office, but as an important element in the Town of Greenfield's revitalization strategy. The building includes a passenger waiting area, community meeting room, and offices for the regional transit authority.



**Hamilton College Kennedy Arts Center  
Clinton, NY**  
Architect: Machado Silvetti Architects  
Structural Engineering of the 89,000 sf theater & studio arts facility at Hamilton College. The building features two flexible theaters and several arts studios.



**242 Spencer Ave  
Chelsea, MA**  
Architect: Utile, Inc.  
Structural Engineering for the new 42,000 sf, 4-story multi-family residential unit. The building features timber framing on top of one story of steel framing over a garage & common space.



**Lawrenceville Gruss Center for Arts & Design  
Lawrenceville, NJ**  
Architect: Sasaki  
Structural Engineering for the addition & renovations to the art building of the existing private high school. The addition includes 15,000 sf of space over three floor levels.

## Resume

### Jennifer McClain, PE



**Profession**  
Structural Engineer

**Position**  
Principal

**Education**  
MS, Structural Engineering  
Tufts University  
1996  
BSc, Civil Engineering  
Massachusetts Institute of Technology,  
1993

**Professional Qualifications**  
Professional Engineer: MA (#41746), CT, SD,  
NC, OH, PA, IA, FL, Washington DC, NJ, MO,  
GA, WY, RI, NH, WI

**Publications**  
Journal of Structural Engineering, 1999  
Parameter Estimation Incorporating  
Modal Data and Boundary Conditions  
Journal of Structural Engineering, 1997  
Structural Model Updating Using  
Experimental Static Measurements

#### Key Data

Jennifer McClain is a structural engineer with over 24 years of experience in all phases of project development from conceptual drawings through construction phase services. She has done design work in concrete, steel, timber and masonry.

Jennifer joined RSE Associates, Inc, in 2005, after working at Weidlinger Associates. Jennifer is also a former director on the board of Structural Engineers Association of Massachusetts (SEAMass). She has been responsible for a range of projects including renovations and new construction of research facilities, subway stations, residences, university facilities, and office buildings.

## Resume Jennifer McClain, PE

### Selected Projects



**UMass Amherst South College Academic Facility  
Amherst, MA**  
Architect: DiMella Shaffer  
Structural Engineering for the \$36M addition and complete renovations to the existing historic building to increase the program space from 16,000 net sf to 54,000 net sf. While the addition is steel framed, the existing building is a wood and masonry structure which required extensive underpinning, seismic upgrades and reconstruction of large portions of floors.



**J. Michael Ruane Judicial Center  
Salem, MA**  
Architect: Goody Clancy  
Structural Engineering of the \$106M, 195,000 sf new courthouse building with LEED gold certification which includes the relocation and reuse of the existing church building as the new law library.



**Bowdoin College Art Museum  
Brunswick, ME**  
Architect: Machado & Silvetti Associates  
Structural Engineering for the \$18M renovation and addition to a historic building built in the late 1800's. Structural work includes an addition and reconfiguration of the existing structural framing with extensive underpinning of the existing foundations. This project was featured in "Architectural Record".



**Eastham Library  
Eastham, MA**  
Architect: Oudens Ello Architecture  
Structural Engineering of the new 18,000 sf library attached to an existing, historic 600 sf structure. This project achieved LEED gold certification.



**UMass Amherst Isenberg School of Management  
Amherst, MA**  
Architect: Goody Clancy  
Structural Engineering for a \$45.8M, 40,600 net sf building and renovations to the existing 47,700 sf building.



**Silver Spring Town Square  
Silver Spring, MD**  
Architect: Machado & Silvetti  
Structural Engineering for the \$20M complex to provide space for the town office and recreation. The complex also includes an outdoor skating rink with a covered canopy.



**UMass Amherst Chapel Renovations  
Amherst, MA**  
Architect: Finegold Alexander Architects  
Structural Engineering for the \$14M renovations and upgrades to the existing historic building. Care was taken to preserve the existing load bearing masonry and wood structure while creating a modern glass entry and ensuring accessibility throughout.



**UMass Amherst Champions Center  
Amherst, MA**  
Architect: JCJ Architecture  
Structural Engineering of the new \$18M men's and women's varsity basketball practice facility. The building includes a thermally separated, cantilevered walkway as well as 2-story showcase areas.



**Franklin Regional County Transit Center  
Greenfield, MA**  
Architect: Charles Rose Architects  
The 24,000 sf Zero Net Energy building not only functions as an inter model transit facility and central office, but as an important element in the Town of Greenfield's revitalization strategy. The building includes a passenger waiting area, community meeting room, and offices for the regional transit authority.



**Alice K. Wolf Center - Cambridge Housing Authority Headquarters  
Cambridge, MA**  
Architect: Finegold Alexander Architects  
Structural Engineering of the \$17.8M renovations and rehabilitations of the 5 story historic building. The building was originally built in 1933 as the Cambridge Police Headquarters, the V.F.W. and American Legion Halls. The building now includes gathering spaces, offices, meeting rooms and classrooms. This project achieved LEED gold certification.

## Resume Jennifer McClain, PE

### Selected Projects



**Fall River Court House**  
**Fall River, MA**  
 Architect: Finegold Alexander Architects  
 Structural Engineering of the new \$64M ,  
 154,000 sf courthouse building with LEED  
 gold certification.



**Beacom Business School**  
**University of South Dakota**  
**Vermillion, SD**  
 Architect: Charles Rose Architects  
 Feasibility Study & Structural Engineering of the  
 72,000 sf new business school. The project  
 features a modern design with multi-level  
 sloping roofs. The school has a large central  
 atrium, tiered high-tech classrooms, a trading  
 floor, administrative offices and a 176  
 auditorium.



**UMass Lowell Fox Hall Elevator Addition  
 & Modernization**  
**Lowell, MA**  
 Architect: Bergmeyer  
 Structural Engineering for the \$10M elevator  
 renovations and modifications to a high rise  
 residence hall.



**Essex North Shore Agricultural Technical  
 School**  
**Danvers, MA**  
 Architect: Design Partnership of Cambridge  
 Structural Engineering for the new 307,000 sf  
 main building and 3 new buildings with 10,000 sf  
 each. Vocational shops on the lowest level  
 include long spans and high ceilings. The  
 steepness of the site required buildings to be  
 constructed into the hill with tall cantilevered  
 retaining walls to allow backfilling and  
 construction to proceed ahead of steel erection.



**Millis Library**  
**Millis, MA**  
 Architect: Oudens Ello Architecture  
 Structural Engineering of the new 18,000 sf  
 library building which includes a large  
 common open area.



**Chinatown Community Education Center**  
**Boston, MA**  
 Architect: Brunner/Cott Architects  
 Structural Engineering for a new 5 story,  
 42,000 sf building in a tight urban setting.



**Ahsby Library**  
**Ashby, MA**  
 Architect: The Galante Architecture Studio  
 Structural Engineering of the 8,000 sf  
 addition to the existing historic library  
 featuring 30 ft. cantilever floor overhangs.



## **History of Renaissance**

Renaissance Groups (dba Renaissance Educational Consultants) ([www.renaissancegroups.com](http://www.renaissancegroups.com)) is incorporated in New York State and is a NYS State Certified Woman Owned Enterprise. Additionally, it is a Section 3 certified business.

Formed in 1994, Renaissance provides services to a wide variety of clients. Clients include; school districts, state, local and federal government agencies, housing authorities, developers and funding entities.

Renaissance has vast experience dealing with public housing issues, Section 3 compliance, construction compliance, MWBE, labor utilization, affordable housing and diversity issues.

Renaissance has done compliance monitoring for housing authorities and developers to facilitate meeting funding source requirements. This includes monitoring:

- Section 3 hiring
- MWBE Contractual utilization
- Minority and women labor utilization
- Local labor utilization
- Davis Bacon monitoring

In order to ensure compliance and meet both Section 3 and minority and women labor utilization, Renaissance has a process that includes community outreach, recruiting fairs and work with local FSS and ROSS programs.

Recent projects include:

- Creighton Storey Homes (Albany Housing Authority)
- Ezra Prentiss Homes (Albany Housing Authority)
- Ida Yarborough (Albany Housing Authority)
- Academy Lofts (Albany Housing Authority)
- Southend 1,2,3 (Albany Housing Authority)
- Campus Center (Albany Housing Authority)

- Campus Center Kitchen (Albany Housing Authority)
- Livingston Apartments (Albany, NY)
- Trails at Malone (Malone, NY)
- Sibley Building (Rochester, NY)
- Cedars at Chili (Henrietta, NY)
- City Center (Jersey City, NJ)
- Wellington Homes (Worcester, MA)
- Residences at Brighton Marine (Boston, MA)
- Prospect Heights (Pawtucket Housing Authority Pawtucket, RI)
- Hilltop Apartments (Washington, DC)
- Sierra Vista Homes (Stockton, CA)
- East Haven HS (East Haven, CT)
- Clinton Ave Rehabilitation (Albany, NY)
- Bridgeton Villas (Bridgeton, NJ)
- Neighborhood of Play (Rochester, NY)
- Central Rock Gym (Rochester, NY)
- Mindex Building (Rochester, NY)
- Clippership (Boston, MA)
- Old Colonie 3A (Boston Housing Authority, Boston, MA)
- Tannery (Peabody, MA)
- The Mark (Boston, MA)

### **Experience performing field inspections**

Over the past 20 years Renaissance has performed field inspections on many jobs. This has included tracking Davis Bacon wages and tracking employees onsite. The process involves going onto a job site and randomly interviewing those on the job. A log is kept that includes the date and name, position, wages, fringe if included. Once the log is created, that information is compared to the certified payrolls that are submitted. This log is kept through the duration of the project. Additionally, if there is a question regarding the position Renaissance has worked with the general contractor to obtain a wage determination.

### **Experience in MWBE compliance and workforce compliance**

The process developed by Renaissance is second to none. We work with the developers or contractors and hold recruiting fairs. During that time, those who attend are also Section 3 qualified. A database is then created. This database is then shared with all of the subcontractors on the project.

This process and working with the developer, contractors and community has resulted in success. Every project that Renaissance has overseen has met the goals for hiring and Section 3 that are in place from the city, state, and lending institutions. In addition, by working with all the developers and general contractors all MWBE contractual goals have been met.

Access to the database and consistently working with the developers and contractors and having a supportive relationship with the team is crucial.

The tracking process is also well honed. Renaissance has two forms that subs fill out and submit with the payrolls every month. Payrolls are collected irrespective of the Davis Bacon status of the job. They are collected so that those reporting the employees on the job certify to the validity of those records. These can either be gathered by the GC or Renaissance. This data is then entered online and compared to the payrolls. If there are discrepancies the sub is contacted, and the discrepancies worked out. Once the data is gathered the statistics are produced.

The chart below shows the data that can be gathered. The data can be customized to meet the needs of the project. Data can be sorted by the neighborhood, the city, and the MSA neighborhood.

|                      |        |
|----------------------|--------|
| Minority % (hours)   | 27.49  |
| Women % (hours)      | 3.65   |
| Section 3 % (hours)  | 32.73  |
|                      |        |
| Total Employees      | 899    |
| Hired                | 393    |
| Local on the job     | 224    |
| Local %              | 24.92% |
| Section 3 People     | 295    |
| Section 3 hired      | 152    |
| Section 3 % of hires | 38.68% |

In addition, through the review of pay apps and the tracking of MWBE expenditures Renaissance can provide the all data in real time.

# Keirsten A. Shaffer

Communications Director. Writer. Publicist.

**State University of New York: Geneseo, NY**  
2001 *Bachelor of Arts: Communications & Public Relations*

## **Shaffer & Associates, Managing Director**

- Restructured and directed communications department of a 200-bed healthcare facility
- Directed marketing strategies for 100,000 square foot mixed-use development project
- Co-led community outreach for development and restoration of a municipally-owned waterfront property
- Directed communications strategies for local political campaigns
- Specialized in communications services for architectural firms, physicians' offices, and fitness studios

## **Lila Pilates, LLC, Owner**

- Integrated contactless booking and payment systems into online platforms
- Placed two feature stories in *Pilates Style Magazine*
- Keynote speaker for annual conference of women in business

## **Corning's Gaffer District, Director of Marketing**

- Restructured management and operations of municipally-owned parking facilities
- Built partnerships between merchants and the organization
- Directed community programming and events

## **Downtown Revitalization Program, Executive Director**

- Launched a two-county pilot program for small business growth and development
- Dispersed over \$250,000 to more than 20 small businesses
- Co-facilitated \$1.6 million of construction financing for the rehabilitation and preservation of a former elementary school

## **Buffalo Niagara Partnership, Regional Director**

- Staff director to the Brownfield Taskforce that facilitated communication with New York State legislature
- Staff director to the Downtown Neighborhood Development, a planning board that published design standards for the Central Business District
- Developed and directed the Special Inspections Taskforce in coordination with the New York State Department of Building Standards and Codes

## **Perry Farmers' Market, Co-Founder**

- Co-founded the community's first seasonal farmers' market
- Managed community presentations, media relations, and fundraising

Contact 716.345.6991 | keirsten.shaffer@gmail.com | keirstenshaffer.com

# MONATIQUOT RIVERWALK



Smith Beach in East Braintree provides stunning views of the Fore River and Weymouth.

A new Monatiquot Riverwalk in East Braintree will enable greater public access to the beautiful waterfront and will connect existing segments of the river's edge.

## Connecting neighbors and nature a riverwalk vision

From January to May 2010, volunteers from the non-profit Community Design Resource Center-Boston conducted a series of public forums in East Braintree.

The short-term purpose of the meetings were to get a sense of the aspirations and concerns of the surrounding residents and to identify community-based priorities for the Braintree Electric Light Department's Allen Street site.

The long term objective of the engagement was to enable the redevelopment of a vacant, former industrial property to proceed into a vibrant and economically-feasible community asset.

The effort concentrated on the 1.6 acre parcel. Meetings were held in the Watson Recreation Building across Quincy Avenue from the site.

### Community Principles

- Showcase the Monatiquot River's natural beauty
- Connect the river, existing park, and BELD site into a cohesive "place"
- Provide public access and parking
- Create a quiet, beautiful setting
- Utilize salvageable existing buildings (when possible)
- Incorporate traffic calming techniques
- Maintain Allen St. views
- Create community assets and economic viability



## Neighborhood revitalization festivals, markets, and recreation

East Braintree's Montatiquot Riverside and Weymouth Landing provide a potential hub of **environmental, cultural, and economic activities**. Opportunities exist to enhance connectivity between the Watson Park, the Watson Recreation Building, Braintree and Metropolitan Yacht Clubs, and the new MBTA commuter rail station.



A riverwalk and waterfront community will enable **greater public access** to the river's edge and resources. In addition to future investments and conservation activities, East Braintree's waterfront represents some of the **last vestiges of maritime** and manufacturing and is therefore culturally and historically significant.



The Monatiquot Riverwalk was initially conceived by **WalkBoston in 2009**. Ideas for the walk include a variety of surface treatments and seating, educational and historical signage, new plantings and areas for public gatherings, such as pavilions and trellises. **We need your help to advance this exciting project.**

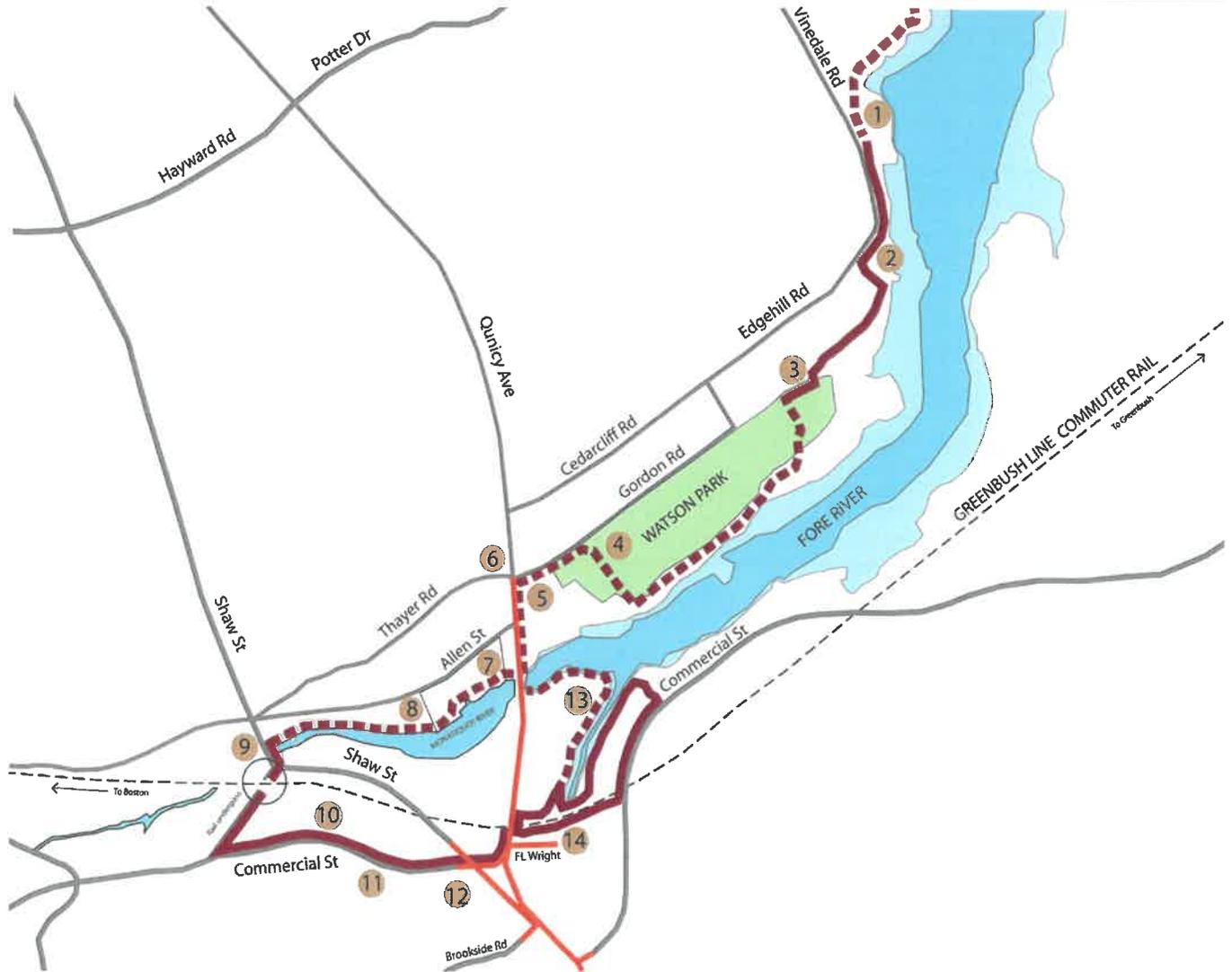
**Above:** The East Braintree community identified the need for greater recreation opportunities, quiet places of respite, and a continuous promenade. **Below:** Watson Park is undergoing improvements in the Fall of 2011, which would benefit from a greater attention to the walkway that connects community assets.

## Water, water everywhere

Towns and cities are focusing once again on waterfronts as hubs for economic development and recreation. Many New England towns like Salem, Lowell, Lawrence, and Boston are reinvesting in their waterfronts and instituting **comprehensive river or waterfront promenades**. Braintree and Weymouth are well positioned on the South Shore to implement a unique and local vision with residential neighborhoods, shops, and public transit in close proximity. A robust and **well-designed riverwalk** can also provide for the management, protection, and restoration of local coastal habitats. Together with the infrastructure investments in Weymouth Landing, a continuous and sustainable green corridor will create a visual, cultural, social and environmental amenity that will offer a **competitive advantage** to Weymouth Landing.

# Monatiquot Riverwalk Map

## the concept of an open space network



### LEGEND

- EXISTING PATH
- PROPOSED RIVERWALK
- WEYMOUTH LANDING streetscape improvements

Image based on: *WalkBoston* map (2010). NORTH

5 minute walk



- |                             |  |                                      |
|-----------------------------|--|--------------------------------------|
| 1 Metropolitan Yacht Club   | 6 Thayer Steps                             | 11 Historic Home Row                 |
| 2 Lt. G. Murray Smith Beach | 7 Braintree Electric Light Department Site | 12 Union Congregational Church       |
| 3 Francis Toland Walkway    | 8 Monatiquot River Basin                   | 13 Ezra Sampson/Alden/Bowditch House |
| 4 Watson Park               | 9 Monatiquot Bridge                        | 14 Weymouth Landing Station          |
| 5 Braintree Yacht Club      | 10 Commercial Street                       |                                      |

**Above:** A three-mile circuit of riverwalk could be created by linking existing, underutilized and missing pathways.



The Francis Toland Walkway connects Watson Park to Smith Beach and is one of the more highly used existing paths.

## Join the crowd.

In order to demonstrate commitment and support for the project, the Town of Braintree is requesting that you write and send a **letter of support** by **July 15, 2011**.

Thank you.

| see instructions below |

address letter of support to  
**Charles Tracy, Trail Administrator**  
National Park Service | NE Region  
15 State Street  
Boston, MA 02109

deliver letter of support to  
**Christine Stickney, Director**  
Planning & Community Dev.  
Town of Braintree  
90 Pond Street  
Braintree, MA 02184-6498



questions or comments  
**Christine Stickney**  
(781) 794-8232  
cstickney@braintreema.gov

## National Park Service Grant a step towards a sustainable future

To initiate the Monaquot Riverwalk design and continue the community engagement process, the Town of Braintree will apply for a **technical assistance grant** (due August 1st) through the National Park Service (NPS). NPS manages some of our nation's most historic sites, scenic resources, and critical natural areas.

NPS offers this assistance to applicants through their *Rails, Trails, and Conservation Assistance Program*. If granted assistance through this program, the Town of Braintree will work with NPS to advance the goals of the community for the proposed riverwalk. NPS goals include:

- physical connections amongst resources,
- natural resource conservation,
- connections between communities and area parks, and
- emphasis on health, wellness, and youth activities.

This publication was made possible through the volunteer efforts of these firms:

