



# CITY OF SOMERVILLE

Powder House Community School  
Property Disposition and Redevelopment

Submitted by: Diamond Sinacori, LLC

RFP# 15-63  
March 23, 2015





### ***Frontispiece***

Our cover design is intended to underscore our approach to the development of this important property. While we understand that there are many other aspects of our RFP Response that will be evaluated, we are keenly aware that the over-arching intention of the RFP is to demonstrate an ability to undertake a community planning and design process that is consensus-driven and adheres to the goals and objectives outlined as priorities for the City of Somerville and the neighbors and abutters who will be most impacted by this new development

To that end, as has been the case with our previous work, we look forward to working with the surrounding community and municipal officials to conduct an open and inclusive development process. We are committed to seeking input and ideas that will help achieve everyone's goal of creating a signature residential environment — one that fits seamlessly into the neighborhood fabric and contributes to the enjoyment of both the built and un-built environment.

In addition to the above, we are also proposing to include our BUILDING A BUILDING program that is aimed at exposing and interesting high school students in the many disciplines that are represented on our development team. Diamond Sinacori has been implementing this program in conjunction with Brighton High School; it is our hope that the administration and students at Somerville High School will be equally enthusiastic about following and understanding the key elements of the construction process of The Residences at Veterans Park. A complete explanation of this program can be found in Appendix III collateral information for Diamond Sinacori, LLC.

Merrill H. Diamond  
March 23, 2015

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**APPENDIX 1 – SIGNED ADDENDA**

**APPENDIX 2 – ADDITIONAL TEAM QUALIFICATIONS**

**Diamond Sinacori, LLC**  
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23 March, 2014

Ms. Angela M. Allen  
Purchasing Director  
Somerville City Hall  
93 Highland Avenue  
Somerville, MA 02143

**Re: Powder House Community School Redevelopment - RFP # 15-63**

Dear Ms. Allen:

Diamond Sinacori, LLC is pleased to submit the enclosed proposal for the redevelopment of the former Powder House Community School Building site.

The development team detailed in our proposal has a strong track record of collaborating with neighborhoods and municipalities in order to realize their collective vision for redevelopment projects. Because this is probably the most important aspect of this Request for Proposals ("RFP"), we have tried to emphasize this aspect of our team's background and experience along with the projects that resulted from such successful collaborations.

In order to sensitively respond to the community's collective vision, and to the eventual zoning for this site, we are proposing an inclusive urban planning process that characterizes the manner in which we've worked for almost all of the projects that we've developed over the past three decades. Because of the nature of our work – often taking an obsolete property conceived in another time for another use – almost all of our projects have required an inclusive and comprehensive public process as envisioned in the RFP.

In addition, since most of our work involves re-purposing existing land and buildings, almost all of our projects have required approvals from Zoning Boards of Appeals, and we're extremely proud of the fact that we've never had anyone speak against one of our projects at such a hearing – a function of incorporating neighborhood and municipal input into the planning and development process.

I would also note that, in over three decades of developing real estate, we have never signed a disposition agreement with a State, a City or Town, or a private Seller, and failed to obtain permits and financing, nor have we ever failed to complete the subject development.

Finally, and typical of Diamond Sinacori's development projects, we are offering a palette of Community Benefits to both the City of Somerville and to the host neighborhood. The design and construction of over 75% lot coverage for two Public Parks is one of the most tangible community benefits that this project will provide to both the citizens of Somerville and to the neighbors surrounding the current Powder House Community School.

Other Community Benefits include: the initiation of a Public Art Competition to add interest and vitality to the two new public parks, an Art Studio for the use of our residents and their neighbors; and a financial contribution to the Somerville Community Path Project and the Davis Square Streetscape Improvements project.

We are also proposing to include a unique program that we designed and have implemented successfully called *BUILDING A BUILDING*, a "hands-on" opportunity to follow the entire development process in order to introduce interested Somerville High School students to career choices related to real estate development,

architecture, construction and marketing. Detailed information on this innovative approach to make the development process as inclusive as possible is contained in the collateral information for Diamond Sinacori.

As the name of our project implies - The Residences at Veterans Park - part of one of the two Public Parks will include an area intended to honor the veterans of America's most recent wars. We intend to work closely with the City, the neighbors and the local veterans' organizations to ensure that this site provides an appropriate memorial and an environment in which to honor Somerville's veterans and their families.

\* \* \*

Given its physical and functional obsolescence, it is proposed that the Powder House School be demolished and removed from this site and that 35-two story and three story condominium townhomes be built on this site along with 58 underground parking spaces. Additionally, as shown on the plans enclosed, we are proposing two public parks each of which is purposed for the enjoyment of our residents and the host community in which they live.

Our proposal reflects not only our capacity for success, but also our willingness to fashion a development approach with the City that reflects our commitment to the vision proffered by the City in the SomerVision Plan and in conjunction with the neighborhood over the past year. We fully understand that our proposal is conceptual in nature. We are wide open to community input that invariably will only improve the quality of our planned project.

We applaud the City of Somerville's desire to make this project a sustainable "Green" project design. In the pursuit of this objective we are targeting a Gold certified LEED design. The team we have assembled embodies the requisite skills and experience to deliver a project that meets the needs of the City of Somerville and the developer's objectives. Some of the key members of our development team include the following:

**Developer: Diamond Sinacori, LLC**

Merrill H. Diamond, a founding partner of **Diamond Sinacori, LLC**, will be the Principal in Charge of the Powder House development project and will work closely with the Project Manager to ensure an inclusive development process and a successful project, not only for the developer, but also for the City of Somerville and the Powder House neighborhood.

Merrill H. Diamond and his firm have been the recipients of numerous national awards for environmentally sensitive design, historic preservation, adaptive re-use, and creative business development. Mr. Diamond has served as both a gubernatorial appointee to the Massachusetts Historical Commission and to the Senate Special Commission on Historic Preservation. He is also a recent member of the Board of Directors of Preservation Mass, the Commonwealth's statewide, non-profit preservation agency.

In addition, Mr. Diamond has been named "Entrepreneur of the Year" by Arthur Young / "Venture Magazine;" "Merchant Builder of the Year" by the National Association of Homebuilders (NAHB), and one of "America's Most Valuable People" by "USA Today," the nation's national newspaper. He has been profiled in Jeffrey L. Seglin's book, America's New Breed of Entrepreneurs, and his development firm has twice been named "One of America's Fastest Growing Companies" by "Inc." magazine.

Mr. Diamond's recent private-sector real estate development projects include the following: *Stoneleigh*, the historic preservation and revitalization of the Old Norfolk County Jail in Dedham, Massachusetts into residential condominiums; *Kendall Crescent*, the adaptive-reuse, historic preservation, and new construction of the historic Public Works Complex, including the historic Sewell School and Old Town Barn in Brookline, Massachusetts into residential condominiums and office space; *The Waterworks at Chestnut Hill*, a 112-unit residential condominium complex and museum overlooking the Chestnut Hill Reservoir in Chestnut Hill, Massachusetts; and *The Shops at OCEAN'S GATE*, A 40,000-square-foot retail center that is the new "face" of the downtown in Marshfield, Massachusetts. The firm is currently developing *The Lancaster*, a new, 55-unit condominium development in Boston, Massachusetts and was recently designated by the City of Newburyport to develop the historic Kelley School into residential condominiums.

**Project Management: TR Advisors, LLC**

TR Advisors specializes in transit oriented real estate development projects. Greg Winter, Managing Director of TRA will be the project manager for this development. Working in collaboration with Merrill Diamond Mr. Winter will manage the master planning, permitting and approvals process, and construction of this project. Amongst numerous project management assignments, Mr. Winter served as project manager for the two million square foot redevelopment of the 32-acre Prudential Center site in Boston's Back Bay.

**Architecture: CBT Architects**

CBT is a nationally and internationally recognized architectural firm that will serve as the lead architectural and interior design for this project. CBT Architects has successfully designed numerous condominium projects including: The Charlesview Development in Allston, MA, Rollins Square, Boston, MA, Olmsted Hill Residences in Brookline, MA, Sierra and Twenty|20 Residences at NorthPoint, 10 Farnsworth Street in Boston, MA among many others. Led by Christopher Hill, a nationally recognized expert in multi-family residential housing design, **CBT** will bring deep experience in developing humanly scaled, context sensitive designs that are sustainable, functional and beautiful. They will play a significant role in the community process with expert consensus-building experience on hundreds of projects locally and regionally. In addition, they will be responsible for coordinating the LEED tracking and certification efforts.

**Landscape Architecture: Copley Wolff Design Group**

Lynn Wolff, President and Principal at **Copley Wolff Design Group** has over 30 years of experience in planning and design of open space projects for public and private clients. She specializes in complex urban projects involving multi-disciplinary teams, and extensive cultural, historic, public art and public participation components. Her practice is characterized by collaboration with other designers, artists, public agencies and neighborhood groups. Her portfolio includes a variety of urban park, streetscape and community design projects in numerous Boston neighborhoods and throughout New England. Integral to her approach is a process of client and community consensus building.

**Construction: Commodore Builders**

**Commodore Builders** will be the construction manager for the project. Lead by Joe Albanese, Commodore Builders has an outstanding reputation for delivering high quality construction projects throughout New England. Commodore is currently completing a major renovation of a building on Boston Avenue in Medford, MA for Tufts University.

**Financial Consultant: Fantini & Gorga**

The principals of **Fantini & Gorga** worked previously with Diamond Sinacori by putting together a consortium of banks to provide financing for The St. George Seaside Condominiums & Beach Club, a \$40,000,000, 240 unit condominium complex on Revere Beach. In addition, Fantini & Gorga arranged project financing for Stoneleigh in Dedham, Massachusetts and The Knickerbocker at 1601 Beacon Street in Brookline. All three projects were multi-family condominium developments and images of them can be found in the collateral section for Diamond Sinacori. The two firms are currently pursuing several other opportunities together. Among these are the Powder House School Redevelopment project on which, if designated, Diamond Sinacori intends to engage Fantini & Gorga to secure the necessary debt-related financing from institutional-grade lenders to supplement the project's equity requirements.

The two firms are currently pursuing several other opportunities together. Among these are the Powder House School Redevelopment project on which, if designated, Diamond Sinacori intends to engage Fantini & Gorga to secure the necessary debt-related financing from institutional-grade lenders to supplement the project's equity requirements.

The firm is known for delivering creative, cost-efficient real estate financing to clients and investors, developers, and corporations. With access to capital that is unsurpassed, their firm is founded on long-nurtured relationships and powerful transaction volume. Following over 300 capital sources in a uniquely disciplined way, they offer clients real-time knowledge of changing requirements and new initiatives. They are industry veterans with local market knowledge, expertise in many specialized deal types, and the experience that comes from living through market cycles. They have placed over \$8.5 billion in well over 1,300 transactions.

With local market knowledge and deep regional roots, they originate transactions in all the New England states. They also follow their borrowers and specialized lenders to execute transactions nationwide. Their transactions cover the full range of asset types: apartments, retail, corporate facilities, office, industrial/flex, condominiums, subdivisions, hotels, and specialized property types.

**Legal: Adam Dash**

Adam Dash is the Principal Attorney and Founder of the law firm of **Adam Dash & Associates** in Davis Square, where he represents many businesses and individuals in real estate, zoning and commercial matters. Mr. Dash has taught Corporations, Agency and Partnership law at the National Academy for Paralegal Studies at Framingham State College and has lectured at schools and social service agencies throughout the Boston area. He was president of the Somerville Homeless Coalition, and chairman of the Somerville Chamber of Commerce. He is currently a member of the City of Somerville Zoning Advisory Committee. Attorney Dash was the recipient of the Hazel Hughes Award of Distinction from the Somerville Community Corporation in 1994, and voted Best Attorney in Somerville for 2012 by the Readers of the Somerville News. He has worked on countless development projects in the City of Somerville for over two decades, including many affordable housing ventures.

\* \* \*

We would like to emphasize – assuming we are selected – that we will work collaboratively with the City of Somerville, to ensure the concerns of the residents of Somerville are adequately addressed. Equally important, we will work collaboratively with the residents of the host neighborhood to solicit input and ideas for incorporation into the final planning and design of our development. It is our intention to implement a process with representatives of the City, the neighborhood and other interested stakeholders to arrive at a consensus-based plan for the development of this property. As a practical matter, this type of community involvement has typified our approach to real estate development: we are well aware that we are guests in the communities in which we work, and we keep that in mind throughout the entire development process.

We have reviewed the RFP and the various components of the design guidelines, most particularly those components related to the Community Process, and feel that we have a thorough understanding of the project’s challenges and opportunities. Given our team’s deep and longstanding condominium development experience, we are confident that we are the strongest and best qualified team to successfully implement a vision for a mixed-use, home-ownership development of the former Powder House school building. We sincerely hope that you will agree upon review of our proposal. We look forward to working with you and the community on this exciting project to meet the needs and desires of the host community and to maximize the City of Somerville’s return on this very promising site.

In addition to the financial references required by the RFP, we would be pleased to provide a list of municipal and private references who can attest to the fact that we follow through on our representations and promises.

Thank you for your consideration. Please do not hesitate to contact us should you have any questions or require additional information.

Yours truly,

*Merrill H. Diamond*

Merrill H. Diamond, Founding Partner  
**Diamond Sinacori, LLC**

CC: Nicholas E. Sinacori, DS  
Greg Winter, TR Advisors  
Christopher Hill, CBT Architects  
John Copley, Copley Wolff Design Group  
Michael Santos, Howard Stein Hudson Associates  
Fantini & Gorga, Financial Advisors  
Joseph Albanese, Commodore Builders  
Adam Dash, Project Attorney

## B. STATEMENT OF QUALIFICATIONS

### TEAM COMPOSITION

Diamond Sinacori has assembled a team uniquely qualified to meet the challenges and maximize the opportunities present in this project. The team is experienced, creative and has a proven track record of collaborating with communities in the form of public/private partnerships in order to successfully complete condominium properties and other real estate projects.

Members of this team have worked together successfully in various combinations on a range of similar projects – each bringing to bear their particular expertise in a seamless collaboration producing well designed outcomes that meet the developer's financial requirements and the city's public interest priorities, as well as the community's vision. Together they bring solid credentials in the areas of urban in fill projects, condominium based residential development, finance, design, construction and management as well as meaningful community engagement.

Our team is comprised of the following firms:

- **Developer:** Diamond Sinacori, LLC
- **Project Manager:** Merrill H. Diamond (Diamond Sinacori, LLC) & Greg Winter (TR Advisors, LLC)
- **Community Process:** Mary Jane Daly, Merrill H. Diamond (Diamond Sinacori, LLC) & Chris Hill (CBT Architects)
- **Architecture:** CBT Architects
- **Landscape Architecture:** Copley Wolff Design Group
- **Civil Engineer:** Nitsch Engineering
- **Geotechnical & LSP:** CDW Consultants
- **Structural Engineer:** McNamara/Salvia, Inc.
- **M/E/P Engineer:** Cosentini Associates, Inc.
- **Traffic & Parking:** Howard/Stein-Hudson Associates, Inc.
- **Construction:** Commodore Builders.
- **Financial Consultant:** Fantini & Gorga
- **Legal:** Adam Dash & Associates
- **Condominium Marketing:** IGNITION Residential, LLC -

Diamond Sinacori LLC and its Principal Partner Merrill H. Diamond have extensive experience in urban infill projects such as the Powder House Community School Redevelopment Project. This experience includes Stoneleigh, the historic preservation and revitalization of the Old Norfolk County Jail in Dedham into residential condominiums; Kendall Crescent, the adaptive reuse, historic preservation and new construction of the historic Public Works Complex including the historic Swell School and Old Town Barn in Brookline into residential condominiums and office space; and The Waterworks at Chestnut Hill, a 112-unit residential and museum complex in Chestnut Hill. The firm is currently developing The Lancaster, the new construction of a 55-unit development in Boston and 1650 Commonwealth Avenue, a 40-unit development also in Boston. Recently, the firm was selected by the City of Newburyport to convert the historic Kelley School into residential condominiums.

Diamond Sinacori brings a proven process of delivery of intelligently-planned, community-based, programmatically-rich residential development that has helped shape neighborhoods with accessible, market-driven housing that contributes directly to the context, spirit and legacy of the host communities in which they work.

A team of experts has been assembled to support Merrill Diamond including Greg Winter of TR Advisors, LLC as Project Manager; CBT Architects who are local leaders in contextual residential site planning and design; Copley Wolff Design Group, award-winning landscape architects that will bring creativity and vision to the park design; Mary Jane Daly, an urban planner with expertise in com-

munity engagement; and Adam Dash as legal counsel with a practice in Somerville who understands the city's process and procedures.

Collectively, our team is committed to a collaborative, consensus-built planning and design process where community meetings are places for idea input and exchange, open and inclusive communication for the betterment of the project for all involved. We understand that meeting early and often and following through on promises and commitments is not just lip service but truly the way to a more successful outcome.

## **EXPERIENCE WITH COMMUNITY-BASED PLANNING AND DESIGN**

### **Diamond Sinacori, LLC**

Diamond Sinacori, because of the nature of the projects that it has undertaken, has a long history of working with communities, both in the Boston area and across the country, to arrive at consensus-driven planning and design solutions. Almost all of our projects, whether new construction or adaptive re-use, have required extensive zoning and re-zoning approvals, town meeting approvals, and community support at the various hearings that have allowed our projects to move forward. In its 37 year history of developing residential real estate, nobody has ever spoken against one of our projects by the time that the community process gave way to the municipal entitlement process. A number of the projects that we developed were \$25MM - \$50MM demonstration projects conceived under the auspices of HUD's HOPE VI program. One of these, Concord Village in Indianapolis, Indiana, was one of the first of these projects to be completed and it was typical for the many community design charrettes that led to a consensus among a number of groups with varying and, often divergent vested interests. These charrettes and other community meetings included public housing residents concerned about displacement and gentrification, neighbors from their host communities who were concerned about the perpetuation of pockets of poverty in their communities and representatives of the various municipalities who were walking a tenuous tightrope to fairly balance the various concerns of very different types of constituents. Many cities across the country turned to Diamond Sinacori to facilitate consensus-building and some of our techniques remain in use today. Our private

sector work over almost four decades of developing residential condominiums has often included the same type of consensus-building among communities and municipalities. Projects such as The Waterworks at Chestnut Hill required an enormous amount of community input in terms of balancing the interests of the future residents of the project with those of the general public who were going to be able to use Waterworks and its attendant Museum for passive recreation and educational opportunities. This type of community input and participation in the planning and design also typified Dreamwold in Scituate, one of the first condominium developments on the South Shore; Kendall Crescent in Brookline which encompassed almost an entire city block in a stable residential neighborhood, and Stoneleigh in Dedham, the adaptive re-use of the former Norfolk County Jail into residential condominiums in the middle of Precinct One, one of the country's most beautiful and historic neighborhoods.

In addition to the above, we are committed to extending the reach of our community process further into the City of Somerville itself. At the end of the collateral material for Diamond Sinacori, you will find a program that we created called BUILDING A BUILDING, a year long program that works with local high school students who are interested in careers related to construction, including real estate development, architecture, general contracting, sub-contracting, and marketing. This program is currently being successfully implemented in conjunction with the construction of The Lancaster, a 55 unit condominium building now under construction in Brighton, Massachusetts and includes both classroom work and tours of the construction site so that students can see in real time the subjects

covered in the classroom work. It has become part of the curriculum of Brighton High School and we are hopeful that the City and the administration of Somerville High School will see the benefit of this type of exposure to real-world problems and solutions.

**CBT Architects** is an award-winning architecture, urban design, and interior design firm with deep local roots, an extensive portfolio in condominium design and construction, and a long-standing commitment to the community process a core philosophy of the firm's approach to design. With over 300 projects completed in Boston alone and hundreds in neighboring cities and towns throughout the region, the firm's success is rooted in engagement with a wide range of stakeholders from the very beginning of all of its projects.

Recent successes include the completion of the The Charlesview Residential Development in Allston, MA, Olmsted Hill in Brookline, MA and the Sierra Residences in Cambridge, MA that demonstrate the firm's stellar track record in facilitating and participating in a robust community process, in condominium design and construction, urban infill projects, and contextual design. Led by CBT Principal, Christopher Hill, who brings 29 years of design experience on a wide variety of residential design projects has extensive expertise in engaging communities in the design process, presenting coherent information for discussion and building consensus. The results are beautiful, sustainable, context sensitive designs that are embraced in their communities and sought after by prospective buyers and tenants.

#### **M. J. Daly Consulting**

Mary Jane Daly, Principal at M.J. Daly Consulting, is an urban planner with experience managing complex urban planning projects and development review processes, with

particular expertise in the area of community engagement. Locally, such planning projects include the Prudential Center Redevelopment Master Plan, the New Charles River Basin Master Plan, East Boston Piers Master Plan, Salem Harbor Master Plan and the Braintree Master Plan. The Prudential Center Redevelopment Master Plan, involved working closely with the PruPAC over a three-year period, and convening more than 350 community meetings to successfully win community support for the plan. The final plan not only met the often competing expectations of the community, but responded to regulatory obligations, and the constraints of a very complex site while meeting the financial requirements of the developer.

She is adept at conceptualizing and directing public information outreach strategies, using a variety of media, aimed at heightening public awareness and informing public dialogue. This includes early work at MIT on The Boston Conference and The Governor's Design Awards Program, as well as more recent work for Equity Residential on public information and branding materials, media and presentations. A trained mediator, she has experience working effectively with all kinds of communities from Boston's Back Bay to the hills of southeastern Kentucky where she designed and directed a community-based process producing the Kentucky Highlands Investment Corporation 10 Year Master Plan and Implementation Strategy, resulting in a \$40 million Federal grant.

Ms. Daly is known by both City of Somerville planning staff and CoUrbanize leadership. We anticipate that being able to build upon these existing relationships will serve to further the aim of ensuring an effective and efficient community engagement process.

## **PROJECT PROGRAM/DESIGN SUMMARY**

In accordance with the above, we are cognizant that the proposal for the redevelopment of the Power House School site that is included in our RFP Response is extremely fungible and, ultimately, will be shaped as the result of the type of community process noted in the RFP and that typifies our work in communities across the country. That said, this very preliminary planning design concept is predicated on a contextual response to the site conditions, the surrounding neighborhood, and the creation of two parks. Our residential development is comprised of 35 one- and two-bedrooms in two- and three-story building above a 58 car parking garage. The garage is partially submerged to reduce its visual impact and provide a raised base for private decks and porches. A 1,500 sf community room at the center of the building by the main entry will be available for neighborhood meetings and gatherings including a dedicated outdoor space. The project respects the prescribed setbacks and height limits outlined in the RFP and is positioned to respond to the two-story residences along Broadway and the three-story residences along the new park that might the height of the neighboring junior high building presently occupied by Tufts University. The footprint of the new building steps back and forth with articulated gable ends reflecting the existing character of the street wall along Broadway. The exterior materials are also inspired by the residential neighborhood and include clapboard siding, brick veneer, double hung windows, picketed rails on porches, and shingled pitched roofs and dormers. Rooftop mechanical units are screened and hidden from view responding to the 45 degree visual setback prescribed in the RFP.

Our overall objective is to make the new residences and the two new public parks fit seamlessly into the existing architectural fabric of the host community.

Our proposed development, VETERANS PARK: A Residential Community, includes two public parks, and is intended to honor the Somerville veterans of recent wars including the Gulf Wars, Iraq and Afghanistan.

Our vision for this memorial is a work in progress that would continue with input from the host neighborhood, the various veteran's organizations, and representatives of the City of Somerville in an open and inclusive process. We plan on incorporating a seven foot wide tree-lined walkway connecting Broadway to Holland Street that is incorporated into the design of one of the new public parks which will also engage the existing basketball court to the Southeast.

Another significant aspect of our preliminary planning proposal is the integration of art education and display to provide an opportunity for the residents of our new development to interact with their neighbors in their host community. We have integrated an art gallery area as part of the main lobby, a public art gallery on Broadway, and a art studio for the use of our residents, their neighbors and, to the extent possible, others who require space in which to work on various projects. A small "grab and go" coffee shop will compliment these uses, as well as providing a welcome respite for those enjoying the park or who live nearby.

Of note, our proposed project will target a LEED Gold rating and will feature natural ventilation, rain water capture and reuse, and photovoltaics. We will provide over 75% open space on the site and extensive public art/memorials. The project is intended to open late in October of 2017.

## MERRILL H. DIAMOND, Diamond Sinacori, LLC



### POSITION

Founding Partner

### OVERVIEW

Merrill H. Diamond is a founding partner of Diamond Sinacori, LLC, a Boston-based Real Estate Development company that is an outgrowth of his former company, Parencorp, which was founded in 1978.

Merrill H. Diamond has been the recipient of numerous national awards for environmentally sensitive design, historic preservation, adaptive re-use, and creative business development. He has served as both a gubernatorial appointee to the Massachusetts Historical Commission and to the Senate Special Commission on Historic Preservation. Mr. Diamond is a recent member of the Board of Directors of Preservation Mass, the Commonwealth's statewide, non-profit preservation agency. In addition, Mr. Diamond has been named "Entrepreneur of the Year" by Arthur Young / "Venture Magazine;" "Merchant Builder of the Year" by the National Association of Homebuilders (NAHB), and one of "America's Most Valuable People" by "USA Today," the nation's national newspaper. He has been profiled in Jeffrey L. Seglin's book, *America's New Breed of Entrepreneurs*, and his development firm has twice been named "One of America's Fastest Growing Companies" by "Inc. Magazine."

Mr. Diamond has also done work in the public sector under the auspices of HUD's innovative HOPE VI program. In addition to working on the revitalization of a number of distressed communities across the country, Mr. Diamond is credited with creating and implementing "The Indianapolis Approach," a

method of utilizing local disadvantaged contractors to construct HOPE VI developments -- thus turning HOPE VI construction dollars into an economic development generator to: a) build capacity for local businesses; b) create sustaining jobs; and c) keep most of the HOPE VI grant re-circulating within the impacted community. Mr. Diamond has spoken at a number of national symposiums relative to this approach and his views on public and affordable housing have been widely published. The firm's specialty relative to this type of work, as was the case with the development projects noted below, is consensus-building with impacted neighborhoods and municipalities.

Merrill H. Diamond lives with his wife Karen and his bulldog Roxanne in Boston's South End.

### REPRESENTATIVE PROJECTS

- The Lancaster, Brighton, MA
- The Wild-Sargent Estate, Brookline, MA
- The Shops at Ocean's Gate, Marshfield, MA
- The Waterworks at Chestnut Hill, Boston, MA
- The Knickerbocker, Brookline, MA
- Stoneleigh, Dedham, MA
- Kendall Crescent, Brookline, MA
- The St. George, Revere Beach, Revere, MA
- The Trust, Chestnut Hill, MA.
- James Landing, Scituate, MA
- Dreamwold, Scituate, MA
- The Grand, Brookline, MA
- The Sears Estate at Longwood, Brookline, MA

## GREGORY P. WINTER, Transit Realty Advisors



### POSITION

Managing Director

### OVERVIEW

Gregory Winter is a real estate investment professional with diverse commercial real estate experience spanning positions with the largest publicly held apartment REIT, privately held investment and development company, pension fund investment advisory business, insurance company general account investing, multifamily housing development and quasi-public nonprofit industrial development. His experience includes diverse property types including multifamily, office, hotel, retail, industrial and mixed use.

Mr. Winter received a Masters in Business Administration from the Yale School of Management and a B.A. in Economics from Brandeis University.

### REPRESENTATIVE PROJECTS

- Project Manager, Prudential Center Redevelopment project, managed 2 million square foot addition to existing 6 million square foot mixed use development
- Asset Manager, Equity Residential, Managed renovation of over 2,500 apartment units
- Asset Manager General Investment and Development Company, managed renovation of over 2,300 apartment units
- Asset Manager, Charles River Park renamed as West End Apartments, provided oversight on \$250 million dollar construction of five new apartment buildings
- Asset Manager, Metrotech apartment development, Brooklyn, NY, provided design oversight for 500-unit, 50 story new apartment building
- Asset Manager and Trustee, One Federal Street, Boston, Massachusetts, managed 1.2 million SF office tower
- Asset Manager, NY District Council of Carpenter's Building, managed 800,000 SF office Building in Lower Manhattan
- Project Manager, Woodridge Corporate Center, managed permitting and approvals for Infill 400,000 square foot build to suit office building
- Project Manager, Prudential Business Campus redevelopment, 1 million square foot addition masterplanned for existing 1.2 million square foot office building
- Board of Directors, Morgan Memorial Goodwill Industries, served on new headquarters construction Committee
- Asset Manager, Hyatt Regency Boston, (470 room Hotel), managed renovation project
- Asset Manager, Sheraton Boston Hotel and Towers (1200 room hotel), managed \$23.5 million renovation project

## MARY JANE DALY, M. J. Daly Consulting



### POSITION

Principal

### OVERVIEW

Mary Jane Daly is an urban planner with significant experience managing complex urban planning projects and particular expertise in the area of community engagement. Meaningful citizen involvement has been a key characteristic of her planning efforts throughout her planning career – a basic tenet of her practice being that those affected by a plan should be instrumental in its creation. Locally, such planning projects include the Prudential Center Redevelopment Master Plan, the New Charles River Basin Master Plan, Salem Harbor Master Plan. The Prudential Center Redevelopment Master Plan, involved working closely with the Prudential Center Civic Advisory Committee (PruPAC) over a three-year period, and convening more than 350 community meetings to successfully win community support for the plan. Similarly, the other planning projects were rooted in community-based planning strategies involving both media and events.

She is adept at conceptualizing and directing public information outreach strategies, using a variety of media, aimed at heightening public awareness and informing public dialogue. This includes early work at MIT on The Boston Conference and The Governor's Design Awards Program, as well as more recent work for Equity Residential on public information and branding materials, media and presentations.

A trained mediator, she has experience working effectively with all kinds of communities from Boston's Back Bay to the hills of southeastern Kentucky where she designed and

directed a community-based process producing the Kentucky Highlands Investment Corporation 10 Year Master Plan and Implementation Strategy.

In addition to Prudential Center Redevelopment Master Plan, her planning and development review experience includes managing the review and approvals for development projects for New England Medical Center and Children's Hospital Boston.

Ms. Daly lives with one foot in academia, providing professional development guidance to students and graduates in MIT's urban planning department -- and one foot in practice. At MIT she brings to bear those same planning and communication skills, in addition to her knowledge of the planning profession, to support individuals in articulating their vision of their professional future, and designing and implementing effective career development plans.

### REPRESENTATIVE PROJECTS

- Prudential Center Redevelopment, Boston, MA
- Brooklyn Piers Master Plan, Brooklyn, NY
- West End Apartments, Boston, MA
- New Charles River Basin Master Plan, Boston/Cambridge, MA
- New England Medical Center Project 1-C Approvals, Boston, MA
- East Boston Piers Plan, Boston, MA
- Salem Harbor Plan, Salem, MA
- Braintree Master Plan, Braintree, MA
- Kentucky Highlands Empowerment Zone Plan, Clinton, Jackson, Wayne Counties, KY

## CHRISTOPHER A. HILL, AIA, CBT Architects



### POSITION

Design Principal

### OVERVIEW

Mr. Hill has 29 years of experience in the design of a variety of multi-family residential projects ranging from urban in-fill developments to academic and institutional facilities to mixed-use office and residential complexes. He speaks regularly at national conferences including the AIA, ACUHO-, ER-RAPA, SCUP. He has published numerous articles in Planning Magazine and has contributed research in Campus Architecture, a book by Richard P. Dober. His related experience includes the following:

### REPRESENTATIVE PROJECTS

**Charlesview Development, Boston, MA** Master plan and design for 470,163 square feet of residential, community, commercial and open space including 240 rental units, 100 new homeownership units, 26,533 square feet of commercial/community space and four acres of new open space.

**Rollins Square, Boston, MA** Design of a new 184-unit condominium complex for the Archdiocese of Boston, comprised of four building components surrounding a central park, retail space on the ground floor, and a below-grade parking garage.

**345 Harrison Avenue, Boston, MA** Design for a new 9-story, 344,000-square-foot residential building to include 355 one-, two-, and three-bedroom apartments, amenity space, street level retail, and a 115-car structured parking garage.

**Clippership Wharf, Boston, MA** Master planning and design of a five building, 400-unit residential development located on the East Boston waterfront overlooking downtown Boston and the Boston Harbor.

**Sargents Wharf, Boston, MA** Design of mixed-use complex that includes 265 housing units, office and retail space, underground parking, marina, and public open space, and an addition to the existing pilot house.

**The Belvedere at Prudential Center, Boston, MA** Design of a new 11-story residential tower providing 60 units of luxury one-, two-, and three-bedroom condominiums, and two stories of retail shops.

**The Marlborough, 416 Marlborough Street, Boston, MA** Conversion of a ten-story apartment building to luxury condominiums including a one-story addition to the top of the building with common and private roof-deck patios.

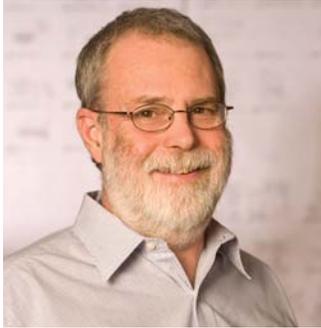
**The Village at Hospital Hill, Northampton, MA** Master plan for a new residential community consisting of a variety of housing types and units, community spaces, an assisted living facility, and retail and office facilities.

**Watermill Place, Arlington, MA** Planning and design for 130 market rate condominiums in a six-story building in an historic site.

**Waterfront at Pitts Bay Road, Hamilton, Bermuda** Competition-winning design of a new 250,000 square foot mixed-use development for a prominent waterfront site located in Bermuda.

**The Gateway, Plymouth, MA** Design of three prototypical duplex condominiums for a 125-unit mountainside subdivision. The duplexes were designed as multi-level units that integrated into the steep slopes.

## JAMES MONTEVERDE, RA, LEED AP CBT Architects



### POSITION

Project Manager

### OVERVIEW

Mr. Monteverde has 35 years of professional experience in project management and architectural design. His work ranges from multi-family residential and commercial buildings to academic and institutional facilities. His representative projects include:

### REPRESENTATIVE PROJECTS

**Charlesview Development, Boston, MA** Master plan and design for 470,163 square feet of residential, community, commercial and open space including 240 rental units, 100 new homeownership units, 26,533 square feet of commercial/community space and four acres of new open space.

**Rollins Square, Boston, MA** Design of a new 184-unit condominium complex for the Archdiocese of Boston, comprised of four building components surrounding a central park, retail space on the ground floor, and a below-grade parking garage.

**22 Liberty at Fan Pier, Boston, MA** Design of a new 14-story waterfront condominium tower in Boston's Innovation District with over 100 luxury residences ranging in size from studio to 3-bedrooms, lower floor retail, resident amenity spaces and below grade parking.

**No 6 Newbury Street, Boston, MA** Design for a new 6-story, 54,000 square foot, six-story building with two floors retail at the base to house Chanel, six luxury condominiums above, and one floor of parking below grade.

**160 Jewell Street, Hartford, CT** Design of a mixed-use tower in downtown Hartford consisting of ground floor retail, residences, and parking.

**Hartford 21, Hartford, CT** Architectural and urban design, construction administration, and commissioning services for a 930,000-square-foot development with a 36-story residential tower, retail, sports club, parking, and a new entry for the Hartford Coliseum.

**Greenway Center, Boston, MA** Design of 480,000-square-foot mixed-use project in the Bulfinch Triangle with 45,000 square feet of retail, 165 residential units, and parking for 200 cars.

**Dean College, New Residence Hall, Franklin, MA** Design for a new 37,000 square foot, 121 bed residence hall comprised of four person suites with 1- and 2-bed rooms, a shared bath, and a living room.

**Penn State University, Eastview Terrace, State College, PA** Design of a 300,000-square-foot, seven-building student residence quadrangle, composed of 811 single room units with private baths.

**Penn State University, Center Commons, University Park, PA** Consolidation of two residence halls' dining services, incorporating marche concept, servery, grab-and-go snack bar, coffee bar, outdoor terraces, and land central lawn.

**The College of the Holy Cross, New Residence Hall, Worcester, MA** Design for a new 150-bed residence hall beginning with a feasibility study to determine the site and building type.

## DAVID FERRIS, AIA, LEED AP, CBT Architects



### POSITION

Project Architect

### PROFESSIONAL EXPERIENCE

Mr. Ferris has 37 years of professional experience in architectural design. He has served as Senior Designer on a wide range of projects including multi-family residential developments, commercial/office mixed-use developments, private residences, condominiums, hospitality developments, and civic projects. Selected projects from Mr. Ferris' experience include the following:

### REPRESENTATIVE PROJECTS

#### **Olmsted Hill Residential Development, Brookline, MA**

Planning and design of a new subdivision development to include 24 town houses and affordable multi-family units.

**Charlesview Development, Boston, MA** Master plan and design for 470,163 square feet of residential, community, commercial and open space including 240 rental units, 100 new homeownership units, 26,533 square feet of commercial/community space and four acres of new open space.

**704 Main Street, Falmouth, MA** Design of 72,000-square-foot development of retail ground floor beneath two to three floors of affordable housing, styled to extend the prominent main street rejuvenation of the town's downtown district.

**Residences at Atlantic Wharf, Boston, MA** Design for reuse of a historic 1890 Peabody and Stearns building into 86 contemporary, luxury loft-style apartments including 7 2-story duplex units, with club room, fitness room, and a new lobby.

**The Belvedere at Prudential Center, Boston, MA** Design of a new 11-story residential tower providing 60 units of luxury one-, two-, and three-bedroom condominiums, and two stories of retail shops.

**45-57 Commonwealth Ave Feasibility Study, Boston, MA** Design feasibility study to convert these two adjoining Back Bay townhouses to eight luxury condominiums, including upper floor exterior reconstruction.

**49-51 Commonwealth Avenue, Boston, MA** Design services for a 25,000-square-foot renovation of these adjoining Back Bay townhouses to nine luxury condominiums with new penthouse construction and exterior facade restoration.

**126-130 Beacon Street, Boston, MA** Conversion of three 19th-century townhouses previously owned by Emerson College into 11 luxury condominiums in Boston's Back Bay neighborhood.

**Allerton House at Central Park, Weymouth, MA** Design services for the adaptive reuse of former high school into a facility housing eight two-bedroom apartments, 48 one-bedroom apartments, and 14 studios.

**Heritage at Hingham, Hingham, MA** Design of 53,000 square-foot, 72-unit assisted-living residence. The two-story massing, details, and inventive elements such as porches and bay windows recall 19th-century Georgian architecture.

**Champlain College, New Residential Quadrangle, Burlington, VT** Design for a new 276-bed, 3-building student residence quadrangle woven into an existing campus zone and residential neighborhood. Significant site work includes a central green and makes connections to the main campus.

## LYNN WOLFF, ASLA Copley Wolff Design Group, Inc.



### POSITION

Principal & President

### OVERVIEW

Lynn Wolff has over 30 years of experience in landscape planning and design. She specializes in complex urban projects requiring expertise in project management for multi-disciplinary teams and extensive cultural, historical, public art, and public participation components. Lynn collaborates with design professionals, artists, government agencies, and non-profit neighborhood groups to design successful public spaces that reflect the diversity and cultural richness of their surroundings. Lynn received a Bachelor of Landscape Architecture degree from Cornell University and a Master of Landscape Architecture degree from the Harvard University Graduate School of Design. She is a registered Landscape Architect in five states, is a certified Charrette Planner, and has been a commissioner for the Boston Center Design Commission since 2003.

### REPRESENTATIVE PROJECTS

Lynn has extensive experience working on multi-family housing projects throughout Massachusetts. Her experience in Boston includes:

- The Clarendon, Boston, MA
- Serenity at 105 South Huntington, Boston, MA
- The Merano, Boston, MA
- Morrissey Boulevard, Boston, MA
- New Street, Boston, MA
- One Canal Street, Boston, MA
- Watermark Seaport, Boston, MA
- West Square, Boston, MA
- 303 Third Street, Cambridge, MA
- Zinc at 22 Water Street, Cambridge, MA
- Jefferson at Admiral's Hill, Chelsea, MA
- 315 on A, Boston, MA
- 345 Harrison Avenue, Boston, MA
- Appleton Mill, Lowell, MA
- Boston Garden/Causeway Street, Boston, MA
- Ink Block, Boston, MA
- Ink Block Sepia, Boston, MA
- The Kensington, Boston, MA
- NorthPoint II, Cambridge, MA
- Parcel K, Boston, MA
- Roxbury Tenants of Harvard, Boston, MA
- The Victor, Boston, MA

## DAVID M. CONWAY, P.E., LEED AP BD+C, Nitsch Engineering, Inc.



### POSITION

Senior Project Manager

### OVERVIEW

Dave has 21 years of experience in the field of civil engineering. In that time, he has focused on providing civil/site design, roadway design, and construction administration services on a wide range of projects, including multi-family residential, academic, and recreational projects.

Dave has extensive experience in utility design – including drainage, water supplies, and wastewater collection – permitting, and site design. He also has a great deal of experience dealing with regulatory and planning agencies on a municipal level.

### REPRESENTATIVE PROJECTS

- **St. Polycarp Village, Somerville, MA:** Project Manager providing civil engineering and sustainable design and consulting services for the redevelopment of the St. Polycarp Church and surrounding parcels into a 3-acre multi-use rental establishment. Explored sustainable concepts such as the collection and harvesting of stormwater for use within the site. The City is using the redevelopment of the site as an example of green design.
- **Tufts University, Hillside School Apartments, Medford, MA:** Project Manager for civil engineering services including utility design, site layout, and grading for the conversion of an elementary school building to residential apartments for junior faculty. A key project component included designing the site improvements within the guidelines for

green building design as established by the LEED® Certification Process. Key features of the site design include the design of features to enhance the quality of the stormwater runoff from the parking areas and to minimize the amount of stormwater runoff generated.

- **Glenwood School, Malden, MA:** Project Manager for civil engineering services including utility design, site layout, and grading for the conversion of an elementary school building to residential apartments.
- **Lawrence Mills, Lowell, MA:** Project Manager responsible for permitting of the redevelopment of the site. The project consisted of renovation and constructive reuse of the mill site into a new mixed-use development including residential and office space. The permitting process for the redevelopment required the review and approval of the Army Corps of Engineers, Massachusetts Department of Environmental Protection Waterways Division, City of Lowell Conservation Commission, City of Lowell Engineering Department, and Massachusetts Department of Environmental Protection Watershed Permitting Division.
- **Emerson College, Piano Row Residence Hall, Boston, MA:** Project Manager for the utility design and permitting of a new 15-story residence hall with ground floor retail. Project required the permitting of the utility connections and right-of-way work with City of Boston officials. This LEED® Certified project is on the last vacant parcel adjacent to Boston Commons.

## KATHLEEN CAMPBELL, P.E., LSP, LEED AP, CDW Consultants, Inc.



### POSITION

Vice President

### OVERVIEW

Ms. Campbell, a Vice President at CDW, has over 20 years experience in environmental engineering, in both the public and private sector. She is a Registered Professional Engineer and Licensed Site Professional in Massachusetts, and a LEED Accredited Professional. Ms. Campbell has been with CDW Consultants for over 17 years.

### LSP Services and Compliance Audits

Ms. Campbell has performed regulatory compliance audits for several clients including public agencies and municipalities. Ms. Campbell has provided Licensed Site Professional services including IRAs, RAMs, LRAs, RAOs, and AULs under the Massachusetts Contingency Plan, as well as completed several Phase I, Phase II, and Phase III studies.

### Environmental Investigation

Ms. Campbell has performed hundreds of environmental assessments and subsurface investigations. She has conducted historical research for due diligence assessments for real estate transactions. She has also performed and supervised drilling and soil sampling, groundwater sampling, tank excavation, geophysical surveys, and dewatering projects. She has investigated sites contaminated with gasoline, fuel oil, and other petroleum compounds, heavy metals, volatiles, chlorinated solvents, cyanide, PCBs, pesticides, and asbestos.

### Brownfields

Ms. Campbell's specialty is the assessment and remediation of brownfields sites. She has been involved in many high visibility national and state model brownfields projects. She has successfully achieved regulatory closure allowing redevelopment of contaminated sites by integrating risk assessment and cleanup technologies, demolition strategies, and ultimate re-use goals. In addition, she has successfully utilized cost-effective and innovative remedial measures to reduce site contamination to demonstrate the feasibility of redevelopment of contaminated parcels.

### REPRESENTATIVE PROJECTS

- Gateway Park, Worcester, MA
- City of Chelsea Brownfields, Chelsea, MA
- 74 West St, Attleboro, MA
- DCR Parkland, 7 Brush Hill Road, Milton, MA
- Norfolk Agricultural High School, Walpole, MA
- 55 Gerrish Avenue, Chelsea, MA
- Wellesley High School, Wellesley, MA
- 10 North Point Blvd, Cambridge, MA
- Holy Family Hospital, Methuen, MA
- Boston Convention and Exhibition Center, Boston, MA

## ROBERT M. LEBER, P.E., LEED AP, Cosentini Associates, Inc.



### POSITION

Senior Vice President / Principal-in-Charge

### OVERVIEW

Mr. Leber joined Cosentini Associates, Inc. in 1986. His tenure with the firm has provided experience in the design of mechanical systems for a wide variety of project types, including laboratories, educational buildings, corporate headquarters, public assembly and healthcare facilities.

As a LEED® Accredited Professional, Mr. Leber is consulting in the design of Electro/Mechanical systems for several U.S. Green Building Council LEED® sustainable buildings. Mr. Leber is responsible for evaluating designs and estimating operating costs for the proposed Electro/Mechanical systems. Mr. Leber's focus in this role is to minimize building operating costs and conserve natural resources when possible.

### REPRESENTATIVE PROJECTS

Mr. Leber has extensive experience in the design of mechanical systems for public buildings, including the following academic and campus development projects:

- Boston Headquarters Convention Center Hotel, Boston, MA
- Boylston West, Boston, MA
- Cambridge Residences, Cambridge, MA
- Columbus Center, Boston, MA
- Fan Pier, Boston, MA
- Fenway Center, Boston, MA
- Harborview, Boston, MA
- Hartford 21, Hartford, CT
- Jebel Hafeet Glacier Ski Resort, Al Ain, UAE
- The Kensington, Boston, MA
- Millennium Place, Boston, MA
- Millennium III, Boston, MA
- New Quincy Center, Quincy MA
- North Bethesda Market, Rockville, MD
- North Point Buildings Sierra and Tango, Cambridge, MA
- Park Square West, Stamford, CT
- Pier 4, Boston, MA
- Seaport Square Parcel A, Boston, MA
- Seaport Watermark, Boston, MA
- South Station, Boston, MA
- The Watermark I and II, Cambridge, MA
- Renovation of YMCA Residences, Boston, MA
- 91 Sidney Street, Cambridge, MA
- 1330 Boylston Street, Boston, MA
- Assembly Row Parcels 1, 3, and 4, Somerville, MA
- Atelier 505, Boston, MA
- Avalon Exeter, Boston, MA
- Battery Wharf, Boston, MA

## RANDALL T. DUKE, LEED AP, Cosentini Associates, Inc.



### POSITION

Chief Electrical Engineer

### OVERVIEW

Mr. Duke joined the New York office of Cosentini Associates, Inc. in 1977. He worked as a project engineer and project manager with R.G. Vanderweil from 1982 to 1984. In 1984, after receiving his M.B.A., Mr. Duke returned to Cosentini's Cambridge office in his current position of vice president, where he is responsible for directing the electrical department. Mr. Duke is proficient in the design of educational, residential, corporate, and high-rise buildings, with a focus on encouraging designs minimizing energy use and building operating costs when possible.

### REPRESENTATIVE PROJECTS

- 91 Sidney Street, Cambridge, MA
- 1330 Boylston Street, Boston, MA
- Assembly Row Parcels 1, 3, and 4, Somerville, MA
- Atelier 505, Boston, MA
- Avalon Exeter, Boston, MA
- Battery Wharf, Boston, MA
- Boston Headquarters Convention Center Hotel, Boston, MA
- Boylston West, Boston, MA
- Cambridge Residences, Cambridge, MA
- Colonial Williamsburg Lodge, Williamsburg, VA
- Columbus Center, Boston, MA
- Fan Pier, Boston, MA
- Fenway Center, Boston, MA
- Harborview, Boston, MA
- Hartford 21, Hartford, CT
- Jebel Hafeet Glacier Ski Resort, Al Ain, UAE
- The Kensington, Boston, MA
- Logan Airport Hilton, Boston, MA
- Millennium Place, Boston, MA
- Millennium III, Boston, MA
- New Quincy Center, Quincy MA
- North Bethesda Market, Rockville, MD
- North Point Buildings Sierra and Tango, Cambridge, MA
- Park Square West, Stamford, CT
- Pier 4, Boston, MA
- Seaport Hotel at the World Trade Center Boston, Boston, MA
- Seaport Square Parcel A, Boston, MA
- Seaport Watermark, Boston, MA
- South Station, Boston, MA
- The Watermark I and II, Cambridge, MA
- Renovation of YMCA Residences, Boston, MA
-

## ANTHONY J. PETRILLO, Cosentini Associates, Inc.



### POSITION

Senior Plumbing Engineer

### OVERVIEW

Mr. Petrillo recently rejoined Cosentini's Cambridge office as the senior employee in the firm's plumbing department. To this position, Mr. Petrillo brings more than 30 years of experience in the design of plumbing, life safety, and fire protection systems including domestic water, water heaters and pumps, sanitary drainage, vents, fire pumps, and dry pipe systems. Mr. Petrillo first joined Cosentini Associates, Inc. in 1983 as part of the firm's plumbing and fire protection design team.

For the past 11 years, Mr. Petrillo lead the plumbing department at our competitor's office, Syska & Hennessy. His role included managing staffing and workload issues as well as establishing scope of work and fee proposals. Mr. Petrillo is adept at facilitating local and federal code applications, ensuring National Fire Protection Association requirements are met, and has extensive experience providing plumbing engineering design services for commercial, residential, mixed use, and institutional projects.

### REPRESENTATIVE PROJECTS

- Assembly Row Parcels 1, 3, and 4, Somerville, MA
- Avalon Exeter, Boston, MA
- Boylston West, Boston, MA
- Fan Pier, Boston, MA
- Fenway Center, Boston, MA
- The Kensington, Boston, MA
- Millennium III, Boston, MA
- New Quincy Center, Quincy, MA
- Park Square West, Stamford, CT
- Pier 4, Boston, MA
- Seaport Watermark, Boston, MA
- Watermark II, Cambridge, MA

## ADAM C. McCARTHY, P.E., McNamara/Salvia, Inc.



### **POSITION**

Principal

### **OVERVIEW**

Adam McCarthy, Principal at McNamara Consulting Engineers, is a registered professional with over 20 years of structural design experience. Adam is one of the City's leading commercial structural engineers and has worked with CBT Architects on over 50 projects.

### **REPRESENTATIVE PROJECTS**

- The Mandarin Hotel, Boston, MA
- Belvedere Residential, Boston, MA
- Trilogy Project, Boston, MA
- 45 Province Street Residences, Boston, MA
- 580 Comm. Ave., Boston University Dorm, Boston, MA
- Babson College New Dormitory, Needham, MA
- Bulfinch Triangle Parcel 1, Boston, MA
- Merano, Boston, MA
- Bulfinch Triangle Parcels 2 A, B, and C, Boston, MA
- Kensington Place, Boston, MA
- NorthPoint Sierra & Tango Residences, Cambridge, MA
- Northpoint, Twenty|20 Residences, Cambridge, MA
- 1330 Boylston Street, Boston, MA
- 120 Kingston Street, Boston, MA

## MICHAEL M. SANTOS, P.E. PTOE Howard/Stein-Hudson Associates, Inc.



### POSITION

Associate, Senior Transportation Manager

### OVERVIEW

Michael is a Senior Transportation Engineer in HSH's Land Development group. He leads traffic impact studies and is responsible for maintaining communications with clients and QA/QC of key project deliverables. Michael has over 12 years of experience as a Transportation Engineer, having spent the first five years of his career working on mostly large-scale public sector projects and then transitioning to private development projects. Since joining HSH, Michael has been managing several projects for private developers, focusing on the preparation of traffic impact studies as part of the City of Boston's Article 80 process. Michael generally serves as the project manager for these projects and oversees all technical aspects, deliverables, and client communications. He has extensive experience in traffic impact and access studies, trip generation calculations, traffic capacity analysis, and attendance at public and client meetings.

### REPRESENTATIVE PROJECTS

- 3200 Washington Street, Jamaica Plain, MA
- 345 Harrison Avenue, Boston, MA
- Haymarket Hotel, Boston, MA
- Five Washington Street, Brighton, MA
- 99 Tremont Street, Brighton, MA
- Readville Yards Development, Hyde Park, MA
- Charlestown Battalion Armory, Charlestown, MA

- 55 India Street, Boston, MA
- 110 Broad Street, Boston, MA
- South Boston Boutique Hotel, South Boston, MA
- The Commons at Forest Hills Station, Jamaica Plain, MA
- 3521-3529 Washington Street, Jamaica Plain, MA
- 45 West Third Street, South Boston, MA
- Parcel U – Forest Hills, Jamaica Plain, MA
- Copley Place Expansion, Boston, MA

*Prior to joining HSH, Michael's portfolio includes:*

- Riverside MBTA Station Redevelopment, Newton, Massachusetts
- Highland Commons Retail Development, Hudson, Massachusetts
- Chestnut Hill Square, Newton, Massachusetts
- Suffolk Downs Entertainment Facility, East Boston, Massachusetts
- Fenway Park Transportation Management Plan, Boston, Massachusetts
- MathWorks Lakeside Campus, Natick, Massachusetts

## JOSEPH ALBANESE Commodore Builders



### POSITION

President & CEO

### OVERVIEW

Joseph Albanese is the President & CEO of Commodore Builders. He is a Registered Professional Engineer, with a BSCE from UMass Lowell and an MBA from Boston University. Joe is regarded as an industry leader and has built strong relationships across the construction marketplace over the course of his 25-year career.

In 2002 he founded Commodore. His vision, stewardship and hands-on project involvement have created a culture that values performance, leadership and service to clients, community and personal growth.

Joe's experience extends beyond the usual horizon of a business and community leader, to include a career as a senior Naval officer. In 2007, he served for 7 months in the Middle East, leading the 22nd Naval Construction Regiment (fwd). He retired from the U.S. Navy Civil Engineer Corps as a Captain in September, 2009, after 29 years of military service.

As a community leader Joe serves on the Board of Directors for the New England Center for Homeless Veterans, the USS Constitution Museum and The Village Bank. Joe also holds the position of Vice Chairman of the Associated General Contractors of MA and is on the Advisory Board of UMass Lowell College of Engineering.

Commodore's mission to make the construction process easy for clients and the outcome excellent is working. For the second consecutive year, Commodore has been named by the Boston Business Journal to the Pacesetter list of fastest growing companies in New England, has earned a place on the Inc. 500 list of fastest growing companies in the United States and was named to The Boston Globe's Top Places to Work.

### REPRESENTATIVE PROJECTS

#### **The Distillery, 455 East First Street, Boston, MA**

Preconstruction and construction services for the new 60,000 SF, 28 multi-family units with retail space and two levels of enclosed parking below.

**Urban Edge, Walker Park Apartments, Roxbury, MA** Pre-construction and construction management services for (2) 4-story buildings with a total of 49 units.

**275 Wyman Street, Waltham, MA** 321,000 SF, 5-story plus basement area, out-of-ground office building with associated parking garage to accommodate 1,030 vehicles. The two structures are tied together with a new raised 40,000 SF plaza area.

**10 City Point, Waltham, MA** The first phase of a 450,000 SF mixed-use development, including office space, retail shops and restaurants. The project includes a 260,000 SF, 6-story office building, with first-floor restaurant/retailer. The site also includes an 8-level, 813-space parking garage. The project is seeking LEED Gold Certification.

## TIM O'DONNELL, Fantini & Gorga



### POSITION

Executive Managing Director/ Principal

### OVERVIEW

Tim O'Donnell joined Fantini & Gorga in 1999 as the firm's third principal, after more than fifteen years as a principal in two successive mortgage banking firms. Fantini & Gorga has arranged over \$1.2 billion in financings since its founding in 1995, and the firm's team of seven seasoned originators has completed many hundreds of transactions in their careers.

Mr. O'Donnell has management responsibilities both at Fantini & Gorga and its sister firm, Eastern Mortgage Capital, a national FHA lender on multifamily and healthcare properties. In addition, he handles a full range of financing assignments for clients of F&G, placing both debt and equity, and arranging development, bridge and permanent loans.

Mr. O'Donnell holds an A.B. from Harvard, as well as a Masters in City and Regional Planning from the Harvard Graduate School of Design. He was a Knox Fellow in urban studies at the University of London. For the past thirty seven years he has lived in Cambridge, on the Somerville line. For twenty five years he has specialized in housing finance, including condominium development and rental projects. He assembles a team within F&G to complete each assignment.

### REPRESENTATIVE FINANCING PROJECTS (CONDOMINIUM & MULTIFAMILY DEVELOPMENTS)

- Knickerbocker Condominiums, Brookline, MA
- Symphony Court Condominiums, Boston, MA
- Portside Apartments, East Boston, MA
- Boott Mill West, Apartments and Office, Lowell, MA
- Abbot Mill Redevelopment, Westford, MA
- Lexington Place Condominiums, Lexington, MA
- Millwest Apartments, Manchester, NH
- Residences at 50 West Broadway, South Boston, MA
- The Stoneleigh Condominiums, Dedham, MA
- Metro@Charlestown, Charlestown, MA
- Kimball Woods Apartments, Burlington, MA
- JP Lofts Condominiums (School Redevelopment), Jamaica Plain, MA
- Richdale Condominiums, Cambridge, MA
- Ivaloo Street Lofts Condominiums, Somerville, MA
- Derby Lofts Condominiums, Salem, MA
- Cypress Lofts Condominiums Phases I and II, Brookline, MA

## MICHAEL DIMELLA, IGNITION Residential



### **POSITION**

Partner

### **OVERVIEW**

Michael DiMella is a nationally recognized leader in the real estate industry. For his innovative real estate marketing skills and strategic thinking, he was chosen to receive the prestigious 30 Under 30 Realtors in America award from Realtor Magazine. He is also frequently cited in local and national news publications, like The Boston Globe and the Wall Street Journal, for his insight and perspective on the real estate market.

Michael has a strong educational background in Economics/ Econometrics, in which he earned a Master's Degree from Boston University (where he was also a member of the nationally ranked BU Terrier ice hockey team). Honed through education and years of empirical research, his ability to use sound statistical analysis to spot trends in the housing market and make investment recommendations is especially prized by clients. See our multi-family marketing blog for examples of his market research.

Michael is a leader in the real estate industry and has served on the Board of Directors at the Greater Boston Real Estate Board and the Massachusetts Association of Realtors. He has also served on and Chaired committees at the national level, including the prominent Strategic Planning Committee of the National Association of Realtors.

Besides the "30 Under 30" recognition, Michael has won awards for both leadership and for marketing. He been selected as a Greater Boston Chamber of Commerce Future Leader and has won the Massachusetts Association of Realtors Website Design Contest for top website.

Michael also serves as Managing Partner of Charlesgate Realty Group, a pioneering brokerage and property management firm in Boston, MA. He lives in Boston's South End (but does not have a bulldog named Roxanne, though he definitely has strong opinions about cooking and eating great food...just ask him!)

## ADAM DASH, ESQ., Adam Dash and Associates



### POSITION

Principal Attorney

### OVERVIEW

Adam Dash is the Principal Attorney and Founder of the law firm of Adam Dash & Associates in Davis Square, where he represents many businesses and individuals in real estate, zoning and commercial matters. Mr. Dash has taught Corporations, Agency and Partnership law at the National Academy for Paralegal Studies at Framingham State College and has lectured at schools and social service agencies throughout the Boston area. He was president of the Somerville Homeless Coalition, chairman of the Somerville Chamber of Commerce, chairman of the Town of Belmont Community Preservation Act Study Committee, and member of the Town of Belmont Zoning Board of Appeals. He is currently a member of the Town of Belmont Warrant (Finance) Committee. He was the recipient of the Hazel Hughes Award of Distinction from the Somerville Community Corporation in 1994, and voted Best Attorney in Somerville for 2012 by the Readers of the Somerville News.

Mr. Dash holds a B.A. in Economics and a B.A. in Fine Arts from Brandeis University and a J.D. from George Washington University.

### REPRESENTATIVE PROJECTS

- Attorney, One Davis Square, Somerville, Massachusetts, represented developer for zoning approval and construction of an office building in the heart of Davis Square
- Attorney, Magoun Square CVS Building, Medford Street, Somerville, Massachusetts, represented developer in complex land swap, zoning approval and construction of new CVS building and municipal parking lot
- Attorney, HeadStart Early Education Center, Allen Street, Somerville, Massachusetts, represented local non-profit organization in land swap and acquisition of parcels to construct a Head Start school
- Attorney, Self-Storage building, Middlesex Avenue, Somerville, Massachusetts, represented developer for zoning approval and construction of a six-story self-storage and mixed use building in Assembly Square which provides an additional access under Route 93 to the rest of the City
- Attorney, Armory, Highland Avenue, Somerville, Massachusetts, represented owner in revising conditions to allow a non-profit arts organization to use the former armory as a community arts center
- Attorney, Willow Avenue, Somerville, Massachusetts, represented developer in zoning approval, litigation and construction of a new residential structure on the site of a former auto body shop
- Attorney, Cedar Street, Somerville, Massachusetts, represented developer in zoning approval, litigation and construction of a new residential structure on the site of former commercial buildings
- Attorney, St. Polycarp's campus, Temple Street, Somerville, Massachusetts, represented owners in redevelopment of former parish rectory, men's club and other structures into new uses.

## C. COMPARABLE PROJECTS AND REFERENCES

### KENDALL CRESCENT, BROOKLINE, MA DIAMOND SINACORI

#### The adaptive re-use and new construction of the Town of Brookline Public Works Complex.

This 25 unit condominium project was the result of a regional competition held by the Town of Brookline for the disposition of the historic Town Yard, the Town's former Public Works facility.

In addition to encompassing two city blocks, the property included a three-story Victorian school building, a series of garages for the repair and maintenance of public works vehicles, and the historic, two-story Victorian Town Barn. The Master Plan called for the demolition of the garages and the connecting of the two disparate elements, the Sewall School and the Town Barn, with a "crescent" of 14 newly constructed townhomes designed to accommodate home offices and small ground level retail spaces. Four additional units were constructed in a "triple-decker" that mirrored the architectural lexicon of the existing housing stock on a side street that bordered the new "triple-decker." The Victorian Sewall School was converted into 22 additional condominium homes and the Town Barn was converted into medical office space.

One of the Community Benefits incorporated into this project was a small public park that featured the historic bell that called generations of Public Works employees to the Town Barn to begin work.

The elements of this project that relate to the Powder House Community School project are as follows:

- An inclusive community process that preceded the planning and design process in order to obtain municipal and community input for the final project program, the site planning and the architectural design that brought the

project to fruition.

- A program of 25 residential condominiums similar to the project program of the 35 condominium units envisioned for the Powder House Community School site.
- An architectural design language for the 14 newly constructed Victorian townhomes that fit within the neighborhood context of two and three-story Victorian homes along Cypress Street and nearby
- The incorporation of the aforementioned public park as one of the Community Benefits.

#### **Additional Project Info**

**Location:** Cypress Street, Brookline, MA.

**Project Size:** 25 condominium units and an 18,000 sf medical office building.

**Ownership Entity:** Kendall Crescent, LLP (Merrill H. Diamond & Partner)

**Community Process:** led by Merrill H. Diamond

**Development Costs:** \$9,860,000

**Financing Mechanism:** Owner Equity & Bank Financing through Salem Five Bank

**Municipal Subsidies:** \$1,000,000 towards Environmental Remediation

**Current Status:** Completed and All Units Sold

#### **Reference:**

Ms. Polly Selkoe,  
Assistant Director of Regulatory Planning  
Town of Brookline  
617-730-2130



# STONELEIGH, DEDHAM, MA DIAMOND SINACORI

## The adaptive re-use and historic preservation of the Town of Dedham's Old Norfolk County Jail

Diamond Sinacori was one of a number of respondents to a Request for Proposals prepared by the Massachusetts Department of Capital Asset Management (DCAM). The final list of applicants was culled to four finalists, each of which was interviewed by an evaluation team comprised of DCAM officials, Dedham town officials, and citizens residing in the area of the subject property. Diamond Sinacori, based on its proposal for combining the preservation of the historic jail building with an acceptable project density, was ultimately selected as Developer of the project.

The Old Norfolk County Jail ("Stoneleigh") is located on two acres of land in Precinct One of Dedham, Massachusetts. The neighborhood is comprised of impressive, well-maintained, and architecturally significant homes that comprise the heart of Dedham's historic district. The former jail and its host neighborhood are within a few minutes walk to the rapidly revitalizing Dedham Town Center, and a few minutes drive to both Route 1 and Route 128.

The Old Norfolk County Jail is a magnificent cruciform-shaped, granite structure whose earliest elements date back to the early 19th century (c. 1851). Aside from the architectural grandeur of the property, the jail is historically important for housing the Italian immigrants and accused anarchists, Sacco and Vanzetti, while they were awaiting trial in the 1920's.

The overall project consists of twenty-four (24) condominium residences. Twenty (20) two-and-three-bedroom condominiums are located in the renovated former jail building. An existing, renovated carriage house and three (3) new single-family homes are also part of the overall condominium association. The units in the former jail facility average approximately 1800 square feet each, and were priced from \$550,000 to \$950,000.

The jail building itself is a cruciform that had jail cells in three of the arms, sheriff's quarters in one of the arms, and support facilities in the center. All four arms of the cruciform, along with the core, were converted to residential condominiums. The former jail cells were completely demolished in order to create a series of two-story condominium homes, and the sheriff's quarters, the only part of the building with any extant historic character, was remodeled into three multi-level condominiums. Two large penthouses cap the building, both with panoramic views and exterior decks.

The elements of this project that relate to the Powder House Community School project are as follows:

- An inclusive community process with the members of the Precinct One Neighborhood Association and local historians preceded the planning and design process in order to obtain state, municipal and community input for the final project program.
- A program of 24 residential condominiums similar to the project program of the 35 condominium units envisioned for the Powder House Community School site.
- The incorporation of small "Victory Gardens" for residents and a small public park, a gift to the Town of Dedham from the developers.

### **Additional Project Info**

**Location:** Village Avenue, Dedham, MA.

**Project Size:** 24 residential condominium units

**Ownership Entity:** Dedham-Stoneleigh, LLC (Merrill H. Diamond, Managing Partner)



**Community Process:** led by Merrill H. Diamond

**Development Costs:** \$10,500,000

**Financing Mechanism:** Owner Equity & Bank Financing

**Municipal Subsidies:** \$1,000,000 towards Environmental Remediation

**Current Status:** Completed and All Units Sold

**Reference:**

Mr. Kenneth Foster, Senior Vice President

Salem Five

71 Washington Street

Salem, MA

978-744-5450



# THE WATERWORKS AT CHESTNUT HILL, BOSTON, MA DIAMOND SINACORI

## The adaptive re-use and new construction of the historic Boston Municipal Waterworks Complex

This 112 unit condominium project was the result of a Request for Proposals put out by the Commonwealth of Massachusetts' Division of Capital Asset Management (DCAM). Diamond Sinacori was one of a number of respondents and was awarded the project after years of DCAM's work with the City of Boston and the Chestnut Hill neighborhood organizations to re-zone the property for multi-family use. After this designation, Diamond Sinacori brought EA Fish into the project as a partner in the ownership entity, Waterworks Park, LLC.

The Municipal Waterworks Complex is located in a residential area with single family homes to its west (Brighton/Newton) and to its south (Brookline). The primary attribute of the site is that it overlooks the Chestnut Hill Reservoir to the north and contains three historic buildings that were required to be saved and re-used as part of the new condominium complex. A new building was also allowed to be constructed on the site with the stipulation that it not be a derivative structure, but one whose architecture would allow it to become a landmark in its own right.

The new building contains 83 units and the remaining units are contained in the three historic buildings on the site: The former The Low Service Pumping Station is a remarkable Beaux Arts structure with 18 residential units; the Administration Building/Garage contains 7 residential units; and the former High Service Pumping Station, designed in the Richardsonian Romanesque style, contains 4 units and a Museum dedicated to explaining and demonstrating the history of the complex when it was constructed in the late 19th century to bring water to a rapidly growing and expanding City of Boston. An emergency pumping station remains on the property in an underground pumping complex.

Some of the Community Benefits incorporated into this project was the reconstruction of the running trail and new landscaping that now form the enhanced perimeter of the Chestnut Hill Reservoir, new and historically appropriate lighting in the area of The Waterworks complex, and a \$1MM donation that created an ongoing interest annuity that contributes to the operating costs of the new Museum.

The elements of this project that relate to the Powder House Community School project are as follows:

- An inclusive and comprehensive community process that both preceded the planning and design process and remained in place for the duration of the project to provide ongoing input and ideas for all aspects of the project, its landscaping, and the New Waterworks Museum which contains a community meeting room in addition to three historic steam engines that are supplemented with interactive displays and other information.
- A program of 112 residential condominiums similar to the project program for constructing condominium units on the Powder House Community School site.
- The creation of Waterworks Park which overlooks the Chestnut Hill Reservoir and whose landscape is maintained by the condominium association. Waterworks Park, like the new park to be developed on the property of the Powder House Community School, is open to the public.



**Additional Project Info**

**Location:** Beacon Street, City of Boston (Brighton), MA.

**Project Size:** 112 condominium units and a Museum.

**Ownership Entity:** Waterworks Park, LLC, an entity comprised of Merrill H. Diamond (Diamond Sinacori, LLC) and the late Edward A. Fish (EA Fish Associates, LLC).

**Community Process:** led by Merrill H. Diamond

**Development Costs:** \$65,200,402

**Financing Mechanism:** Owner Equity & Bank Financing (Bank of America)

**Municipal Subsidies:** 0

**Current Status:** Completed and All Units Sold

**Reference:**

Mr. Lance Campbell

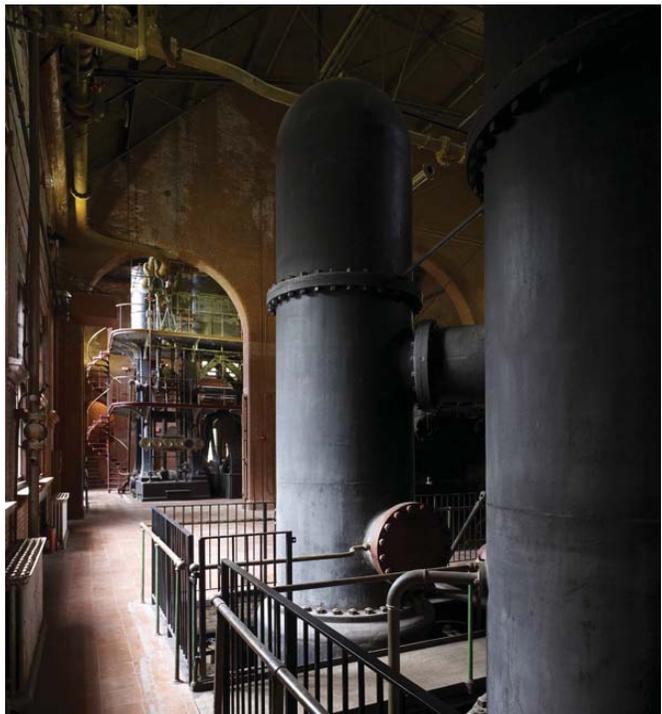
Project Manager

Boston Redevelopment Authority (BRA)

Boston City Hall

Boston, MA

617-722-4300



## THE LANCASTER, BOSTON, MA DIAMOND SINACORI



In addition to the three representative Diamond Sinacori projects described on the previous pages, the RFP allows the Respondent to provide a link to additional projects.

While our collateral information provides many more examples of our work, much of which features urban infill and almost all of which featured an inclusive community consensus-building process, we would note one such additional project that is currently under construction.

I refer to The Lancaster, a 55 unit condominium building at 1501 Commonwealth Avenue, the design of which is fairly unique. Before deciding on a planning and design direction, I drove up and down the Brighton section of Commonwealth Avenue and noted that there hadn't been a decent building constructed there in at least the past 75 years. Almost all of the buildings constructed during this period were fairly uninspired contemporary boxes that added little to the streetscape of this important thoroughfare. Therefore, as you will note from the illustrations below, we decided upon an architectural language, English Jacobean, that reflects the best of the historic architectural fabric along Commonwealth Avenue. This decision was one of the primary reasons that the Brighton community supported our designation by the City of Boston to develop this project.

I would also note that our previous experience with The Waterworks at Chestnut Hill and the community planning and design process that characterized that development was also a major contributing factor to our support from the community and our subsequent designation by the City. We subsequently replicated that inclusive community process for the planning and design of The Lancaster.

The Brighton Partnership for Community Reinvestment, LLC

a Joint Venture of  
Diamond Sinacori, Hart Development & Urban Spaces  
231 West Canton Street, Suite One  
Boston, MA 02116  
617-512-1027  
mdiamond@diamondsinacori.com



TPA  
THIRD DESIGN

501 COMMONWEALTH AVENUE, BOSTON

# THE LANCASTER

55 new and extraordinary condominiums



# CHARLESVIEW RESIDENTIAL DEVELOPMENT, ALLSTON, MA

## CBT ARCHITECTS

The Charlesview development re-establishes community fabric by forming residentially-scaled city blocks and linking the buildings together with landscape elements.

The new Charlesview housing development, facilitated by a land swap agreement with Harvard University, spans two adjacent sites in the Allston neighborhood of Boston and replaces an outdated mixed-use complex. Charlesview, which included extensive community involvement, addresses the needs of urban families with low to moderate incomes and provides rental and home ownership opportunities in one-, two-, three-, and four-bedroom units, consistent with the urban design planning principles of the 2005 North Allston Neighborhood Strategic Plan.

The Charlesview Redevelopment includes 470,163 square feet of residential, community, commercial and open space uses. The project includes the construction of 240 rental units and 100 new homeownership units. The project also includes approximately 26,533 square feet of commercial/community space and the creation of four acres of new open space that establishes a connection between the neighborhood and the Charles River.

Specifically, the Brighton Mills site includes 26 individual buildings, including 19 townhouses, three row houses, and three mid-rise buildings. The Telford Street site includes a seven-story building consisting of the 80 homeownership units. Building heights on the Brighton Mills Site will range from 2.5 stories for the townhouses to five stories for the mid-rise buildings adjacent to Western Avenue.

The project integrates public components in the form of community and retail space in the first level of three buildings. A 334 space below-grade parking garage is included as well as 76 surface parking spaces and a garage for 44 cars. The development features landscaped courtyards with adjacent recre-

ational areas for residents as well as the existing neighboring community. In the future, this section of Allston can act as the catalyst for a new pedestrian-oriented mixed-use neighborhood adjacent to public transportation.

The design of the buildings and landscape takes cues from the existing residential housing types surrounding the site as well as the mixed-use buildings along Western Avenue. For the mid-rise buildings, the predominant materials are brick and metal panel with large storefront windows along the ground level retail and community spaces. The buildings are articulated into smaller masses and vary in height and brick color, which reduces the overall scale of each building and block. Projecting bay windows in the living spaces and generous windows bring light into the residences.

### **Additional Project Info**

**Ownership Entity:** The Community Builders

**Status:** complete 2012

**Reference:**

James Madden  
Project Manager  
The Community Builders, Inc.  
(617) 695-9595  
jmadden@tcbinc.org







# SIERRA RESIDENCES AT NORTHPOINT, CAMBRIDGE, MA

## CBT ARCHITECTS

Sierra offers 99 two-story, one-bedroom plus loft condominiums that combine a palette of sleek, modern materials that set the tone for the future.



As part of CBT's award-winning NorthPoint development, the Sierra Residences, with 99 residential units in a 112,000 SF, building, is one of two residential buildings consisting of 329 total housing units in 348,000 SF. As the first components of the overall development, the residential buildings in their park-like setting embody the master plan vision of a verdant, pedestrian-oriented community.

Throughout the Sierra residences, 14-foot windows flood the double height-rooms with light and provide dramatic views of the project's future park, the Charles River, and the adjoining cities of Cambridge, Somerville, and Boston. At the garden level, residential stoops and multiple separate entrances encourage neighborly, pedestrian activity. Sierra also includes a parking garage with car and bicycle parking, and a central light court.

The master planning component of this project, also led by CBT, included extensive community involvement.

### **Additional Project Info**

**Ownership Entity:** Jones Lang LaSalle

**Status:** complete 2008

### **Reference:**

Mr. Kyle Warwick

(Former Managing Director, Jones Lang LaSalle New England), Current Principal of Red Gate Capital Partners, LLC  
kbw@gateventures.com

617-904-7010





# OLMSTED HILL, BROOKLINE, MA CBT ARCHITECTS

The new units resemble a historic estate with a main house, guest house, and gate house.



Olmsted Hill is located near the top of Fisher Hill, one of the many prominent hills in the Town of Brookline. Fisher Hill was originally designed & developed by Frederick Law Olmsted in 1884. He laid out the roads and home lots, and he also set up guidelines for the original homes that were built near the turn of the 19th to 20th centuries. Olmsted's intent was to design a gracious suburb with an ideal combination of natural features and domestic tranquility.

Developed on the site of a former reservoir, this new 41,429 SF subdivision development includes eight single family lots as well as 24 affordable multi-family residential condominium units, combining 2- and 3-bedroom units. The new units resemble a historic estate with a main house, guest house, and gate house. CBT developed and provided design guidelines for the single family homes and multi-family units working with the developer and the town of Brookline. Architectural characteristics are typical of the neighborhood but are brought into the 21st century with sustainable material selection and contemporary building methods.

The intent of CBT's guidelines were to provide a framework in keeping with the original ideals: to provide well crafted, beautifully designed homes that fit naturally into the landscape such that the houses feel as though they have always been a part of Fisher Hill. The goal was to not dictate a specific style of house or landscape approach, but to allow for an architectural expression that maintains the integrity of the neighborhood, while adding a richness and diversity to the overall area. There was extensive community input throughout the project to ensure that the community approved of the final design.

Below grade parking for approximately 30 cars plus 11 additional on-grade parking spaces are provided for the affordable units.

## **Additional Project Info**

**Ownership Entity:** New Atlantic Development

**Status:** complete 2012

### **Reference:**

Peter Roth, President  
New Atlantic Development  
617-338-7600  
peterroth@newatlantic.com



## D. POWDER HOUSE COMMUNITY SCHOOL NARRATIVE

“Somerville’s greatest strength is its people: a diverse, create and optimistic population who care deeply about Somerville’s future.”

-SomerVision

### **COMMUNITY ENGAGEMENT PROCESS**

We are committed to working collaboratively with the City and its residents to shape a project that will help to bring a vision for the Powder House Community School Redevelopment to its realization. We will work together to build upon consensus already achieved to move the vision forward to tangible objectives and their expression in quality design.

### **APPROACH**

Our approach to this community engagement process rests on several key characteristics. First and foremost, we do not see community engagement as an add-on to our planning and design process – but as an integral element of our overall approach. Consequently, both Merrill H. Diamond and Chris Hill, leading the development and design teams will be actively involved, as will Mary Jane Daly serving as a liaison helping to facilitate the process among the consulting team and the City and community. Collaboration in an iterative process is the key to our approach.

Our approach is rooted in respect for and recognition of the value of the investment that the community and the City have already made in this project and is aimed at establishing and building on mutual trust as the project moves forward. Consequently, building on the work that the community and the City have already undertaken, embodied in the Design Standards and Guidelines, we propose a collaborative design process aimed at moving efficiently from vision to implementation.

Our approach rests on a design philosophy, which drives a design process that values exploration and the contribution of multiple voices, for we believe that the best designs are the result of thoughtful collaboration.

We will approach this design project as an iterative evolutionary process. We will begin with a conversation about the program, the site, and the opportunities inherent in each. Our work benefits from a holistic approach that considers the scope of a project in its broadest definition from issues of urban design to ergonomic detail. The design outcomes resonate with the spirit of those they serve.



“Engage community members in civic life and decision-making, seeking diverse representation and participation”

-SomerVision

## **CIVIC MEDIA**

We completely support and embrace the idea that social media should be employed toward a civic end in a process such as this, as a way to broaden the reach of the process and also to enhance its quality. And we welcome the opportunity to streamline and strengthen our engagement process by using coUrbanize to enhance efficiency as well as the efficacy of the engagement process. A critical dimension of our community engagement process involves the integration of online engagement with face-to-face. We have had a preliminary conversation with coUrbanize about ways in which we can use face-to-face and online engagement to complement and reinforce each other in a synergy that will maximize the potential benefit and efficacy of the overall process.

At the first community meeting we will walk them through the project website and distribute a handout on the ways in which coUrbanize can be used as a tool for engagement. We will also employ strategies to bring in-person communication to the online forum and vice versa to ensure that those citizens who do not have access to new media still have a voice as do concerned residents who are unable to attend physical meetings. This could include conducted paper-based polls at meeting, which would then be scanned and posted online – in addition to providing design presentation materials and soliciting input online. Conversely, we will provide updates on online interactions at the face-to-face meetings.

## **TOOLS**

Over the last several years our design team has conducted community process and built consensus for over 400 acres of land and several million square feet of development in the Boston area alone. The success of our approach and the number of the tools used are applicable to the Powder House School project.

### **Focus on Key Issues**

Our ability to get the communities to focus on the most important, relevant, and actionable issues has been crucial in achieving community consensus in a record time in several instances.

### **Public Realm Unlocks Value**

Leading with public realm benefits is yet another successful tool our team has employed to build consensus in communities, that is of particular relevance here.

### **Open Houses**

Community Open Houses are yet another powerful tool that our team has used to allow for one-on-one interaction with the community. This allows for everyone to have a say without inhibitions, in addition to formal public meetings. The City of Somerville, MA has significant experience in conducting such open houses and has recently conducted various open houses to discuss the Green Line, Union Square Rezoning, and Comprehensive Plan. We propose consideration of offering this forum for dialogue at a key point during the schedule of public meetings.



### **Site Walks**

Site Walks are an interesting tool to make communities aware of actual conditions and possibilities. Walking the site with the team presents an opportunity for residents to appreciate the need for transformation and support the project initiatives and also for the team to benefit from local knowledge in an informal setting. If appropriate, we would organize a site walk the weekend following the first public meeting.

### **Iterative Process**

Our designs build on the unique qualities and character of each context while successfully supporting the economic potential of each place. In such complex endeavors, we believe the most effective way to create an open ended framework is through a series of structured 'iterations' gaining in refinement and completeness with every step while being continuously tested from multiple standpoints. The success of these iterations will depend on receiving timely feedback on key issues as well as a very effective working relationship between the team and the Client Group to ensure that critical decisions are made at key junctures. At each stage, the parties meet at the same table so that the interrelationships between issues can be fully explored and 'lateral thinking' opportunities can emerge. Each iteration will require different issues to be addressed and a higher level of precision and knowledge including technical and financial inputs and political reality checks. The sequence of public meetings in concert with the online process enabled by coUrbanize will serve as forums for this iterative process.



### **Presentation Methods & Graphic Communication**

Presentation and graphic tools used throughout the public process are critical to successfully communicating the complexity of urban design projects. Our team has utilized various interactive digital techniques that have helped communities understand the projects more effectively and support them in shorter time frames. In addition, we bring a diversity of media such as physical models, hand sketches, digital renderings, and animations to effectively communicate the issues, opportunities, and the vision. Some appropriate assortment of these graphic communication tools will be brought to bear in service of moving the design process forward both at public meetings and online.



## SCHEDULE

While we anticipate that the community will be involved throughout the design and permitting processes, the focus here is on the portion of the schedule aimed at refining the development plan per the City's Request for Proposals (pg.6). We propose to work with the City to shape a schedule of public meetings for a collaborative design process to generate and respond to community input in an active dialogue. This process will enable us to produce a refined development plan and concomitantly further the City's development of the proposed zoning.

As indicated in the City's record of the public meeting on December 9, 2014, there are essentially four opportunities for community input in the planning process:

1. The Visioning Process, resulting in the Design Guidelines and Standards;
2. A Charrette Process, with the community and the Development Team, which will result in the project design;
3. Zoning Process with the Board of Alderman and Planning Board Hearings, which will result in new PUD zoning; and
4. The Special Permit with Site Plan Review with a Planning Hearing, which will result in project approval.



## **THE CHARRETTE PROCESS**

The focus here is on The Charrette Process. While we are familiar with this project, and collectively are considerably experienced in community-based planning and collaborative design, we will work with the City to tailor and refine our process design and schedule based on the particular details and needs of this situation. That said, a schedule that is reasonable to us at this point would call for five meetings – approximately one every other week - over a ten to twelve week period. Each meeting will be facilitated in a way that builds upon the work of the previous meeting in an iterative process. A variety of engagement strategies and collaborative design tools will be employed as appropriate. It may make sense to complement these workshops with a Site Walk early in the process, and an Open House at a midpoint. To some extent, this will be determined by the pace and quality of the progress being made using these workshops and civic media.

We will work with the City to integrate the conversation about zoning into these meetings as appropriate.

### **WEEK 1 - MEETING 1 – Agenda Setting**

The first meeting provides the opportunity to review the Vision and its design guidelines and standards in the context of looking forward to the proposed program and amenities, presented by the development team. We will also introduce coUrbanize and discuss the overall engagement process – both face-to-face meetings and the online engagement component.

### **WEEK 2 - SITE WALK (If agreed upon to be appropriate)**

The first Saturday after Meeting #1, the team will host a site walk to elicit comments and promote dialogue at a more intimate scale.

### **WEEK 4 - MEETING 2 – Charrette – Preliminary Design Concepts**

The second meeting will focus on a dialogue on the preliminary design concepts eliciting responses and input. At every meeting, the conversation will be supported by the use of a variety of engaging presentation methods and graphic communication tools. Updates on the coUrbanize online engagement activities will be presented at this meeting as at every other meeting. The designers will be actively engaged in moving the dialogue forward from concepts to alternatives.

### **WEEK 5 - OPEN HOUSE**

If appropriate, we propose an Open House at this point in the process to provide the opportunity for more individualized input.

### **WEEK 7 - MEETING 3 – Charrette – Alternatives**

Drawing on the progress of Meeting #2 in an iterative process, the focus of this session will be a discussion of proposed alternatives. The designers will actively engage the community in the direction of clarifying a preferred alternative.

### **WEEK 9 - MEETING 4 – Charrette – Preferred Alternative**

The preferred alternative will be the focus of this session, giving the community the opportunity to further engage in its clarification and refinement.

### **WEEK 11 - MEETING 5 - Charrette – Refined Plan**

The final design session will focus on eliciting consensus on the refined final alternative.

## **QUALITATIVE DESCRIPTION OF PROJECT WITH PROPOSED USES.**

The design of the Powder House Community School redevelopment is based on the contextual response to the immediate neighborhood. The proposal features 35 home ownership units configured in a two and three story residential building above a partially submerged garage containing 58 private parking spaces totaling approximately 67,000 gsf. The residential program includes 12 one bedroom units at approximately 800 nsf and 23 two bedroom units at approximately 1,070 nsf; five units will be dedicated as affordable housing. The program also includes two amenity spaces for socializing; one on the first floor adjacent to an outdoor terrace and the other on the second floor overlooking a two story entry lobby. Each unit has either an outdoor terrace or raised deck to accommodate private outdoor space. The units are arranged around a central corridor served by three stairs and an elevator the garage contains assorted mechanical spaces trash storage plus tenant and bike storage.

### **Public Amenity**

The design also includes public amenity space that will support an integrated community and the arts. All of the affordable units will be designated for artist housing and promote a live/work setting. A portion of the first floor entry space will be open to the public and will feature three community focused spaces. One will be a community art studio where neighboring residents can work in a studio space to facilitate personal art projects. A second space will be combined with the entry lobby as a exhibiting gallery space. Thirdly, a Coffee shop will be established adjacent to lobby gallery and will incorporate a second entry to the new Veteran's Park for convenient access for the public either passing by or just enjoying the Park.

### **Site design**

The siting of the new project on the proposed site is positioned to create two open spaces active and passive for public use. The main open space is the development of a New Veteran's Park to the north and approximates the area of the existing open space in this location. The park is envisioned as an active venue. Aside from incorporating a memorial to veterans of the Vietnam War, the new park will facilitate a variety of community outdoor activities. These include a children's playground, fixed picnic tables and benches, burned earth forms that incorporate tiered seating for performances also included is a designated area for art exhibits, block parties and fairs. The second public open space is envisioned as a passive venue located to the south and is designed to feature community gardens as well as a large flower garden surrounded by winding pathways.





SITE PLAN



### Residential Character

The new residential building will respect the prescribed setbacks and height limitations outlined in the RFP. The building is positioned to respond to the two-story residences along Broadway and a three-story height along the new Veteran's Park that transitions to the height of the neighboring school building presently occupied by Tufts University. The massing of the new building is articulated with gable ends that project forward to reflect the existing character of the street wall along Broadway. Other architectural elements such as dormers, covered porches, double hung windows will be incorporated to respond to the characteristics of the neighborhood. Exterior materials such as brick veneer, clapboard siding, shingle pitched roofs will also draw inspiration for the surrounding residential context. All mechanical equipment and condensers are located on the roof of the project and are held back from the street and screened from view. The property will feature a decorative black metal (picket) fence that will define public from private areas near the building. We look forward to discussing all aspects of the exterior architectural design with the community and neighboring residence as part of the community process and review to assure a well-accepted project.

### Dimensional Requirements

The following chart illustrates the proposed project as it relates to the dimensional requirements outlined in the RFP. The intention of the new development is to be in compliance with these requirements and the associated footnotes outlined in Appendix E of the RFP. At this time no relief is anticipated.

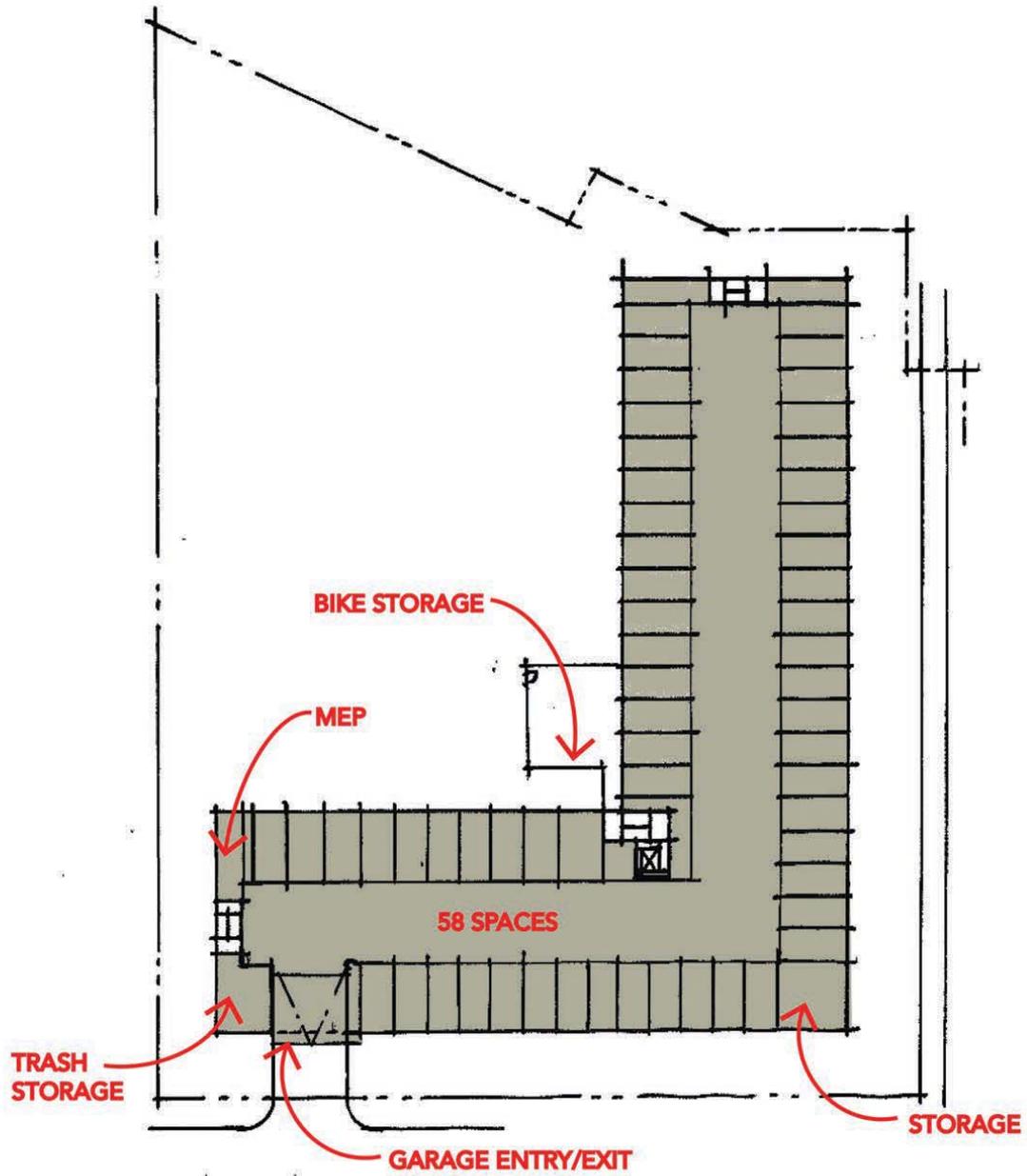
<b>Zoning</b>	<b>Prescribed</b>	<b>Proposed</b>
Height	45 feet	45 feet
Side yard	15 feet	15 feet
Rear yard	15 feet	15 feet
Front yard	15 feet	15 feet
Building Coverage	40%	23%
Parking	35 spaces	58 spaces
Public Park	.75 AC	.75 AC
Dwelling Units	35	35
FAR	1.0	0.9



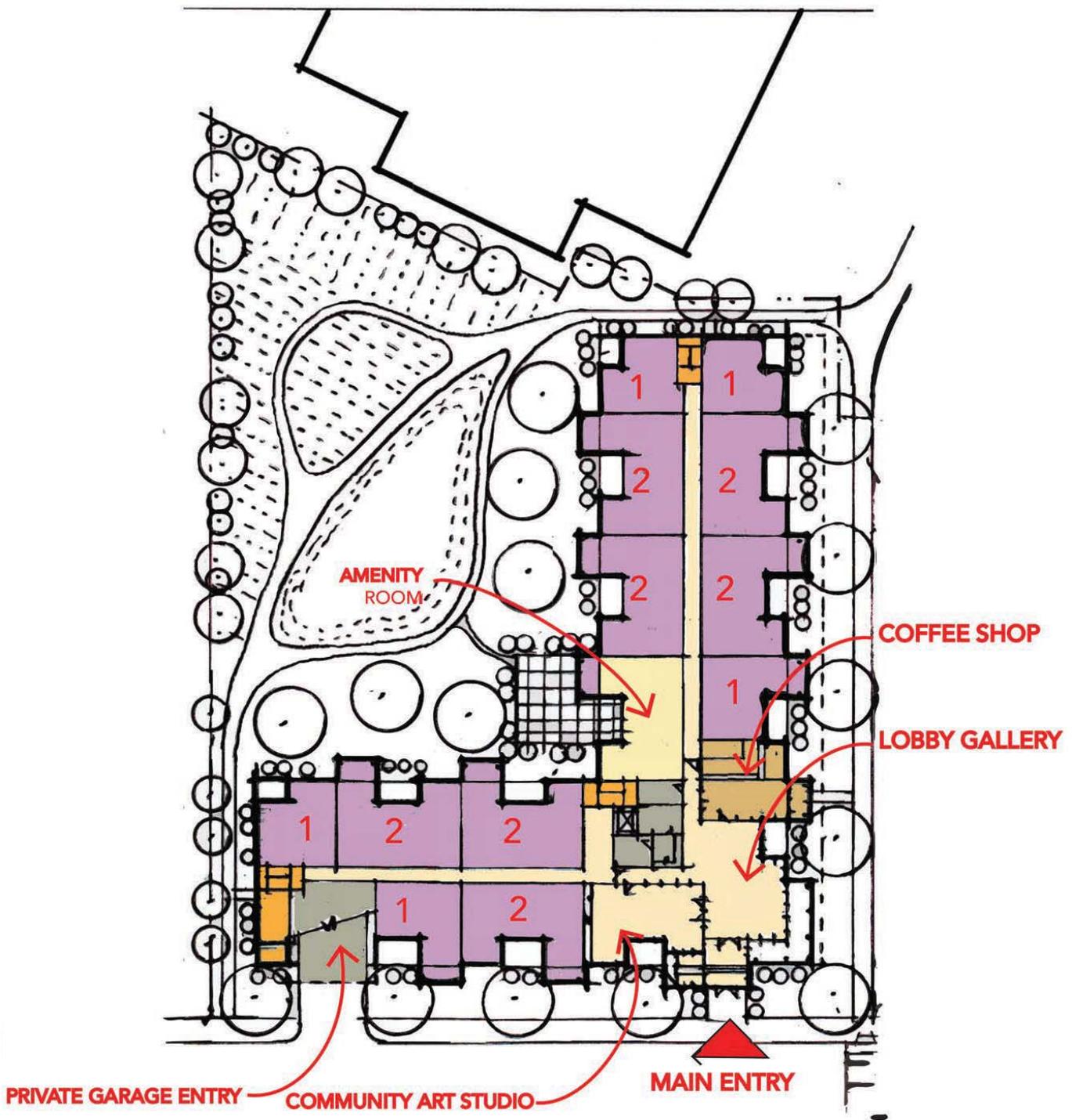
EAST ELEVATION / FACING BROADWAY



NORTH ELEVATION / FACING NEW PARK

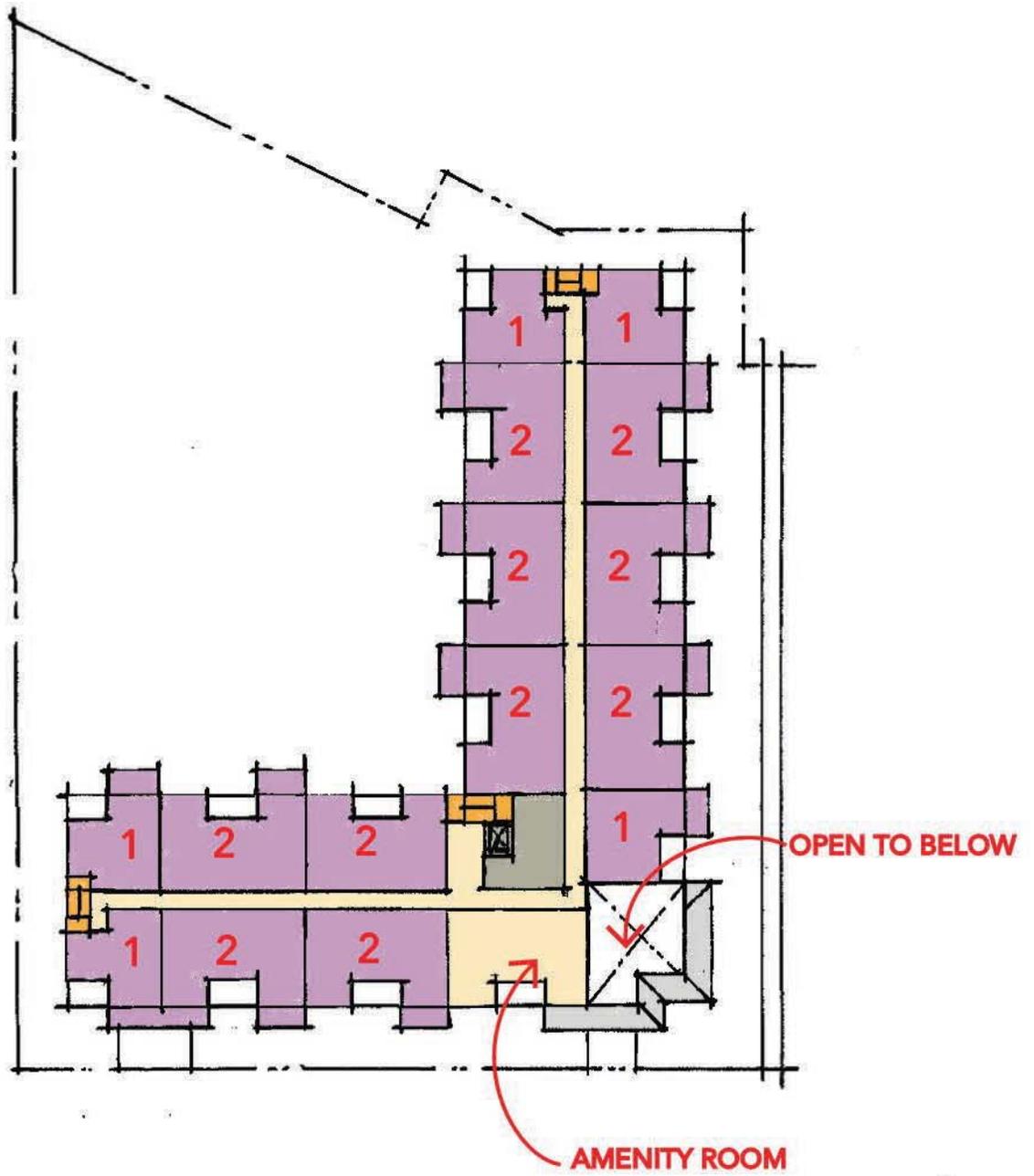


# GARAGE LEVEL

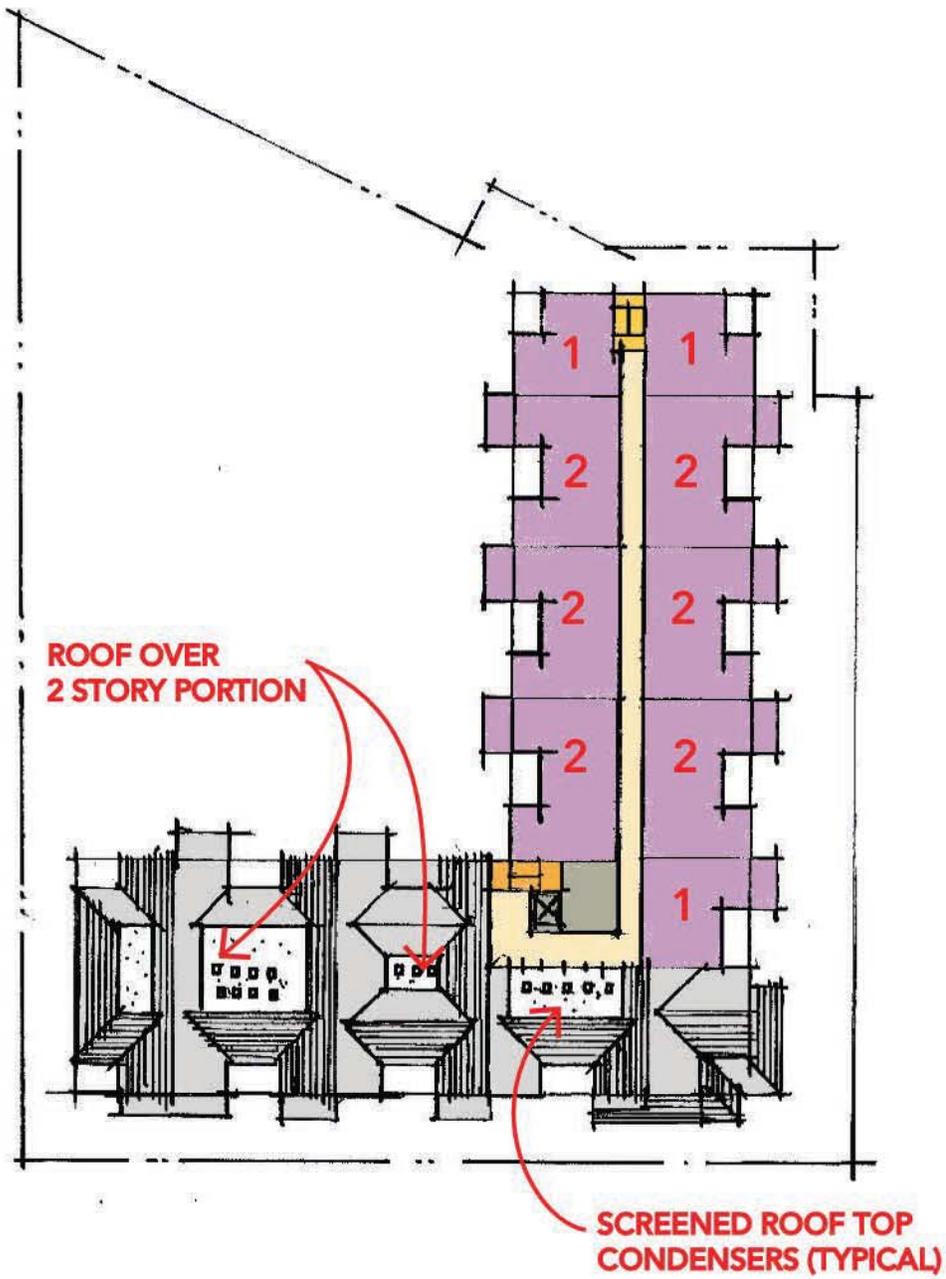


# 1ST FLOOR

cbt

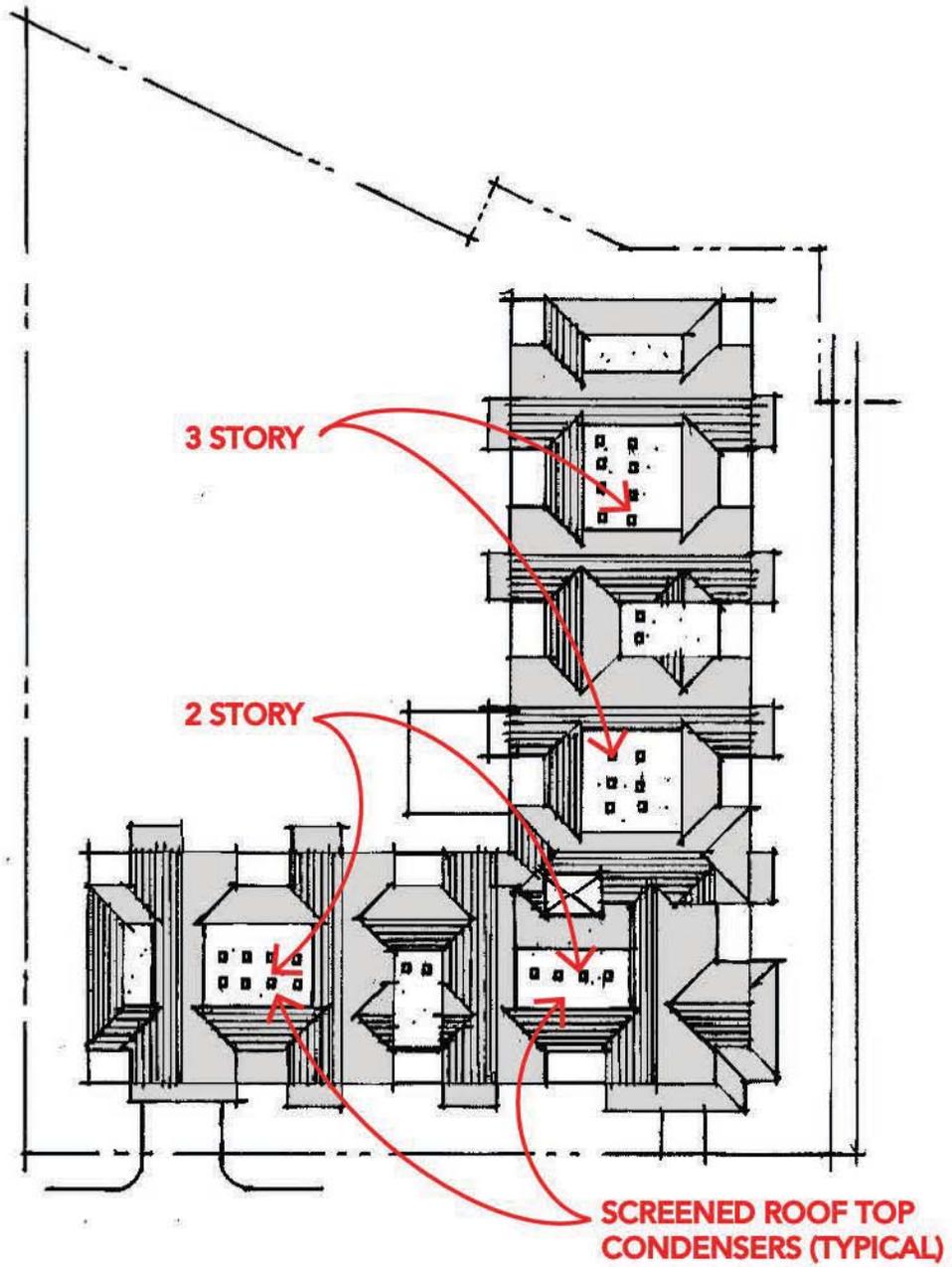


## 2ND FLOOR



**3RD FLOOR**

**cbt**



# ROOF PLAN

## PROJECT TIMELINE

Please note that these dates are just estimates, and that these dates could change due to the time taken to choose the Preferred Partner; and due to issues raised during the community or permitting processes, or with the new Somerville Zoning Ordinance.

March 2015	File response to RFP
March-May 2015	Preferred Partner selection process
May 2015	Get selected as the Preferred Partner
June 2015	Sign ENA
June-September 2015	Environmental, title and other property due diligence/Negotiate LDA/ Community Process/Project design/LDA approved by City
September 2015	Sign LDA
June-December 2015	Community Process/City passes zoning for the Powder House School/ Meet with OSPCD/ Submit financial and other requested data to the City
December 2015-January 2016	Draft plans and permitting applications/Additional Community Process
January 2016	File plans and zoning application
February-March 2016	Zoning hearings and approvals
April 2016	Zoning appeal period runs
April-June 2016	Draft and file construction drawings
July 2016	Building Permit issues
August 2016	Acquire ownership of the property/Provide letter of credit, bond or other security/Provide contractor bonds
August 2016-October 2017	Demolition and Construction
October 2017	Construction Completion

## **OTHER AMENITIES AND ANCILLARY USES**

The primary site amenity is the provision of a 75% open space parks with a public art competition to benefit the broader community. Additionally, we are planning a community room of 900 SF for the use of condo owners, as required.

## **TRANSPORTATION DEMAND MANAGEMENT**

The Proponent is committed to implementing Transportation Demand Management (TDM) measures to minimize automobile usage and Project related traffic and parking impacts. The TDM Plan will consider measures, such as joining/participating in the local transportation management association, providing facilities to promote the use of alternative modes of transportation (i.e., bicycle accommodation, electric vehicle charging stations, car-share and bicycle-share facilities), and providing transit information to residents and guests.

TDM will be facilitated by the nature of the development which, as a residential project, characteristically does not generate significant peak hour vehicle trips. The Project's location in close proximity to the MBTA's Red Line in Davis Square and the soon to be completed Green Line Extension, will further reduce vehicle demand.

The Proponent will work with the City to develop a TDM Plan appropriate to the Project and consistent with its level of impact. This TDM Plan can include:

- Marketing materials that highlight the excellent public transit access of the site.
- Orientation packets to new residents and tenants containing information on available transportation choices, including transit routes/schedules and nearby car-share and bicycle-share locations.

- Transit information can be made available to residents and guests by on-site building management to include schedules, maps, and fare information.
- Project web site can include transportation-related information for residents and visitors.
- The Proponent can provide bicycle storage in secure, sheltered areas for residents. Bicycle racks can be provided for short-term bicycle parking at key locations near main entrances for visitors.
- Bicycle accommodation can be augmented with the sponsorship of a bicycle-sharing station at, or near, the site.
- Accommodation for electric vehicle charging can be provided based on demand.
- The Proponent can engage a car-sharing company to provide an on-site car-sharing services in the garage.

## **DEVIATIONS FROM DEVELOPMENT STANDARDS AND DESIGN GUIDELINES**

Our team accepts the proposed development standards and design guidelines in Appendix E of the RFP and does not propose any deviations.

## GREEN BUILDING ELEMENTS AND LEED CERTIFICATION

Our condominium concept targets a LEED Gold rating (as shown on the LEED Checklist on the following page) and features natural ventilation, rain water capture and reuse, and photovoltaics.

CBT will be responsible for leading the sustainable design effort, the LEED checklist and will facilitate the Certification process. The firm brings significant expertise in developing sustainable design solutions for a wide range of projects with many projects certified or equivalent. A detailed description of CBT's approach to sustainable design is provided in Appendix 2 as part of their design qualifications.

LEED 2009 for New Construction and Major Renovations				Powderhouse Residential Development			
Project Checklist							
<b>24</b>		<b>Sustainable Sites</b>	<b>Possible Points: 26</b>	<b>Materials and Resources, Continued</b>			
Y	?	N		Y	?	N	
1			Prereq 1 Construction Activity Pollution Prevention 1	2			Credit 4 Recycled Content 1 to 2
5			Credit 1 Site Selection 5	2			Credit 5 Regional Materials 1 to 2
			Credit 2 Development Density and Community Connectivity 5				Credit 6 Rapidly Renewable Materials 1
			Credit 3 Brownfield Redevelopment 1				Credit 7 Certified Wood 1
6			Credit 4.1 Alternative Transportation—Public Transportation Access 6	<b>10</b> <b>Indoor Environmental Quality</b> <b>Possible Points: 15</b>			
1			Credit 4.2 Alternative Transportation—Bicycle Storage and Changing Rooms 1	Y			Prereq 1 Minimum Indoor Air Quality Performance
3			Credit 4.3 Alternative Transportation—Low-Emitting and Fuel-Efficient Vehicles 3	Y			Prereq 2 Environmental Tobacco Smoke (ETS) Control
2			Credit 4.4 Alternative Transportation—Parking Capacity 2				Credit 1 Outdoor Air Delivery Monitoring 1
1			Credit 5.1 Site Development—Protect or Restore Habitat 1				Credit 2 Increased Ventilation 1
			Credit 5.2 Site Development—Maximize Open Space 1				Credit 3.1 Construction IAQ Management Plan—During Construction 1
1			Credit 6.1 Stormwater Design—Quantity Control 1				Credit 3.2 Construction IAQ Management Plan—Before Occupancy 1
1			Credit 6.2 Stormwater Design—Quality Control 1	1			Credit 4.1 Low-Emitting Materials—Adhesives and Sealants 1
1			Credit 7.1 Heat Island Effect—Non-roof 1	1			Credit 4.2 Low-Emitting Materials—Paints and Coatings 1
1			Credit 7.2 Heat Island Effect—Roof 1	1			Credit 4.3 Low-Emitting Materials—Flooring Systems 1
1			Credit 8 Light Pollution Reduction 1	1			Credit 4.4 Low-Emitting Materials—Composite Wood and Agrifiber Products 1
<b>4</b>		<b>Water Efficiency</b>	<b>Possible Points: 10</b>	1			Credit 5 Indoor Chemical and Pollutant Source Control 1
Y			Prereq 1 Water Use Reduction—20% Reduction				Credit 6.1 Controllability of Systems—Lighting 1
2			Credit 1 Water Efficient Landscaping 2 to 4	1			Credit 6.2 Controllability of Systems—Thermal Comfort 1
2			Credit 2 Innovative Wastewater Technologies 2	1			Credit 7.1 Thermal Comfort—Design 1
			Credit 3 Water Use Reduction 2 to 4	1			Credit 7.2 Thermal Comfort—Verification 1
<b>15</b>		<b>Energy and Atmosphere</b>	<b>Possible Points: 35</b>	1			Credit 8.1 Daylight and Views—Daylight 1
Y			Prereq 1 Fundamental Commissioning of Building Energy Systems	1			Credit 8.2 Daylight and Views—Views 1
Y			Prereq 2 Minimum Energy Performance	<b>6</b> <b>Innovation and Design Process</b> <b>Possible Points: 6</b>			
Y			Prereq 3 Fundamental Refrigerant Management	1			Credit 1.1 Innovation in Design: Specific Title 1
6			Credit 1 Optimize Energy Performance 1 to 19	1			Credit 1.2 Innovation in Design: Specific Title 1
3			Credit 2 On-Site Renewable Energy 1 to 7	1			Credit 1.3 Innovation in Design: Specific Title 1
2			Credit 3 Enhanced Commissioning 2	1			Credit 1.4 Innovation in Design: Specific Title 1
2			Credit 4 Enhanced Refrigerant Management 2	1			Credit 1.5 Innovation in Design: Specific Title 1
			Credit 5 Measurement and Verification 3	1			Credit 2 LEED Accredited Professional 1
2			Credit 6 Green Power 2	<b>Regional Priority Credits</b> <b>Possible Points: 4</b>			
<b>7</b>		<b>Materials and Resources</b>	<b>Possible Points: 14</b>				Credit 1.1 Regional Priority: Specific Credit 1
Y			Prereq 1 Storage and Collection of Recyclables				Credit 1.2 Regional Priority: Specific Credit 1
			Credit 1.1 Building Reuse—Maintain Existing Walls, Floors, and Roof 1 to 3				Credit 1.3 Regional Priority: Specific Credit 1
			Credit 1.2 Building Reuse—Maintain 50% of Interior Non-Structural Elements 1				Credit 1.4 Regional Priority: Specific Credit 1
2			Credit 2 Construction Waste Management 1 to 2	<b>66</b> <b>Total</b> <b>Possible Points: 110</b>			
1			Credit 3 Materials Reuse 1 to 2	Certified 40 to 49 points Silver 50 to 59 points Gold 60 to 79 points Platinum 80 to 110			

## E. PURCHASE PRICE

We hereby offer a total price of One Million Fifty Thousand Dollars and Zero Cents (\$1,050,000.00) for the purchase of the Parcel as follows:

- \$20,000.00 as an initial deposit with this response to the RFP (which may be used by the City for its diligence work) in the form of certified check
- \$210,000.00 as a second deposit with the signing of the LDA (less any unused portion of the initial \$20,000.00 deposit) in the form of cash, wire or bank check
- \$820,000.00 upon the purchase of the Parcel (less any unused portion of the initial \$20,000.00 deposit) in the form of cash, wire or bank check

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### **\$1,050,000.00 TOTAL**

We have not performed any appraisal work on the Parcel to date.”

This price was arrived at by taking into account the cost of environmental remediation and demolition costs regarding the Parcel. Taking those costs into account means the we are actually paying much more than the actual purchase price being offered.

## F. FINANCIAL INFORMATION

### FINANCIAL FEASIBILITY

Diamond/Sinacori intends to set up a Single Purpose Entity limited liability corporation. Merrill H. Diamond will serve as the Managing Member and 50% owner of this LLC. For this project, the LLC has the liquidity to fund soft costs through the exclusive negotiating agreement timeframe. Simultaneous with the execution of a land distribution agreement, if not sooner, we intend to partner with an institutional grade money partner and, working with Fantini & Gorga, we are confident that we'll secure construction loan funding on the best terms possible. We have included a letter of intent from Fantini & Gorga in our proposal and have several institutional grade partner relationships in place already as potential first asks.

In 37 years of developing residential real estate, Diamond Sinacori has never executed a Purchase & Sale Agreement or a Land Disposition Agreement and failed to finance a project or to have continued on with its development to completion.

### FINANCING STRATEGY

For a project of this size, Powder House School, LLC will work with Fantini & Gorga Inc. in order to secure both equity and debt from an institutional partner for this project. Please see the letter of intent from Fantini & Gorga, Inc. at the end of this section.

### BANKING REFERENCES

**Kenneth C. Foster**

**Senior Vice President Commercial**

**CommercialReal Estate**

**SalemFive**

210 Essex Street

Salem, MA 01970

978-720-5728 / Kenneth.foster@salemfive.com

*Projects: Stoneleigh, Dedham, MA and Kendall Crescent, Brookline, MA*

**James Flynn**

**Senior Vice President**

**Century Bank**

400 Mystic Avenue

Medford, MA 02155

781 393-2079

866-8Century

jflynn@centurybank.com

*Project: The Shops at OCEAN'S GATE, Marshfield, MA*

**George J. Fantini, Jr.**

**Chariman Emeritus**

**Tim O'Donnell**

**Executive Managing Director**

**Fantini & Gorga**

155 Federal Street

Boston, MA 02110

617-951-2600

*Project: The St. George, Revere Beach, MA*

*Project: Charing Cross, Brighton, MA*

*Please see letters of reference from these institutions at the end of this section.*



March 13, 2015

Mr. Merrill Diamond  
Diamond Sinacori, LLC  
231 West Canton Street, Suite 1  
Boston, MA 02116

Re: Prospective Financing – Residential Development Project – Somerville, MA  
Applicant: Diamond Sinacori, LLC  
Location: Powder House School, 1060 Broadway, Somerville, MA  
Project Summary: Redevelopment of site into residential housing

Dear Mr. Diamond:

As per your request dated March 2, 2015, Salem Five Cents Savings Bank (herein Lender) has reviewed your preliminary plans and project budget with regard to your plan to redevelop the property known as the Powder House School in Somerville, MA into a residential housing development.

Based on the materials you have submitted to date, as well as our long term very positive relationship financing other similar projects, Salem Five would have an interest in providing construction financing to you. The project appears to meet our underwriting requirements for residential development. We have provided financing to numerous developers over the past several years on both for sale and for rent projects.

At this time, I can only provide you with general financing terms that would be available to finance such a project. More specific and precise terms will be provided upon submission of a final application package, including final construction budgets, pro-forma operating information and market comps. These terms can be found in the attached Exhibit A.

*Please be advised that this letter does not constitute a commitment to you for financing by the Lender with respect to this project. This only serves as a preliminary Letter of Interest. Finalized municipal approvals, plans, budgets, appraisals, current real estate market analysis, and more in-depth and comprehensive underwriting must be completed before the Lender would be in a position to issue a project eligibility letter or secure approval for any project financing.*

Should you have any questions please do not hesitate to contact me.

Sincerely,

Kenneth C. Foster  
Senior Vice President  
Salem Five Cents Savings Bank

210 Essex Street, Salem, MA 01970  
Direct Dial Telephone 978-720-5728 and Desk Top Facsimile 978-498-0282

Personal Banking, Commercial Banking, Mortgages, Insurance & Investments\*  
[www.SalemFive.com](http://www.SalemFive.com)

## FANTINI & GORGA

155 Federal Street  
Boston, MA 02110

Telephone: 617-951-2600 Facsimile: 617-951-9944  
www.fantinigorga.com

March 17, 2015

Mr. Merrill Diamond  
Founding Partner  
Diamond/Sinacori LLC  
231 West Canton Street, Suite 1  
Boston, MA 02116

RE: Powderhouse School Redevelopment

Dear Merrill:

We look forward to assembling the capital for this project once Diamond/ Sinacori is designated. The combination of strong sponsorship, a proven track record, an extremely strong location, and a highly marketable condominium project will attract the needed capital.

As you know, my partner George Fantini began financing your high-quality condominium projects over thirty years ago, when he was in charge of the mortgage finance business at Boston Financial and you were developing projects under the Parencorp umbrella. George continued to bring funding to your projects after forming Fantini & Gorga in 1995. I personally began working with you (first as a Parencorp principal, and later in your current partnership with Nick Sinacori) after joining F&G as the firm's third principal in 1999. We are proud to list several of your projects on the list with our qualifications.

Our ability to execute on the financial side (either debt alone, or debt plus equity) is a result of your abilities, track record of success, and reputation in the business. You deliver high-quality and very marketable design to the condominium market. You manage development and construction to produce a project on time and on budget. And you have an unusual gift in guiding the sales process toward a timely and successful sellout.

Very truly yours,



Tim O'Donnell  
Executive Managing Director/ Principal



## G. MUNICIPAL BENEFITS / IMPACTS / COSTS

As noted previously, Diamond Sinacori intends to enter into a joint venture agreement with an institutional partner no later than the date upon which a land disposition agreement (LDA) is executed. Upon execution of a joint venture agreement both soft and hard costs will be funded on a formula basis.

### LOCAL TAXES

Attachment 1 which follows this page, provides a summary calculation of property tax payments anticipated from the sale of 35 condos at a weighted average size of 977 SF. The ten year nominal value of property tax payments approximates \$3,377,811. The ten year present value of property tax payments approximates \$2,224,633. The year 1 property tax payment upon the sale of all condos approximates \$294,648 growing by 3% each year thereafter.

Attachment 2 outlines the fact that over the useful life of these condo buildings the nominal value of property tax payments approximates \$8,119,350 and the present value approximates \$4,420,883. The useful life present value of property tax payments at \$4,420,883 is more than twice the land assessment of \$1,879,100 for the Powder House School site.

### COST OF MUNICIPAL SERVICES

The primary Municipal services will include:

- Schooling
- Water and sewer – Condo owner's will be separately billed.
- Trash Removal
- General City overhead and services.

#### Schooling Costs

The Fiscal year 2012-2013 cost per pupil was \$16,494. The twelve (12) one bedrooms planned for the Powder House condominiums are 800 sf each. The twenty-three (23) two bedrooms planned are 1070 sf each. We are amenable to adjusting the size of units in order to minimize any possible financial demand on the school system.

Our market positioning for this project is to target singles for the one bedrooms and newlyweds without children for the two bedroom units. In the extreme worst case scenario, assuming 100% of the two bedroom units had added one child to the school system each, the total annual year one property taxes of \$294,648 generated by this development does not exceed the cost of \$379,362 or 23 two bedrooms times \$16,494 per student. It is also important to note that the marginal cost of adding one student to the school system given the fixed costs in the system should be well less than the \$16,494 average per pupil assumed above.

In reality, given the modest size of our proposed two bedroom units, we expect that at any point in time, less than five school aged children will reside in these condos.

Assuming five children at \$16,494 per child approximates \$82,470 in annual costs for school aged children.

**Water and Sewer**

Condo owner's will be billed separately

**Trash Removal**

The FY 2012 Budget for the Sanitation Dept. was \$3,997,200. The FY 2012 budget divided by 75,754 residents of the City of Somerville yields a per resident cost of \$52.70. Assuming one occupant in each one bedroom unit and two occupants in each two bedroom unit this equates to an annual sanitation cost of about \$3,057. This represents less than 1.3% of the property taxes anticipated from this project in year one.

**General City Budget**

The FY 2012 budget for the City of Somerville was \$182,799,000. The total number of residents in FY 2012 was 75,754. The per resident allocation of the City budget approximates \$2,413 per resident. Based on the occupancy assumptions detailed above, we would allocate \$139,954.72 towards the cost of city administration overhead, fire and police municipal services.

Cost Category	Probable Case
Schooling cost/yr.	\$82,470
Sanitation	\$3,057
General City Budget	\$139,954
Total	\$225,481

The probable municipal costs of \$225,481 compare favorably to an ad valorem annual property tax benefit of \$294,648. The net fiscal impact of this project is anticipated to approximate a \$69,167 annually.

# ATTACHMENT 1

Attachment 1  
**Powder House School site redevelopment stabilized property tax payment**  
 Calculated over 10 year holding period

**Condo sales assumptions:**

35	Assume 12 are one bedrooms of 800 nsf. Assume 23 are two bedrooms of 1,070 nsf
977.42	Assume a weighted average of 977.42 saleable SF per condo
36,410	Total project saleable square feet. (includes 36,410 saleable plus 700 nsf fitness center plus 1,500 nsf community room.) (1)
\$595	Assume average sales price of \$575 per saleable SF (2)
\$ 21,663,950	Total sales = (1) * (2)
0.01266	Residential Tax Rate (2014)
<b>\$ 274,266</b>	<b>Yr. 1 stabilized property tax payment = (1) * (2) * (3)</b>

**Garage assumptions:**

23	(1) total parking spaces
350	(2) sf/space
\$200	(3) sales price/sf
\$ 1,610,000	Total sales = (1) * (2) * (3)
0.01266	Residential tax rate (4)
<b>\$ 20,383</b>	<b>Yr. 1 stabilized garage related property tax payment = (1) * (2) * (3) * (4)</b>

**Financial assumptions:**

3% Annual growth rate in property tax payment  
 8% Discount rate for NPV calculation

	Net Present Value	YEAR										10 year Nominal
		1	2	3	4	5	6	7	8	9	10	
<b>Condos</b>	\$ 2,070,742	\$ 274,266	\$ 282,494	\$ 290,968	\$ 299,697	\$ 308,688	\$ 317,949	\$ 327,487	\$ 337,312	\$ 347,431	\$ 357,854	\$ 3,144,148
<b>Garage</b>	\$ 153,891	\$ 20,383	\$ 20,994	\$ 21,624	\$ 22,273	\$ 22,941	\$ 23,629	\$ 24,338	\$ 25,068	\$ 25,820	\$ 26,595	\$ 233,664
<b>Condos and Garages</b>	<b>\$ 2,224,633</b>	\$ 294,648	\$ 303,488	\$ 312,592	\$ 321,970	\$ 331,629	\$ 341,578	\$ 351,825	\$ 362,380	\$ 373,252	\$ 384,449	<b>\$ 3,377,811</b>

# ATTACHMENT 2

Attachment 2  
Powder House School site redevelopment stabilized property tax payment  
Calculated over useful life of the property

**Condo sales assumptions:**

35	Assume 12 are one bedrooms of 800 nsf. Assume 23 are two bedrooms of 1,070 nsf
977.42	Assume a weighted average of 977.42 saleable SF per condo
36,410	Total project saleable square feet. (includes 36,410 saleable plus 700 nsf fitness center plus 1,500 nsf community room. (1)
\$595	Assume average sales price of \$595 per saleable SF (2)
\$ 21,663,950	Total sales = (1) * (2)
0.01266	Residential tax rate (3)
<b>\$ 274,266</b>	Yr. 1 stabilized property tax payment = (1) * (2) * (3)

**Garage assumptions:**

23	(1) total parking spaces
350	(2) sf/space
\$200	(3) sales price/sf
\$ 1,610,000	Total sales = (1) * (2) * (3)
0.01266	Residential tax rate (4)
<b>\$ 20,383</b>	Yr. 1 stabilized garage related property tax payment = (1) * (2) * (3) * (4)

**Financial assumptions:**

3% Annual growth rate in property tax payment  
8% Discount rate for NPV calculation

	Net Present Value	YEAR										10 year Nominal
		1	2	3	4	5	6	7	8	9	10	
<b>Condos</b>	\$ 4,115,064	\$ 274,266	\$ 282,494	\$ 290,968	\$ 299,968	\$ 308,688	\$ 317,949	\$ 327,487	\$ 337,312	\$ 347,431	\$ 4,771,392	\$ 7,557,686
<b>Garage</b>	\$ 305,819	\$ 20,383	\$ 20,994	\$ 21,624	\$ 22,273	\$ 22,941	\$ 23,629	\$ 24,338	\$ 25,068	\$ 25,820	\$ 354,596	\$ 561,665
<b>Condos and Garages</b>	<b>\$ 4,420,883</b>	\$ 294,648	\$ 303,488	\$ 312,592	\$ 321,970	\$ 331,629	\$ 341,578	\$ 351,825	\$ 362,380	\$ 373,252	\$ 5,125,988	<b>\$ 8,119,350</b>

\* Yr-10 property tax payment is capitalized at a 7.5% discount rate

## CONSTRUCTION AND PERMANENT JOBS

The total number of full time equivalent construction jobs approximates 131 based on an “all in” construction budget of \$15,067,350 = (\$225/gsf X 66,966gsf). Assuming an average payroll of \$45,000 per job, this equates to a total construction payroll of approximately \$5,895,000. No full time permanent jobs will be realized from this condo project.

In an effort to contribute to meaningful participation by Minority and Woman-Owned Business Entities, we have included the following firms on our design team:

- Civil Engineering – **Nitsch Engineering, Inc.**, a SOMWBA-certified, woman-owned business enterprise
- Geotechnical/Licensed Site Professional – **CDW Consultants, Inc.**, a SOMWBA-certified, woman- and minority-owned business enterprise
- Landscape Architecture – **Copley-Wolff Design Group**, a SOMWBA-certified, woman-owned business enterprise

Upon selection, the development team will continue to make significant efforts to staff the project construction and other trades with meaningful participation by Minority- and Woman-Owned Businesses. Given the nature of the work, we will strive to achieve at least eight percent (8%) minority participation and four percent (4%) female participation.

We are planning on partnering with the New England District Council of Carpenters in order to provide Somerville High School junior and senior students the opportunity to apply for an apprenticeship on this project.

In addition, two fulltime permanent jobs will be created in the coffee shop planned for this site.”

## NEIGHBORHOOD IMPACTS

The anticipated material neighborhood impacts will involve primarily traffic and noise during the construction process. Post construction we do not anticipate any impacts beyond very modest traffic and parking impacts and modest shadow affects from the new construction.

Powder House School, LLC intends to enter into a construction management plan that will be reviewed and approved by the City of Somerville. A sampling of the construction related impacts to be aggressively mitigated will include:

- Construction Noise (i.e Hours of operation)
- Construction traffic and parking
- Construction air pollution
- Temporary and permanent lighting and shadow impacts

Post Construction in comparing the previous use as a community school, we do not believe that a net addition of 58 cars using this site will have a material negative impact on the performance of the public roadways and intersection levels of service in close proximity to this project. However, a thorough traffic demand management program will be developed as a part of the construction management plan.

## OTHER BENEFITS, IMPACTS, AND/ OR COSTS

### Community Benefits

Consistent with 'SomerVision; Somerville's Comprehensive Plan 2010-2030, the proposed Powder House Community School project will serve to enhance the neighborhood bordering the vacant Powder House school and contribute to an overall vision of Somerville as 'an exceptional place to live, work, play and raise a family. The Powder House school project as envisioned in this proposal, directly correlates with and supports the goals and policies expressed in SomerVision — *in fostering the unique character along Broadway, while remaining sensitive to the adjacent residential neighborhood; creating jobs; in promoting a lively streetscape; and in contributing to Somerville's sustainable future.*

The Powder House school site development project will generate a series of public benefits over and above the value of the ad valorem property tax payments. These community benefits include:

- A carpenter's union apprenticeship program for at risk high school students.
- A landscaped open space of a minimum of 60,642 SF (over 75% of the 80,857 SF of the Powder House site.)
- A public art competition to select no less than five works of art for inclusion in the public open space.
- Upon receipt of a certificates of occupancy for all condos the development team of Diamond Sinacori will contribute \$3,000 to the Davis Square Streetscape Improvements project and \$3,000 to the Somerville Community Path Project.

- An annual contribution of \$1,750 towards the maintenance of the community open space will be factored into each homeowner's condo budget at \$50 per year per condo.

As noted above, the development of the Powder House School site will create fiscal benefits, jobs benefits, public amenities and public infrastructure and transportation improvements, as well as contributions to ongoing community improvement projects, such as the Community Path Project and the Davis Square Streetscape Improvements Project.

## **PROPOSED INFRASTRUCTURE IMPROVEMENTS**

### **Public Infrastructure Improvements**

The most significant public infrastructure improvement will consist of developing and maintaining no less than 60,642 square feet of open space for community use.

### **Transportation Infrastructure Improvements**

Each two bedroom condo will have two garage spaces and each one bedroom condo will have one garage space.

### **Somerville Community Path Project**

The Powder house redevelopment project will make a contribution to this important community initiative enhancing better connections within Somerville and its surrounding neighbors.

*A \$3,000 contribution will be made upon receipt of a certificate of occupancy for the last condominium completed.*

### **Davis Square Streetscape Improvements Project**

The Powder House condo project will make an important contribution to the Davis Square Streetscape Improvements Project. This project is key to the 'enhancement' of Davis Square per SomerVision, in terms of improving the safety and quality of transportation for all --- pedestrians, cyclists, and drivers, as well as preserving and enhancing its distinct, lively and funky atmosphere through a cohesive approach to a series of aesthetic streetscape improvements.

*A \$3,000 contribution will be made upon receipt of the final certificate of occupancy for the condo project.*

In closing, the proponent will work closely with the City administration and the community at large, to craft a public benefits package aligned closely with the needs and priorities of the community.

## **H. EXCLUSIVE NEGOTIATING AGREEMENT**

We agree with, and will abide by, the terms of the ENA and LDA as stated in the RFP; however, we would like the deposits paid by us to be refundable in the event that the project is determined not to be financially feasible due to issues raised through the community or permitting processes, or due to the language in the new Somerville Zoning Ordinance.

## **I. FINANCIAL DEPOSIT**

Diamond Sinacori states that a \$20,000 Good Faith Deposit has been made and hereby authorizes the City to use its initial Deposit to fund the City's due diligence efforts pertaining to the subject property, pending designation as the preferred developer. It is Diamond Sinacori's understanding that the remaining Deposit will be credited toward the additional 20% of the purchase price deposit due at the time of signing the LDA, and further, the City will require a letter of credit, bond, or other security for performance of development obligations that survive the closing. It is also Diamond Sinacori's understanding that, if the project does not break ground within three years from the date of transfer, the City retains the right to take back title to the land at no cost.

## **J. CERTIFICATION OF GOOD FAITH**

See signed certification on the following page.

APPENDIX H

**CERTIFICATION OF GOOD FAITH**  
**Pursuant to G.L. c. 30B, §10**

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The undersigned certifies under penalties of perjury that this bid or proposal has been made and 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.

MERRILL H. DIAMOND  
(Name of person signing bid or proposal)

DIAMOND SINGAPORE, LLC  
(Name of Business)

  
(Signature)

# K. DISCLOSURE STATEMENT

See signed disclosure on the following page.

APPENDIX I

**DISCLOSURE STATEMENT**  
**Acquisition/Disposition of Real Property**

The undersigned does hereby file the following statement with the Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) for the purpose of disclosure pursuant to section 40J of Chapter 7 of the General Laws of Massachusetts:

REAL PROPERTY: *The former Powder House Community School  
1060 Broadway  
Somerville, MA.*

SELLER  LESSOR ( ): *The City of Somerville*

BUYER  LESSEE ( ): *Diamond SINACORI, LLC*

TERMS: Purchase Price: \$1,050,000  
Closing Date:  
Other:

Listed below are the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in the Property. There is no person with a direct or indirect beneficial interest in the property who is either an official elected to public office in the City of Somerville or an employee of the City of Somerville.

*Nicoll Diamond* of *Diamond SINACORI, LLC*  
*Nicholas E. SINACORI* of *Diamond SINACORI, LLC*  
\_\_\_\_\_ of \_\_\_\_\_

Name: *Nicoll*  
By: *MANAGER / FOUNDING PARTNER*  
Title: *Founding Partner & MANAGER*

APPENDIX 1  
SIGNED ADDENDA 1-4

**Addendum No. 1 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS**  
**Department of Purchasing**  
**JOSEPH A. CURTATONE**  
**MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: January 26, 2015

Re: Deadline Extended, Pre-Proposal Briefing Date Change, Questions and Responses

**Addendum No. 1 to RFP 15-63**

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**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

**X**   
\_\_\_\_\_  
Name of Authorized Signatory  
Title of Authorized Signatory

## **Addendum No. 1 to RFP 15-63**

### **Date Changes**

The pre-proposal site visit is rescheduled to **Tuesday, February 3, 2015 at 2:00 p.m.** Meet at the building entrance (1060 Broadway) at 2:00 p.m. Please be prompt. A question and answer session will take place at City Hall, 93 Highland Avenue, in the Aldermanic Chambers on the 2<sup>nd</sup> Floor at 3:00 p.m.

### **Deadline for Proposal Submission**

Proposals must be received in the Purchasing Department, City Hall, 93 Highland Avenue, Somerville, MA 02143 **no later than 11:00am on Monday, March 9, 2015.** No faxed or electronically mailed (e-mailed) proposals will be accepted. Late submissions will not be accepted and will be returned to the Proposer unopened.

### **Questions and Responses**

1. Q: It is our understanding that Phase I and Phase II Environmental assessments were conducted. Are these documents available for bidders to review?

A: The link to the environmental assessments is in the RFP in section "I. Environmental." The link is also pasted below.

<http://www.somervillema.gov/departments/ospcd/planning-and-zoning/teele-square/phcs>

2. Q: Also, does the city have CAD files of the site and building to share with bidders?

A: The City does not have CAD files of the site and building.

**Addendum No. 2 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS  
Department of Purchasing  
JOSEPH A. CURTATONE  
MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: February 5, 2015

Re: Pre-Proposal Briefing Date Change, Questions and Responses

**Addendum No. 2 to RFP 15-63**

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**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

X   
\_\_\_\_\_  
Name of Authorized Signatory  
Title of Authorized Signatory

## **Addendum No. 2 to RFP 15-63**

### **Date Changes**

The **Pre-Proposal Site Visit** has been rescheduled for **Monday, February 9, 2015 at 9:30 a.m.** Meet at the building entrance (1060 Broadway) at 9:30 a.m. Please be prompt. All visitors attending the site visit must exit the site no later than 10:30 a.m.

Following the site visit, a question and answer session will take place at City Hall, 93 Highland Avenue, in the Aldermanic Chambers on the 2<sup>nd</sup> Floor at 11:00 a.m. (also on 2/9/15).

If the City of Somerville declares a snow emergency on 2/9/15, the site visit will be rescheduled for 2/23/15 (times TBD). Snow emergency information can be found on the City's website:

<http://www.somervillema.gov/>

**Deadline for Submitting Questions** – extended to **Tuesday, February 24 at 11:00 a.m.**

### **Questions and Responses**

1. Q: I was informed that the OSPCD is working on revised zoning which may affect the PHS. Can you ask the planning department how bidders may be affected by proposed zoning? What is the required affordable component in the City? There has been discussions of the number increasing from 12.5%

A: As noted in the RFP, it is the expectation of the Planning Staff that the zoning for this site will be created as an output from the public design process that will be conducted by the city and their selected partner. The proposed new zoning ordinance places this lot in the 'Civic' zoning district, as it does all city buildings of this type. The new zoning anticipates that any civic zoned lot that is sold for non-civic uses will be rezoned before the sale is complete. This is how this location will be done as well. The zoning under the current ordinance (RA) also does not allow most proposed projects to proceed. Therefore, it was always anticipated that this site would be re-zoned.

The new zoning draft expects that all projects in residential and mixed-use districts up to 4 stories, within close proximity to transit (like this site) will provide affordable housing at a rate of 14.28% (1 in every 7 units), and it is reasonable to expect a similar expectation in this case.

Please note that the proposed ordinance could change during the public hearing process for the overhaul, and therefore these districts and expectations could change. The applicant also must be able to effectively work with the City on a collaborative design process that builds support for the site-specific zoning amendment, and that amendment must be approved by the Board of Aldermen.

2. Q: Thank you for sharing the Phase I & II ESA. Upon our review, we noticed the

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[www.ci.somerville.ma.us](http://www.ci.somerville.ma.us)

## Addendum No. 2 to RFP 15-63

Appendices were not included. Will it be possible to share the Appendices, more specifically the Sandborn Map Report, Boring Logs, and Monitoring Well Installation Log? We think this is a critical element to help determine potential costs for the site's redevelopment and provide the community with a more informed proposal.

A: Every relevant document to this RFP for the Powder House Community School Disposition and Redevelopment is now posted on the project website. Links to this website and the corresponding documents are provided in this addendum and thus incorporated as part of the bid documents.

Regarding Phase 1 and 2 environmental reports, see the 3rd link under Tufts Environmental Reports. The direct link is also provided below.

- a. <http://www.somervillema.gov/departments/ospcd/planning-and-zoning/teele-square/phcs>
  - b. <http://www.somervillema.gov/sites/default/files/documents/powder-house-phase-1-2-esa.pdf> - Phase 1 & 2 Report
  - c. [Powder House Due Diligence Reports \(Phase 1A\)](#)  
<http://www.somervillecityconnect.com/storage/powderhouse-due-diligence-reports-phase-1a.pdf>
  - d. [Powder House Phase I and II Appendices](#)  
<http://www.somervillecityconnect.com/storage/powder-house-phase-I-and-II-esa-appendices-com>
3. Q: The Powder House RFP mentions the Transportation Analysis should be prepared in consultation with the City's Director of Traffic & Parking. Is the Director readily accessible to all potential bidders? This also assumes that a bidder preview its site plan(s) to the City. How can we be insured that our strategy is not shared with the general public or persons who might share our plans with other bidders?
- A: The applicant should submit some basic traffic information about the impact of their project with their submittal. Applicants should include a transportation engineer on their team who, if selected, can assist with developing transportation access and parking strategies for the proposed project. The applicant should not consult any City staff member or share bid plans with City staff prior to submittal of their bid.
4. Q: Are proposals required to maintain the doors on the ground floor and first level that connect the Powder House School to the Tufts Administration Building?
- A: The current building has a common wall and connection to the former Western

### **Addendum No. 2 to RFP 15-63**

Junior High School that is now owned by Tufts. The City will make no requirement of the developer to maintain a physical connection at this point as a part of any renovation or new construction on the site, but the applicant is encouraged to work with Tufts to address the interface between the lots.

5. Q: There is currently an exterior stair located on the Southwest side of the building outside the property line. Is the new developer free to either keep or demolish the stair?

A: The stairway on the southwest side is attached to the Powder House School and does encroach onto the Tufts property. The building is offered as is and must adhere to the relevant terms and conditions applicable to the property that are contained in the City's deed to Tufts of the abutting property (the TAB building) which, among other things, shares a common wall with the Powder House School. This deed was attached as an Exhibit to the RFP. In the case of this particular stairway, the successful bidder would be well advised to discuss the project scope and any potential impacts on the abutting property with Tufts.

6. Q: There is currently a basketball court to the south of the property that is excluded from the development. Has there been any talk with Tufts about including this within the park space required by the RFP?

A: Any applicant is welcome to discuss the interface between the proposed development site and the Tufts property with Tufts. Tufts has not expressed any interest in selling the basketball court site to the City. The applicant must maintain 40% of the PHCS site as open space.

7. Q: Is structured parking excluded from the FAR limits of the project?

A: The FAR limits are based upon the community visioning process, and don't specifically address if they include structured parking. Applicants are welcome to propose ideas that include structured parking beyond the maximum proposed floor area, but are cautioned that the aesthetic impact of any above-ground structured parking will likely be of concern to neighbors. Parking may also be placed under the structures or under the parkland. The City has typically not included underground parking in calculating FAR.

**Addendum No. 3 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS  
Department of Purchasing  
JOSEPH A. CURTATONE  
MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: February 12, 2015

Re: Pre-Proposal Briefing Date Change, Questions and Responses

**Addendum No. 3 to RFP 15-63**

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**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

X

\_\_\_\_\_  
Name of Authorized Signatory  
Title of Authorized Signatory

### **Addendum No. 3 to RFP 15-63**

#### **Date Changes**

The **Pre-Proposal Site Visit** has been rescheduled for **Monday, February 23, 2015 at 1:00 p.m.** Meet at the building entrance (1060 Broadway) at 1:00 p.m. Please be prompt. All visitors attending the site visit must exit the site no later than 2:00 p.m.

Following the site visit, a question and answer session will take place at City Hall, 93 Highland Avenue, in the Aldermanic Chambers on the 2<sup>nd</sup> Floor at 2:30 p.m. (also on 2/23/15).

If the City of Somerville declares a snow emergency due to an active winter storm on 2/23/15, the site visit will be rescheduled for the next working day after such emergency is lifted. Please check the Purchasing website for any updates.

<http://www.somervillema.gov/departments/finance/purchasing/bids>

Snow emergency information can be found on the City's website:

<http://www.somervillema.gov/>

#### **Deadline for Submitting Questions**

Has been extended to **Wednesday, March 4 at 11:00 a.m.**

#### **Deadline for Submitting Proposals**

Has been extended to **Monday, March 23 at 11:00 a.m.**

**Addendum No. 4 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS**  
**Department of Purchasing**  
**JOSEPH A. CURTATONE**  
**MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: March 6, 2015

Re: Questions and Responses – Post Site Visit and Briefing Session

**Addendum No. 4 to RFP 15-63**

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**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

**X**   
\_\_\_\_\_  
Name of Authorized Signatory  
Title of Authorized Signatory

## Addendum No. 4 to RFP 15-63

### Questions and Responses

1. Q: How bidders may be affected by proposed zoning?

A: As noted in the RFP, it is the expectation of the Planning Staff that the zoning for this site will be created as an output from the public design process that will be conducted by the city and their selected partner. The proposed new zoning ordinance places this lot in the 'Civic' zoning district, as it does all city buildings of this type. The new zoning anticipates that any civic zoned lot that is sold for non-civic uses will be rezoned before the sale is complete. This is how this location will be done as well. The zoning under the current ordinance (RA) also does not allow most proposed projects to proceed. Therefore, it was always anticipated that this site would be re-zoned.

The new zoning draft expects that all projects in residential and mixed-use districts up to 4 stories, within close proximity to transit (like this site) will provide affordable housing at a rate of 14.28% (1 in every 7 units), and it is reasonable to expect a similar expectation in this case.

Please note that the proposed ordinance could change during the public hearing process for the overhaul, and therefore these districts and expectations could change. The applicant also must be able to effectively work with the City on a collaborative design process that builds support for the site-specific zoning amendment, and that amendment must be approved by the Board of Aldermen.

2. Q: Are the ENA and LDA exactly the same as the 2012 RFP?

A: No, the ENA and LDA have been updated to reflect the new RFP. Good faith deposit has been increased by \$10,000. The selected Partner will be required to deposit \$20,000 simultaneously with its RFP proposal without any obligation on the part of the City to pay interest thereon. The property shall revert to the City at no cost if Buyer does not break ground on the project by the third anniversary of the closing date and that 40% of the land area of the property be set aside as open space in perpetuity. The LDA and ENA are attached as Appendix F and Appendix G in the RFP.

The direct link is also provided below.

- a. <http://www.somervillema.gov/sites/default/files/documents/bids/packages/RFP%2015-63%20Powder%20House%20School%20Disposition-Redevelopment.pdf>

3. Q: Has the technical advisory committee been established?

A: Essentially we are using the same committee that was selected for the 2013 RFP, with the exception of the people that were appointed based upon the positions they held. Alderman Katjana Ballantyne will fill position for former Alderman Bob Trane.

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#### **Addendum No. 4 to RFP 15-63**

Sunayana Thomas will fill the position previously held by Stephen Houdlette. If other community members express they do not wish to continue as a member of the Technical Advisory Committee, we will act accordingly, but otherwise it will be the same committee. Please DO NOT contact any appointed member of the advisory committee to discuss your proposal, either prior to submitting the proposal or during the selection process.

4. Q: RFP calls for a 1:1 parking ratio for residential. Given that the zoning has not been set would the City consider a range of parking options?

A: The City would urge everyone in their designs to provide responses to remain true to the design guidelines which have been developed by the community through extensive process.

5. Q: Where can we find existing building plans of the school?

A: The architectural plans can be found in the ESA Appendices on pages 634-720. It includes existing conditions, site details, building conditions, architectural, structural, and more.

The direct link is also provided below.

<http://www.somervillecityconnect.com/storage/powder-house-phase-I-and-II-esa-appendices-comp.pdf>

6. Q: Regarding the uses on the site; it is very clear about residential requirements regarding 35 units but what is not clear is the acceptable uses within the community such as a hotel. What can a hotel develop and could it be a viable use?

A: This application does not require full and complete designs of a project. We are focusing scoring on the skills of the design team, rather than any individual design proposal for the project site. Therefore, it is designed to reduce the cost to complete a response to the RFP in an effort to encourage creative ideas to be submitted for bids.

The hotel must meet the same maximum floor area and height as specified in Appendix E, but the number of rooms may be set based upon what reasonably fits in that building bulk.

7. Q: The guidelines do not refer to shared parking. If we reduce the overall parking by doing shared parking, would that be allowed?

A: Although it is not provided in the design standards and guidelines, we are commonly open to shared parking. We advise you to provide data and research on why it is more feasible to the community.

#### **Addendum No. 4 to RFP 15-63**

8. Q. We have spoken with several consultants regarding the fiscal benefit analysis requested by in the RFP. Many have expressed concern about the scope of work required to accurately access the cost or impact of a development on the city. Can the purchasing department provide some direction in regarding the scope and methodology of the study?

We don't expect applicants to hire a consultant for the fiscal impact work. Provide a basic estimate of value and property tax classification (residential or commercial) of the completed project, as well as the cost of any specific city services required by the project. Identify if the project provides local hotel or meals taxes. Upon submittal of all proposals, the city or their designee will adjust this information so that proposals can be compared against each other.

9. Q: Should bidders be taking the dimensional, usage and other requirements of the proposed new zoning ordinance into account in developing their projects? The RFP only mentions the old Somerville Zoning Ordinance uses and requirements; however, the proposed new zoning ordinance is different. Should bidders follow the terms of the RFP and only address the requirements of the old zoning? Should they address only the new zoning? Should they submit projects showing calculations and compliance under both the old and new zoning?

A: Bidders should work with the dimensional and use information set out in Appendix E of the RFP. To respond to the RFP, they do not need to be concerned at this time with the new or the old zoning. Bidders are also reminded that they are being asked to present preliminary plans. As the score sheet point totals show, it is far more important to have an applicant and design team that is willing and able to lead a community process than it is to have a refined project design in the RFP response. That design will inevitably change as the process evolves. But, any preliminary ideas in the proposal should focus on compliance with Appendix E, and not with the current or proposed zoning.

10. Q: In an answer to a prior question, it was stated by the city that "the new zoning draft expects that all projects in residential and mixed-use districts up to 4 stories, within close proximity to transit (like this site) will provide affordable housing at a rate of 14.28% (1 in every 7 units), and it is reasonable to expect a similar expectation in this case." Does this mean that the property will be in the 4 Story Mixed Use (4MU) District under the proposed new zoning ordinance? The 4MU, along with the Three Story Mixed Use (3MU) District and the Urban Residential (UR) District, are the only three districts with a 14.28% affordable housing requirement in a TOD area, and only the 4MU allows 4 stories. Should bidders design a project with that expectation? How can a bidder create a project without knowing which zoning district, or even type of district (residential, mixed-use, commercial, etc.), the city expects to exist at this location?

A: Bidders should anticipate that the city will likely expect an affordable housing rate of 14.28% (1 in every 7 units). This is similar to the regulation of the new 4 story mixed-use district in the proposed new zoning. But, bidders should not anticipate that they can build

#### **Addendum No. 4 to RFP 15-63**

out to the full extent of permitted buildings in the 4MU proposed district. Bidders should work with the dimensional and use information set out in Appendix E of the RFP. To respond to the RFP, they do not need to be concerned at this time with the new or old zoning.

11. Will the RFP be updated to replace the references to the old zoning ordinance with references to the new zoning ordinance?

A: Respondents to the RFP should focus not on the zoning but on the provisions of Appendix E.

12. Q: How long will changing the zoning district for this property take? It would seem to be something which would be done only after the new proposed zoning ordinance is implemented, or is it intended that the zoning for this property will be changed as part of the current re-zoning taking place now?

A: The proposed new zoning ordinance, if passed, will change the zoning on this site from a Residence A (RA) zone to a new Civic (CIV) zone. The civic zone is designed for public buildings and/or open space. The new zoning anticipates that any sale of a public site (like the Powder House School) will be followed by a robust public process to allow for the city and development partner to create a development that reflects broad community support. Then, development intensity can be formalized, through a combination of provisions in the LDA and regulations in a proposed new zoning district. When the Board of Aldermen approves the sale of the building, they can also approve a zoning amendment for the site at that time, and that amendment can be based upon the results of the planning process. This is what we anticipate will occur in this situation.

13. Q: Does the City have any guidelines for the calculation of the cost of municipal services or a methodology it recommends to calculate such costs?

A: We would like each applicant to provide their best estimate based upon what they believe to be an appropriate methodology. After responses are received, the City will review and refine these costs so that parcels can be compared based upon cost of services.

14. What does the city consider to be a "community improvement project"?

A: Community improvements include any upgrades to infrastructure including subsurface infrastructure, bike or pedestrian accommodations, ADA / access upgrades on public property, additional open space improvements or any other physical improvement to the public realm that furthers the goals of SomerVision.

APPENDIX 2  
ADDITIONAL TEAM QUALIFICATIONS



**DIAMOND SINACORI**  
REAL ESTATE DEVELOPMENT

**MERRILL H. DIAMOND**  
Founding Partner: Diamond/Sinacori, LLC

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**PROFESSIONAL SUMMARY**

Merrill H. Diamond is a founding partner of **Diamond/Sinacori, LLC**, a Boston-based Real Estate Development company that is an outgrowth of his former company, Parencorp, which was founded in 1978.

Merrill H. Diamond has been the recipient of numerous national awards for environmentally sensitive design, historic preservation, adaptive re-use, and creative business development. He has served as both a gubernatorial appointee to the Massachusetts Historical Commission and to the Senate Special Commission on Historic Preservation. Mr. Diamond is a recent member of the Board of Directors of Preservation Mass, the Commonwealth's statewide, non-profit preservation agency. In addition, Mr. Diamond has been named "Entrepreneur of the Year" by Arthur Young / "Venture Magazine;" "Merchant Builder of the Year" by the National Association of Homebuilders (NAHB), and one of "America's Most Valuable People" by "USA Today," the nation's national newspaper. He has been profiled in Jeffrey L. Seglin's book, *America's New Breed of Entrepreneurs*, and his development firm has twice been named "One of America's Fastest Growing Companies" by "Inc. Magazine."

Mr. Diamond's recent private-sector real estate development projects include the following: *Stoneleigh*, the historic preservation and revitalization of the Old Norfolk County Jail in Dedham, Massachusetts into residential condominiums; *Kendall Crescent*, the adaptive-reuse, historic preservation, and new construction of the historic Public Works Complex, including the historic Sewell School and the Old Town Barn in Brookline, Massachusetts into residential condominiums and office space; *The Waterworks at Chestnut Hill*, a 112 residential condominium complex and museum overlooking the Chestnut Hill Reservoir in Chestnut Hill, Massachusetts developed in partnership with EA Fish Associates; and *The Shops at OCEAN'S GATE*, A 40,000 sf retail center that is the new "face" of the downtown in Marshfield, Massachusetts. The firm has also been involved with *The LANCASTER*, a new construction, 55 unit residential development in Brighton and is currently in the entitlement phase of *The ABERDEEN*, a 40 unit residential development, also located in Brighton.

Mr. Diamond has also done work in the public sector under the auspices of HUD's innovative HOPE VI program. In addition to working on the revitalization of a number of distressed communities across the country, Mr. Diamond is credited with creating and implementing "The Indianapolis Approach," a method of utilizing local disadvantaged contractors to construct HOPE VI developments -- thus turning HOPE VI construction dollars into an economic development generator to: a) build capacity for local businesses; b) create sustaining jobs; and c) keep most of the HOPE VI grant re-circulating within the impacted community. Mr. Diamond has spoken at a number of national symposiums relative to this approach and his views on public and affordable housing have been widely published.



**DIAMOND SINACORI**  
REAL ESTATE DEVELOPMENT

**MERRILL H. DIAMOND**

**Founding Partner, Diamond / Sinacori, LLC**  
**Founding Partner, IGNITION Residential, LLC**

**Professional Qualifications and Experience**

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Syracuse University  
Bachelor of Architecture, 1968  
Bachelor of Arts, 1967

Massachusetts Architectural Registration #3532

**SPEECHES & PROFESSIONAL PAPERS**

- Speaker: "Gen X and Gen Y: The Future of Residential in Greater Boston," Urban Land Institute, 2012
- Speaker: "Public-Private Partnerships: Redeveloping Public Buildings & Facilities," Brownfields 2006, Boston, MA, 2007
- Speaker: "Condo Development and Conversion – What's on the Horizon?" NAIOP Forum, Boston, MA, 2006
- HOPE VI Developments, "A Developer's View of Hope VI, 2001
- Speaker, "Job Loss in a Changing Economy" NAHRO Conference, Nashville TN., 2001
- HOPE VI Developments, "Using HOPE VI As A Catalyst for Sustainable Economic Growth
- Speaker, "HOPE VI: Creating Communities of Opportunity," HUD HOPE VI Symposium, Baltimore, MD., 1999
- Speaker, "Program Management in the HOPE VI Program," HUD HOPE VI Symposium, Washington, D.C., 1996
- Speaker, "Economic Development Strategies in the HOPE VI Program," HUD HOPE VI Symposium, Washington, D.C., 1996
- Featured Speaker, Greater Boston Real Estate Board Broker's Council, "Parencorp's Renovations and the Architecture of Brookline," 1994
- Keynote Address, Annual Symposium of the Community Associations Institute, "Housing Design and the Marketplace," 1990
- Moderator, Build Boston Symposium, "The Design and Marketing of Residential Architecture," 1990
- Featured Speaker, Harvard Business School, "The Architect as Developer," 1989
- Moderator, The Inaugural Symposium of the Greater Boston Real Estate Board Mortgage Finance Division, "The Plot Thickens . . . Condominiums 1989 and Beyond," 1988



- Featured Speaker, The Greater Boston Real Estate Board Mortgage Finance Committee, "The State of the Condominium Market," 1988
- Keynote Address, The Condominium Showcase Professional Symposium, "The Marketing Matrix," 1987
- Keynote Address, Sales and Marketing Council of the Greater Boston Real Estate Board, "Marketing to Win," 1987
- Featured Speaker, Scituate Historical Society, "Restoring Thomas Lawson's Dreamwold," 1985
- Featured Speaker, B'nai B'rith Realty Lodge, "The Architecture of Parencorp," 1983
- Featured Speaker, Scituate Chamber of Commerce, "Rebuilding Historic Dreamwold," 1983

#### **PROFESSIONAL HONORS & AWARDS**

- Grand Award, The Waterworks at Chestnut Hill, Builder Magazine, October 2009
- Prism Award for Best Sales Center, The Waterworks at Chestnut Hill, Builder's Association of Greater Boston, 2006
- Prism Award for Best Brochure, The Waterworks at Chestnut Hill, Builder's Association of Greater Boston, 2006
- Letter of Appreciation, Andrew Cuomo, Secretary of HUD, HOPE VI, 1999
- HOPE VI Certificate of Appreciation, Concord Village, 1998
- Gubernatorial Appointee, Senate Special Committee on Historic Preservation, 1995
- Prism Award for Marketing Excellence, Builder's Association of Greater Boston, 1990
- Design Jurist, Builder's Choice Design Competition, Builder Magazine, 1990
- "One of America's Fastest Growing Companies," The Inc. 500 List of Inc. Magazine, 1989
- "Entrepreneur of the Year," Arthur Young and Venture Magazine, 1989
- Prism Award for Architectural Design, Builder's Association of Greater Boston, 1988
- "Showcase Award" / The Grand, Community Associates Institute, 1988
- Design Jurist, Builder's Choice Design Competition, Builder Magazine, 1988
- "Man of the Year," The Condominium Buyer's Guide, 1987
- "Developer of the Year," New England Chapter of the Community Associations Institute, 1986
- "Merchant Builder of the Year," National Association of Homebuilders, 1986
- "One of America's Fastest Growing Companies," The Inc. 500 List of Inc. Magazine, 1986
- Builder's Spotlight Award for Excellence in Marketing, Builder Magazine, 1986
- Builder's Choice Award for Excellence in Design and Planning, Builder Magazine, 1986
- Renaissance Award / Dreamwold, National Association of Homebuilders and Remodeling Magazine, 1986
- Corporate Profile, America's New Breed of Entrepreneurs by Jeffrey L. Seglin, 1985
- "Faces to Watch in '85," Boston Magazine, 1985
- "One of America's Most Valuable People," USA Today, 1985
- Target Award for Marketing Excellence, Professional Builder, 1985
- MIRM National Marketing Award/ The Grand, National Association of Homebuilders, 1985



- Gubernatorial Appointee, Massachusetts Historical Commission, 1984
- Renaissance Award for the Restoration of Dreamwold, Scituate County Board of Commissioners, 1984
- "Environmentalist of the Year" Award, Brookline Conservation Commission, 1984
- Brookline Historical Commission Citation for Historic Preservation, 1977

#### **PROFESSIONAL AND CIVIC ASSOCIATIONS**

- Board of Directors, Lambda Alpha International, Society for the Advancement of Land Economics 2006 – present
- Board of Directors, Preservation MASS, 2003 – 2000
- East Side Athletic Association, Malden, MA, 1998 – 2006
- Coach, Gately Rams Semi-Pro Baseball, 2000
- Gubernatorial Appointee, Senate Special Committee on Historic Preservation, 1996
- Member, Board of Directors, Brookline Youth Baseball, 1991-95
- Member, Board of Directors, Builder's Association of Greater Boston, 1987-1993
- Member, Board of Trustees, Pine Manor College, 1987-1990
- Member, Board of Trustees, Museum of Transportation, 1985-91
- Commissioner / Gubernatorial Appointee, Massachusetts Historical Commission, 1984-92
- Chair, Brookline Conservation Commission, 1976-80
- Commissioner, The Cultural Education Collaborative, 1973-76
- Executive Board, Selectmen's Steering Committee on Planning and Renewal, 1973

#### **PRIVATE SECTOR DEVELOPMENT**

- 370 Washington Street, Brookline, MA
- 55 Garrison Condominiums, Brookline, MA
- 41 Carlton Condominiums, Brookline, MA
- 43 Carlton Condominiums, Brookline, MA
- 1079-81 Beacon Condominiums, Brookline, MA
- Three Harvard Office Condominiums, Brookline, MA
- Sears Burton House Condominiums, Brookline, MA
- Thompson House Condominiums, Brookline, MA
- 9 Linden Condominiums, Brookline, MA
- Waverly House on the Garden, Brookline, MA
- Emerson House, Brookline, MA
- The Grand, Brookline, MA
- Dreamwold, Scituate, MA
- James Landing, Scituate, MA
- The St. George Condominiums & Beach Club, Revere, MA
- Cottage Street Estate, Chestnut Hill, MA
- The Trust, Chestnut Hill, MA
- The Paine Mansion, Chestnut Hill, MA
- The Jenny Estate, Brookline, MA
- Woodland Road Residence, Brookline, MA
- Kendall Crescent Condominiums, Brookline, MA
- Stoneleigh Condominiums, Dedham, MA
- The Knickerbocker Condominiums, Brookline, MA
- The Waterworks at Chestnut Hill, Chestnut Hill, MA
- The Shops at OCEAN'S GATE, Marshfield, MA\*
- Charing Cross Condominiums, Brighton, MA\*

\*Currently under development



## **PUBLIC SECTOR COMMUNITY PLANNING, PROGRAM MANAGEMENT & DEVELOPMENT**

- HOPE VI: Bayview/Bayou Auguste, Biloxi, MS
- HOPE VI: Concord Village - Eaglecreek, Indianapolis, IN
- HOPE VI: Jeffries Homes, Detroit, MI
- HOPE VI: Elm Haven, New Haven, CT
- HOPE VI: Beach 41st Street Homes, New York City, NY
- HOPE VI: Allen Parkway Village, Houston, TX
- HOPE VI: Lemokin Village, Chester, PA
- HOPE VI: LeMoyne Gardens, Memphis, TN
- HOPE VI: John Hay Homes, Springfield, IL
- HOPE VI: Longview Terrace, Decatur, IL



**DIAMOND SINACORI**  
REAL ESTATE DEVELOPMENT

**NICHOLAS E. SINACORI**

**Founding Partner: Diamond / Sinacori, LLC**

---

**EDUCATION:**

**1962-1968**     **Columbia University – School of Engineering and Applied Science**  
B.S. Engineering (Operations Research)

**Columbia University – Graduate School of Business**  
MBA (Finance)

**PROFESSIONAL EXPERIENCE:**

**1968-1974**     **Manufacturers Hanover Trust Company, N.Y., N.Y.**  
Most recently Vice President in charge of a corporate lending team  
lending to Fortune 200 companies in Manhattan

**1974-1985**     **U.S. Industries, Inc., Stamford, CT**  
Vice President and Treasurer of this Fortune 200 diversified company  
comprising over 140 operating companies around the world. Responsible  
for: all financing and capitalization of the company and subsidiaries,  
management of all pension and investment funds, corporate planning and  
analysis, risk management, investor relations, cash management, real  
estate, and foreign exchange. Negotiated over \$1 billion of debt and  
specialized financings. Director of three affiliated companies and CEO of  
Bermuda based insurance company.

**1985- 1989**     **Westport Management, Inc., Westport, CT**  
President and CEO of a privately held real estate investment firm.  
Acquired or financed more than \$50 million of commercial and residential  
real estate.

**1989- Present International Capital Partners, Inc., Stamford, CT**

Managing Partner and one of four principals in a \$200 million investment fund making private equity investments in companies valued in the \$10-\$100 million range. Director of numerous public and private companies.

**2003- Present Diamond/Sinacori, LLC, Boston, MA**

Principal in real estate development firm responsible for deal structuring and financing, and administration.

# # #



CITY OF NEWBURYPORT  
OFFICE OF THE MAYOR  
DONNA D. HOLADAY, MAYOR

60 PLEASANT STREET - P.O. BOX 550  
NEWBURYPORT, MA 01950  
978-465-4413 PHONE  
978-465-4402 FAX

December 22, 2014

Merrill H. Diamond & Nicholas E. Sinacori  
Diamond Sinacori, LLC  
231 West Canton Street  
Boston, MA 02116

Messrs. Diamond and Mr. Sinacori,

Thank you for your submission to the City in response to the Request For Proposals for the sale and adaptive reuse of the Kelley School building. I was very impressed with your proposal for this important site and your considerable portfolio as a development team.

Based on the evaluation criteria, the Selection Committee and I have determined that your submission is the most advantageous proposal for the City. In keeping with the conditions of award outlined in the RFP, please consider this correspondence as formal notice that the City has selected Diamond Sinacori, LLC as the preferred proposer for the disposition of this facility.

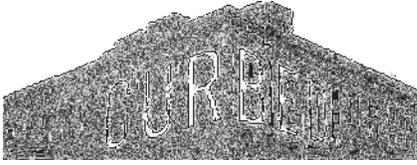
Please contact the City's Director of Policy and Administration, Peter Lombardi, at 978-465-4413 or [plombardi@cityofnewburyport.com](mailto:plombardi@cityofnewburyport.com) to schedule a time to meet in City Hall to finalize the terms of a Purchase and Sale Agreement for this property.

I look forward to meeting with you and your team in the coming weeks.

Sincerely,

  
Donna D. Holaday  
Mayor

cc: Andrew Port, Director of Planning and Development  
Peter Lombardi, Director of Policy and Administration



## Glut, Glut! '14 a Tipping Point for Boston Apt. Development?

Wednesday, March 5, 2014, by [Tom Acitelli](#)



For a while, it seemed that Mike Ross, the moderator of the four member panel at Bisnow's "2014 Boston Real Estate Forecast" was about as likely to give Merrill Diamond a chance to speak as [Jimmy Kimmel is to give Matt Damon a guest chair](#).

Yet, about halfway through the presentation, the politically astute Ross-- a former candidate for Boston mayor--allowed the 70-year-old founding partner at Diamond Sinacori to weigh in and quickly take on

the role of panel contrarian. The trained architect with 35 years of development experience and two Brighton condo projects in the works didn't waste time pooh-poohing Boston's booming luxury apartment development market. In 2011, surveying the permitting happening in the **Seaport**, Diamond had written on his company's website, "**YES, THERE WILL BE A GLUT OF APARTMENTS IN BOSTON.**" Subsequently, he remained on-point on the matter. On Tuesday morning, he told the crowd of 300, "I never thought there would be enough wealthy people who would fill up all these expensive apartments on the waterfront."

Now, the man who has been named **a master in residential marketing**, is predicting that 2014 will be "the tipping point" for a switch from apartments to condominiums, the year that consumers realize that they can own a condominium for what they pay in rent, the year when developers change long-term hold strategies to short-term **profit plays** via condominium development. Diamond noted that a few years ago, apartments were the only financeable development option, but times are changing. He said that he knew for a fact of that some plans on the drawing board for apartments were going condo.

While some are skeptical about this generation's value of home ownership (and ability to pay for a home) as compared to eras past, Peter Spellios, executive vice president of Related Beal, agreed that the timing was good for condominium development and that that had factored into his company's decision to develop condos instead of apartments at **Lovejoy Wharf**. Justin Krebs, a partner at Normandy Real Estate added, "Our neighbors from National have made the decision with AEW that their last stage of their project is going to be condominium [**at the Ink Block**]."

In the past, Diamond has turned **a former small pox hospital, a jail, and a pumping station** into luxury condominiums and now he is talking about a luxury rental market turning into a high-end condominium market. "I don't want to be the **voice of doom** for an apartment developer," said the real estate futurist/chemist, "but I think things are about to change and about to change dramatically and I do think that will be the big story in 2014."

Do you think he's right?

# The Wild-Sargent Estate

*"The residences located on the Wild-Sargent Estate reflect the enduring character of historic Brookline's by-gone era; when Manor homes and their accompanying Carriage Houses showcased the very best in residential architecture. We intend to re-introduce this historic landmark to the residents of Brookline. The renovation of the Main House, the Carriage House, and landscaped grounds represents another chapter in the evolution of the property."*

**Merrill H. Diamond**  
Diamond Sinacori, LLC

Project Broker:  
**SHERI  
FLAGLER**  
617-821-0040  
sheri.flagler@raveis.com



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9 Somerset Road

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architect:

**TISE DESIGN ASSOCIATES**

builder:

**BAYPOINT BUILDERS CORP.**

finance:

**MANSFIELD BANK**

developer:  
**DIAMOND SINACORI, LLC**  
**THE EVEN GROUP LLC**

*"What makes the Aberdeen Section so unique is the successful integration there of the built environment with the area's topography. In other neighborhoods, developers laid out a grid of streets before which all obstacles were obliged to give way. In Aberdeen, by contrast, curvilinear roadways wind their way through hilly, wooded, rocky terrain. Here topography and architecture achieved a remarkable degree of integration."*

*"The structures built in Aberdeen in the 1890 to 1930 period achieved a high degree of architectural quality. Buildings were of a uniformly high quality."*

**Dr. William P. Marsh**  
Allston-Brighton Historian



# The ABERDEEN

Developer: **Diamond Sinacori, LLC.**  
437 Columbus Ave, Boston, MA 02116



The Brighton Partnership for Community Reinvestment, LLC  
c/o John Fenton of  
Diamond Street, Hart Development & Urban Spaces  
231 West Chatham Street, Suite One  
Boston, MA 02116  
617.512.1017  
info@tda.com | diamondstreet.com

1501 COMMONWEALTH AVENUE, BOSTON

# THE LANCASTER

55 new and extraordinary condominiums

MAY 12, 2014

Project: 1501 COMMONWEALTH AVENUE - BOSTON, MASSACHUSETTS



## CHARING CROSS

### Project Description:

Sited on top of a hill in the Brighton section of Boston and featuring skyline views of downtown Boston, this 55 unit new-construction condominium building has been designed in the English Jacobean architectural style and, as such, reflects the best of the history and fabric of this part of Commonwealth Avenue. Programmatically, Charing Cross represents an infusion of much-needed homeownership opportunities for young professionals in an area of Boston that has traditionally been a repository for student and senior rentals.

### Marketing Challenge:

To pre-sell 50% of the market-rate condominiums prior to the start of construction in the Brighton section of Boston.

*There was a time...*

*When architecture was more art than engineering. When architects created buildings that fit within the overall architectural fabric of the community. That time has come again at*

## Charing Cross

1501 Commonwealth Avenue, Boston, Massachusetts



*Conceived by Diamond Sinacori, LLC and Hart Development Associates  
Imagined by Tise Design Associates, Inc.  
Brought to life by Suffolk Construction*

*The Charing Cross development team is pleased to note some of the differences between its proposal and those of the other proponents:*

*The highest percentage of Market-rate Condominiums (67%)*

*The only proposal focused on Family Living*

*Least amount of Government Subsidies*

*The most Beautiful Building*

*&*

*The only proposal with Specific Community Benefits*

*for more information visit:*

*[www.BelieveInBrighton.com](http://www.BelieveInBrighton.com)*

### Merrill Diamond bets on Brighton High-end condos planned

By Scott Van Veenhuise | Friday, September 5, 2008 | <http://www.bostonherald.com> | Real Estate

Local developer Merrill Diamond is known for his contrarian market bets, having, for example, transformed a drafty old Dedham jail into luxury condos.

Now Diamond is rolling the dice on what may be his biggest gamble yet: a market-rate condo project in the heart of Brighton's student ghetto.

Diamond recently won a City Hall competition to redevelop a dilapidated nursing home at 1501 Commonwealth Ave.

He did it with a bold, \$18 million plan that involves knocking down the rundown structure and building an upscale condo complex with a retro, pre-World War II look. And in a section of Brighton dominated by student rentals and low-income elderly housing, Diamond and project partner Hart Development are looking to sell some of the project's units for nearly \$600,000, with most averaging about \$400,000.

Now, as he begins a year-long city review process before construction begins, Diamond is bullish on the prospects for his new project, despite a down market and its frontier location.





# Builder

The Information Source for the Home Building Industry

From: BUILDER October 2009

Posted on: October 7, 2009

## The Waterworks at Chestnut Hill Chestnut Hill, Mass.

By: Kathleen Stanley



The Waterworks at Chestnut Hill, Chestnut Hill, Mass.

**GRAND AWARD: Category: Adaptive re-use project**

Developers: **Diamond Sinacori**, Boston; EA Fish Associates, Braintree

Entrant/Architect: GUND Partnership, Cambridge, Mass.

Site Planning & Architect: **DIMELLA SHAFFER ASSOCIATES**, Boston, Mass

Builders: Suffolk Construction, Boston; Northeast Interiors, Braintree, Mass.

Landscape architect: Brown, Richardson & Rowe, Boston

**(Please scroll down for brief narrative and photographs of adaptive re-use aspects of project. New construction not shown.)**

## Description of Adaptive Reuse

It's hard to associate the term "utility" with buildings so beautiful, but for nearly a century The Waterworks was all about business, providing water to the city of Boston. Two of its three structures housed brawny steam-powered pumps, while a third, the former Operations Building, served as a carriage house.

Now converted for residential use, the site has become a model for redevelopment incorporating mixed housing types. One 53,000-square-foot pump station has been carved into 16 flats and four townhouses; the other, at 37,000 square feet, boasts four condos and a museum; and the 10,000-square-foot carriage house has been recast as five flats and two townhouses.

Like magic? Not exactly.

The neighbors had cause for concern, given the buildings were embedded in an urban community, close to public transit, a reservoir, and an Olmsted Brothers park. After the pumps were decommissioned in the '70s, the vacant buildings became an unsafe barrier between a residential neighborhood and the walking paths of the reservoir. The transformation of the buildings had to be just right.

Add to that stringent adaptive reuse guidelines that made it next to impossible to create units that worked, notes project architect Matt Formicola. "The Boston Redevelopment Authority didn't let us punch any windows in the buildings. I had nightmares about this: How can we do this without windows?"

Getting light and air into the residences was tricky, and here's where the architects got ingenious, particularly in one of the former pump stations. The solution involved nesting a new structure inside its northwest wing, behind the original exterior wall. Faced in unfinished cedar siding, the new building is set back from the original historic façade to form an interior courtyard, allowing for light-filled units. Expansive windows provide views to the private courtyard and the reservoir beyond.

Tomorrow:

Million-dollar madness has hit New York, and Boston isn't far behind

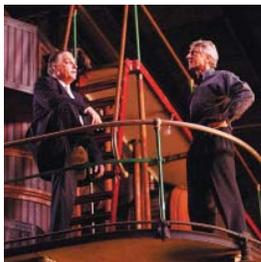
# Real Estate

THE BOSTON GLOBE SATURDAY, AUGUST 14, 2004

## Pumped about the Waterworks



Merrill H. Diamond (left) and Nicholas E. Sinacori, two of the developers of the \$80 million project, on the Leavitt steam engine, one of three such machines inside the 1888 pumping station (below).



The 1895 pumping station (above), designed in the Beaux-Arts style by the architectural firm Shepley, Ruten and Coolidge, will feature some of the project's 27 condos by Graham Gund Associates. A new building (below) on the eight-acre site will house 81 condos by DiMella Shaffer. The 1888 pumping station (left), designed in the Romanesque style of architect H.H. Richardson, will become 30,000 square feet of offices, community space, and a steam-engine museum.



### The landmark buildings are at the heart of an \$80m project to bring vital housing and office space to Chestnut Hill

By Susan Diesenhouse

**T**he landmark Chestnut Hill Waterworks ground to a halt in the 1970s. But soon, the historic buildings will be pumping other vital elements into the area's economy: housing and office space.

Last week, Boston planners gave Waterworks Park LLC a key approval to move ahead on its \$80 million project, which includes 108 condominiums — some by Graham Gund Associates — offices, a museum, and public meeting space on the eight-acre site.

In its heyday, the Waterworks delivered as much as 65 million gallons of drinking water a day to Boston, Brookline, and Newton for almost a century. Its landscaping was conceived as a public rural park for a fast-growing city teeming with factories and tenements.

The development team, a joint venture of Diamond/Sinacori LLC and Edward A. Fish Associates LLC, will restore the property and its three grand 19th-century buildings, and build an industrial-style, six-story structure with 81 condos designed by DiMella Shaffer.

Two of the three historic buildings will be renovated into 27 condos. All of the condos will range in price from \$500,000 for a 900-square-foot, one-bedroom unit, to \$1.5 million for a 2,500-square-foot, three-plus bedroom unit. Eleven of the 108 units will be affordable, costing \$180,000 to \$200,000. The Romanesque-style pumping station will become 30,000 square feet of offices, community meeting space, and a 10,000-square-foot museum to exhibit three restored 70-foot tall steam engines that had operated there.

Condo marketing will begin next month, with construction likely to start by early 2005, said developer Merrill H. Diamond, the managing partner.

"This is a unique site and an innovative project that will generate enough profit through new residential development to restore magnificent historic structures," said James Gribaum, project manager for the Boston Redevelopment Authority.

"It's wonderful that the buildings, a compendium of mid-19th- to early 20th-century architectural styles, will be preserved," said Ellen Lipsey, executive director of the city landmarks commission. "The structures and the technology inside were a source of civic pride, and the park provided lungs to a city that was quickly industrializing."

Meanwhile, the sale of the site furthers the state's effort to recycle underused public facilities. In the past four years, the Massachusetts Division of Capital Asset Management has sold seven other sprawling public properties on 1,131 acres, said Peter Norstrand, a deputy commissioner. "Waterworks Park is an example of smart growth," with housing going in near public transit," he said, referring to the nearby Green Line MBTA stop. "These buildings are national treasures."

A developer will leave about 60 percent of the site as open space, integrating it with park land that extends to Cleveland Circle, and install period lighting and landscaping around the Chestnut Hill Reservoir across Beacon Street from the project.

"At first, I was skeptical about the development," said Eva Webster, president of the Chestnut Hill Reservoir Coalition, a neighborhood advocacy group. "But it's a big plus to get more homeowners who will help stabilize the neighborhood and preserve the reservoir."

## Inviting change

A shabby shopping plaza is transformed as Cambridge Street lives down its '60s past

By Susan Diesenhouse

GLOBE CORRESPONDENT

It endured for nearly 40 years. Charles River Plaza, a shabby suburban-style shopping center at the back of Beacon Hill, had a cinema, CVS and Stop & Shop, laid out around an elevated parking lot set back from the street — a setup often criticized as uninviting.

But by next summer, its transformation — a major piece in the ongoing revitalization of Cambridge Street — should be complete. DIV Charles River Limited Partnership, an affiliate of the Davis Cos. of Boston, bought the center for \$76.2 million in 2000, and has rebuilt the underpinnings to support six new stories with four times the original weight without closing or disrupting existing tenants, including the old CVS.

Massachusetts General Hospital will occupy new space there, as will a Whole Foods Market.

"We built under, over, and through the

old shopping center without shaking the fillings out of anyone's teeth," said Jan Machnik, development director for the Davis Cos.

Now, a sleek five-story glass and precast concrete building, scheduled for completion next month at 175 Cambridge St., meets the sidewalk with two stories of retail space.

"It makes the street more walkable and brings back a human scale missing for decades," said Albert Rex, executive director of the Boston Preservation Alliance.

The \$300 million, 600,000-square-foot project — which will nearly triple the size of the old center — includes another new building that envelops the old ones, plus an older office tower that will be refurbished.

The developer added laboratories and retail space and retained the parking for 950 cars. Mass. General has leased most of the new space, but a total of about 45,000 square feet is still vacant, with rents ranging from \$35 to \$50 per square foot.



GLOBE STAFF PHOTO/PAT GREENHOUSE

The project, designed by Tsai/Kobus & Associates of Cambridge, joins several other developments that within the next few years will help to revitalize Cambridge Street, a gateway to the city since the 1700s.

In the 1950s and 1960s, vast "urban renewal" projects led to the demolition of Scollay Square with its raucous night life — it became Government Center — and the West End, where thousands of housing units were razed.

In their place rose complexes like the shopping center and the Saltonstall State

Office building at 100 Cambridge St., which retreated from the street behind paved plazas.

Now, the nearby Charles/MGH station on the MBTA's Red Line is being replaced, and the street is being rebuilt with fiber-optic traffic controls, brick sidewalks, and new lighting and landscaping, said John Lapore, an engineer with the state highway department.

And earlier this year tenants began moving into the renovated tower and new low-rise buildings at 100 Cambridge St., where what was once a windswept plaza

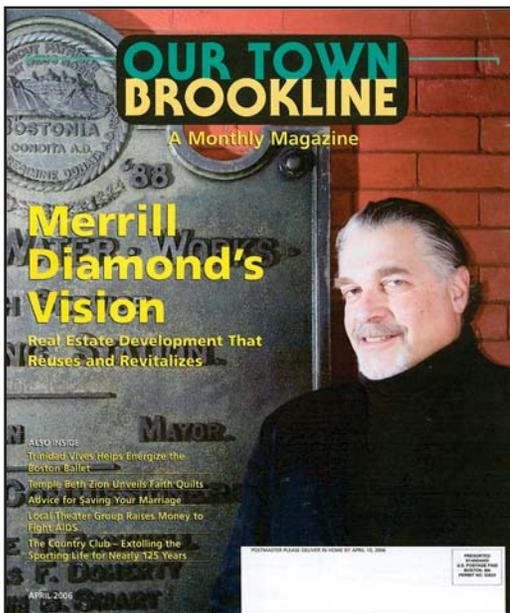
The three-building Charles River Plaza complex is nearly tripling in size and will for the first time front directly on Cambridge Street. At far right is an existing building, 165 Cambridge; number 175 (center) is a new five-story building, and number 185 (partially showing at left) is an eight-story lab building with first-floor retail space. Below is a view of the front of complex (with the Holiday Inn in the background) before work began.



GLOBE PHOTO/ANNA JORDAN

has been replaced by retail and residential space as well as a pocket park.

In the fall, Mass. General will open its new Tawkey Ambulatory Care Center, which also faces Cambridge Street, and there are plans to redevelop the old Charles Street jail across from the Red Line station as a hotel.



# Breaking New Ground

By Merrill H. Diamond

## When I was asked to write an article about our approach to real estate

development, I gave some thought to those projects that might typify an almost 30-year career. I considered writing about some of our earliest projects that shaped that career, starting with 55 Garrison Road in Brookline, an abandoned lodging house that we restored and converted to condominiums, and which preceded a string of such projects on which my partner and I learned more of what not to do than what to do.



cover. Merrill Diamond. Photo by John Sidlo.

### Giving Something Back

I also considered writing about our transition to larger local projects such as *The Grand*, the adaptive re-use and historic preservation of the old Brooks Smallpox Hospital located at the top of Summit Avenue in Brookline. Or *Dreamwold*, the preservation and conversion to condominiums of the historic estate of Thomas W. Lawson in Scituate, a project that began to typify a tradition that has existed to this day, i.e. to give something back to the host communities in which we worked. In the case of Scituate, the "give back" was a re-creation of the Thomas W. Lawson "Outlook," the ornate observation platform that Lawson's family used to watch horse races on their own racetrack. Today, it stands at the entrance to *Dreamwold* and is used as a bandstand on Scituate Heritage Day.

That tradition continued when we developed *Kendall Crescent*, a mixed-use development on Cypress Street in Brookline, where we created a public park. This spring, we will dedicate the park to the Town of Brookline DPW Department with a ceremony and the installation of a commemorative plaque at the base of the Old Town Garage Bell, which graces the park as its centerpiece. In Dedham, in conjunction with our preservation and adaptive re-use of the Old Norfolk County Jail into *Stoneleigh*, a 20-unit condominium complex, our "give back" was also in the form of a public park, located near the entrance to the property.

Finally, I considered discussing another of our more recent projects since, at least in my opinion, it is extremely significant in demonstrating that a new, contemporary building can both coexist with and, indeed, enhance a more traditional setting without being slavishly derivative in the inevitably unsuccessful effort to duplicate the architecture of 100 years ago. I predict that *The Knickerbocker*, a Brookline development located at 1601 Beacon Street that consists of only nine condominiums, will gain in importance in both architectural and

development circles as the paradigm for doing new construction within a traditional architectural and historical context.

### Revitalizing a Neighborhood

In the final analysis, however, a project on which we are currently working with our partner and co-developer, Edward A. Fish, strikes me as most worthy of discussion relative to our approach to real estate development. *The Waterworks at Chestnut Hill*, a 112-unit condominium development now under construction, embodies everything that is noted above, but breaks new ground in almost every aspect of those examples cited above. *The Waterworks at Chestnut Hill*, perhaps more than any other project on which we've worked, embraces new construction, adaptive re-use, historical preservation, and "give backs" to our host community – but it does so both on and off site in an attempt to not only revitalize our own park-like site, but to assist in the revitalization of the entire neighborhood in and around the Chestnut Hill Reservoir.

Created and completed largely in the late 19<sup>th</sup> century, this magnificent campus, on which sit several of the most historic and well-known buildings in the Boston area, was a vital part of the finest water delivery system in the country. As such, it quenched Boston's thirst for over ten decades and, even today, its underground pipes and chambers stand ready to respond to any emergency which requires pumping water from the Chestnut Hill Reservoir.



A night rendering of *The Waterworks at Chestnut Hill*. Courtesy of Proboly Properties.

### Reflecting the Styles of the Time

As was the custom nationally during that century, the historic buildings on our site were designed to reflect unabashed civic pride and, in that regard, they mirrored much of what was happening architecturally in Boston at the time. The Low Service Pumping Station was designed in the popular Beaux Arts style that is typical of many of Boston's finest institutional buildings. The High Service Pumping Station was designed by the Architect of the City of Boston, Arthur Vinyl, in the same Richardsonian Romanesque lexicon that is reminiscent of another of his local works, Boston's Institute of Contemporary Art on Boylston Street.

In what was one of Boston's most significant periods, now referred to as "Boston's Golden Age," *The Waterworks* complex came of age at the same time as many of Boston's most revered cultural institutions, among them the Museum of Fine Arts, the Boston Public Library, and the Boston Symphony. By the turn of the last century and into the 20<sup>th</sup> century, the area in and around the Chestnut Hill Reservoir was known as one of Boston's most beautiful passive recreation areas. Even now, with the elimination of one of the two reservoir basins in the 1950s (now Boston College's lower campus), the area retains much of its man-made and natural beauty. It was designated a Boston landmark in 1989 and listed on the National Register and State Register of Historic Places.

### A Passion for History

When the Commonwealth decided to dispose of this important piece of Boston's history, there were many developers who expressed an interest in this project; however, toward the end of the selection process, only a few respondents remained. Most of the others had decided, with some degree of wisdom, that this was not a project that could be tackled solely for profit; this project, easily the most complex for which our firm had ever competed, required a high degree of passion for history, and the ability to deal with a myriad of community groups, each viewing aspects of the area as their own fiefdom, and each maneuvering for leverage to be able to represent the community as the project moved forward. In the end, largely due to the support of these many disparate community groups, our team was selected to develop this extraordinary property.

*Photos from the turn of the 20th century, taken during the original construction of the Low Service Pumping Station, High Service Pumping Station, and Operations Building. Photos courtesy of Gund Partnership.*

Our being selected for a project of this magnitude, complexity, and importance, would not have been possible had I not decided to team up with Edward A. Fish of E. A. Fish Associates, LLC. As one of the area's preeminent builders, Ed Fish and I have developed both a great working relationship and also a strong friendship. As the patriarch of a classic Boston Irish, multi-generational family whose interests are firmly rooted in construction and development, the Fish family represents what's best about Boston – a relentless commitment to tradition that is also willing to incorporate innovation. From Karen Fish of Peabody Properties, my partner in the marketing of *The Waterworks*, to John Fish, Ed's son and the head of Suffolk Construction which is building *The Waterworks*, and back to Ed Fish, whose experience and expertise has taught me much about a field in which I thought I knew a lot, any credit for what appears to be one of the most interesting and important projects in the country cannot be claimed without sharing the credit with my co-developer and his family.

### Rooms with a View

*The Waterworks at Chestnut Hill* is located at the nexus of Boston, Brookline, and Newton and, as such, it becomes the first and last impression of all three communities. Moreover, it is a typical Boston project in its recognition of the value of preserving the city's history while not preventing things that are new and unique from taking their place as future landmarks. The project consists of four major components: First, *The Watermark*, a new six-story, 81-unit building that has been designed by DiMella Shaffer Associates to take maximum advantage of the sweeping Reservoir views to the north and the open space vistas toward downtown Boston to the east; Second, *Whitehall*, a magnificent historic structure that has literally been re-imagined by Graham Gund to house 20 condominium units, most with water views, and some with courtyard views that are reminiscent of Boston's Gardner Museum; Third, *The Waterford*, another Gund-designed building, is an intimate former carriage house that is being transformed into seven condominiums, most of which have panoramic views across the reservoir. Finally, the historic *Museum Building* at the western end of the complex is, in many ways, the capstone of our efforts. It will house four spacious multi-level condominium homes that, arguably, will be among the absolute finest in Massachusetts, or anywhere else. Not only are they each enormous, but each has spectacular water views; one

*Continued on page 26*



encompasses a tower from which there is a 360-degree panorama from the skyline of Boston to the countryside that surrounds it on three sides. The *Residences at The Waterworks Museum* were designed by Graham Gund, and are also available to be re-designed in a custom expression of the buyer's personal taste.

### Putting the Past on Display

The *Museum Building* is so named because of the developers' commitment to create an Exhibit Hall that will feature the restoration of three historic multi-story steam engines. Ed Fish and I have agreed to provide \$1.5 million to be used for the restoration of these engines, along with creating exhibits and displays that will place them in their historic context relative to the history of water delivery to Boston, with particular emphasis on the aforementioned Golden Age of Boston. The Exhibit Hall will also feature a community meeting space and a café, the latter intended to further strengthen the link between the Reservoir and our site.

### Off-Site Enhancements

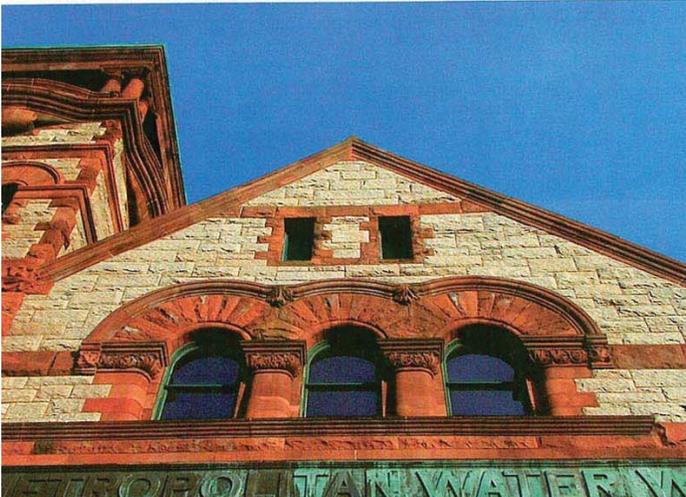
Notwithstanding our efforts on site to do something very special with a very special piece of property, our off-site program rivals our efforts to revitalize our own 8 ½ acres. As part of our proposal, Ed Fish and I have agreed to a Community Benefits package that includes \$1.1 million to enhance the area along Beacon Street. Part of that money will go toward plantings, but the bulk of the money will go toward the replacement of the "cobra-head" streetlights in favor of historically appropriate Victorian pendant lights. This new lighting will continue to and through Cleveland Circle where the existing 1960s globe lights will be replaced with a combination of these Victorian pendant lights and Victorian "acorn" lights similar to what we are using on the *Waterworks* site. These lights, along with appropriate street plantings, will come from another \$200,000 developer contribution aimed at "jump-starting" the overall revitalization of Cleveland Circle. Finally, we are contributing \$100,000 toward the master planning of the entire area, part of which has already helped fund a Resource Management Plan for the area by the Commonwealth. In many ways, what Ed Fish

and I are doing off site can be considered a paradigm for how the private sector, working hand in hand with the public sector and the community, can have an impact that extends the reach of the project far beyond its site.

*The Waterworks* project, for both Ed Fish and me, has the possibility of being the pinnacle of our respective careers. We are constantly humbled by the challenges and the opportunities inherent to such an amazing historic site that contains equally amazing historic buildings. In the final analysis, it is likely that both of us will look back on *The Waterworks at Chestnut Hill* as something quite special, indeed a privilege that was afforded to us to play a role in retaining and restoring important parts of the Commonwealth's historic legacy.

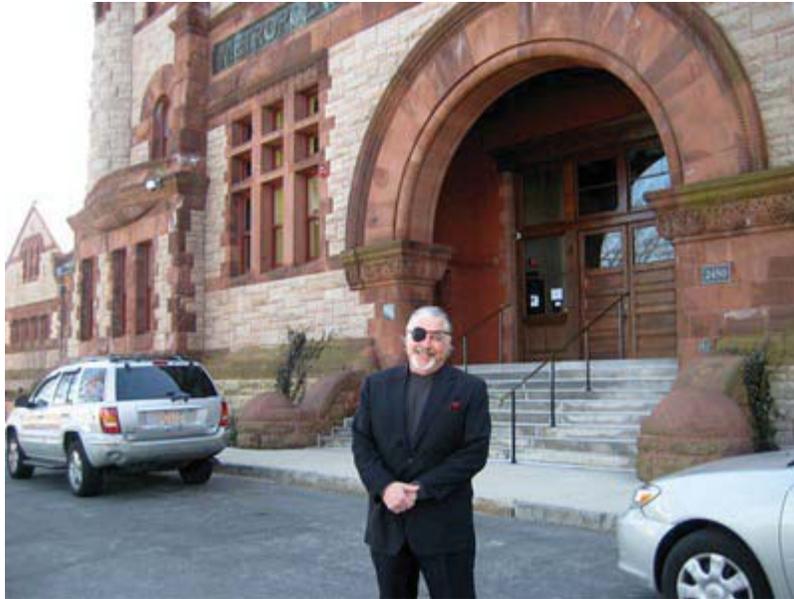
*Formerly of Brookline, Merrill H. Diamond is a founding partner of Diamond/Sinacori, LLC, a Boston-based Real Estate Development company. Mr. Diamond has been the recipient of numerous national awards for environmentally sensitive design, historic preservation, adaptive re-use, and creative business development. He has served as a gubernatorial appointee to both the Mass. Historical Commission and the Senate Special Commission on Historic Preservation. In addition, Mr. Diamond has been named "Entrepreneur of the Year" by Arthur Young /Venture Magazine; "Merchant Builder of the Year" by the National Association of Homebuilders, and one of "America's Most Valuable People" by USA Today. He has been profiled in Jeffrey L. Seglin's book, *America's New Breed of Entrepreneurs*, and Inc. Magazine has twice named his development firm, "One of America's Fastest Growing Companies." Mr. Diamond sits on the boards of several local institutions, among them Preservation Mass, the Commonwealth's statewide, non-profit preservation agency. A rarity for a real estate developer, Mr. Diamond is a former Chairman of the Brookline Conservation Commission. He now resides in Brookline, Massachusetts with his wife and three children. Annie, age 12, and*

PHOTO BY JOHN SIDLO



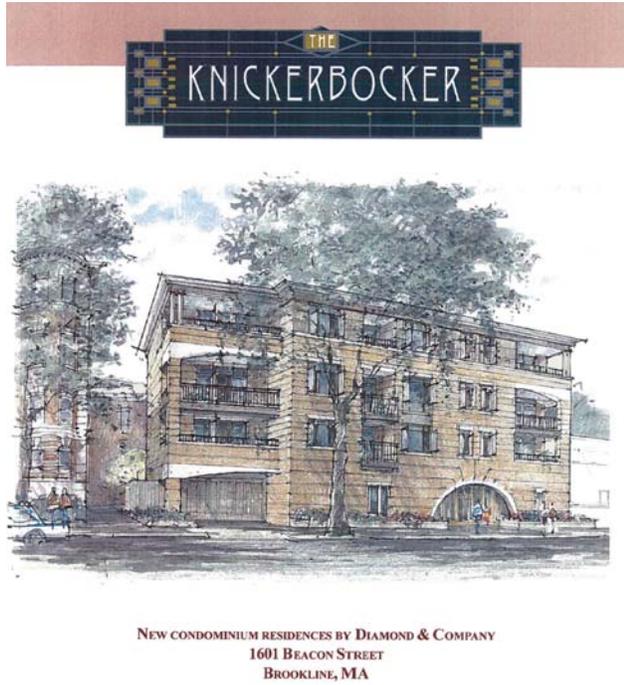


## NEW WATERWORKS MUSEUM



Diamond Sinacori's **Merrill Diamond** shows off the **Waterworks Museum** that opened a week ago at the Waterworks at Chestnut Hill (112 luxury condos in Brighton his firm developed with the late **Edward Fish**). The condos were completed a year ago and all sold for an average \$1M. As part of the project, the team worked with a community group to convert the High Service Pumping Station, an example of **Richardsonian-Romanesque** architecture into a museum. Displayed inside are three 19th century **steam engines** that helped pump water to Boston during an era of rapid growth and expansion. It doesn't necessarily sound green, but we don't think LEED was around back then.

*If you have some high culture to share or just an interesting news item, please send to Susan Disenhouse, [susan@bisnow.com](mailto:susan@bisnow.com).*



## THE KNICKERBOCKER

### Project Description:

Located at 1601 Beacon Street near busy Washington Square, The Knickerbocker featured three residential floors of three units each, all over a parking/lobby level. The building was designed to reflect the scale and character of adjacent properties while avoiding replication of 19th century details. The building was hailed as ,”a beautiful piece of urban sculpture” by the local Planning Board.

### Marketing Challenge:

To brand a 9-unit new condominium building along Beacon Street in the Washington Square area to appeal to a target market of urbane “empty-nesters.”





**Two Dutch Masterpieces.  
One Awaits Your Signature.**




There is, in Brookline, a Rembrandt of a mansion . . . awaiting a very special talent that can restore it to newfound splendor, that can fashion an original within the framework of a recognized masterpiece.

The Mansion at The Trust . . . a 19th century Flemish-Jacobethan manor house overlooking acres of rolling botanical splendor and deservedly proud of its listing on the National Register of Historic Places in America.

To step inside is to experience, indeed anticipate, the restoration possibilities that you can bring to over 10,000 square feet of living space. The price, \$1.5 million. The satisfaction. Putting your signature on a masterpiece. To arrange for a private viewing, call 731-5570.

Developed and marketed by the award-winning Parencorp of Brookline.

Also offering: An opportunity to build your dreamhouse on one of TWELVE ONE-ACRE HOMESITES. Nature's canvas is ready for your brush. Design guidelines by Parencorp and Graham Gund assure natural beauty will surround your new masterpiece. From \$525,000 to \$625,000. Call 731-5570 for details.

*The Trust*

## THE TRUST

### Project Description:

Formerly the Paine Estate, this 13 acre site was developed into 13 home-sites, inclusive of the original Paine Mansion and Carriage House. In order to retain the green spaces and specimen plantings of the original grounds, more than 85 percent of the land was left undeveloped. Many of the plants and trees planted by the Paine family decades ago remain, along with the 19th century stone wall surrounding the property. Both the Arnold Arboretum and the Brookline Historical Commission was invited to participate in the planning process for this development which included a four-acre conservation restriction granted to the Brookline Conservation Commission.

### Marketing Challenge:

To market an historic 13 acre estate in a manner that would maximize profit while minimizing risk for the developer.

# BROOKLINE CITIZEN

Brookline's Paid Circulation Newspaper Since 1874    Wednesday, November 26, 1986    Vol. 112, No. 48    25 Cents a Copy



Standing on either side of Lt. Gov. elect Evelyn Murphy are Parencorp principals Gordon Hurwitz, left, and Merrill H. Diamond; behind them from left are Selectman Jeffrey Allen; Planning Board Member Herbert Shivek; Building Commissioner Royce Beatty; Conservation Commission Commissioner Lee Albright; Selectman Estelle Katz; Brookline Historical Commission Chairman Dr. Judith Selwick; and Fleet National Bank Vice President David Henderson.

Lieutenant Governor-elect Evelyn Murphy and Parencorp principals Gordon Hurwitz and Merrill H. Diamond stand on either side of Lt. Gov. elect Evelyn Murphy. Behind them from left are Selectman Jeffrey Allen, Planning Board Member Herbert Shivek, Building Commissioner Royce Beatty, Conservation Commission Commissioner Lee Albright, Selectman Estelle Katz, Brookline Historical Commission Chairman Dr. Judith Selwick, and Fleet National Bank Vice President David Henderson.





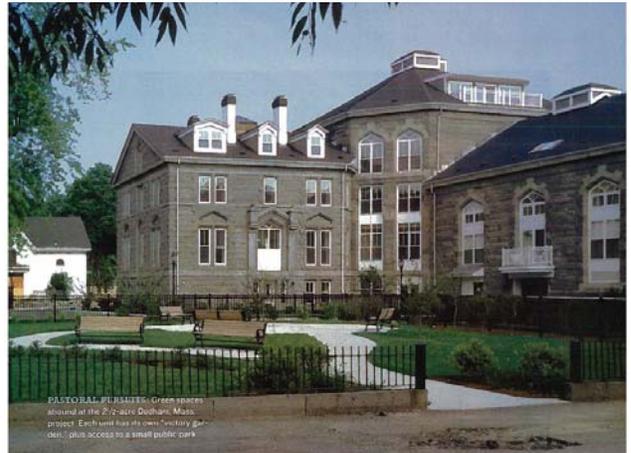
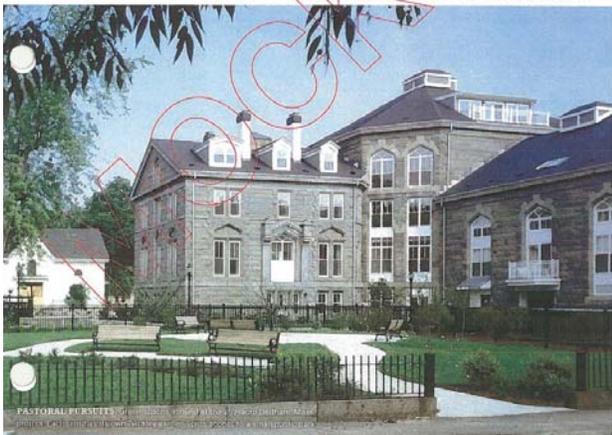
## STONELEIGH

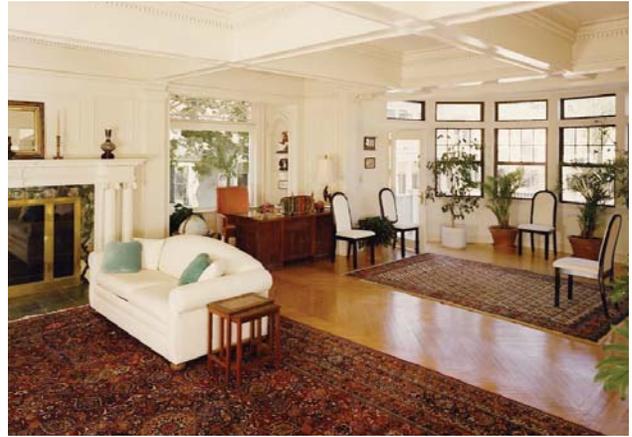
### Project Description:

Located in the heart of Dedham's historic Precinct One, the Old Norfolk County Jail is a magnificent granite structure whose earliest elements date back to the early 19th century. Aside from the architectural significance of this facility, the jail is historically important for having provided temporary housing for Sacco and Vanzetti while they awaited trial in the 1920's. This development, the result of the developer's designation resulting from an RFP process put out by the Commonwealth, consisted of twenty-four duplex-style condominium residences, with ancillary structures transformed into four additional condominium homes. The entire site was landscaped to feature small "victory gardens" for residents and the creation of a public park which was given to the Town of Dedham.

### Marketing Challenge:

To convince the target market, "empty-nesters" from Dedham and the surrounding towns, to purchase residences in a former prison and to pre-sell 50% of the condominiums before construction began.





## DREAMWOLD

### Project Description:

Once the 1000-acre estate of Thomas W. Lawson, known as The Copper King at the turn of the last century, Dreamwold (“Dream Fantasy”) had fallen into a state of serious disrepair. The developer, Diamond Sinacori, purchased the property and, working with municipal, community and historic preservation groups, renovated the main mansion house into twenty-six condominiums. Seven units were developed within the original mansion building and another nineteen units, each architecturally and historically compatible with the main mansion house, were developed in and around a newly constructed rose garden and pool.

### Marketing Challenge:

To market the very first condominiums ever developed in this South Shore community and to achieve 50% pre-sales prior to the start of construction.

Dreamwold  
Scituate, MA

Dreamwold  
Scituate, MA

**CENTERPIECES**  
Boston Globe

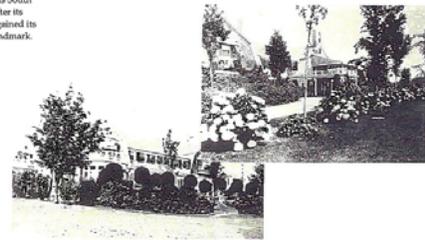
**The Boston Globe REAL ESTATE**  
Condominium plan includes preservation

**Houghkeppie Journal**  
Diamond covers all the bases

Diamond & Company  
REAL ESTATE DEVELOPMENT

Once the 1000-acre estate of Thomas W. Lawson, who was known as the Copper King at the turn of the century, Dreamwold and its surviving grounds had fallen into serious disrepair. In 1986, Diamond & Company purchased the property and, working with municipal, community and historical preservation groups, renovated the property into 26 condominiums. Seven units were developed within the mansion building itself, and an additional 19 units, each architecturally and historically compatible with the main mansion, were arranged in and around a nearby rose garden.

Dreamwold was the first condominium project to be developed in this South Shore town and, a century after its original construction, has regained its position as a revered local landmark.



Diamond & Company  
REAL ESTATE DEVELOPMENT



## KENDALL CRESCENT

### Project Description:

This project was the result of a regional competition held by the Town of Brookline for the disposition of the historic Town Yard, the Town's former DPW facility. In addition to encompassing two complete city blocks, the property included a three-story Victorian schoolhouse and a two-story, 18,000 square foot Victorian Barn. The Master Plan connected these two disparate elements with a "crescent" of 14 newly constructed townhouses designed to accommodate home offices and small ground level retail spaces. The Sewall School was converted into 22 additional condominium homes and the Town Barn was redeveloped into medical office space.

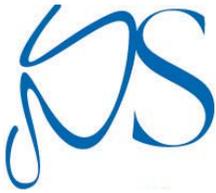
### Marketing Challenge:

To market a variety of residential and commercial uses on one site and to achieve 50% pre-sales prior to the start of construction.









## THE GRAND

### Project Description:

The first Art-Deco-inspired condominium building in historic Brookline, the building was originally constructed as a smallpox hospital at the turn of the last century. The Grand is now a 42 unit luxury condominium development sited on top of Summit Avenue, affording skyline views of downtown Boston. The development consists of the original hospital building and the adjacent nurses quarters.

### Marketing Challenge:

To transform a former smallpox hospital into a multi-family condominium complex in a manner that would maximize the value potential of the property despite its "awkward" (at least from a marketing perspective) history.



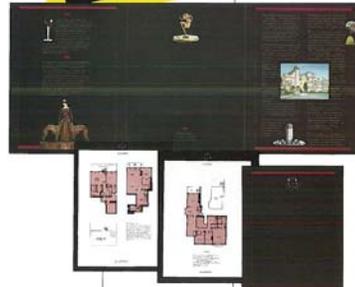
#### THE PLAYERS

**Award Merit**  
**Category:** For sale, mid-rise and high-rise, fewer than 200 units.  
**Entrant:** Merrill H. Diamond and Gordon Furuta, Parencorp, Brookline, Mass.  
**Builder:** Parencorp  
**Architect and land planner:** Hurwitz/Diamond and Associates, Brookline  
**Interior design:** Interiors Design Associates Inc., Wellesley Hills, Mass.  
**Construction architect:** Mazzotta Design, Concord, N.H.  
**Advertising:** Parencorp  
**Public relations:** Schneider & Associates, Inc., Brookline



#### BROCHURE

"If you don't like the style of the brochure, you're not going to like The Grand," commented the judges, who awarded the way the brochure meets a particular marketer's taste. The glibby brochure looks as extra-polished as the copy's references to custom-designed scenarios and classical appointments.



BUILDER/MARCH 1986 113





## THE SEARS ESTATE AT LONGWOOD

### Project Description:

The Sears Estate was somewhat of a groundbreaking development effort, capitalizing on Brookline's recent (at the time) recognition that the only way to save some of the Town's historic architectural legacy was to allow large mansions and their appurtenant outbuildings to be changed from a single-family occupancy to multi-family occupancy. In this instance, the mansion house was converted to five large condominiums and the rear carriage house was converted to one large condominium unit. This approach became the paradigm for many other adaptive re-use and historic preservation projects that now typify the approach to saving once enormous single-family homes and bringing them into the 20th century.

### Marketing Challenge:

To encourage condominium buyers to eschew new construction in favor of purchasing a home in an historic estate building, one of the first such mansions to be converted to condominiums in Brookline and, as such, a new housing type when first marketed.



## New England Real Estate Journal

vol. XXII, no. 49 the largest business publication of its kind in the nation dec. 9, 1983/104 pages

### Priced from \$325,000 in Brookline Parencorp completes Sears Estate lux. condos



BROOKLINE, MA. - The Sears Estate at Longwood, an historic condominium house converted from a 18th century brick mansion and carriage house, is an example of adaptive re-use of old buildings.

Located on the corner of Elm and Elm Longwood ave. in the Longwood Historic District, the Sears Estate was constructed in 1875 by Isaac and Frances Sears on land owned by David Sears.

Wheateck College, the estate's most recent owner, used the building for dormitory, administrative and storage purposes. In Oct. 1983, Parencorp, the developer which specializes in creative restoration of historic structures, purchased the property, completed and already half of the common area has been sold, said Merrill Diamond of Parencorp.

The eight family size buildings house in the converted carriage house offers 3,200 sq. ft. of floor space on two levels, with a brick terrace overlooking the lawn. Each three and four bedroom home in the mansion had between 1,877 and 2,440 sq. ft. of floor space on one or two levels, and between 657 and 1,475 sq. ft. of roof deck, terrace, private garden, and walk-out porches.

Each home includes two heated parking spaces - one garage and climate controlled, state-of-the-art security systems, new mechanical and electrical systems, large kitchens, storage areas, two or three bedrooms, with tile and luxury finishes. Views of the town range from \$325,000 to \$450,000.

According to Diamond, restaurateur and conservationist owner of the Sears Estate "Approach #1983/83" Contractor for the project was C.B. Construction Co. of West Roxbury. Gordon Hurwitz, co-founder and Diamond were the architect. Financing was provided by Collins Center Company, Inc. Brookline, and Central Cooperative Bank, Somerville.

Shown in photo above left are Mr. Hurwitz, architect Michael Hurwitz, Gen. Michael Dinkels, Mr. Diamond, Lee Albright of the Conservation Commission and State Rep. John Reardon.

### Buried Treasure HOME AGAIN

When a crew from C.B. Construction, West Roxbury, Mass., tore down the interior panels in the 1872 Sears Estate, they discovered a treasure-trove.

Behind the panels at the Brookline, Mass., estate were elaborate plaster moldings and cornices and hand-carved fireplace mantels.

"We uncovered a tremendous amount of architectural beauty," re-

calls Gordon Hurwitz, a partner in PARENACORP, the Boston development firm which turned the mansion into six condominiums. Specializing in adaptive use of old estates, PARENACORP is accustomed to discovering hidden architectural embellishments. But "these are far more ornate than anything we have found elsewhere," says Hurwitz.

"We hadn't thought we'd find much because the building had been remodeled so many times," adds Carl Goldberg, president of C.B. Construction.

Built by Isaac Sears as a wedding present for wife Frances, the mansion later became a dormitory for Wheelock College and, later still, a nursery school. To adapt it to these uses, explains Hurwitz's partner, Merrill Diamond, the large rooms were partitioned and the ceilings lowered. Columns, cornices and fireplaces were simply walled over.

To highlight the restored detailing, PARENACORP designed spaces around them. And the entrance stairway was reoriented to show off the ceiling carvings and cornice work. □



The faces of a man and a woman (right) carved into the oak mantel of one fireplace (above left) were discovered at the Sears Estate.



This fireplace (above) and wall and ceiling cornice work (left) were discovered when wall paneling was removed. The closet left of the fireplace was originally a dumb-waiter that carried food up from the basement kitchen.

Friday, July 13, 2007

## Merrill H. Diamond

Boston Business Journal - by [Michelle Hillman](#) Journal staff

*Merill H. Diamond, principal of [Diamond Sinacori LLC](#), is a real estate developer known for his edgy sense of style. He's also the man responsible for the historic renovation of an old pumping station now known as the Waterworks at Chestnut Hill. Diamond's next project: giving residents of the South Shore town of Marshfield a somewhat spruced-up downtown by developing *The Shops at Ocean's Gate* -- a 40,000-square-foot retail center.*

*Dressed all in black and wearing an eye patch (a result of unsuccessful eye surgery to correct a detached retina), Diamond recently sat down with reporter Michelle Hillman to discuss his love of cigars, bulldogs, and Winston Churchill.*

*Describe yourself in a few words.*

Incredibly sexy. That's a joke. Most people think I'm extremely easy going.

*Definition of a good day?*

They're all good. The only advantage of getting old is you get perspective. I'm very lucky. I wake up every day happy. I realize life is a spiral, not a circle.

*Proudest moment?*

I've paid back millions and millions and millions of dollars to people who had already written off the obligation. Not everybody could owe \$40 million.

*Traits that give you a competitive edge?*

I think we really try to do a good job. There's no project going back to 1978 that I'm really embarrassed about. If I have an edge I think now it's reputation.

*Mentor?*

One of the people from whom I learned the most might be (local real estate icon) Ed Fish. He's an amazing individual. Sometimes I well up when I think of him. I have a soft spot for him.

*Most influential book?*

A two volume biography about Winston Churchill by William Manchester.

*Three greatest passions?*

History, Winston Churchill, family.

*Person most interested in meeting?*

Winston Churchill.

*Favorite restaurant?*

Rino's in East Boston.

*Favorite status symbol?*

In the world of real estate development I can't compete with status symbols. I learned a long time ago to want what I get instead of get what I want.

*Motto?*

My father (who worked in a handbag factory) used to always say measure twice and cut once. There are times when I say measure twice and cut once.



W. Marc Bernsau

Merill H. Diamond, principal of [Diamond Sinacori LLC](#), is a real estate developer known for his edgy sense of style. Diamond is the man responsible for the historic renovation of an old pumping station now known as the Waterworks at Chestnut Hill.

[View Larger](#)

# CONCORD VILLAGE / EAGLE CREEK



## Project Description:

Concord Village and Eagle Creek was the result of the comprehensive revitalization of two distressed public housing developments, including complete demolition of the existing housing stock, new construction of 170 on-site dwelling units, and 50 scattered site infill houses and new public streets and sidewalks. Supplementing this is a new 15,000 S.F. Community Center including a 70 child daycare center, new open space and recreational opportunities and extensive social services and management improvements. Unit sizes are the following: 1BR - 660 S.F., 2BR - 1166 S.F., - 3BR 1350 S.F., 4br - 1450 S.F., 5BR - 1680 S.F. In addition, 5% of the units are fully accessible.

## Design Process:

Extensive interactive design workshops were carried out with residents to determine the overall planning strategy, unit plans, and building designs utilizing "kit of parts" models and multiple options during both the masterplan and schematic design phase of the project.

## Design Solution:

Renovation and townhouses strategies were explored before a "traditional neighborhood strategy" was adopted by residents to reflect the scale and character of the surrounding historic 1920's era neighborhood. The design integrates the formerly isolated development into neighborhood by extending the grid of public streets through the site to form a traditional block pattern. Sixteen building types were developed to maximize identity and sense of place for the residents. The mix of both duplex and single family homes are designed to reflect the typology of the neighborhoods craft style bungalows. Corner duplex units are designed with full porches; as the resident strongly expressed the importance of the porch as both a welcoming space and as a "outdoor room" in warmer months.



**INDIANAPOLIS HOUSING AGENCY**  
INDIANAPOLIS, INDIANA

**TH&DWOODS** - a joint venture  
Program Management, Planning, Architecture

- U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
- INDIANAPOLIS HOUSING AGENCY
- ARMONICS INC. - CONSTRUCTION CONSULTANTS

**Tise, Hurwitz & Diamond**  
370 Washington Street  
Brookline, MA 02146

**Clyde Woods & Associates**  
2909 North Capitol Avenue  
Indianapolis, IN 46206

**PROJECT TEAM:**  
Merrill Diamond Developer  
Stephen E. Tise A.I.A.  
Clyde Woods R.A.  
Olson Dotson R.A.  
Russell Lewis R.A.  
Daniel Glenn  
Stephen E. Tise Jr.  
Shu Tong Wong R.A.

# **BUILDING A BUILDING**

**A Program That Explains It From Start To Finish**

*Submitted by*

**THE BRIGHTON PARTNERSHIP FOR COMMUNITY REINVESTMENT, LLC**

Diamond Sinacori, LLC

*and*

Rhyno Developments, LLC

*in conjunction with the development of*

***The LANCASTER***

*1501 Commonwealth Avenue  
Brighton, Massachusetts*

1 March 2014

## PREFACE

“I argue that the disappearance of work and the consequences of that disappearance for both social and cultural life are the central problems in the inner-city...”

from *When Work Disappears* by William Julius Wilson

*The BUILDING A BUILDING program that is presented here is an attempt to create meaningful change in the lives of some of our host neighborhood’s children. To the extent that it works as intended, as described and as modified from our experiences in real time, we believe that it can and, perhaps should serve as a template for other DND projects that are located in neighborhoods that have similar socio-economic dynamics as our own. We’re confident that it will prove to be an extraordinarily inexpensive Community Benefit, but one that could have the same transformational impact on area youth that we envision The Lancaster having on an entire neighborhood in the Brighton section of Boston.*

## **The Brighton Partnership for Community Reinvestment, LLC**

### **BUILDING A BUILDING**

#### **A Program That Explains It From Start To Finish**

##### **1. Why Such A Program?**

A “Construction Apprenticeship Program” was a key component of The Community Benefits aspect of the BPCR’s successful Response to the City of Boston’s (DND) Request for Proposals for the development of 1501 Commonwealth Avenue in Brighton, Massachusetts. The *BUILDING A BUILDING* program is an initiative that addresses this commitment from the BPCR as it begins to develop, construct and market *The Lancaster*, a 55 unit, mixed-income condominium development at that location.

##### **2. Who Is The Target Market For This Program?**

The target market(s) for the *BUILDING A BUILDING* program are the youth of the neighborhood of *The Lancaster*. As such, the BPCR will be conducting an out-reach effort at the nearby Commonwealth Public Housing Development, Brighton High School and other venues where our target market might live and/or frequent. This outreach program will be a function of flyers placed in these venues, social media techniques, and talks with school administrators aimed at encouraging participation in the program among their student populations. This outreach program will be conducted in March of 2014 in anticipation of the start of the *BUILDING A BUILDING* program in April of 2014 as noted below. It should be noted that this program is unique and, to the best of our knowledge, largely untried. Consequently, the BPCR anticipates the possibility of some minor refinements as the program progresses (For example, addressing under or over-subscription to the program). The BPCR will report any such changes to the DND as soon as possible and, hopefully, well in advance of implementing same. The BPCR will

also report on the progress and accomplishments of the program to DND on a monthly basis.

### **3. What Is The Objective Of The Program?**

The goals and objectives of the *Building A Building* program is to introduce youth in the neighborhood of the subject condominium development to the development, design and construction of the subject building and to respond to the question of how such a building comes into being. The over-arching goal is to provide these young people with an overview of the entire process, from acquiring the property to final architectural and engineering design and then through the completion of construction. The hope is to pique interest in the overall target audience in one or more of the many facets of this process as a potential career path.

### **4. How Has It Evolved From Its Original Intention?**

The idea of a “Construction Apprenticeship Program,” once it began to be defined and structured, presented an inherent contradiction. A real “apprenticeship” program implies that someone immersed in a program of this nature might matriculate into a job. Insofar as our target market is likely to be younger than those seeking employment in any of the professions and trades that are vital to the process of developing, designing and constructing a building, the *BUILDING A BUILDING* program is more of an overview of these disciplines and is essentially a survey program. Again, the intention is that our program will create a desire to pursue further education or a real apprenticeship and/or employment. We have tailored our efforts in this more limited, but far more realistic objective.

### **5. Who Will Be Administrating And Conducting This Program?**

The *BUILDING A BUILDING* program will be administered and conducted by Messrs. Ralph Parent and Merrill H. Diamond. Ralph Parent is the living embodiment of the premise of this program. Having grown up in Public Housing, Mr. Parent was able to attend college and, subsequently, to pursue and begin a career in real estate development in what was a later interest in life. Mr. Diamond, an

architect-turned-developer representing the BPCR, has over 35 years of experience in the development of residential real estate and was part of the BPCR team that was designated to develop *The Lancaster*. Both of the aforementioned individuals will be on hand for each of the sessions explained below in Section 10.

## **6. Will Anyone Else Be Involved With The Program?**

In addition to the aforementioned administrators and the target audience, the program has a palette of guest participants representing many different types of disciplines and responsibilities involved in the development process including, but not limited to, the following: Identifying an appropriate development site; Securing control of that site; Obtaining governmental permits and approvals; Designing and constructing a multifamily building; and then Marketing/selling the condominium units within that building. These individuals, representing the City, the professions and the trades, will appear at many of the weekly meetings to explain their role in the evolution of our own building, *The Lancaster* as it morphed from an ethereal Response to a Request For Proposals to a real building.

## **7. What Is The Duration Of The Program?**

The *BUILDING A BUILDING* Program is scheduled to begin in April of 2014 and to continue for 11 consecutive weeks after school hours on a specific weekday to be determined. The duration of the program was primarily predicated on the seasons of the academic year with spring determined to be the particular season that will interfere least with both the school's academic calendar, sports calendar and vacation schedule. It was determined that, in order for the program to maintain interest among the target audience, it needed to be conducted on a weekly basis with each session lasting no more than 75 – 90 minutes. Spring was determined to be the ideal season in which to conduct the *BUILDING A BUILDING* program insofar as the most popular sports played or followed by our target audience in this particular neighborhood are football and basketball, a fall sport and a winter sport respectively. If the program generates sufficient interest, it is the intention of the BPCR to

continue the program on a monthly basis throughout the construction process in order for attendees to learn about and actually see the work of the various trades involved in the project.

## **8. WHAT ABOUT SAFETY CONCERNS?**

None of the participants in the *BUILDING A BUILDING* program will be allowed on the actual construction site unless accompanied by Skip Rose, the Project Manager for the construction of *The Lancaster*. Hard hats will be provided for all of the participants and will be worn when on the construction site. As a practical matter, the primary work that will be ongoing during this program will be post-demolition excavation and foundation work. Consequently, the primary danger will be falling into an open excavated area. Mr. Rose will take care to lead the participants in such a manner that minimizes the chances of this occurring. Finally, the BPCR will maintain appropriate liability insurance for the duration of the program or will have a rider on its current liability insurance that addresses the *BUILDING A BUILDING* program.

## **9. WILL THERE BE ANY FOLLOW-UP AFTER THE PROGRAM?**

With the assumption that at least some of the target audience will have their interest piqued in some aspect of the many disciplines that are involved, it is hoped that the *BUILDING A BUILDING* Program will prove to be a pathway towards Internship programs in local development, design, construction, and marketing-related firms. The *BUILDING A BUILDING* program will pursue the availability of these internships with an outreach campaign aimed at these kinds of firms, either through personal contacts or other means.

## **10. WHAT IS THE SCHEDULE AND PROGRAM FOR EACH SESSION?**

### **A. Week One: Introduction**

This will be the Introductory Session attended by the three administrators and led by Ralph Parent who will welcome the participants. He will explain the goals and objectives of the

BUILDING A BUILDING program and how his own history is an example of what can happen when an interest turns into a passion and then a career. He will also explain the expectations of the administrators as it relates to attendance, participation, and on-site behavior. Mr. Parent will explain the mechanics and duration of the program and will lay out the various pathways where the program might lead, including the program's assistance in identifying internship programs that might follow participation in the program. Particularly important, Mr. Parent will engage the participants in a discussion about their particular needs and desires so that adjustments might be made in the program's "curriculum." Certain words and terms related to development, design and construction will be introduced and defined. Binders containing information that is relevant to the program will be distributed to the participants with the intention that they will be continually updated with material related to the development, design and construction of *The Lancaster*.

## **B. Week Two: The Role of the Developer**

Week Two will focus on how the BPCR came into possession of this City-owned site and, after an introduction by Mr. Parent, Mr. Diamond of the BPCR will explain the role of a Developer in the entire process, especially as it relates to "conducting an orchestra" instead of "playing an instrument in the orchestra." Mr. Diamond will explain the various ways that a Developer can secure sites and, in doing so, will specifically describe the Request for Proposals issued by the City (DND) for 1501 Commonwealth Avenue. He will also note the reasons why the BPCR's Response to the subsequent Request for Proposals was successful with, hopefully, a Community Activist (e.g. Eva Webster) and a DND representative (hopefully John Feuerbach) on hand to provide background for that decision. Finally, Mr. Diamond will explain how a Developer analyzes a project such as 1501 Commonwealth Avenue in terms of both the cost side and the sales side of a project pro forma to determine if the project is financially viable and worth pursuing. There will be a review/quiz related to the words and terms explained in Week One and the introduction of some new words and terms (e.g. "Developer," "pro forma," etc.) related to the work of a Developer in

the overall process. A Schematic Pro Forma for *The Lancaster* will be discussed and provided for inclusion into the notebooks of the participants.

### **C. Week Three: The Developer & The Entitlement Process**

Mr. Diamond will speak generally about the permitting process as it relates to other communities and, specifically, to the permitting process proscribed by the City of Boston for *The Lancaster*. Mr. Parent will then speak to his experience in permitting his own DND project in Dorchester in which he, like Mr. Diamond as part of the BPCR, is functioning as the Developer. There will be a discussion of the role and purpose of zoning ordinances and other municipal regulations. Both Mr. Diamond and Mr. Parent will focus on the respective roles and responsibilities of the Boston Redevelopment Authority, the Zoning Board of Appeals and the Department of Inspectional Services and Mr. Diamond will explain the role of DND in the entitlement process. The program administrators intend to invite a representative of the City (hopefully, Lance Campbell, the BRA's Project Manager for *The Lancaster*), to make some remarks as to the role and responsibilities of the City's BRA in the entitlement process. There will be a review/quiz of the words and phrases presented in Week Two and the introduction of several more words and phrases (e.g. "entitlement process, BRA, etc.) for discussion purposes. A Schematic Schedule of the entitlement process for *The Lancaster* will be discussed and provided for inclusion into the notebooks of the participants.

### **D. Week Four: The Role of the Architect**

Mr. Parent will introduce a representative of Tise Design Associates (Stephen E. Tise and/or Kevin Wong) the Architect for *The Lancaster*. The Architect(s) will explain the planning and design process in general and how both interact with a client who comes to them for design services. As that discussion continues, it will begin to focus on the architectural design of *The Lancaster* and will touch upon that building's particular design opportunities and challenges in creating a building that conformed to the Developer's vision, the project pro forma, the community's expectations and the City's

many requirements related to density, FAR, zoning, etc. The Architect(s) will discuss the design drawings and working drawings that are produced to reflect both the design in the initial stages of the entitlement process and working drawings and specifications that explain in great detail how the General Contractor should construct a building such as *The Lancaster*. The role of the Architect's sub-consultants (e.g. structural and MEP engineers) will also be discussed. Also to be discussed will be the various potential career opportunities in the offices of Architects and Engineers (e.g., project manager, interior designer, etc.). It is hoped that Jay Lee, the architect for DND for *The Lancaster*, will be on hand to discuss his role in the project as it moved through the entitlement process. There will be a review/quiz of the words and phrases presented in Week Three of the program and several more words and phrases (e.g. "specifications," "working drawings," "elevations," etc.) will be introduced to the participants. Copies of some sample design drawings and working drawings for *The Lancaster* will be provided for inclusion into the notebooks of the participants.

#### **E. Week Five: The Role of The Lawyer(s) and Lenders**

Ralph Parent will introduce Don Wiest, the permitting attorney for *The Lancaster*. Mr. Wiest will describe the nature of his work during the entitlement process including, but not limited to making determinations with the Architect as to the allowable FAR, conformance to the City's Zoning By-Laws, and other areas of interest to both the Developer and the City's permitting agencies. Mr. Wiest will also discuss the nature of a submission to ISD for a "Turn-Down Letter," the submission of an Application under Article 80 for Large or Small Project Review, the presentation before the BRA Board and the City Zoning Board of Appeals, the last major step before securing a Building Permit.

Mr. Parent will then introduce Mr. Michael Surprenant and a representative from Brookline Bank, the primary lender for *The Lancaster*. Mr. Surprenant, a mortgage broker, will explain his role in the development process and the various financial aspects of the project that would persuade him to take on the task of seeking construction financing for same. The next presentation will speak to

the actual lender's role in the development process and will address those aspects of a project like *The Lancaster* that would persuade a lender to make a loan to construct the project and the various terms and conditions of such a loan. There will be a discussion of the various possible career opportunities with a lender (e.g. loan officer, bank inspector, etc.).

There will be a quiz on the words and phrases from Week Four and new words and phrases will be discussed that are germane to both the legal work required for a building such as *The Lancaster* (e.g., "entitlements," "BRA," "ISD," "ZBA," etc.) and for the financial consultants and lenders involved in the financing of such a project (e.g. "Loan to Value," "Appraisal," etc.).

## **F. Week Six: The Role of The General Contractor**

Mr. Parent will introduce the Project Manager for the construction of *The Lancaster*. He will explain how a General Contractor is similar to a Developer in terms of "conducting an orchestra," in this case, an "orchestra" consisting of the many trades and vendors that are required to construct a building such as *The Lancaster*. He will note that subsequent sessions will focus on the various required trades and their specific roles, including the scheduling and timing of their respective responsibilities. There will be an explanation of the estimating phase of the project, the "buyout" of the job in order to meet the projected Project Budget, the occasional purpose of "Value Engineering," and an explanation of the Construction Schedule from the start of construction to obtaining of a Certificate of Occupancy. He will also demonstrate and discuss the importance of the Construction Schedule, the Line Item Project Budget and the Payment Requisitions during the course of construction. He will also discuss the role of Vendors in the construction of *The Lancaster*. There will be an introduction to the understanding and reading of working drawings related to *The LANCASTER*. As always, there will be a quiz on the words and phrases from Week Five and new words and phrases will be introduced (e.g. "Value Engineering," "Change Order," "Certificate of Occupancy," "Critical Path," etc.). It is anticipated that we will provide a sample Line-Item Project Budget

and a copy of the Project Schedule for inclusion into the notebooks of the participants.

It is the intention of the BPCR to invite at least one union General Contractor and representatives of certain union trades to provide, among other things, information related to the history and purpose of the unions and the opportunities for future, union-sponsored apprenticeship programs. These individuals will be on hand for one or more of the curriculum sessions, including the session devoted to the role of the General Contractor and the sessions related to the role of the trades. We currently anticipate using Joseph Albanese, the President of Commodore Construction, a union General Contractor, to advise us as to the appropriate union-affiliated individuals to be on hand for this aspect of the construction process.

#### **G. Week Seven: The Role of The Trades (Concrete & Masonry)**

The Project Manager for *The Lancaster* will discuss the general role of the concrete and masonry trades on a construction project and will introduce a representative from each of these disciplines to discuss their specific jobs in the overall construction of *The Lancaster* and the factors that contributed to their decision to work in these specific trades. Insofar as these trades will be on site and working during the initial duration of the BUILDING A BUILDING program, it will be possible to actually see some of the work performed by these trades and to discuss the various reasons why certain things are done in conjunction with this work (e.g. explaining the purpose of reinforcing rods in the concrete). The mason, although he will have yet to start with the brickwork for *The Lancaster*, will explain the particularities of his work and the challenges that are part of that job. It's hoped that there might be a sample panel featuring the proposed brick blend and mortar joints on site that can be the focus of the mason's comments. It is intended that the working drawings and specifications that relate to these two trades will be presented and discussed as part of an exercise in understanding the role that these documents play in the construction of a building. There will be a quiz on the words and phrases from Week Six and new words and phrases will be introduced that relate to the concrete and masonry work for *The*

*Lancaster* (e.g. “re-bar,” “core sample,” “brick blend,” “weathered mortar joint,” etc.).

## **H. Week Eight: The Role of The Trades (Steel & Carpentry)**

We will discuss the respective general roles of both the steel workers and the carpenters on a typical construction project and, more specifically, in the construction of *The Lancaster*. We will note the timing of their work by referring to the Project Schedule that was provided to each participant in Week Six. Representatives of both of these trades that are scheduled to work on *The Lancaster* will be on hand to discuss the reasons that they chose to pursue their particular construction careers, the specific nature of their work and the advantages and challenges of their work. It is intended that the working drawings and specifications that relate to these two trades will be presented and discussed as part of a continuing exercise in understanding and reading working drawings. There will be a quiz on the words and phrases from Week Seven and new words and phrases will be introduced (e.g. “an I-beam vs. a Wide Flange,” “welds vs. rivets,” “Rough Carpentry vs. Finish Carpentry,” etc.). There will be a white board on site and the participants will be expected to take down information related to the terms and phrases under discussion.

## **I. Week Nine: The Role of The Trades (MEPs)**

We will discuss the roles and responsibilities regarding the Mechanical, Electrical and Plumbing trades in the construction of a building and, specifically, the construction of *The Lancaster*. We will discuss the importance of the drawings that define the work of these trades being totally coordinated with the architectural drawings and samples of these drawings will be presented and discussed in this regard. We will also show the timing of the work to be performed by these trades based on the Project Schedule that was provided to the participants in Week Six. At that point, we will introduce representatives of each of these key trades who will be working on *The Lancaster*. Among other things, they will discuss how they each became interested and then involved in these trades, along with the advantages and disadvantages of the work that they do. There will

be a quiz on the words and phrases from Week Eight and new words and phrases will be introduced (e.g. “HVAC,” “electrical loads,” “risers,” etc.). Again, there will be a white board on site and the participants will be expected to take down information related to the terms and phrases under discussion.

## **J. Week Ten: The Role of the Marketing Company**

After an introduction by Mr. Parent, this session will feature a presentation by the entire Marketing Team and will stress one of the key tenets of the development process, i.e., that the Developer and the Marketing Team are in the business of *selling* condominiums, not building them. Topics for discussion will include the concept and importance of “branding” a project in terms of the over-arching mission of attracting a particular target market(s). The Marketing Team will discuss the degree to which the project’s name, logo, collateral materials, etc. must work with the overall “branding” of the project and how it can contribute to creating increased sales velocity and continual price increases, the latter being an important tool for adding a “sense of urgency” to the sales and marketing process. The Marketing Team will present sample collateral information for both *The Lancaster* and other projects and it is intended that one or two guests, including a Public Relations expert (e.g. Lisa Nickerson of Nickerson Communications), will speak to their role in creating “unpaid” advertising and third-party endorsements for a project like *The Lancaster*. There will be a quiz on words and terms from Week Nine and new words and phrases (e.g. Marketing vs. Sales,” “Collateral material,” “PR,” etc.) will be introduced to the participants. Copies of collateral information and other marketing materials (Offer Forms, a Purchase & Sale Agreement, Reporting Forms, etc.) will be explained and distributed to the participants for inclusion into their notebooks.

## **K. Week Eleven: Graduation**

The intention of the administrators, on behalf of the BPCR, will be to reward the participants of the *BUILDING A BUILDING* program with Graduation Certificates certifying successful participation in the program. This will likely be held on site, with refreshments and,

hopefully, a visit from The Mayor or a member of his administration. All of the guest “lecturers” who contributed to the program will be invited back to this event and, depending on the level of interest generated in the program, some dates will be set for a “reunion” meeting or two in order to explain later phases of the construction of The Lancaster in real time. As noted previously, the administrators of the *BUILDING A BUILDING* program, again based on interest, will attempt to identify firms and businesses involved in any of the disciplines involved in the creation of *The Lancaster* who might entertain an internship by one or more of the participants in the program who express an interest.

# # #



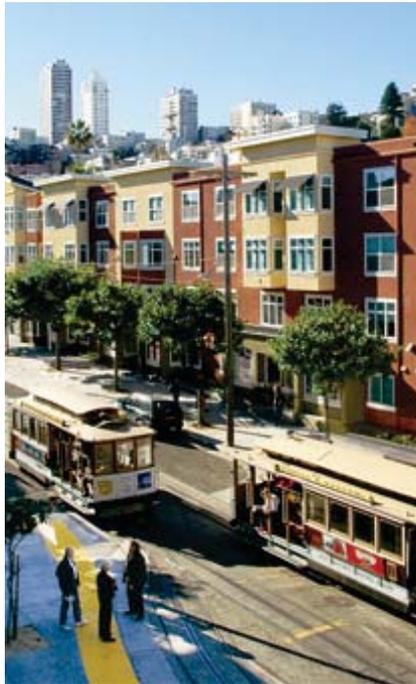
# TRA Capabilities

## Company Profile & Capabilities

TRA offers a number of services, but we excel in one area: bringing fresh, inventive sources of new revenue for our clients. TRA possesses comprehensive expertise in all aspects of real estate asset management and development. We offer a range of services geared toward furthering the value of real estate assets and other non-traditional revenue sources for our clients.

TRA's team of professionals brings broad expertise in the fields of asset management, brokerage, and real estate consulting services. Our professional staff consists of highly educated and experienced individuals from a variety of backgrounds, specializing in asset management, development, brokerage, right of way management, public-private partnerships, transit retail, and more. TRA provides cost-effective solutions to the management of real estate assets which allows owners to focus on their core mission. TRA's services are available individually or as part of a more comprehensive solution based upon our clients' unique needs.

In addition, TRA has developed a core competency in transportation-related properties, public private partnerships and public procurement/dispositions; we understand the special attributes and constraints of this property type. This broad set of capabilities enables us to provide solutions that are geared to our clients' specific needs.



## Memberships & Credentials

- ✓ Federal and Massachusetts Small Business
- ✓ Licensed Brokers in Massachusetts, Connecticut, Georgia & New York
- ✓ Rail~Volution - National Steering Committee Member & Partner
- ✓ Urban Land Institute
- ✓ American Planning Association
- ✓ Institute of Real Estate Management
- ✓ Women's Transportation Seminar
- ✓ New England Railroad Club
- ✓ International Right of Way Association

## Our Services

TRA's services are available individually or as part of a more comprehensive solution based upon your unique needs.

### Asset Management

- ✓ Full Service Asset Management
- ✓ Asset Scans
- ✓ Right of Way Management
- ✓ Eminent Domain - Acquisitions and Relocation
- ✓ Transit Retail Programs
- ✓ Telecommunications/Utility Licensing
- ✓ Advertising Programs

### Brokerage

- ✓ Buyer and Seller Representation
- ✓ Transit Oriented Development
- ✓ Public Property Dispositions
- ✓ Site Acquisitions
- ✓ Telecommunications/Utility Licensing
- ✓ Outdoor Advertising and Sponsorships
- ✓ Transit Retail Leasing

### Consulting

- ✓ Advertising Programs
- ✓ Database and GIS
- ✓ Development Advisory
- ✓ Green Initiatives
- ✓ Market Studies and Financial Feasibility
- ✓ Public Private Partnerships
- ✓ Solicitation Management
- ✓ Teaming Opportunities
- ✓ Telecommunications & Utility Licensing
- ✓ Transit Retail
- ✓ Transit Agency TOD and Real Estate Functional Analysis

# TRA Capabilities

## Our Clients

We customize solutions that deliver value and best meet the needs of our clients - on-time, on-budget, every time - in order to drive unparalleled success and customer loyalty. Below is a partial client list:

### **Massachusetts Bay Transportation Authority, MA**

- ✓ Full Outsourcing of Real Estate Functions

### **Chicago Transit Authority, IL**

- ✓ Outsourcing of Selected Real Estate Functions
- ✓ Station Typology Study for Transit Oriented Development (TOD)

### **North Carolina DOT**

- ✓ Asset Scan
- ✓ Evaluate P3 Potential
- ✓ Implement Telecommunications Leasing and Surplus Property Dispositions Programs

### **MassDOT, MA**

- ✓ Asset Management of Newly Acquired Rail Rights of Way
- ✓ Due Diligence for Closing of Acquisitions of Rail Rights of Way
- ✓ Advisory Services of Global Settlement Agreement with Railroad
- ✓ Telecommunications Leasing
- ✓ LandTracker GIS Real Property Database

### **Metropolitan Atlanta Rapid Transit Authority, GA**

- ✓ Organizational structure
- ✓ SWOT Analysis
- ✓ Review of the current office conditions and staff

### **Massachusetts Department of Conservation & Recreation**

- ✓ Tenant Management & Accounting
- ✓ Real Estate Advisory
- ✓ Database and GIS development

### **Greater Cleveland Regional Transit Authority, OH**

- ✓ Development of TOD Guidelines and Best Practices Manuals and Education Program
- ✓ Dispositions Consulting (TOD)

### **New York State Thruway and Canal Authorities, NY**

- ✓ Dispositions Consulting
- ✓ Encroachment Analysis
- ✓ Utility Occupation Verification

### **Town of Stratford, CT**

- ✓ Transit Oriented Development (TOD)
- ✓ Feasibility Study

### **City of Norwalk, CT**

- ✓ Transit Oriented Development (TOD)
- ✓ Master Plan Marketing and Financial Feasibility

### **City of Anaheim, CA**

- ✓ Outdoor Advertising Sponsorship Display Opportunities

### **County of Alameda Community Development Department, CA**

- ✓ Billboard Consolidation and Relocation Program

## Our Partners

A samples of current and past partners include:

- ✓ AECOM
- ✓ Cambridge Economic Research
- ✓ Cecil Group
- ✓ Colliers International
- ✓ Geonetics
- ✓ HDR
- ✓ HNTB
- ✓ Jones Lang LaSalle
- ✓ KPMG
- ✓ Kimley Horn
- ✓ Nelson Nygaard
- ✓ TPRG
- ✓ URS

## Teaming

TRA is available to team on your project that requires our specific subject matter expertise. We have teamed with nationally known firms in the following disciplines:

- ✓ Transportation Planning
- ✓ Land Use Planning
- ✓ Engineering
- ✓ Financial Services
- ✓ Real Estate
- ✓ GIS
- ✓ Law
- ✓ Economics Development

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# Transit Oriented Development

## TRA and TOD

Transit oriented development is higher density, mixed-use development that promotes walkability, access to public transit, and sustainability. In today's market, we call it "The Only Demand." TOD has been shown to increase property values by 5-15%. That's why TRA is dedicated to facilitating cutting-edge transit oriented development projects around the nation. For a transit agency or municipality intent on developing a TOD program with real results, or for a private property owner seeking to increase the value of its holdings, TRA has the tools, experience and know-how to achieve the goals and objectives of our clients.

## Why TRA?

There is a reason that TRA is the go-to firm for TOD consulting: TRA produces positive results. Our expertise includes evaluating property, preparing possible development scenarios, and analyzing feasibility. As a result of closing more TOD transactions than any other consultant in the Northeast, TRA has contacts in the development community that are experienced and interested in more TOD opportunities. TRA is also available for teaming opportunities with land-use planners and transit engineering and planning firms. Our expertise in real estate markets, economics and financial feasibility will enhance TOD station area and corridor plans and help to create plans that are feasible.



Arbor Point at Woodland Station,  
Newton, MA

## TOD Transactions Managed by TRA

Riverside Station, Newton, MA | Arborpoint at Woodland, 255 Washington St., Newton, MA | Hingham Shipyard, Hingham, MA | Avenir, 101 Canal St., Boston, MA | Wellington Station Landing, Medford, MA | Arboretum Place, Jamaica Plain, MA | 225 Centre Street, Jamaica Plain, MA | Waterfront Square (Wonderland Station), Revere, MA | Bartlett Yard, Roxbury, MA | Mission Hill, 1 Roxbury Crossing, Roxbury, MA | 948 Armitage Avenue, Chicago, IL | Montrose Green, 1319 West Montrose, Chicago, IL | Paulina Station, 3400 Lincoln, Chicago, IL | The Carruth, Dorchester Avenue, Dorchester, MA | One Canal Street, Boston, MA



The Carruth,  
Dorchester, MA



Hingham Shipyard,  
Hingham, MA



Avenir  
Boston, MA

## TOD Services

- Identify the Opportunity
- Market and Feasibility Studies
- Perform Due Diligence and Prepare Property for the Transaction
  - Conduct Community and Neighborhood Meetings to Prepare Development Guidelines
- Develop the Deal Structure
- Market the Opportunity
- Conduct an RFP Process
- Evaluate Proposals and Make Recommendations to the Client
- Negotiate the Ground Lease and Close the Transaction

## TOD Feasibility Studies by TRA

- Transit System-wide TOD Site Reviews
- Transit Station Typology Assessments
- TOD Market and Financial Feasibility Studies
- Bus Rapid Transit TOD Feasibility
- Intermodal Facility Feasibility and Implementation
- Private Development Market and Feasibility
- Transit Agency TOD and Real Estate Functional Analysis

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# Results with the MBTA

## Massachusetts Bay Transportation Authority

TRA was the MBTA's exclusive real estate asset manager for 18 years and generated over \$368 million in collected non-fare revenues and created over \$650 million in cash and non-cash value to the MBTA. The MBTA's Real Estate and Asset Development Department, through its partnership with TRA, exploited its vast real estate holdings to maximize non-fare revenues and to promote public/private partnerships and economic development throughout Eastern Massachusetts.

### *Increased Revenue and In-kind Value from Real Estate Assets; Implemented Best Practices for Real Estate Management*

- **Annual Sales Income:** Tripled the number of annual sales transactions and created a pipeline of potential surplus property sales and TOD development sites – completed over 55 TOD-related transactions including complex ground and air rights lease transactions
- **Annual Lease Income:** Quintupled annual recurring lease income, thus developing a reliable stream of revenues of over \$15 million per year from real estate assets
- **Retail Concessions:** Reorganized the MBTA's retail program in transit and commuter rail stations, resulting in more vendors, improved choices for riders, and the doubling of revenues from the retail portfolio
- **Outdoor Advertising:** Increased annual outdoor advertising revenues 16-fold from a variety of programs including billboards, sponsorships, web advertising, logo merchandising; and bus shelters
- **Bus Shelters:** Obtained 200+ new bus shelters at no capital or on-going maintenance cost to the MBTA to resolve Title VI service issue, and obtained associated advertising sales revenues
- **Telecommunications Facilities:** Identified undocumented telecommunications installations and placed them under agreement, which will generate cumulative payments of over \$25 million to the MBTA over the lease term
- **Telecommunications Marketing:** Developed an aggressive telecommunications marketing strategy leading to new agreements which tripled the MBTA's telecommunications rental stream and obtained multi-million dollar infrastructure improvements for the MBTA; developed a joint program for marketing MBTA and MassDOT properties
- **Subway Wireless:** Implemented one of the first neutral host transit subway wireless systems in the country
- **Utility Rate Adjustments:** Implemented higher utility rate schedules based upon real estate principles, verified installations, and updated agreements with modern terms and conditions
- **Encroachments:** Implemented a program of identifying and curing encroachments on right of way
- **Line by Line Review:** Utilizing LandTracker™, completed a desktop review of 400 miles of right way resulting in a pipeline of surplus property sales, TOD opportunities, and identified encroachments

## Client Profile: MBTA

Nation's oldest and fourth largest transit system and Massachusetts' second largest landowner, 5000 parcels of land, 640 miles of right of way, 1.1 million riders daily, 271 bus and transit stations, 368 miles of operating track, 190 bus routes and \$1.1 billion operation budget.

### *Services Preformed for the MBTA*

#### **Base Management Services**

As part of base management service package, TRA monitored the MBTA's entire property inventory and 5 tenant portfolios containing over 900 leases including: retail, utilities, telecommunications, land and buildings and advertising.

- Real Estate Inventory
- Portfolio Monitoring and Revenue Enhancement Planning
- Property Document Preparation
- Lease Management
- Tenant Ledger Revenue Collection and Administration
- Preparation of Budget and Budget Monitoring



# Results with the MBTA

## Created State-of-the-Art Data Base Management Systems

- **Complete GIS Mapping and Real Estate Inventory Database:** Created LandTracker, a multi-dimensional web-based property inventory database for tracking the MBTA's real property assets utilizing Geographic Information System (GIS) technology
- **Tenant Management:** Implemented new tenant management/AR database and collection procedures, reducing outstanding receivables by seven figures and maintained annual aged receivables at better than industry standards of less than 2% per year
- **Document Updating:** Updated over 800 existing out-of-date documents (more than 50% of which were more than 50 years old) to current market standards and market rents
- **License Procedures and Project Tracking:** Updated licensing procedures and created a project database that reduced the response time by 50%



## Special Assignments

- Assisted in the acquisition and relocation activities for over 150 parcels of land for the Greenbush Line; Silver Line, Indigo Line and other parcels required for MBTA projects
- Prepared bid documents and assisted with bid process for traditional transit advertising procurement, website advertising and logo merchandising procurements
- Managed and wrote solicitation for power purchase agreement for solar energy installations
- Consulted on implementation of wind turbine development
- Implemented a WiFi program on the Commuter Rail System



## Services Preformed for the MBTA

### Disposition Services

TRA's disposition services included identifying the opportunity, feasibility, due diligence, valuation, regulatory issues, repositioning and value creation, deal structuring, developing bid package and managing the public bid process, negotiations and closings.

- Land & Easement Sales
- Transit Oriented Development/ Joint Development
- Surplus Property Evaluation
- Leasing
- Licensing & Permitting

### Consulting Services

Our experienced professionals have consulted with a number of MBTA departments with a wide variety of services bringing business acumen and results. Assignments have included:

- Eminent Domain/Acquisitions
- Negotiation of Interagency Agreements
- Feasibility Studies
- Transit Advertising

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# Results with the Chicago Transit Authority

## Brokerage

TRA prepared all public bid documents on behalf of the CTA and its project managers handled the for sale projects for disposition of surplus property.

- Evaluated 34 properties for sale
- Performed due diligence and estimates of value
- Developed deal structure
- Prepared public bid offerings
- Updated and developed standard forms for bid documents, purchase and sales agreements, deeds

## Transit Oriented Development

Since August 2008, TRA, in partnership with Jones Lang LaSalle (JLL), has taken the lead on TOD related studies to identify the best TOD prospects in CTA's 144-station rail transit system. After approximately two dozen possible sites were identified, CTA elected to proceed to the more detailed feasibility phase on approximately a dozen sites. TRA prepared the form of requests for proposals and ground lease documents for the most promising of those.

- Completed initial evaluation of 144 stations for TOD potential
- Identified 26 initial sites for closer evaluation
- Completed evaluation of 15 sites with recommendations
- Completed a Station Typology Study

## Concessions Management

TRA also works with JLL on managing concessions at CTA including retail, vending, ATMs, and parking.

- Evaluated 144 stations for concession opportunities and prepared existing conditions and market study reports
- Prepared lease abstracts for all existing tenancies
- Completed strategic plan for retail opportunities
- Worked with accounting department to develop new collections procedures and recommend strategy for problem tenants
- Implement routine tenant inspection program
- Evaluated parking program and recommended rate increase and new management model
- Prepared RFP for new parking operator. Higher prices and better management resulted in more than doubling income from parking
- Handled bids for new expanded ATM program, vacant retail spaces, beverage vending and automated retail
- Updated standard forms for leases, licenses and revenue bid documents

### Client System Attributes:

Second largest transit system, 1.8 million riders daily, 144 transit stations, 225 miles of track, 153 bus routes, \$1.38 Billion 2011 operating budget.

### Scope of Work:

- Transit Oriented Development
- Brokerage of Surplus Property
- Concessions Management and Leasing

### Results:

Generated over \$35.2 million in new revenue



**TRA**

TR Advisors, LLC

77 Franklin Street | 9th Floor  
Boston, MA 02110 | 617.482.2525  
[www.tradvisors.com](http://www.tradvisors.com)

# The Carruth | Boston, MA

*Client: Massachusetts Bay Transportation Authority*

Ground lease for a mixed-use residential and retail development at MBTA transit station.

**Project Description:** Transit oriented mixed use development resulting in construction of 116 units of mixed income housing, approximately 10,000 square feet of retail and 80 underground parking spaces on a site directly adjacent to the MBTA's Ashmont Station.

Transit Service	MBTA Red Line Multi-modal
Mode	Bus, Heavy rail, Trolley
Ground Lease Cost	\$1.4 M
Development Cost	\$52.6 M
Total Area	0.9 Acres
Retail Uses	10,000 SF
Affordable Units	116
Parking Spaces	80

## **TRA's Role:**

- Identified the development opportunity from a station modernization project
- Developed the public bid documents
- Managed the public bid process & selection of the developer
- Negotiated ground lease
- Provided critical analysis of development pro-forma to ensure closing
- Facilitated coordination between the TOD and station renovation

**Client Benefits:** The MBTA received \$1.425 million as the single upfront lease payment for the development rights. The agreement also included a contribution to landscaping and maintenance of adjacent Ashmont Station and Peabody Square. The development inspired the state legislature to earmark an additional \$65 million for an expanded station renovation.

**Status:** An 85 year ground lease between Trinity Financial and the MBTA was signed in 2006. Construction was complete and occupancy commenced in the first quarter of 2008. The project is now fully occupied.



# Arborpoint at Woodland Station | Newton, MA

*Client: Massachusetts Bay Transportation Authority*

Ground lease for residential and commuter parking facilities located at transit station.

**Project Description:** Arborpoint at Woodland Station is a “friendly 40b” (Massachusetts high density/ affordable/ mixed housing project) transit oriented development incorporating 180 rental apartment units with 25% affordable units and a structured parking garage.

Transit Service	MBTA Green Line
Mode	Trolley
Project Status	Completed
Total Area	3.6 Acres
Ground Lease Cost	\$4.3 M
Total Cost of Development	\$57.6 M
Rental Units	180
Affordable Housing Units	45
Parking Spaces	548

## **TRA's Role:**

- Conducted a feasibility study for TOD opportunities and expanded parking facilities on existing surface parking lots
- Identified the development opportunity
- Provided site use planning services and recommendations
- Obtained input from the City on the parameters of the development
- Wrote the public bid documents
- Coordinated the bid and selection process
- Assisted in ground lease negotiations
- Liaison between tenant and MBTA during construction

**Client Benefits:** Prepayment of the \$4.3 million ground lease payments allowed for the construction of a 548 unit parking garage, new entrance road and redesigned handicapped accessible station platform designed, managed and constructed by the private partner. The project’s operating agreement calls for shared maintenance costs of the entry road and landscaping, reducing the MBTA’s long-term maintenance obligations. The MBTA is recapturing its financial contributions through parking fees generated by the garage.

**Status:** A 70 year ground lease between National Development and the MBTA was signed in 2004. The MBTA parking garage, station improvements and housing development are complete and the residences are fully occupied.



# Arboretum Place | Boston, MA

*Client: Massachusetts Bay Transportation Authority*

Land sale for a mixed-use office and retail development at MBTA multi-modal station.

**Project Description:** The Forest Hills Station is a multi-modal transportation facility located at the end of the MBTA Orange Line in the Jamaica Plain section of Boston, MA. It is also a major bus terminus and a Commuter Rail station on the Shore Line.

The property is part of the remaining land after the development of the Southwest Corridor project, which includes the replacement of the former elevated Orange Line corridor, Amtrak Northeast Corridor Service and Commuter Rail service to Providence, RI and Needham, MA. In 2008, the Boston Redevelopment Authority, with the participation of the MBTA and local community groups, completed the Forest Hills Improvement Initiative. The goals of the initiative included promoting a mix of residential and business growth, preservation of open space, and developing use and design guidelines for the targeted area.

Transit Service	MBTA
Mode	Heavyrail, Bus, Commuter Rail
Project Status	Completed
Total Area	1.5 Acres
Total Sale Price	\$835,000
Total Cost of Development	\$9M+/-
Use	1 <sup>st</sup> floor retail, 2 <sup>nd</sup> and 3 <sup>rd</sup> floor office
Total Building	44,300 SF
Parking Spaces	40

## **TRA's Role:**

- Identified the development opportunity
- Participated in community planning process
- Assisted in preparation of City of Boston Design and Use Guidelines
- Wrote and coordinated the public bid process
- Negotiated the Purchase and Sale Agreement
- Closed the transaction

**Client Benefits:** The first phase of development within the Forest Hills Initiative, Parcels V and W, was awarded to WCI Realty in April of 2009 and closed in 2010 for \$835,000.

**Status:** The 44,300 sf commercial development has been completed by WCI Realty. A 9,000 sf neighborhood market, Harvest Co-op opened in 2013. The project is in lease-up phase.



# GCRTA TOD Consultation | Cleveland, Ohio

*Client: Greater Cleveland Regional Transit Authority*

**Project Description:** Preparation of TOD Guidelines and Best Practices Manuals for Greater Cleveland Regional Transit Authority; conduct TOD training session for community stakeholders, provide real estate advisory services for selected TOD sites.

## GCRTA Key Facts:

Annual Passenger Trips	49.2 M
Stations	114
Miles of Track	35 Miles
Miles of BRT Lanes	9.4 Miles
Bus Routes	69
2013 Annual Budget	\$278.7 M



**TRA's Role:** TRA served as team leader and worked with Nelson Nygaard Consulting Associates and Van Aukin Akins Architects (DBE) to:

- Research, analyze and prepare case studies for the Best Practices and Transit Oriented Development Guidelines Manuals; and
- Develop and conduct an outreach program and educational session about Transit Oriented Development for GCRTA service area stakeholders, public officials, planners, developers and community groups

In addition, TRA worked with GCRTA staff to:

- Develop TOD business models and draft Request for Proposal documents; and
- Provide real estate advisory services for ground leases for three joint development/TOD projects on parcels of land owned by GCRTA along the Euclid Corridor (now known as the "Health Line").

**Results:** The TRA Team produced the following results:

- TOD Best Practices and Guidelines Manuals were completed and adopted by GCRTA. They can be found on GCRTA's website:
  - o [www.riderta.com/tod/bestpractices](http://www.riderta.com/tod/bestpractices)
  - o [www.riderta.com/tod/guidelines](http://www.riderta.com/tod/guidelines)
- The TOD education program was held at Cleveland State University and attracted over 100 attendees.
- TRA completed the development of three RFPs, including business terms, for development proposals at three properties including:
  - o 6611 Euclid in Cleveland
  - o Stokes and Windemere in East Cleveland
  - o West 25th & Columbus Road in Cleveland



# Feasibility Studies

## TRA and Market Studies and Financial Feasibility Analysis

The key to successful development is a clear understanding of the market, costs, and revenue potential for any particular use. TRA offers market and financial feasibility analyses for all types of real estate development. Whether our client is from a public agency or a commercial entity, employing our consulting services ensures that no overlooked variable will emerge halfway through a project. Our staff's many years of experience with orchestrating developments in both the private and public sector gives them the knowledge to provide their honest and frank opinions on the best recipe for successful projects.



## Why TRA?

At TRA we tailor our approach to each client's situation and market position. For public agencies, TRA performs analyses of relevant markets to cement revenue expectations when selling or leasing surplus land for private development. For larger scale development and master planning efforts, we work with urban planners and designers to evaluate alternatives for development within the selected area of interest. Our analysis includes potential income streams given market conditions and product types, including the costs and potential income from requisite parking serving development.

For private clients, we work with designers in defining project alternatives and preparing realistic pro forma based upon demand for different mixes of product types in conjunction with related parking needs. We can provide an evaluation of how much capital financing from the public sector ('gap financing') is needed to make a project feasible.

Based on our extensive experience with Transit Oriented Development, we also can help a prospective developer, landlord, public agency or municipality understand the economic impact of an existing or proposed transit service. TRA's experience with real estate markets and economics help our clients plan for successful projects.

## Results with TRA

### City of Norwalk, CT

- Transit Oriented Development (TOD) Master Plan Marketing and Financial Feasibility

### Town of Windsor, CT

- Transit Oriented Development (TOD) Master Plan Marketing and Financial Feasibility

## Feasibility Services

TRA has provided market studies and financial feasibility for a wide variety of projects:

- Transit System-wide TOD site Reviews
- Transit Station Typology Assessments
- TOD Market and Financial Feasibility Studies
- Bus Rapid Transit TOD Feasibility
- Intermodal Facility Feasibility and Implementation
- Private Development Market and Feasibility

TRA has provided services to a wide variety of public and private clients:

### Our Clients

- Massachusetts Bay Transportation Authority
- Chicago Transit Authority
- Metro-North Railroad and the City of Poughkeepsie, NY
- Town of Windsor, CT
- City of Albany, NY
- Florida Department of Transportation
- Town of Enfield, CT
- Town of Stratford, CT
- City of Norwalk, CT
- Saracen Properties
- Jefferson Apartment Group
- The Drew Companies

### Our Partners

- Cecil Group
- Milone and MacBroom
- VHB
- RP Realty Advisors
- HDR
- URS
- Atkins
- JLL
- KPMG
- Kimley Horn

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**M.J. Daly Consulting**  
**Mary Jane Daly, Principal**



Mary Jane Daly is an urban planner with significant experience managing complex urban planning projects and particular expertise in the area of community engagement. Meaningful citizen involvement has been a key characteristic of her planning efforts throughout her planning career – a basic tenet of her practice being that those affected by a plan should be instrumental in its creation. Locally, such planning projects include the Prudential Center Redevelopment Master Plan, the New Charles River Basin Master Plan, Salem Harbor Master Plan. The Prudential Center Redevelopment Master Plan, involved working closely with the Prudential Center Civic Advisory Committee (PruPAC) over a three-year period, and convening more than 350 community meetings to successfully win community support for the plan. Similarly, the other planning projects were rooted in community-based planning strategies involving both media and events.

She is adept at conceptualizing and directing public information outreach strategies, using a variety of media, aimed at heightening public awareness and informing public dialogue. This includes early work at MIT on The Boston Conference and The Governor’s Design Awards Program, as well as more recent work for Equity Residential on public information and branding materials, media and presentations.

A trained mediator, she has experience working effectively with all kinds of communities from Boston’s Back Bay to the hills of southeastern Kentucky where she designed and directed a community-based process producing the Kentucky Highlands Investment Corporation 10 Year Master Plan and Implementation Strategy.

In addition to Prudential Center Redevelopment Master Plan, her planning and development review experience includes managing the review and approvals for development projects for New England Medical Center and Children’s Hospital Boston.

Ms Daly lives with one foot in academia, providing professional development guidance to students and graduates in MIT’s urban planning department -- and one foot in practice. At MIT she brings to bear those same planning and communication skills, in addition to her knowledge of the planning profession, to support individuals in articulating their vision of their professional future, and designing and implementing effective career development plans.

**Mary Jane Daly**  
**M. J. Daly Consulting**

38 Emerson Street, Belmont, Massachusetts 02478  
(617) 484-6884, daly@alum.mit.edu

**Overview:**

Urban Planner with expertise in the following:

- Managing complex urban planning projects
- Designing and implementing community-based planning efforts
- Conceptualizing and directing public information outreach strategies employing a variety of media, aimed at heightening public awareness and informing public dialogue
- Facilitating public engagement in a range of contexts (geographic, cultural, economic)
- Communicating effectively

**PROFESSIONAL EXPERIENCE**

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**MIT, DEPARTMENT OF URBAN STUDIES AND PLANNING**

Cambridge, MA

*Professional Development Director*

January 1999 to Present

- Responsible for Professional Development and Alumni/ae Relations.
- Provide a range of career development services to graduate and undergraduate students and departmental alumni/ae, including individual counseling, internships and professional development programs.
- Designed and developed Career Development Program and Career Resources Web Site.
- Work closely with Department Head and MIT Alumni Association on a variety of alumni/ae relations initiatives.
- Collaborate with Assistant Dean for Development on alumni-related resource development efforts.

**M. J. DALY CONSULTING**

Belmont, MA

*Principal*

1996 to Present

- Provide a range of planning consulting services including the design and implementation of innovative and effective community planning processes, the production of public information materials and events, and the facilitation of meaningful community dialogue on issues related to planning, design and development.
- Clients and projects include:

**MASCO:**

Ongoing

Participating on team developing a Transportation Vision Plan for the Longwood Medical Area.  
*The project is led by Gary Hack, with Carr, Lynch and Sandell, and Gamble Associates.*

## **Equity Residential**

January 2007 to January 2009

Provided planning and development consulting services. Created and produced public information and branding materials, media and presentations. Curated lobby art installation in residential building used to brand and market building.

## **Carr, Lynch and Sandell**

*Consulting Principal*

Ongoing

## **Assembly Square Development**

June 2008

Analyzed and evaluated a parcel for its potential public value as parkland, as the basis of a land swap between Federal Realty Investment Trust and the MA Department of Recreation and Conservation as part of the Assembly Square development project. Presented to the Mayor and citizens' groups at a major public forum, the swap was executed successfully.

## **The Planners Collaborative**

May 2005

Researched current best practice and developed approach to planning a new town in Central Africa.

## **The Prudential Realty Group**

February 1998 to May 1998

Provided planning consultation regarding the ongoing redevelopment of the Prudential Center.

## **International Development and Research Council**

July 1996 to November 1996

Participated on team developing a concept paper on "smart communities," used to solicit funds for a larger research effort.

## **Center For Women and Enterprise**

October 1996

Prepared case study materials for workshop on negotiation for Deborah Kolb, Deloitte Ellen Gabriel Professor for Women and Leadership at the Simmons School of Management.

### **Other Clients include:**

- **The National Endowment for the Arts**
- **Governor's Office of the State of Maryland**
- **Greater Boston Chamber of Commerce**
- **Sugarloaf Corporation**
- **Guggenheim Productions**
- **Commonwealth of Massachusetts**

**THE CECIL GROUP, INC.**

*Senior Planner*

Boston, MA

September 1996 to December 1998

- Managed a range of urban planning and urban design projects.
- Conducted overall project management, coordinated community participation processes and general public outreach.
- Managed sub-consultant teams and client relations, and oversaw the production of reports and other presentation materials. Projects included:

**East Boston Piers Plan:** Deputy Project Manager for the redevelopment of Massport’s East Boston piers.

**Salem Harbor Plan:** Project Manager for the production of a master plan for Salem Harbor.

**Braintree Master Plan:** Project Manager for the development of a master plan to guide the future of the Town of Braintree.

**POLICY & MANAGEMENT ASSOCIATES**

*Consulting Associate*

Boston, MA

July 1993 to July 1996

Provided a range of consulting services to non-profit organizations, including strategic planning, economic development planning, community development finance advising, program development and evaluation, public process design and grant writing. Projects included:

**Kentucky Highlands Investment Corporation**

- Produced 10-year comprehensive, strategic plan and implementation strategy in a community-based planning process, working with communities in rural Kentucky, which served as the basis for the award of a \$40 million Federal Rural Empowerment Zone grant, ranked first in the nation.
- Developed an approach to ongoing program evaluation.
- Prepared guidelines for the development and effective use of the Kentucky Highlands Empowerment Zone website.

**Lila Wallace-Reader’s Digest Fund**

Advised LWRDF on the development of an Urban Parks Institute.

**Massachusetts Turnpike Authority**

Managed the “Gateway of Color” project; worked with public artist, Project Advisory Committee and a group of Roxbury middle-school children to develop a design plan for coloring MTA bridges.

**CARR, LYNCH, HACK AND SANDELL**  
*Associate*

Cambridge, MA  
May 1987 to March 1994

- Managed urban planning and urban design projects. Responsible for business development and a number of personnel issues.
- Developed and managed project scopes, budgets and schedules.
- Provided overall project management, supervising staff and consultants and ensuring quality control.
- Coordinated citizen participation processes, acting as liaison with clients and relevant public agencies.
- Coordinated environmental and design review processes and production of reports and other presentation materials. Projects included:

**Prudential Center Redevelopment Master Plan:** Project Manager for the redevelopment master planning of 27-acre site in Boston's Back Bay.

**New Charles River Basin Master Plan:** Project Manager for the production of a master plan, implementation strategy and schedule for the New Charles River Basin from the Museum of Science to Boston Harbor.

**New England Medical Center Project 1-C:** Project Manager for the environmental and design review and approvals process for the implementation of first phase of NEMC's master plan.

Other planning and development review projects included **1295 Boylston Street, Children's Hospital Garage Project Proposal** and **Brooklyn Piers Master Plan**.

**LABORATORY OF ARCHITECTURE AND PLANNING, MIT** Cambridge, MA  
*Research Associate* 1983 - 1987

**The Governor's Design Awards Program**

Co-Principal Investigator, Director

March 1986 to May 1987

Designed and implemented a statewide, participatory program, the first of its kind in the nation, to recognize outstanding design in Massachusetts.

**The Boston Conference: A City and Its Future**

Assistant Director

January 1984 to October 1984

Directed research and coordinated production of a series of major public forums, focused on development, sponsored by MIT and The Boston Globe, resulting in a special magazine supplement to The Boston Sunday Globe.

**Copley Square Design Competition**

Assistant Director

June 1983 to January 1984

Assistant Director of the MIT team that advised the City of Boston on the redesign of Copley Square and worked with citizens to prepare the design program for a national competition.

## **TEACHING**

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### **Massachusetts Institute of Technology, Department of Urban Studies and Planning**

Tracing a Career in Planning: An Undergraduate Professional Development Seminar. (Spring 2009)

Careers in Planning: An Undergraduate Professional Development Seminar. (Spring 2013)

### **Massachusetts Institute of Technology, School of Architecture and Planning** 1984 to 2004

Lectured and conducted workshops on different aspects of planning and development in the United States for visiting foreign professionals, as part of an ongoing, bi-annual professional development program.

## **AWARDS**

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**MIT School of Architecture and Planning 2009 Infinite Mile Award** for “dedicated, innovative, resourceful and valuable service to DUSP and MIT.”

**Federal Design Achievement Award of the Presidential Design Awards Program** for the Governor’s Design Awards Program, as part of the Massachusetts Council on the Arts and Humanities’ Design and Development Program. (1988)

### **Aga Khan Student Travel Grant 1982**

Researched Tenth of Ramadan, Egypt’s first desert new town

## **PUBLICATIONS and PRESENTATIONS**

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Guest speaker, Belmont Citizens Forum, Historic Neighborhoods Foundation, New England Women in Real Estate (NEWIRE)

“The People Choose: Governor’s Design Awards Program of Massachusetts,” Place, (Washington, D.C.: Partners for Livable Places, March-April 1988).

“Design Process,” in Child Health Care Facilities, Design Guidelines – Literature Outline, (with Anita Rui Olds, Ph.D., Patricia a. Daniel, Ph.D., et al), Distributed by the Association for the Care of Children’s Health, 1987.

## **EDUCATION**

### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

Master of City Planning,

### **UNIVERSITY OF MASSACHUSETTS**

Bachelor of Art in Anthropology and Art, Summa cum Laude

## ABOUT CBT

CBT is an award-winning design firm providing services in architecture, urban design, and interior design.



**DESIGN IS OUR BUSINESS.** Each commission brings with it a unique set of issues and specific requirements that form the parameters of our design vision and influence our creative direction. The result is customized planning, interior design, and architectural solutions that are innovative, timeless, sustainable, functional, and beautiful.

For over 47 years CBT/Childs Bertman Tseckares has played a dedicated, innovative and transformative role in shaping the city that is recognizably 'Boston.' With nearly 1,000 projects completed to date throughout New England, from skyscrapers in downtown Boston to multi-family residential developments deep in the region's neighborhoods, CBT has focused on uniting old and new building forms, and integrating new design principles into an existing, well-defined urban fabric.



The region's rich history including cities like Somerville, Cambridge, Boston and many others has provided a great canvas for CBT to experiment with, learn from and influence ideas that can then be applied across the world—ideas deeply rooted in the appreciation of context, evolution of urban form, love of civic engagement, respect for the past, a belief in the promise of the future through sustainability and a deep commitment to design excellence.

This exchange of ideas has further enabled innovation and advancement of design on many fronts. In an era of 'digital urbanism and architecture,' CBT's strength is its belief that architecture is to be built and should withstand the test of time. For CBT, this is not just a philosophical construct, but a demonstrated ability to build complex projects as a highly skilled craftsman in the truest sense of architecture.

## RESIDENTIAL HOUSING PROJECTS

6-7 Mt. Vernon Street, Boston, MA  
10 Farnsworth Street, Boston, MA  
17 Commonwealth Avenue, Boston, MA  
22 Liberty at Fan Pier, Boston, MA  
25 Beacon Street, Boston, MA  
45 Stuart Street, Boston, MA  
49/51 Commonwealth Avenue, Boston, MA  
161-163 Commonwealth Avenue, Boston, MA  
180 Beacon Street, Boston, MA  
200-204 Commonwealth Avenue, Boston, MA  
247 Commonwealth Avenue, Boston, MA  
345 Harrison Avenue, Boston, MA  
704 Main Street, Falmouth, MA  
761 Harrison Avenue, Boston, MA  
927 Boylston Street, Boston, MA  
Atlantic Wharf Lofts, Boston, MA  
Arbor Hill, Weymouth, MA  
The Belclare, Wellesley, MA  
The Belvedere at Prudential Center, Boston, MA  
Bishop Allen, Cambridge, MA  
Black Rock Condominiums, Hingham, MA  
Canal Lofts, Cambridge, MA  
Chang An East Road, Taiwan  
The Clarendon, Boston, MA  
Charlesview Development, Boston, MA  
Charles River Park, Cambridge, MA  
Chandler's Wharf, Portland, ME  
Clippership Wharf, Boston, MA  
Columbus Center, Boston, MA  
Community Village, Hampshire College, Amherst, MA  
The Colony Block Apartments, Keene, NH  
Egmont Street Housing, Brookline, MA  
The Fairways Condominiums, Chestnut Hill, MA  
Father John's Medicine Factory, Lowell, MA  
Family Apartments, Jubail Industrial College, Saudi Arabia  
Faculty Apartments, Jubail Industrial College, Saudi Arabia  
Folio at 80 Broad Street, Boston, MA  
Forest Hills Housing Study, Boston, MA  
Franklin Residential, Franklin, MA  
The Garden, Taiwan  
Gilbert Payson Estate Condominiums, Watertown, MA  
Harrison Commons, Boston, MA  
Harborview Waterfront Development, Baltimore, MD  
Harbor Loft Apartments, Lynn, MA  
Hartford 21, Hartford, CT  
Havasu City Condominium Community, Havasu City, AZ  
Hawthorne Point, Gloucester, MA  
Hidden Cove, Hingham, MA  
Highland Meadows, Weston, MA  
Hoosac Pier, Adaptive Reuse to Housing, Lowell, MA  
Jalmudah Multi-Family Apartments, Saudi Arabia  
Jalmudah Villas, Saudi Arabia  
James Steam Mill, Newburyport, MA  
Lowell Sun Site Housing, Lowell, MA  
Lynn Harbor Lofts, Lynn, MA  
Marasy, Abu Dhabi, UAE  
The Marlborough, Boston, MA  
The Merano, Boston, MA  
Merchants Row Development, Quincy, MA  
Nantum Residential Tower, Taiwan  
Nashua Street Residences, Boston, MA  
No. 6 Newbury, Boston, MA  
One Charles Street, Boston, MA  
Olmsted Hill, Brookline, MA  
Pier 5 Condominiums, Boston, MA  
The Park, Brookline, MA  
Twenty | 20 Residential Tower at NorthPoint, Cambridge, MA  
Portland Midtown, Portland, ME  
Rollins Square, Boston, MA  
Readville Transit Oriented Development, Dedham & Boston, MA  
Residential Tower, Government Center Garage Redevelopment, Boston, MA  
Residential 42-story Tower, Taipei, Taiwan  
Ritz-Carlton Boston Condominiums, Boston, MA  
Sabic Housing Development, Kingdom of Saudi Arabia  
The Shipways, Charlestown, MA  
Sierra Residences at NorthPoint, Cambridge, MA  
Tango Residences at NorthPoint, (with architectsAlliance), Cambridge, MA  
Town Square, Hartford, CT  
Trinity Place, Boston, MA  
Turner Hill, Ipswich, MA  
Twin Residential Towers, Taiwan  
The Village at Hospital Hill, Northampton, MA  
Waterfront at Pitts Bay, Hamilton, Bermuda  
Watermark West, Cambridge, MA  
Watermark East, Cambridge, MA  
Waterside Place, Boston, MA  
White Cliffs Condominiums, Plymouth, MA  
Willowbend Condominiums, Mashpee, MA



## SUSTAINABLE DESIGN

CBT is delivering innovative, highly sustainable and cost effective design projects including Atlantic Wharf, Boston's first LEED Platinum office building and United Teen Equality Center, the oldest LEED Platinum Certified building in the United States.

Creating sustainable communities is at the heart of all our work, and our projects are built to stand the test of time. Rooted in sound design fundamentals and innovative design strategies, our projects are positioned for growth and adaptability over the long-term. Our belief is that the development of sustainable design begins when a project is conceived and is responsive to the interdependencies of environmental, social/cultural, and financial impacts. By integrating these sustainable design drivers into the entire process from programming to construction, sustainable development goals can be effectively realized.

Our commitment to sustainable design is founded on a quest for reducing energy use and providing healthy environments for the people who will live, learn, and work within our buildings. We work in collaboration with our clients to establish a realistic prioritization of concerns and solutions. By doing so, maximum potential can be realized through an all-inclusive approach. Using a range of tools from building information modeling, energy modeling, and LEED guidelines, we create innovative high performance building solutions using evidence based analysis to ensure projects are financially sound from first cost investment to maintenance and operating expenses, with many projects producing energy.



# GREEN PERFORMANCE

Our Projects Based on the USGBC LEED Framework

## PROJECT TYPES

-  New Construction
-  Expansion/Renovation
-  Renovation
-  Commercial Interiors
-  Neighborhoods

## LEED CERTIFICATION STATUS

-  Certified
-  Pending
-  Targeted
-  Equivalent

## LEED PLATINUM



## EQUIVALENT



## LEED GOLD



## EQUIVALENT



## LEED SILVER

 THE CLARENDON	 SUFFOLK UNIVERSITY MODERN THEATRE	 A.J. MARTIN
 FITCHBURG STATE MARA VILLAGE	 OFFICE ENVIRONMENTS	 ERIE INSURANCE TECHNICAL LEARNING CENTER
 THE POINT	 FITCHBURG STATE SCIENCE BUILDING	 CHARLESVIEW TELFORD STREET
 ERIE INSURANCE TECHNICAL LEARNING CENTER	 157 BERKELEY	 FROTHINGHAM HALL
 BOWLING GREEN GREEK VILLAGE	 CHARLESVIEW BRIGHTON MILLS	 345 HARRISON AVE.
 350 BOYLSTON	 MIAMI UNIVERSITY WESTERN DINING HALL	 NORTHPOINT TWENTY   20
 CURRY COLLEGE 1008 BRUSH HILL RD. RES HALL	 LIBERTY MUTUAL WORLD HEADQUARTERS	

## EQUIVALENT

 WATERFRONT AT PITTS BAY ROAD	 MIDDLEBURY COLLEGE	 22 LIBERTY
 READING PUBLIC LIBRARY	 OLMSTED RESIDENCES	 TAIPEI BUTTERFLY LIBRARY

## LEED CERTIFIED

 WPI BARTLETT CENTER	 368 CONGRESS STREET	
<h3>EQUIVALENT</h3>		
 WOODS HOLE GOLF CLUB CLUBHOUSE	 THE BELCLARE WELLESLEY	 BOSTON COLLEGE CORO RENOVATION
 EQUINOX	 PEABODY ESSEX MUSEUM	 TFC FINANCIAL
 NORTHPOINT SIERRA & TANGO	 NASHUA STREET RESIDENCES	 ONE WASHINGTON MALL
 MOUNT IDA VET TECH CENTER	 AVA THEATER DISTRICT	 125 SUMMER ST
 MIDDLEBURY COLLEGE BIOMASS FACILITY	 MIDDLESEX COLLEGE NEW RESIDENCE HALL	 ANALYSIS GROUP DALLAS
 VILLAGE AT PROPRIETOR'S GREEN	 MIDDLESEX COLLEGE MUSIC & CAMPUS CENTER	 ANALYSIS GROUP MONTREAL
 368 CONGRESS	 25 BEACON ST	 ANALYSIS GROUP NEW YORK
 NO. 6 NEWBURY	 BOSTON COLLEGE GREYCLIFF HALL	 ACCENTURE
 THE MERANO	 BOSTON COLLEGE IGNACIO HALL	

## THE PARK, BROOKLINE, MA

Five of the original buildings were of true historic significance, with gracefully scaled exteriors and unique interior finishes.



The Park development team sought to create a new, classic residential destination in Brookline, Massachusetts—four miles from downtown Boston. At the heart of the project was the adaptive reuse of the historic Free Hospital for Women and the construction of a new 16-unit townhouse building, which would offer a total of 87 luxury apartments and condominiums.

Architectural details such as marble foyers, mosaics, wall friezes, and leaded glass windows were restored and made focal points in new units. The original yellow brick building facades were cleaned and restored. The original fenestration was maintained, and existing windows were refurbished as necessary.





## ROLLINS SQUARE, BOSTON, MA

Rollins Square is an urban residential complex that serves as a model for a mixed-income community, combining market-rate, moderately-priced, and low-income housing in a high quality condominium development.

With a strong commitment to provide residential opportunities for families of all incomes, the Archdiocese of Boston developed Rollins Square as a model for a mixed-income community that combines market-rate, moderately-priced, and low-income housing in a high-quality condominium complex.

10 years after the elevated Orange Line subway right-of-way was demolished, this area experienced unparalleled expansion, particularly south of Washington Street, known locally as SoWa. The complex was arranged as a series of connected clusters that respond aesthetically and urbanistically to the surrounding streetscape. In addition to 184 residential units, the 376,000-square-foot project includes ground-level retail and a 200-space below-grade parking facility in an area where parking is scarce.

Designed as a grouping of six-story buildings and four-story townhouses, it fosters a sense of community while allowing for a range of diverse domestic environments that vary in size from one-bedroom apartments to three-bedroom duplexes. The buildings' scale, massing, and materials were directly informed by three existing rowhouses that were located on the site and integrated with the new construction. Because the project is broken down into a series of smaller parts, Rollins Square harmonizes with the existing cityscape without overwhelming it.

The neighborhood architecture surrounding Rollins Square is reflected in the design with the predominant use of brick and contemporary interpretations of Boston's bay windows combined with metal detailing and large glazed areas, reflecting the warehouse district architecture. A projecting cornice and metal and pre-cast details create a cohesive identity within the architectural context.

The project's form and organization were derived from the South End's traditional organization of buildings along public squares. At the center of the project, the buildings wrap around a central exterior courtyard that captures the spirit of the district and gives the residents a shared sense of place. The open spaces of the neighborhood are also reflected in ground-level patios and French balconies that offer views of the South End's existing green spaces, and rooftop decks.

### AWARDS

- The John Clancy Award for Socially Responsible Housing, Goody Clancy and the Boston Society of Architects / AIA
- Preservation Award for New Construction in Harmony with Boston's Built Environment, Boston Preservation Alliance
- Grand Award, Mixed Housing, Builder's Choice Design and Planning



## HIGHLAND MEADOWS, WESTON, MA

The project includes both new construction, as well as the conversion of an historic farmhouse into a multi-unit residence.

Located in Weston, Massachusetts, Highland Meadows is an Active Adult Residential Development (AARD) for permanent occupancy by persons 55 years of age or older. The development consists of 69 dwelling units, a multi-purpose meeting house, and facilities/ maintenance buildings.

Inspired by the local residential architecture of Weston, the community will have a mix of traditional New England house styles, reinterpreted to meet the needs of modern living. Homes are clustered on small streets accessed from a main road that winds through the sloped site. The site features an existing pine grove at the top of the slope, and old stone walls throughout the site that call to mind its former use as farmlands.



## 704 MAIN STREET, FALMOUTH, MA

Located on Main Street, amongst a diverse mix of retail, civic, and commercial buildings, the project brings much needed affordable housing to this area of Falmouth.

Working with the Affirmative Investments, Falmouth Housing Corporation, and the Falmouth Economic Development Corporation, CBT designed this 72,500-square-foot mixed-use, mixed-income housing development.

The first floor of 704 Main Street houses commercial space along the street front, with private entrances to one- and two-bedroom apartments and a community room for the building's residents. Additional one- and two-bedroom apartments are located on the second and third floors, each with its own balcony. Totalling 58 apartments, 704 Main Street also includes parking for 108 cars, two outdoor patios, a playground area, and a walking path adjacent to neighboring wetlands.



## MERCHANTS ROW DEVELOPMENT

CBT is designing the Merchants Row residences in Quincy Center as part of the City's effort to revitalize this historic district into a thriving neighborhood.

The design is comprised of three new buildings that wrap around a public courtyard on a triangular block. A signature restaurant is being considered within the courtyard to draw people into the site and create a new neighborhood destination. The complex will offer market rate rental units with lofts, 1- and 2-bed units, ground floor retail and one level of below grade parking.

The buildings are approximately 5 stories and will feature a mix of stone, brick, and metal panel that creating a contemporary expression and complements the historic architecture of nearby structures.



Hancock Street Elevation



Courtyard Elevation

## THE BELVEDERE, BOSTON, MA

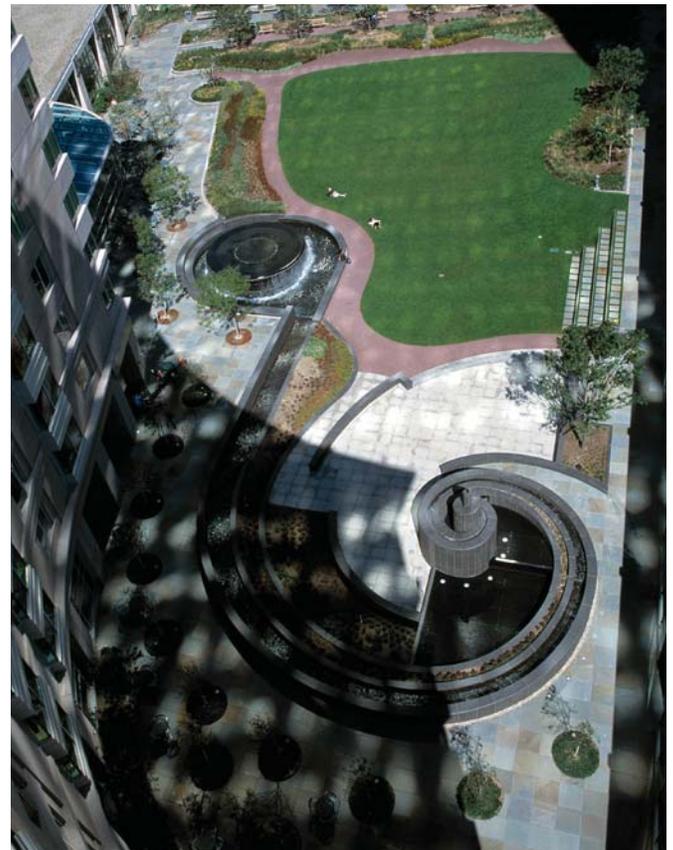
The style of The Belvedere borrows from the formal design and lively streetscapes that have shaped Boston's South End and Back Bay neighborhoods.

The Belvedere, an 11-story condominium building, creates a luxury address along the recently revitalized Belvedere Street. Positioned on a visible and centrally-located site, the contemporary form and style of the building contribute to the transformation of the Prudential Center into a sustainable urban community that has emerged naturally from its time and place.

This philosophy is embodied in the 61-unit 131,000-square-foot building that combines two levels of retail space at its base with nine stories of one, two, and three bedroom residential units in a unified façade of rose limestone-colored, precast concrete. With convenient access to urban amenities and cultural activities, The Belvedere supports a city lifestyle its residents, many of whom are returning to the city from the suburbs, want to enjoy. The style of The Belvedere borrows from the formal design and lively streetscapes that have shaped Boston's South End and Back Bay neighborhoods. At the same time, in keeping with its immediate context, the façade is quietly sophisticated in its texture and skin. Above the two-story base, vertical bays provide ample glazing in living areas and accent the residential floors.

Large punched windows, corner windows, and French balconies give the façade a sense of scale and lighten the appearance of its overall mass. At its top, the building is completed by a two-story expanse of glass and a row of columns that create an abstracted peristyle capped by a flat metal cornice. Perhaps the most dramatic aspect of the project is the shape of the building itself, which evolved from the conditions of the site. Its broad, curved form enhances the experience of the building, both from within and without. Fanning out from the site, the building's C-shaped contour terminates vistas from the reflecting pond in front of the Christian Science Center.

Its broad sweep allows commanding, panoramic views of the Center's buildings and surrounding Boston landmarks from all floors. On the opposite side, the building is deliberately more insular and contained. Its concave profile cradles a new urban park that expands the Prudential Center to the east. This forecourt doubles as a public space that reclaims an important site in Boston and reestablishes the Center as an inviting urban environment that is an exciting place to live.





## NO. 6 NEWBURY STREET, BOSTON, MA

No. 6 Newbury is setting the high water mark for residential sales in Back Bay due to its distinctive design and unique location.



The project demolishes an existing garage on upper Newbury Street, Boston's premier retail area, and replaces it with a 54,000-square-foot, six-story building comprised of an approximately 10,000-square-foot Chanel store on the first two floors, six luxury condominiums above the retail space, and one floor of parking below grade.

The design is minimalist with clean details and high-quality materials including glass, metal, and white limestone to reflect the high-end retail location and the prominent address. The first new construction on the block in 75 years, the building is scaled to fit the neighborhood context and steps back at the roofline to correspond with the adjacent buildings.

The condos—two two-bedroom duplexes and four three-bedroom units—will range from 3,000 to 4,000 square feet, and will have floor-to-ceiling windows. The top floors have skylights and all the units have projecting bays allowing light into the units while providing views of Boston's Public Garden and Newbury Street.



# 10 FARNSWORTH STREET, BOSTON, MA

The design for the new building is distinct from adjacent historic structures, but celebrates the district’s industrial past marrying a traditional building form with modern material expression and pedestrian engagement at the ground level.

CBT’s design for a new, 6-story, 30,000-square-foot building with 8 loft-style condominium units, and 1 penthouse unit, will replace a parking lot on the corner of Congress and Farnsworth Streets. The design will add a modern addition to the neighborhood that completes the streetscape with ground level retail that wraps the corner and connects new retail establishments along Farnsworth with the activity of Congress Street. Amenities include a common roof deck for the 8 condos units, and a private roof deck for the penthouse unit, and parking. Condo units are approximately 2,500 square-feet and have two bedrooms, and the penthouse unit is approximately 5,000 square feet has 3 bedrooms.

The design responds to the historic context by creating a regular grid-like pattern with a glassy façade, yet the industrial-inspired structure creates contrast with an airy, modern sensibility. Horizontal metal members serve as reference points to cornice lines and architectural details of nearby buildings, while the use of glass instills a sense of lightness and an understated elegance. The charcoal-grey material palette recedes against the historic masonry structures, and creates interest with highlights of color that reference rich shades of material found in the industrial lofts of Fort Point Channel District.





firm description



The Victor, Roof Terrace, Boston, MA



Assembly Row, Somerville, MA



St. James Avenue Garden, Liberty Mutual, Boston, MA

Landscape Architecture and Planning

Copley Wolff Design Group (CWDG) is a landscape architecture and planning firm located in downtown Boston, MA. Overlooking historic Boston Common, the office is comprised of 14 landscape architects, planners, graphic designers, and support staff.

CWDG focuses on urban, mixed-use, academic, housing, green roof, healthcare, corporate, children’s play and discovery, park, and waterfront landscape projects.

Firm specialties include placemaking, the integration of art into the landscape, cultural and historic interpretation, environmental education, and community participation.

CWDG is a certified Woman-owned Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE), and has four USGBC LEED® Accredited Professionals on staff.



## projects

Hamilton Canal District: Phase One Mill Yard

location  
client

Lowell, Massachusetts

Trinity Financial and ICON architecture, Inc.



### Freudenberg and Appleton Mill Yard

CWDG worked in collaboration with Trinity Financial and ICON Architecture with the planning, design, and permitting services for phase one of the Hamilton Canal District Master Plan in Lowell, MA. To be implemented over the next decade, the master plan includes a total of 1.6 million square feet of new mixed-use development over 13-acres and possible extension of the trolley system.

Phase One of the project included the rehabilitation of the historic Appleton Mill and Freudenberg building's mill yard. As the buildings are devoted to live/work studio and gallery space, the mill yard offers display space and reflects the original industrial materials. Site improvements include rain gardens partially enclosed by stacked block seatwalls — alluding to the canal walls. A lighted fountain runs parallel to the original penstocks — symbolizing the conveying of water necessary to power the original turbines and emphasizing the gateway connection across the canal to the new Hamilton Canal District.

Physical and visual connections were the key design strategy of the overall master plan vision.



## projects

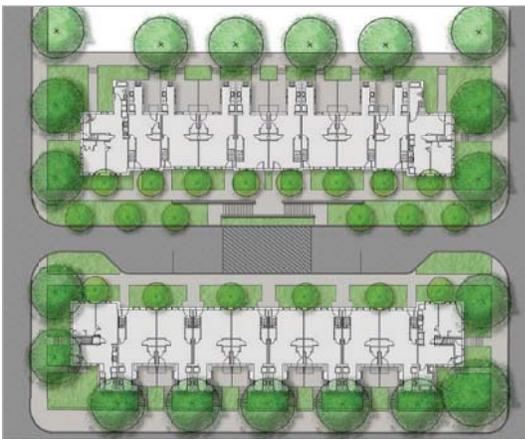
### Lyman Terrace

location  
client

Holyoke, Massachusetts  
DHK Architects/The Community Builders



3D Renderings courtesy of DHK Architects



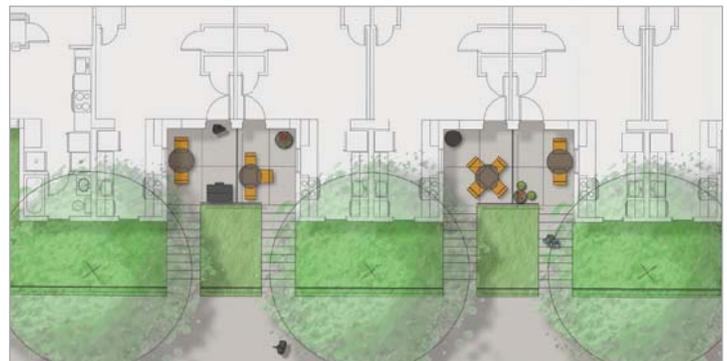
## Lyman Terrace

Constructed in 1939, Lyman Terrace features 167 housing units in the heart of Center City Holyoke. Providing affordable housing for decades, it has been in need of substantial rehabilitation. Lyman Terrace occupies most of three city blocks in downtown Holyoke and includes 167 apartment units in 18 two-story brick buildings arranged on terraced sites with green space between the buildings.

There are three large existing courtyard spaces located in the center of the 5.8-acre development, with secondary spaces branching off. Currently, two of the courtyards are unused asphalt pads and the third courtyard is a community garden space.

Copley Wolff Design Group's scope of work includes improvements to the site such as streetscapes, fencing, sidewalks, accessibility, lighting, plantings, two playground spaces, enhanced community gardens, site furnishing, and paving.

The addition of two new private streets separates the large site into smaller blocks and gives the buildings a true front door experience. Community paths are integrated into the development to make the area feel less internal and buried; connect open space amenities; establish a hierarchy and orientation within the development; and provide more public interaction. Increased connections and integration of the development into the surrounding neighborhood will make Lyman Terrace a great place to live and a city asset by better connecting it to all of the current and planned economic development activities occurring in Center City.



## projects

Fairfax Gardens

location

Taunton, Massachusetts

client

The Architectural Team/Trinity Financial



## Fairfax Gardens

The project is a new mixed-income housing development located at the former Fairfax Gardens on Dewert Avenue in Taunton. It is comprised of two components – Bristol Commons, a site located in the footprint of the original Fairfax Gardens, built in the 1950s and Parcel 6A, a 6.4-acre blighted brownfield site that will be called Lenox Green.

Bristol Commons includes 88 new energy-efficient townhouse-style units; a main plaza with playground equipment and an activated sculptural spray pad; an outdoor basketball court and community center with social services; community gardens; and wooded land. In addition, the design includes new streets, infrastructure improvements, and a connection to the bus station.

Lenox Green contains multi-story residential buildings with 72 affordable rental units, outdoor play areas, and community garden plots.

Copley Wolff Design Group is responsible for the overall site planning and design including native and adapted exterior plantings that were approved by Green Communities as well as the basketball court, central plaza, play areas, and vehicular and pedestrian circulation.



projects Jefferson at Admiral's Hill

location Chelsea, MA  
client JPI Development



Jefferson at Admiral's Hill

Located on the waterfront in Chelsea, MA, the nautically themed Jefferson at Admiral's Hill housing development compliments the history of the neighborhood and is the finishing touch to the Admiral's Hill Master Plan. The 160-unit luxury rental community encloses a landscaped courtyard that sits atop an underground parking garage. The courtyard utilizes green roof technology to support outdoor gathering spaces that include up-lit columnar trees, native seaside shrubs and perennials, a fine lawn panel, and outdoor seating.

Copley Wolff Design Group designed the streetscape and interior courtyard to support the needs of the project's target market — young professionals, newlyweds, and young families. Close attention was given to maximizing visual and physical access to the industrial waterfront and carrying the nautical theme of the development into the landscape design. This effort can be seen in the project's details such as a reflecting flat water feature, LED-lit industrial steel columns, billowing sailcloth windbreaks, a wisteria planted trellis walk, and native beach grass plantings.



projects Mystic Waterworks

location Somerville, MA  
client DiMella Shaffer Architects



### Mystic Waterworks

The historic Mystic Water Works was built in 1863 in the Romanesque style and is covered by two separate listings on the National Register of Historic Places.

This beautiful building is being rehabilitated into a two-level affordable senior housing complex. In addition to the original building, a new facility will be built adjacent to the existing building. Copley Wolff Design Group was contracted to develop a “softening” and unifying garden between the new and existing buildings that would provide a series of outdoor spaces for the residents. The new adjoining garden will be ADA-compliant and will feature an assortment of site furnishings. Native plantings will cut down on the maintenance requirements of the garden.



projects 315 on A

location Boston, Massachusetts  
client ADD Inc./Gerding Edlen



315 on A

The 20-story, 257,000-square-foot tower is designed to provide more affordable housing for young professionals in the emerging Innovation District. It is one of the tallest buildings in Boston's Fort Point neighborhood.

Copley Wolff design Group was obtained by ADD Inc. and Gerding Edlen, the Oregon-based developer known to be a leader in sustainably-designed developments, to provide landscape planning and design services for the streetscape, entry drop off, and amenity terrace/ roof deck located on the 20th floor. The unique entry drop off area is located adjacent to the existing 319A Street building and features cobble stone paving accents, and corten steel planters. The roof deck, offering panoramic views of Boston's seaport, features wood decking, sustainable plantings, and seating for the building's residents.

The building is not only designed to maximize space, it is also designed to minimize energy usage and is targeted for LEED Certification. A number of sustainable design elements were incorporated into both design of the building and exterior spaces.



projects West Square

location South Boston, Boston, MA  
client Lincoln Property Company



West Square

This new apartment building, constructed on what was once a vacant lot in one of Boston's up and coming neighborhoods, capitalizes on its central location and desire for rental options in the Boston area.

Working with the developer, CWDG designed wider than code perimeter sidewalks that are pedestrian-friendly and welcoming. Two interior courtyards provide quiet respite and green space for tenants. Benches, planters, and other distinctive street furniture are incorporated into the design of the streetscape and courtyards.



## projects

NorthPoint Housing

location  
client

Cambridge, Massachusetts  
Cube 3 and Avalon Bay



## NorthPoint Housing

Copley Wolff Design Group is currently working with the architect on the planning and design of the fourth luxury apartment building located in NorthPoint Park. CWDG is designing the streetscapes surrounding the building, a large open green space located adjacent to the Green Line extension, and a passageway linking NorthPoint Park to East Cambridge. The landscape will include low-maintenance native plants which will provide seasonal color and interest throughout the year, flowering ornamental and canopy trees to offer shade, unit pavers to provide visual appeal, and furniture in public gathering spaces. Sustainable design elements include plants that require low maintenance and a potential irrigation system which will use rain water collected from the roof in a below grade cistern as the water source. New walks and multi-use paths will further enhance pedestrian and bicycle circulation and connections in the neighborhood .



projects Lovejoy Wharf

location Boston, Massachusetts  
client Related Beal



Lovejoy Wharf

The redevelopment of Lovejoy Wharf presents one of the best opportunities for the public to reclaim an important portion of Boston’s waterfront. The site occupies a city “gateway” location, facing the Leonard P. Zakim Bunker Hill Bridge and abutting the Boston Harbor Walk and the Charles River Basin Parkway. Lovejoy Wharf will be an exciting place to dine, work, and rest.

Copley Wolff Design Group’s design includes a park/plaza space along the waterfront which will provide a link to the North End and enhance pedestrian access to the Charles River Dam. The scope includes raised planters with trees, shrubs, and a green space; a harborwalk along the water; and a large pedestrian stair from the Washington Street Bridge to the pier below. There will also be interpretive elements highlighting the history of the site and a large-scale wayfinding marker which will act as a gateway to the Harborwalk.

The mix of pedestrian and vehicular access along the southern edge of the site will also be carefully addressed through the installation of bollards, pavement variations, and grade changes to ensure a safe operation for all uses.

# projects

Roxbury Tenants of Harvard

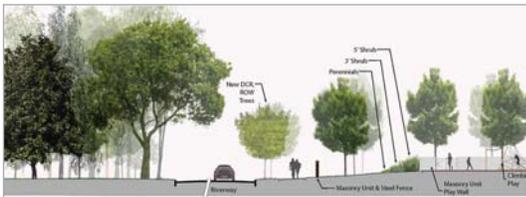
location  
client

Boston, Massachusetts  
Add Inc.

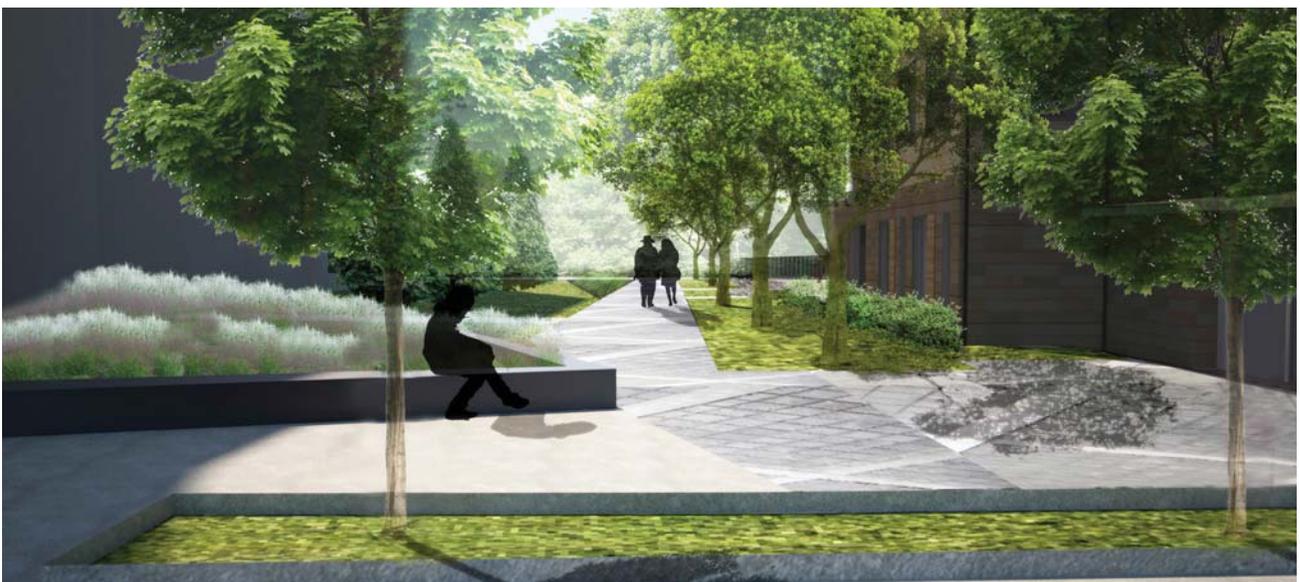


## Roxbury Tenants of Harvard

The Roxbury Tenants of Harvard (RTH) is a grassroots, tenant-organized, non-profit corporation for low and moderate income residents of diverse backgrounds. The new development, at the corner of Fenwood Road and The Riverway, will be a high-rise mixed-income apartment and condominium building, containing a large daycare facility on the ground floor. Copley Wolff Design Group's scope of work includes an outdoor play area and urban entry plaza with a dedicated dropoff for the daycare facility.



The project was designed in coordination with the Brigham Building for the Future, featuring a shared pedestrian open space with a private, shaded, garden lawn adjacent to Olmsted's Historic Riverway. The development is committed to preserving some of the original site elements from the former Massachusetts Mental Health Center including replicating the surrounding historic fence.

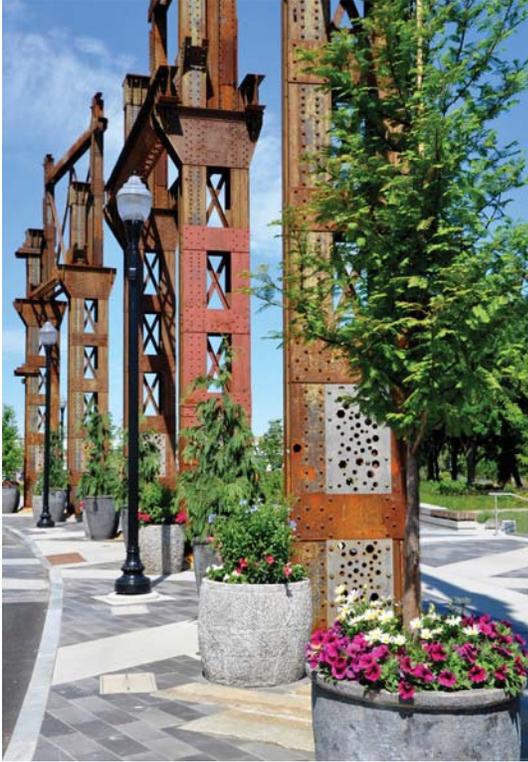


## projects

Baxter Riverfront Park at Assembly Row

location  
client

Somerville, Massachusetts  
Federal Realty Investment Trust



## Baxter Riverfront Park at Assembly Row

This 6.1-acre Park is a critical component of the expansive Assembly Row project as well as a critical resource for the Somerville community. CWDG managed the process for obtaining and synthesizing public feedback on the proposed park uses and design and these comments were incorporated into the final design.

The finished park serves a combination of active and passive uses, connecting a new urban neighborhood to a riparian resource area, offering opportunities for recreation and relaxation. The park includes programmable open spaces that are available for large gatherings, a lawn area for active uses, a new dock, an amphitheater, pedestrian and bicycle paths, trails, and a playground.

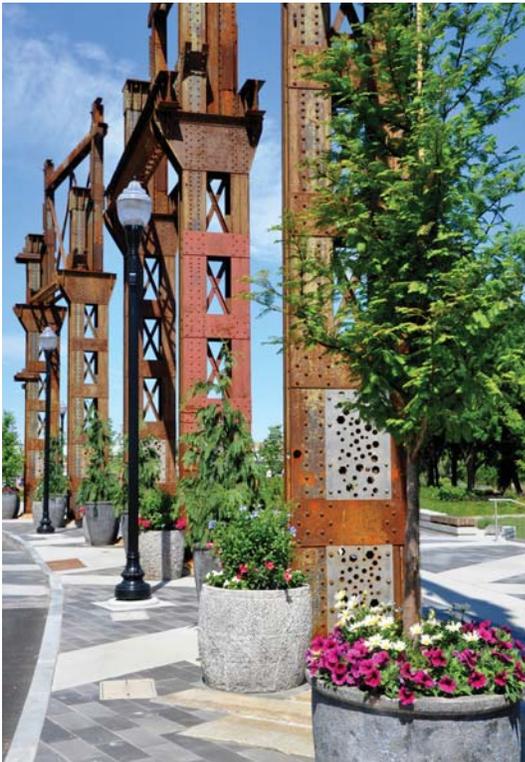


## projects

Assembly Row

location  
client

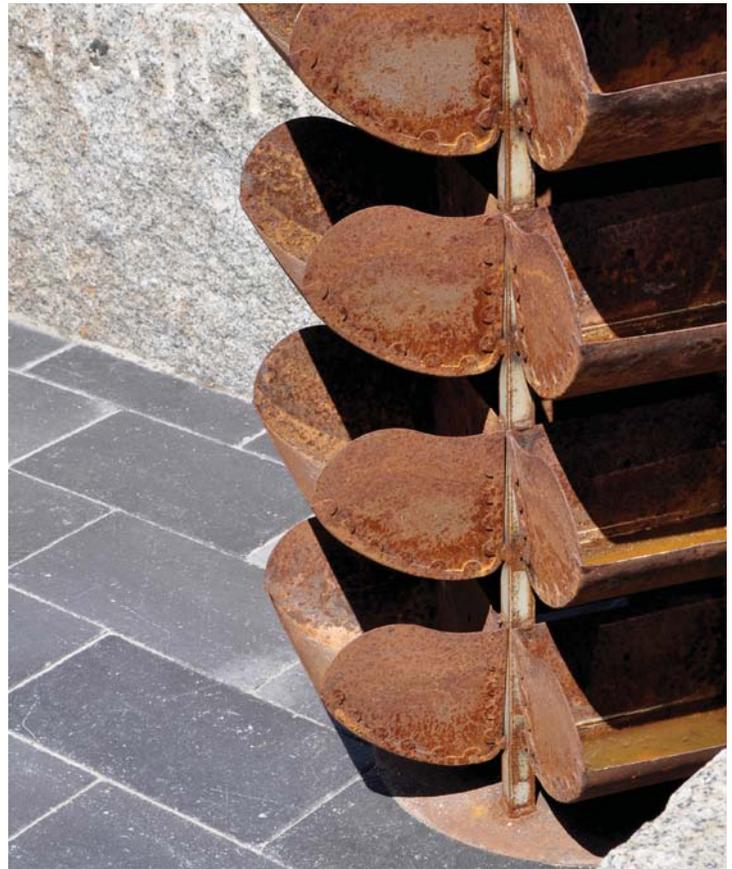
Somerville, Massachusetts  
Federal Realty Investment Trust



## Assembly Row

The new Assembly Row, a river front development, is advertised to be modern-day urban village where New Englanders can live, eat, work, and play in a pedestrian, eco-friendly environment next to a new MBTA Orange Line station.

Copley Wolff Design Group was contracted by Federal Realty Investments Trust, in collaboration with Street-Works to help design the pedestrian environment and public spaces within this new urban village. CWDG developed design documents for the project streetscape; construction documents for a full planting plan; and construction documents for two pocket parks and an 11-acre waterfront park that will serve as the prime recreation and natural focal point for the office, retail, and residential occupants of this \$1.5 billion redevelopment.



## projects

St. James Avenue Garden

location

Boston MA

client

Liberty Mutual/CBT Architects



## St. James Avenue Garden

Located in Boston's historic Back Bay, the St. James Avenue garden provides valuable green space in a dense commercial district and is enjoyed throughout the year. The new public garden replaced an old executive parking lot and was a gift to the city from Liberty Mutual Insurance. Copley Wolff Design Group's plan is open and inviting and includes smaller intimate spaces for conversation and relaxation. The focal point for the space is a dramatic vertical water wall masking a garage entrance. The design for the water wall features six separate vertical panels – line chiseled in Italy and staggered in plan and height to create visual interest. It also includes six separate water sources for each panel that are individually controlled and pumped. This allows for a multitude of water volumes, staging possibilities, and presentation options. When coupled with full-color LED lighting in the bottom trough, the water wall has become a focal point for couples, kids, and the business community.

Another innovative component included in Copley Wolff Design Group's design is the living green walls which provide a buffer between the office tower and the park. The living green walls, designed with vertical elements that tie in with the paving patterns in the park and the vertical columns of the building, create human scale for the space and are oriented to allow for views from the offices above. The unique, multi-dimensional living walls remain green year-round, providing seasonal interest for the public space.

The St. James Avenue Garden is a local green oasis in a dense urban environment. It is also an example of how landscape architecture, even on a small scale, has the ability to improve the quality of civic life, discourse, and enjoyment.

# Company Overview

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*Saint Polycarp Village  
Apartments, Somerville, MA:  
Redevelopment of church into  
sustainable village*



*Maverick Landing, East Boston,  
MA: Condominium and  
apartment residences*

Nitsch Engineering specializes in providing civil engineering, land surveying, transportation engineering, sustainable site consulting, planning, and GIS services. Since 1989, we have worked with academic clients, developers, corporate and institutional owners, public agencies, architects, and other design professionals on major private development and public infrastructure projects in 18 states and five countries. We are listed on the *Boston Business Journal's* Top 25 Engineering Firms in Massachusetts, are the largest Women-Owned Business Enterprise (WBE) civil engineering firm in Massachusetts, and are also certified as a WBE in New York, Pennsylvania, and Virginia.

Nitsch's innovative solutions, uncompromising quality, and unique level of service have allowed us to become a trusted advisor on some of the most sophisticated projects in the Eastern United States. Our intellectual capital, creativity, and technical abilities make us the consultant of choice for a wide range of project types. We have earned the respect and confidence of our clients, as illustrated by the fact that 93% of our work comes from repeat clients.

Our relevant experience includes providing professional services for:

- Projects in Somerville, including multiple schools, the Cross Street bridge for MassDOT, and the Saint Polycarp and Mystic Water Works redevelopment projects.
- Residential developments, including the previously mentioned Saint Polycarp and Mystic Water Works projects in Somerville, the groundbreaking Maverick Landing project in East Boston, and numerous others.
- Site redevelopment projects that involve infrastructure upgrades, including the Fan Pier and Seaport Square projects in Boston, the CitySquare II project in Worcester, and reviews for Assembly Square in Somerville.

## Relevant Projects



### **Maverick Landing, Boston, MA**

The award-winning Maverick Landing project – the first LEED Certified affordable development in New England – involved the complete renovation of the nine-acre Maverick Garden housing development. The project involved demolishing the original 1940s building and replacing it with 426 housing units in multiple buildings (including rental townhouses, mid-rise apartments, and condominiums), restoring the historic neighborhood street pattern, and reconnecting the site to the surrounding community. The renovations were constructed over three phases, allowing tenants to remain onsite during construction. Nitsch Engineering provided land surveying services, including existing conditions, property line, and construction layout surveys, as well as civil engineering services, including site utility design, Boston Public Improvement Commission permitting, Boston Water and Sewer Commission permitting, Boston Conservation Commission permitting, National Pollutant Discharge Elimination System permitting, and Chapter 91 permitting. Maverick Landing serves as a model for future green affordable housing projects, and won the 2004 Governor's Smart Growth Leadership Award.



### **Saint Polycarp Village, Somerville, MA**

Nitsch Engineering provided civil engineering and sustainable consulting services to support the master plan and first phase of a project to redevelop the Saint Polycarp Church and surrounding parcels into a new, three-acre, sustainable, urban village that will serve the residents of Somerville. During the master planning stage, we explored sustainable concepts such as the collection and harvesting of stormwater for use within the site. As the project moved forward, Nitsch Engineering collaborated with the project team on the first of seven planned new residential/retail buildings planned for the site. This first new building includes 24 units of affordable housing, three ground-level retail spaces, landscaped outdoor space, and parking areas. Incorporating solar photovoltaic panels, a vegetated roof, triple-paned windows, spray foam insulation, bioretention areas, and many other green features, the project achieved LEED-NC Silver Certification.



### **Washington-Beech Housing, Phases I and II, Boston, MA**

Nitsch Engineering is providing land surveying, civil engineering, and transportation engineering services for the redevelopment of this low- and moderate-income housing development. The property is being redeveloped in two phases: the first phase adds 100 new units to the property and creates three new streets, while the second phase adds another 105 units and four streets.

In Phase I, Nitsch Engineering designed the site utilities, grading, and layout for the improvements, including four townhouses, a midrise building, two new public streets, and one private way. We also permitted the improvements and additions with the Boston Public Works Department (BPWD), Boston Transportation Department (BTD), Boston Water and Sewer Commission (BWSC), Boston Street Lighting Division, Boston Parks Department, and private utility companies. We developed the specifications and cost estimates, and provided construction administration services.

For the Phase II improvements, Nitsch Engineering designed the site utilities, grading, and layout for the new units, as well as for the four new public streets. We permitted the improvements and additions with the BPWD, BTD, BWSC, Boston Street Lighting Division, Boston Parks Department, and private utility companies. We developed the specifications and cost estimates for the project. Nitsch Engineering also provided construction administration services for the Phase II improvements.



**CDW Consultants Inc.** (CDW) of Framingham, Massachusetts, is an environmental, civil engineering consulting firm with two decades of achievements, award winning staff and projects. CDW staff is composed of professional environmental and civil engineers, senior project scientists including four-Licensed Site Professionals (LSP) and a Licensed Environmental Professional (LEP). CDW provides expertise in the following lines of service:

**Environmental Evaluation and Compliance:** LSP and LEP services, NPDES permitting, Environmental Impact Statements, Environmental Assessments, Phase I, II, and III Assessments, Brownfields Assessment and Remediation, Natural Resource Inventories, Massachusetts Contingency Planning, Response Action Determination (RAO), 5-year CERCLA ROD review, Hazardous Materials site investigations and remediation, asbestos inspections, and indoor air quality studies.

**Civil Engineering:** Civil/Site Design, Resident Inspection Services, Land Planning and Site Feasibility Studies, Land Surveying, Storm Water Management, Surficial and Subsurface Analysis, Water and Wastewater Management, Wetlands Studies and Permitting (ENF/EIR), Hydrogeologic Assessments, Demolition Planning and Construction Administration.

CDW clients include private and public companies as well as Federal and State agencies, both as a prime consultant and as a sub-consultant to large project teams. CDW has successfully completed projects from the design phase through construction and remediation.

CDW is a certified Minority and Woman-Owned Business Enterprise (M/WBE), as well as a Disadvantaged Business Enterprise and a graduate of the 8(a) Program, as defined by the U.S. Small Business Administration.

C

D

W

**CDW CONSULTANTS, INC.**

## **REDEVELOPMENT PROJECT DESCRIPTION**

### **City of Chelsea, Chelsea MA**

CDW provided environmental site assessment and remediation services for seven separate parcels of industrial land and buildings owned by the Chelsea Redevelopment Authority, which are being redeveloped for commercial use. In 1999, CDW performed a Preliminary Site Assessment for a 70 acre portion under consideration for commercial redevelopment. A Phase I Site Investigation was completed later on a 10 acre sub-area under a strict deadline in order to facilitate negotiations with developers on potential site uses. Site contaminants included petroleum, chlorinated solvents, PCBs, and heavy metals. Between 2002 and 2007, CDW conducted several Phase II Comprehensive Assessments as development plans were evolving, in order to assist Chelsea in the best and highest use evaluations of the land. CDW assisted in several of the parcels achieving regulatory closure with the completion of Method 1, 2 and 3 risk characterizations as well as AUL documents to restrict future uses. CDW also provided asbestos testing services to quantify demolition costs for multiple site buildings. The groundbreaking for construction of a major national hotel occurred on schedule.

For one additional parcel, extensive impacts to the subsurface from VOC, petroleum and PCB contamination limited the viability of future re-use options and economic development. Since 2007, CDW has assisted the City of Chelsea with detailed assessment to identify the extent of the PCB contamination and options for permanent capping, removal actions, and other options. This parcel is currently in Phase IV with the remedy developing as re-use options are determined.

Ned Keefe, Asst. City Manager City of Chelsea  
500 Broadway, Chelsea MA 02150

(617-466-5967)



CDW Consultants, Inc.

## Senior housing renovation project

### **Liston Towers Revere:**

As an integral part of a renovation project at a senior public housing building, CDW conducted an assessment for the presence of asbestos containing materials and lead based paint. After a thorough review of building plans and coordination with the project architect, CDW collected building materials for laboratory analysis of hazardous materials. Using the results of the laboratory testing and estimated quantities of materials, CDW prepared construction bid documents, including engineering specifications for handling and abatement of the hazardous building materials identified. CDW conducted construction services including, submittal reviews, asbestos project monitoring and clearance sampling. This project was time critical and sensitive to the building occupants.





**Boston • Miami**

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

## Company Profile

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### History

McNamara/Salvia, Inc. was formed in 1987 when Founding Principals, Robert J. McNamara and Joseph A. Salvia purchased a regional office from a then restructuring parent company. Based in Boston they have been partnering in structural engineering for over 25 years. Mr. McNamara is a nationally recognized technical leader in the field of structural engineering, while Mr. Salvia enjoys helping our clients put together a successful business deal by providing innovative and cost-effective structural solutions. Together they have over 80 years of industry experience. In 2007, Messrs. McNamara and Salvia relinquished the daily management of the firm to a new generation of Managing Principals. In 2008, the firm opened a second office in Miami to better serve our Florida clients and to bring our unique approach to structural engineering to the Florida market.

Despite having only one office for most of our history, McNamara/Salvia has been active on projects well beyond Boston and New England. We have completed projects in 34 states and the District of Columbia, and abroad in places such as Egypt, the Philippines, and Venezuela.

### Our Team

The McNamara/Salvia, Inc. team is comprised of over 50 staff members; including 25 registered professional engineers. We are licensed to practice engineering in over 40 states. The Production Department stays current on the latest versions of drafting software, and we are fully capable of delivering our projects using Building Information Modeling software. Though they have turned over the day to day rigors of running the office, Mr. McNamara and Mr. Salvia remain very active in firm. Mr. McNamara serves as a senior technical advisor and is involved with the firm's complex structures and high-rise work. Mr. Salvia heads business development for the firm and works with the Managing Principals to develop innovative structural solutions for all of the firm's projects.

The Boston office is directed by Principals Mark F. Aho, Neil A. Atkinson, Adam C. McCarthy, John S. Matuszewski, and Benjamin B. Wild, all of whom have been with the firm for at least 10 years. The Miami office is directed by Principal Andrew P. Sullivan. Mr. Sullivan previously opened and directed the Las Vegas office for a major national structural engineering firm. Prior to that, Mr. Sullivan spent 10 years in various capacities in the Tampa and Orlando markets under the flag of the same firm.



**Founded in 1987**

**Boston & Miami offices**

**50+ staff members**

**25 registered engineers**

## Company Profile

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### Experience

McNamara/Salvia, Inc. brings award winning creativity, innovation, and experience in structural design for a variety of project types. Our experience spans the nation reaching from all areas of New England, to the high-seismic regions of Las Vegas and California, to the hurricane climate of South Florida. We specialize in all types of building structures including world-class medical, educational and research facilities, urban and suburban corporate headquarters and campuses, high-rise towers, retail, commercial and mixed use developments, and multi-unit residential structures. In addition, we have unique experience in such specialized structures as automated parking facilities, stadiums, both new construction and renovation, long span roofs, entertainment venues, air-rights projects, and the only indoor ski slope in North America.

### Value

McNamara/Salvia, Inc. believes that constructing a building is a team effort, and we pride ourselves on working with the team to deliver a quality project on time and on budget. Early involvement by our experienced staff will ensure the proper selection of structural systems and avoid costly design and constructability problems down the road. In-depth technical design knowledge combined with a common sense understanding of the local construction business is essential for a project's success. We recognize that if the project doesn't work financially, there is no building.

McNamara/Salvia Inc.'s value engineering approach in working with local contractors insures an efficient and cost effective structural solution from the start of the design. Our expertise and innovative approach has proven to be very successful for Owners, Architects, Developers and Institutional clients alike. With more than 95% of our business from returning clients and referrals, our clients are the testament to our abilities.



**“...constructing  
a building is a  
team effort...”**

**“...early  
involvement...”**

**“...cost  
effective  
solutions...”**

## Engineering Services

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### Building Information Modeling (BIM)

Much like CAD revolutionized the design industry in the late 1980's and early 1990's, Building Information Modeling (BIM) is revolutionizing the industry today. Our production department has advanced training in BIM, and we are fully capable of producing building models to any Level of Development (LOD) that your project requires. We have a direct relationship with Autodesk, developers of Revit, which is one of if not the most prevalent BIM software in use by industry today. Through this relationship we are able to stay on the leading edge of BIM software develop-

### Inspection Services

McNamara/Salvia, Inc. provides comprehensive inspection services including 40 Year Inspection, Peer Review, Due Diligence, and Threshold Inspection.

### Long Span Roof Structures

Our Managing Principals have significant experience with long span structures on sports facilities, convention centers, exhibition halls, casinos, and aviation projects. Designing long span structures requires a thorough knowledge of deflection requirements, HVAC coordination, catwalk layouts, connection design, and constructability issues. Experience coupled with our technical expertise results in cost-effective structural solutions that provide our clients with unsurpassed value added to their project.

### Progressive Collapse

McNamara/Salvia has the engineering acumen and the technical capacity required for thorough non-linear progressive collapse analysis. We are versed in both General Services Administration (GSA) and Department of Defense (DoD) requirements for progressive collapse mitigation in the design of mission-critical facilities and federal government projects.

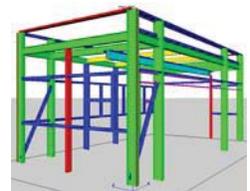
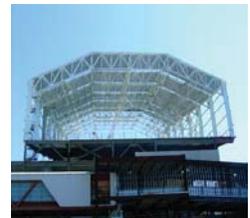
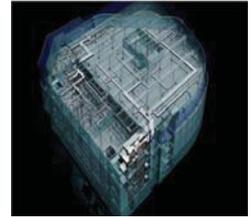
### Seismic Engineering

We are experts in seismic engineering and seismic protection, coupling an in-depth understanding of seismic dynamics with a thorough knowledge of state and federal requirements. We have applied innovative technologies for projects such as the Boise International Airport terminal retrofit and the San Francisco Piers retail development, and for clients such as Disney Development Company and Warner Brothers Records.

### Sustainability

McNamara Salvia, Inc. has several LEED certified professionals who are experienced and committed to providing sustainable design. We believe that by conducting business in an environmentally and socially responsible manner, we can maximize our clients expectations and minimize negative impacts on the environment.

Our past work experience substantiates our dedication to providing sustainable design solutions. We continue to utilize environmentally friendly materials such as flyash, recycled rebar, and structural steel in many of our projects. Additionally, we are working with concrete providers with aggregate optimization increasing strength while reducing the demand for cement.



### Revit Structures

### Wind-Borne Region Experience

### West Coast Experience

### GSA Experience

## Engineering Services

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### Value Engineering

McNamara/Salvia has made a name for ourselves over the past 20+ years by providing Owners and Developers with efficient and economical structural systems at the start of the project. Every project begins with an analysis of several structural systems for economy and construction efficiency. Our depth of experience allows the Principals and senior staff to apply knowledge gathered from years of hands-on project management to every new project. In addition to our own projects, we are often retained by Owners, Developers and Construction Managers to provide value engineering solutions for other projects that have significant budget or constructability problems. We are able to quickly review documents and provide feedback to the client resulting in significant savings to the project and the Owner's bottom line.

### Vibration Isolation

Vibration has become a driving force in building design today as many office buildings eliminate structural damping by going "paperless" and research buildings house sensitive imaging equipment or laboratory animals that are susceptible to very minor vibrations. McNamara/Salvia has designed research and medical facilities for many of the world's leading biotechnology firms and hospitals. We have the expertise to develop structural systems to meet vibration criteria for new buildings, or to mitigate vibration problems in existing buildings. We work closely with several leading acoustic/vibration consultants for both diagnosing and solving vibration problems.

### Wind Engineering

Though Boston is not generally known as a center of wind engineering, our knowledge and experience in wind engineering is what first brought us into the Miami market. We have experience in designing high-rise structures in both Boston and the demanding wind environments of South Florida. We have a thorough knowledge of wind analysis and have close relationships with two of the major wind-tunnel testing firms in North America. These relationships allow us to work very closely with the wind consultant to understand a building's behavior and develop an efficient structural system. During this process, we strive to achieve creative and economical structural systems instead of making the structure bigger and stiffer. This in turn allows for maximum use of the interior space and maximum value for the Owner's money.

### Wind Motion Mitigation

Just because a building is designed to be strong enough to resist the required wind loads, it does not mean it is a good design; wind motion must also be understood and considered.

McNamara/Salvia has extensive experience in wind motion mitigation dating as far back as the mid 1970's. Robert McNamara developed the first tuned mass damper system for Citicorp Center in New York City while an associate at another firm. We strive to mitigate wind motion with economical and creative structural solutions, and are also well-versed with the design and implementation of auxiliary damping systems. Our close relationships with the pre-eminent wind consultants complement our experience in both wind engineering and wind motion mitigation.



**"Robert  
McNamara  
developed the  
first mass  
damper  
system..."**

## Sustainability

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The United States Department of Energy estimates that buildings account for 39% of the nation's total annual energy consumption, whereas transportation, including cars, comprises only 28% of that same total. Keeping these statistics in mind, McNamara/Salvia Inc. realizes the importance of sustainable design for each project it undertakes.

The Principals at McNamara Salvia Inc., as well as those with substantial industry experience understand that the design of complex buildings and building systems requires the cooperation and intimate involvement of team members across all building trades. The necessity of this cooperation is especially true for sustainability and sustainable building design. We at McNamara Salvia Inc. go beyond providing the commonly recognized structural contributions made to the sustainability of a building, such as recycled material content and with the selection of low energy and regional materials. We further provide a proactive role in the design process to facilitate the collaboration and cooperation of team members that ultimately empowers the design team to uphold and achieve its overall sustainability and project objectives.

Our technical expertise, innovative approach, and continual implementation of cutting-edge technologies have existed over our twenty-plus year history. Such innovation has allowed us to design and deliver over 1000 inherently sustainable projects long before the Leadership in Energy and Environmental Design (LEED) certification was a commonly targeted goal by our clients. Keeping in mind project objectives, collaborating with team members, and selecting the most efficient and appropriate structural systems for each project typically translates into substantial cost savings when considering materials, construction schedule, and overall energy consumption.

One example of our history of dedication to sustainable design is demonstrated by the Aladdin Hotel in Las Vegas (currently the Planet Hollywood Hotel), for which we served as Structural Engineers of Record in 1997. Early on in the design process we implemented a staggered steel truss system that reduced construction cost by \$4.5 million when compared to the original concrete frame scheme. Through the use of this system the project was also able to open 120 days earlier. At nearly \$2 million dollars a day in revenue this translated into nearly a quarter of a billion dollars of additional income for the project. Since that time there are hundreds of similar stories that can be told on many of our more recent projects.

Our inherently sustainable designs, coupled with our expertise, innovation and pragmatic approach to sustainability and building design in general, make us a tremendous asset to any design team.



**“...buildings  
account for 39%  
of the nations  
total annual  
energy  
consumption...”**

**“...1000  
inherently  
sustainable  
projects...”**

**50 staff members**

**23 registered**

## Sustainability

### LEED Certified Projects

40 Sylvan Road – National Grid – Core & Shell – Waltham, MA	LEED Platinum
Weston Corporate Center (Biogen Idec) – Weston, MA	LEED Platinum
BASF HQ Building _ Florham Park, NJ	LEED Platinum
American Cancer Society, Hope Lodge – Boston, MA	LEED Gold
Liberty Mutual Office Building – Dover, NH	LEED Gold
ISO New England – Holyoke, MA	LEED Gold
640 Memorial Drive for MIT - Cambridge, MA	LEED Gold
77 City Point – Waltham, MA	LEED Gold
Novartis – 220 Mass Avenue – Cambridge, MA	LEED Gold
Harvard University Graduate Commons – Cambridge, MA	LEED Gold
NStar Corporate Headquarters – Westwood, MA	LEED Gold
850 Winter Street – Waltham, MA	LEED Gold
200 River’s Edge Drive – Medford, MA	LEED Gold
100 Burlington Centre – Burlington, MA	LEED Gold
Station Landing Phase 5 – Medford, MA	LEED Gold
Center for Life Sciences (Longwood) – Boston, MA	LEED Gold
Atlantic Wharf – Boston, MA	LEED Gold
One Marina Park Drive (Fan Pier F) – Boston, MA	LEED Gold
650 East Kendall Street – Cambridge, MA	LEED Gold
BelMar – Lakewood, CO	LEED Silver
CarMax Headquarters – Richmond, VA	LEED Silver
Overlook Center – Adobe – Waltham, MA	LEED Silver
Modern Theater Dormitory – Suffolk University – Boston, MA	LEED Silver

### Projects Under Construction Pre-certified or Targeting LEED Certification

Brickell World Plaza – Miami, FL
MGH Building for the Third Century – Boston, MA
Boston Medical Center - Shapiro Ambulatory Care Center & Menino Addition – Boston, MA
Element by Westin Miami International Airport – Miami, FL
610 Main Street – Cambridge, MA

### Other

New England Biolabs – Ipswich, MA	2009 BSA Sustainable Design
<b>Award</b>	
ING Northeast Regional Headquarters – Windsor, CT	2008 Connecticut Climate Change Leadership Award



## Market Sectors

At McNamara/Salvia, Inc., we combine a common sense approach with nationally recognized technical design experience. With hundreds of projects completed within the United States and abroad, our design teams are experts in large, complicated, high-rise, mixed-use, healthcare, institutional, hospitality and entertainment venue structures.

Different regions require different solutions. Our team provides solutions that embrace the building use, applying systems that fit the cost structures of the marketplace while meeting the engineering challenges of the geographical region.



Academic



Biotechnology and Laboratory



Entertainment and Venue



Healthcare



Hotel



Mixed-Use



Parking



Multi-story Residential



Office



Renovation



Retail

## Renovation

Re-use and rehabilitation are a staple in urban environments and require expertise that only comes from experience. At McNamara/Salvia, Inc. we have *re*-designed numerous existing buildings to a rejuvenating new life. Our services have included foundation supplement, new penetrations through existing load-bearing walls, penetration through existing floor systems, strengthening of existing floor systems, hurricane and seismic retrofit, addition of elevators, exterior wall bracing and rehabilitation.

While maintaining cutting-edge experience with new innovative designs, McNamara/Salvia, Inc. has significant experience with past building codes coupling innovation with history.



## Representative Renovation Experience

**10, 20 & 30 Channel Center Renovations**, Boston, MA  
**101 Huntington Avenue**, Boston, MA  
**225 Franklin Street**, Boston, MA  
**400 Technology Square**, Cambridge, MA  
**Addison Gilbert Hospital Addition**, Gloucester, MA  
**Applied Materials Renovation**, Danvers, MA  
**Arsenal Mall Renovations**, Watertown, MA  
**Atlantic Wharf Tenant Improvements**, Boston, MA  
**Babson College Trim Hall Renovation**, Wellesley, MA  
**Batterymarch Hotel Renovation**, Boston, MA  
**Bell Tower Mall Exterior Restructuring**, Ft. Myers, FL  
**Berkeley School of Music Renovations**, Cambridge, MA  
**Bertucci's Restaurant Renovation**, Boston, MA  
**Beverly Hospital Expansion**, Beverly, MA  
**Biogen I Reinforcement**, Cambridge, MA  
**Biogen II Hospital Support Framing**, Jamaica Plain, MA  
**Boston Design Center Fascia Repair**, Boston, MA  
**Boston Medical Center Additions**, Boston, MA  
**Boston Medical Center Vertical Expansion**, Boston, MA  
**Boston University Renovations & Additions**, Boston, MA  
**Brookline Village Additions**, Brookline, MA  
**Bunker Hill Mall Renovations**, Charlestown, MA  
**Charles River Plaza Additions**, Boston, MA  
**Curry College Academy Theater Addition**, Milton, MA  
**Cushing Academy Hockey Rink Renovation**, Ashburnham, MA  
**Downtown Dadeland Plaza Improvements**, Miami, FL  
**Emmanuel College Libby Building Renovations**, Boston, MA  
**Fashion Mall Renovations & Additions**, Plantation, FL  
**Fashion Plaza Mall Renovations & Additions**, North Brunswick, NJ  
**Fenway Park Renovations & Additions**, Boston, MA  
**Genetics Institute Laboratory "L" Addition**, Andover, MA  
**GT Solar Headquarters Renovations**, Merrimack, NH  
**Jury's Hotel Renovations**, Boston, MA  
**Long Island Day Camp Classroom Addition**, Boston, MA  
**Mass College Pharmacy Freezer Farm Addition**, Milton, MA  
**Milton Academy Warren Building Renovations**, Milton, MA  
**MIT Amphitheater Addition**, Boston, MA  
**MIT Building 3 Laboratory Renovations**, Cambridge, MA  
**MIT Graduate Housing Renovation**, Cambridge, MA  
**MIT South Row Restoration**, Cambridge, MA  
**MIT: A2523, 7, W31-33, 3-370 & 2-270 Renovations**, Cambridge, MA  
**Nashoba Brooks School Renovations**, Concord, MA  
**NECCO Renovations**, Cambridge, MA  
**Newton Country Day School Library Addition**, Newton, MA  
**Northeastern University Rec Center Renovations**, Boston, MA  
**One Congress Street/Government Center Renovations**, Boston, MA  
**Polaroid Renovations**, Cambridge, MA  
**Porter Square Shopping Center Expansion**, Cambridge, MA  
**Reservoir Woods Renovations**, Waltham, MA  
**Saucony Restructuring**, Peabody, MA  
**Shelbourne Hotel Tenant Improvements**, Miami Beach, FL  
**South Hills Mall Additions & Subtractions**, Poughkeepsie, NJ  
**Southbridge Business Center Renovations**, Southbridge, MA  
**The Rock Academy Renovations**, San Diego, CA  
**Twin City Mall Renovations**, Somerville, MA  
**Union College Library Renovations**, Schenectady, NY  
**Univeristy of Miami Ungar Building AHU Replacement**, Coral Gables, FL  
**Varian Building 5 Additions**, Gloucester, MA  
**Vertex Biological Lab Tenant Improvements**, Cambridge, MA  
**Winchester Library Renovations**, Winchester, MA  
**Woodland Park Fascia Redesign**, Andover, MA



## Multi-Story Residential

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Especially in dense urban centers, multi-story residential towers are often built on small lots encompassed by zero lot lines. This equates to tall and slender building structures, a specialty at McNamara/Salvia, Inc.

Coordination of the shear walls and geometry of the columns need to closely coincide with the interior layout of the residential units. Shear walls do double duty at demising walls between units for occupant privacy. With full time occupants, sway perception in higher wind zones is extremely important, so the building needs to be stiff while remaining economical, as well.

The thickness of the floor plates is also significant and McNamara/Salvia, Inc. excels at coordinating the ceiling details, mechanical ductwork and structural systems to minimize the floor-to-floor heights.



Understanding the details through decades of high-rise experience allows McNamara/Salvia, Inc. to bring the most value to the team.

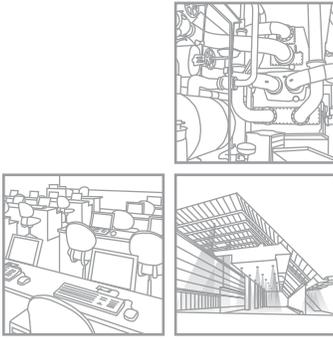


## Multi-Story Residential

**36 River Street** – Cambridge, MA  
**111-121/131 Green Street** – Jamaica Plain, MA  
**120 Kingston Street** – Boston, MA  
**140 Pleasant Street** – Watertown, MA  
**1330 Boylston Street** – Boston, MA  
**1601 Washington Street** – Boston, MA  
**165 Beacon Street** – Somerville, MA  
**180 Newbury Street** – Danvers, MA  
**25 Huntington Avenue** – Boston, MA  
**303 Third Street** – Cambridge, MA  
**369 Franklin Street** – Cambridge, MA  
**399 Congress Street** – Boston, MA  
**45 Province Place** – Boston, MA  
**45 Stuart Street** – Boston, MA  
**500 Atlantic Avenue** – Boston, MA  
**80 Broad Street** – Boston, MA  
**Albany Fellows** – Boston, MA  
**Archstone – Boston Common** – Boston, MA  
**Archstone – Northpoint** – Cambridge, MA  
**Atlantic Condominiums** – Revere, MA  
**Atlantis Marina Condominiums** – Winthrop, MA  
**Battery Wharf Hotel & Residences** – Boston, MA  
**Belmont Homes** – Worcester, MA  
**Belvedere Residences** – Boston, MA  
**Binney Street Housing** – Cambridge, MA  
**BU Housing** – Boston, MA  
**Bulfinch Parcel 1** – Boston, MA  
**Bulfinch Parcel 1B** – Boston, MA  
**Cambridge Park Place** – Cambridge, MA  
**Cana: Parcel 1 Housing** – Boston, MA  
**Carnegie Place** – Portsmouth, RI  
**Channel Center** – Boston, MA  
**Cronin's Corner** – Waltham, MA  
**Cypress Lofts** – Boston, MA  
**Exeter Avalon** – Boston, MA  
**Fenway Residential** – Boston, MA  
**Harrison Commons Apartments** – Boston, MA  
**Harbour Pointe of Miami** – Miami, FL  
**Hong Lok Housing** – Boston, MA  
**Intercontinental Boston Hotel and Residences** – Boston, MA  
**Kensington Place** – Boston, MA  
**Liberty Place** – Boston, MA  
**Longfellow Place** – Boston, MA  
**Longview Place** – Waltham, MA  
**Mandarin Luxury Condominiums** – Boston, MA  
**MIT Graduate Dorms** – Cambridge, MA  
**MIT Housing** – Cambridge, MA  
**Mystic Center Residential** – Medford, MA

**Nouvelle at Natick** – Natick, MA  
**Oceania Condominiums** – Hull, MA  
**Park Lane Seaport Parcel G & J** – Boston, MA  
**Park Square West II** – Stamford, CT  
**Pier 4 Housing** – Boston, MA  
**Ponce de Leon Tower** – Coral Gables, FL  
**Russia Building** – Boston, MA  
**Skyline Condominiums** – Medford, MA  
**Stoneplace** – Melrose, MA  
**St. Paul Street Residences** – Brookline, MA  
**Station Landing** – Medford, MA  
**The Cape Codder** – Falmouth, MA  
**The Metropolitan** – Boston, MA  
**The Villages Apartments** – Miami, FL  
**Trinity Place** – Boston, MA  
**Turner Hill Apartments** – Ipswich, MA  
**Waterside Residential** – South Boston, MA  
**Waterview Tower** – Chicago, IL  
**The Watermark** – Cambridge, MA  
**West End Residence** – Boston, MA  
**Wikes Passage Lofts** – Boston, MA





## Cosentini Associates – Firm Profile

Cosentini Associates was established in 1952 to provide consulting services in the mechanical and electrical engineering disciplines. What started out as a six-person firm has grown to employ more than 300 professionals in offices in New York, NY; Cambridge, MA; Chicago, IL; Houston, TX; Los Angeles, CA; Calgary, Alberta, Canada; Paris, France; Shanghai, China; Seoul, Korea; and Moscow, Russia. Cosentini's unparalleled combination of engineering expertise and innovation has inspired architects and owners throughout the world to entrust the firm with many of the greatest buildings of the 20th and 21st centuries.

Project types include corporate headquarters, high-rise commercial office buildings, tenant interiors, libraries, academic facilities, museums and performing arts centers, government office buildings, command and control facilities, hotels, residential towers, large-scale mixed-use developments, healthcare and R&D facilities, courthouses, and mission-critical facilities.

In 1999, Cosentini greatly expanded its engineering and design resources by joining Tetra Tech, Inc., a nationwide alliance offering consulting, engineering, and technical services. With nearly 13,000 associates in 330 offices around the world, the company supports commercial and government clients in engineering design, resource management and infrastructure, telecommunications support services, applied science, management consulting, and construction management.

### **Integrated Services**

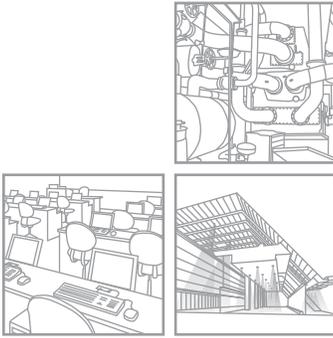
One particularly unique aspect of Cosentini's engineering practice is the firm's fully integrated array of service offerings. Engineering services comprise HVAC, electrical power, fire protection, plumbing, mission critical, telecommunications, security, audiovisual, specialty lighting, energy conservation and LEED design/facilitation, code consulting and fire engineering, commissioning, and construction services.

### **Innovation**

Cosentini has played a significant role in the commercial realization of innovative technologies, both in an impressive portfolio of built projects as well as through service to organizations such as the United States Green Building Council (USGBC). The firm employs more than 75 LEED-accredited professionals, with a portfolio of 50+ LEED-certified projects and 70+ projects currently in the process of achieving various levels of LEED certification. The firm is proud of many years of work in engineering energy-efficient, environmentally conscious designs, and of its portfolio of firsts in these areas.

### **Global Presence**

Cosentini is an international firm with strong alliances in every major country, and a portfolio that encompasses projects throughout the Americas, Europe, the Middle East, and Asia. Whether following clients to new parts of the world, or meeting a new client requiring expertise in a distant region, Cosentini is truly a global firm.



## Recent Residential & Mixed-Use Experience Boston & Cambridge

### 411 D Street

Boston, MA

This project includes 179,000 sf (197 residential units) of residential area in two low-rise, wood frame buildings. Also included are approx. 29,100 sf of common space, approx. 4,050 sf of retail shell space, and structured below grade ventilated parking for 138 cars.

Architect: Elkus Manfredi Architects Ltd

Completion Date: 2013

### Avalon Exeter

Boston, MA

Cosentini is providing engineering design for this new construction luxury residential building. This high-rise building of 28 stories will be approximately 300,000 gsf, and will include 187 rental apartments, including a mix of studios, one, two and three bedroom units, and a 3,000+/- sf fully fit out fitness center. The building, which was designed to incorporate sustainable design strategies, includes a pedestrian connection from Exeter Street to the Prudential Center Plaza and 1,300 sf of new street level retail space.

Architect: Elkus/Manfredi Architects Ltd.

Completion: 2013

### Hayward Place

Boston, MA

This new construction mixed use development encompasses 221,000 sf of residential space, 114,000 sf of ventilated, below grade parking, 86,000 sf of office core and shell space and 34,000 sf of retail core and shell space. In addition to MEP/FP consulting engineering, Cosentini provided complete telecommunications and security systems design services.

Architect: Handel Architects LLP

Completion: 2012

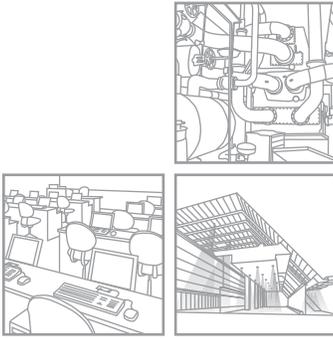
### 1330 Boylston Street Mixed Use Development

Boston, MA

This new construction mixed use development encompasses 221,000 sf of residential space, 114,000 sf of ventilated, below grade parking, 86,000 sf of office core and shell space and 35,000 sf of retail shell space. In addition to MEP/FP consulting engineering, Cosentini provided complete telecommunications and security systems design services.

Architect: Elkus Manfredi Architects LTD

Completion: 2010



### [The Watermark](#)

Cambridge, MA

Cosentini provided complete MEP, fire protection engineering and telecommunications design services for this new residential development of 360,000 sf. The project, located in Kendall Square, is above a structured, ventilated parking garage and includes a fitness club and retail space.

Architect: CBT

### [Cambridge North Point Land Development](#)

[Sierra & Tango](#)

Cambridge, MA

This project encompassed two residential buildings, ventilated below-grade parking and a one story sales pavilion. Building S (Sierra) includes approximately 112,000 sf of residential space and 95 below-grade parking spaces. Building T (Tango) includes approximately 245,000 sf of residential space and 215 below-grade parking spaces. The Sales Pavilion provides 5,000 sf of space with restroom facilities. The pavilion will be designed to eventually house a museum or alternate function for the development.

Architects: CBT in collaboration with Architects Alliance

### [West End Residences](#)

Boston, MA

This project encompassed three residential buildings and two below grade, ventilated parking structures. Building A included 192,100 sf of high-rise residential space (166 units) and 180,500 sf of parking space (534 cars on 3 levels). Building B included 43,900 sf (36 units) of low-rise residential space. Building C included 132,500 sf (104 units) of high-rise residential space and 48,300 sf (121 cars on 2 levels) of parking space. The total construction cost of the project was \$75 million.

Architects: Elkus Manfredi Architects Ltd.

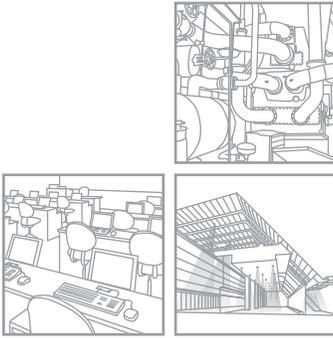
### [Atelier 505 / Parcel 8 Housing at the Boston Center for the Arts](#)

Boston, MA

This project combined residential units, retail and office space, and a new facility for the Boston Center for the Arts. The \$69 million project included approximately 87 residential condominiums, 17,000 sf of retail and restaurant space, 28,500 sf of office space, 350 underground parking spaces, and shell theater space for the Boston Center for the Arts. The BCA space has two theaters, a formal one with 350 seats and a flexible theater with 199 seats, as well as space for visual art exhibits.

Architect: Machado and Silvetti Associates, Inc. in collaboration with ADD Inc.

Developer: Druker Management Corporation, Inc.



### [Millennium Place](#)

Boston, MA

The South Block steel building of this mixed use development includes 300 condominium units, a 250 room hotel, a Sony Theater complex with 5,000 seats, a 100,000 sf Reebok sports center, approximately 150,000 sf of retail space and 600,000 sf of structured parking. The North Block building, a concrete building, included 250 condominium units, 70,000 sf of parking, and 80,000 sf of retail space.

Owner: Millennium Partners

Architects: CBT with Associate Architect Gary Edward Handel & Associates

### [The Residences at Kensington Place](#)

Boston, MA

Cosentini is providing engineering design services for a new housing development of approximately 475,000 sf total, comprised of rental apartments and structured above grade parking. The building, which is designed to achieve LEED Gold certification, will be 29 floors with first floor core and shell retail space, service and lobby spaces. In addition to MEP/FP and Code Consulting services, Cosentini provided Energy Modeling, Telecommunications cabling and Security design services.

Architect: The Architectural Team

Completion Date: 2013

### [Seaport Square Parcel A Residential](#)

Boston, MA

This project includes approximately 88,000 sf of residential and retail space, with 16,700 sf of below grade parking. The estimated total construction cost of the project is \$30 million. This project is being designed to meet LEED Silver certification.

Architects: Hacin + Associates Inc. in collaboration with ADD Inc.

Completion Date: 2012

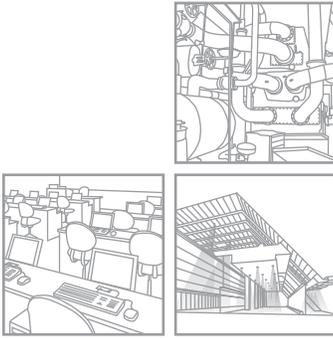
### [Battery Wharf](#)

Boston, MA

This new mixed-use development of approximately 538,000 sf is located on two piers on Boston's historic waterfront. The project includes 145,000 sf of hotel, 178,000 sf of residential condominiums, and 55,000 sf of retail shell space. 160,000 sf of structured underground parking is also included.

Architect: The Architectural Team

Completion Date: 2009



### Harborview

Charlestown, MA

This development of 425,000 sf includes 284,800 sf of residential (215 condominium units), 92,500 sf of structured parking (288 cars), 44,000 sf of health club, restaurant and retail spaces, and 120,000 sf of structured parking space. Cosentini also provided complete telecommunications and security design services.

Architect: Elkus Manfredi Architects Ltd.

### Hartford 21 Mixed Use Development

Hartford, CT

This one million sq ft mixed-use development is comprised of new and renovated areas, including a 37 story residential tower, a sports club, a concourse connection to the attached convention center and arena, retail space, and structured parking.

Architect: CBT





## HSH Qualifications

Howard/Stein-Hudson provides traffic engineering, transportation planning, civil engineering, and public involvement/strategic planning for municipalities and other public agencies, institutions, design and construction firms, developers, corporations, law firms, and environmental consultants. HSH takes a creative and collaborative approach with clients, relying on sound technical, planning, and engineering expertise and combining it with knowledge of community/stakeholder issues and needs. HSH staff understands the often contrasting and complex needs of all interested concerns involved in a project, and offer creative problem-solving and innovative options to build consensus.

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

HSH's multi-disciplinary staff works seamlessly with project teams from conceptual design through environmental permitting and into the construction stage, providing keen insight into the project's transportation and site civil issues and creatively developing mitigation for project impacts. HSH is adept at managing large, multi-disciplinary teams that require extensive coordination with government entities, abutters and other stakeholders, and local neighborhoods and communities. HSH's Boston staff of 50 includes Professional Engineers licensed in Massachusetts, several of whom are also licensed in other jurisdictions. HSH's planners and engineers continuously upgrade their skills through workshops, courses, seminars, Webinars, and in-house training sessions to assure that they keep up-to-date on the latest methodologies and technologies in their respective fields of expertise.

HSH has extensive experience working closely with development teams on more than 600 development projects of all types across the Commonwealth.

## HSH Relevant Projects

### **Brighton Marine Residences, Brighton MA**

HSH completed a transportation study under the City of Boston's Article 80 Large Project Review process for the redevelopment of a portion of the Boston Marine Health Center property on Commonwealth Avenue in Boston's Brighton neighborhood into 100 units of affordable housing for veterans. HSH worked closely with the City of Boston and the local neighborhood groups to ensure that the project meets the needs of all interested parties. The project was the first new development on the campus since BMHC assumed control of the property from the Federal Government in 1982.

### **240 Sidney Street, Cambridge, MA**

HSH prepared a transportation impact study for the redevelopment of a 1.2 acre site at 240 Sidney Street in Cambridge formerly used as a 36,500 sf research and development/office building to 107 residential rental units, including twelve affordable units, and 107 parking spaces.

### **3200 Washington Street, Jamiaca Plain, MA**

The redevelopment of 3200 Washington Street in the Jamaica Plain section of Boston consists of approximately 72 residential units to be located in two buildings and an additional three townhouse units to be located in a third structure. Approximately 37 parking spaces will be provided on site. HSH developed a transportation study under the City of Boston's Article 80 Large Project Review process along with transportation planning and traffic engineering consulting services and worked closely with both the City of Boston and the neighborhood groups to develop a transportation strategy for the Project that meets the needs of all interested parties.

### **45 West Third, South Boston, MA**

HSH provided transportation planning and traffic engineering services for the redevelopment of an approximately one acre site at 45 West Third Street in South Boston. The effort included a transportation study under the City of Boston's Article 80 Large Project Review process. The existing light industrial buildings on-site will be demolished and replaced with a new mixed-use building including approximately 160 residential units, ground floor retail/commercial space, and 115 parking spaces.

### **Charlestown Battalion Amory, Charlestown, MA**

HSH completed the required transportation study under the City of Boston's Article 80 Large Project Review process. This project involves the redevelopment of the historic Charlestown Battalion Armory, located at 374-398 Bunker Hill Street. The proposed project consists of 42 residential units and 76 parking spaces located in a partially below-grade garage.

### **Residences at Centre and Main, Brockton, MA**

HSH completed a transportation study for the redevelopment of two historic buildings and adjacent properties in downtown Brockton consisting of 50,000 sf of office space, 10,000 sf of retail space,

Powder House School Redevelopment  
HSH Project No. 2013028

and 215 housing units. The housing includes market rate units, workforce housing and affordable artists' housing. Off-street parking was provided for 544 cars, including 121 spaces of replacement parking for use by the City and various lessees.

### **60 – 66 Brainerd Road and 75 Brainerd Road, Brighton, MA**

HSH provided transportation planning and traffic engineering services for the redevelopment these two separate residential projects in Brighton. The effort included a transportation study under the City of Boston's Article 80 Large Project Review process for each project. Both developments are residential with 60–66 Brainerd including about 79 units with 79 parking spaces and 75 Brainerd approximately 104 units and 104 parking spaces.

### **249 Third Square, Cambridge, MA**

HSH prepared a transportation impact study for the redevelopment of 249 Third Street in Cambridge. The proposed development will include the construction of an approximately 76,400 sf building with 86 residential units. Parking will be provided at the neighboring Lofts at Kendall Square building which the project proponent owns and is currently underutilized.

### **425 LaGrange Street, West Roxbury, MA**

This project involves the redevelopment of three vacant warehouses into a four-story building on LaGrange Street in West Roxbury. HSH provided the transportation study under the City of Boston's Article 80 Large Project Review process for this residential development consisting of 48 residential units and 81 parking spaces located in a partially below-grade garage.

### **109 – 206 West Second Street, South Boston, MA**

The redevelopment of 109 – 206 West Second Street in South Boston consists of a three story building containing 97 residential units, a small amount of ground floor retail/amenity space, and parking for 115 vehicles. HSH provided transportation planning and traffic engineering services for the redevelopment of these five parcels of land, including a transportation study under the City of Boston's Article 80 Large Project Review process.

### **The Commons at Forest Hills Station, Jamaica Plain, MA**

This proposed project consists of approximately 280 residential apartment units and 8,000 sf of commercial/retail and amenity space to be located off Washington Street in Jamaica Plain, Massachusetts. HSH provided transportation planning and traffic engineering services including the required transportation study under the City of Boston's Article 80 Large Project Review process.





## The 6 Qualities of Excellence

The 6 Qualities of Excellence are at the heart of Commodore's success. They're the behaviors that make it possible for us to deliver on our mission.

The Confidence to Take Charge

The Capacity to Anticipate

The Ability to Focus on the Details

The Spirit to Collaborate

The Creativity to Innovate

The Knowledge to Problem-Solve

## Our Mission

To set a new standard of excellence for the delivery of construction management services to our clients.

We believe the quality of the construction process is as important as the quality of the construction. From project conception to pre-construction, execution, close-out and warranty service, our role is to anticipate and manage the risks inherent in construction.

Commodore takes charge, so the process for our clients is easy and the outcome is excellence in execution.

## Company Overview

Joe Albanese, a **retired senior Naval officer**, founded Commodore Builders more than a decade ago, instilling our culture with the qualities of an industry leader; urgency; accountability; creativity. And the absolute belief that what is best for our clients and partners is best for Commodore.

In 2012, we accelerated our growth and increased our capacity to serve clients with the acquisition of A.J. Martini, Inc., a 60-year old construction management firm with an exceptional reputation for quality and integrity.

## The formula is working

Our Commercial Group includes projects that range from tenant interiors to new, large ground-up facilities in the corporate and developer marketplace. Our Academic work expands as we partner with schools across the region, and we continue to cultivate relationships with Multi-family and Hospitality clients throughout New England. In addition, Commodore's Healthcare and Life Science market sectors are flourishing. In 2014 our revenue reached over \$220 million and in 2015 we are well positioned for further growth.

Commodore's senior leaders have deep roots in Boston and strong ties to the building community. Each of our principals has more than twenty years of experience working with the industry's finest construction management firms. This experience has enabled Commodore to deliver a new level of industry best practices for project controls and management and an unprecedented passion for client service. Our people work harder. They care more and they love what they do.

## Strength

Our firm is financially strong, with substantial insurance and bonding capacity. We foster strong relationships with the industry's premier subcontractors and we invest in the professional development of our people.

## Vision

We are innovative leaders in the real estate industry. We are committed to serving our clients by providing them with the highest quality, the easiest process and the industry's top talent to meet their construction needs.



Organization Name:  
Commodore Builders

Telephone:  
617.614.3500

Fax:  
617.965.8354

Main Office Address:  
80 Bridge Street  
Newton, MA  
02458

State of Incorporation:  
Massachusetts

Date of Incorporation:  
2002

### Key Principals:



Joseph J. Albanese  
President &  
Chief Executive Officer



Thomas F. Comeau  
Executive Vice President &  
Chief Operating Officer



Paul Martini  
Senior Vice President



Lauren M. Larson  
Senior Vice President of  
Organizational Development



Paula Gerry  
Chief Financial Officer



**Dean College  
Horne Residence Hall**  
Franklin, MA

*Project size:*  
40,500 SF

*Architect:*  
CBT Architects

Working on a design/build basis with CBT Architects, our team completed a 40,500 SF new student residence hall with capacity for 120 student beds and an apartment. The new facility includes support services and common spaces for students to gather and study.

Four months of preconstruction planning preceded the start of construction. Working with the design & owner teams we explored layout schemes, MEP system options, alternative materials, schedule solutions & price value ideas.

The extensive site utility work required close coordination with campus management and the town of Franklin. Top priority was given to safety and proper decorum given the location of the project on a busy academic campus.



## Mount Vernon House Winchester, MA

*Project size:*  
17 Residential Units

*Project size:*  
CBT Architects

The Mount Vernon House is a wood-framed, full service, elderly living facility in Winchester, MA. Working with CBT Architects, the team completed the renovation of two historic houses, a **3-story addition and below grade parking**. All new MEP systems were required. The finished project created 17 new residential units as well as a dining facility serviced by a commercial kitchen, a nurse's station, an exercise room, administrative offices, a library and a beauty salon. Construction was completed while the facility remained fully occupied by the residents of the senior living home. In addition, all work had to be conducted in a manner that met the tight constraints of a residential neighborhood.





**Malden Place  
Condominiums**  
Malden, MA

*Project size:*  
162,000 SF

*Architect:*  
Joseph D. LaGrasse &  
Associates, Inc.

This 162,000 SF condominium development is conveniently situated within walking distance to both Malden Center and public transportation to Boston.

Designed by Joseph D. LaGrasse & Associates, Inc., the four-story, structural steel & composite concrete deck building houses 116 condominium units.

The building exterior consists of light gauge framing with DensGlass® and Hardiplank siding. Atop a concrete pile foundation, the building features two hydraulic elevators and offers adjacent covered parking.





## Channel Center

25 Channel Center  
Boston, MA

*Project size:*

74 luxury condominiums, new  
13-story **out-of-the-ground**

*Architect:*

Bruner/Cott & Associates, Inc.

25 Channel Center, adjacent to 35 Channel, used the latest cast-in-place concrete technology. The 13-story building contains 74 luxury condominiums as well as 5,000 SF of retail space on the ground floor and the shared **330-car underground parking garage**.



## Channel Center

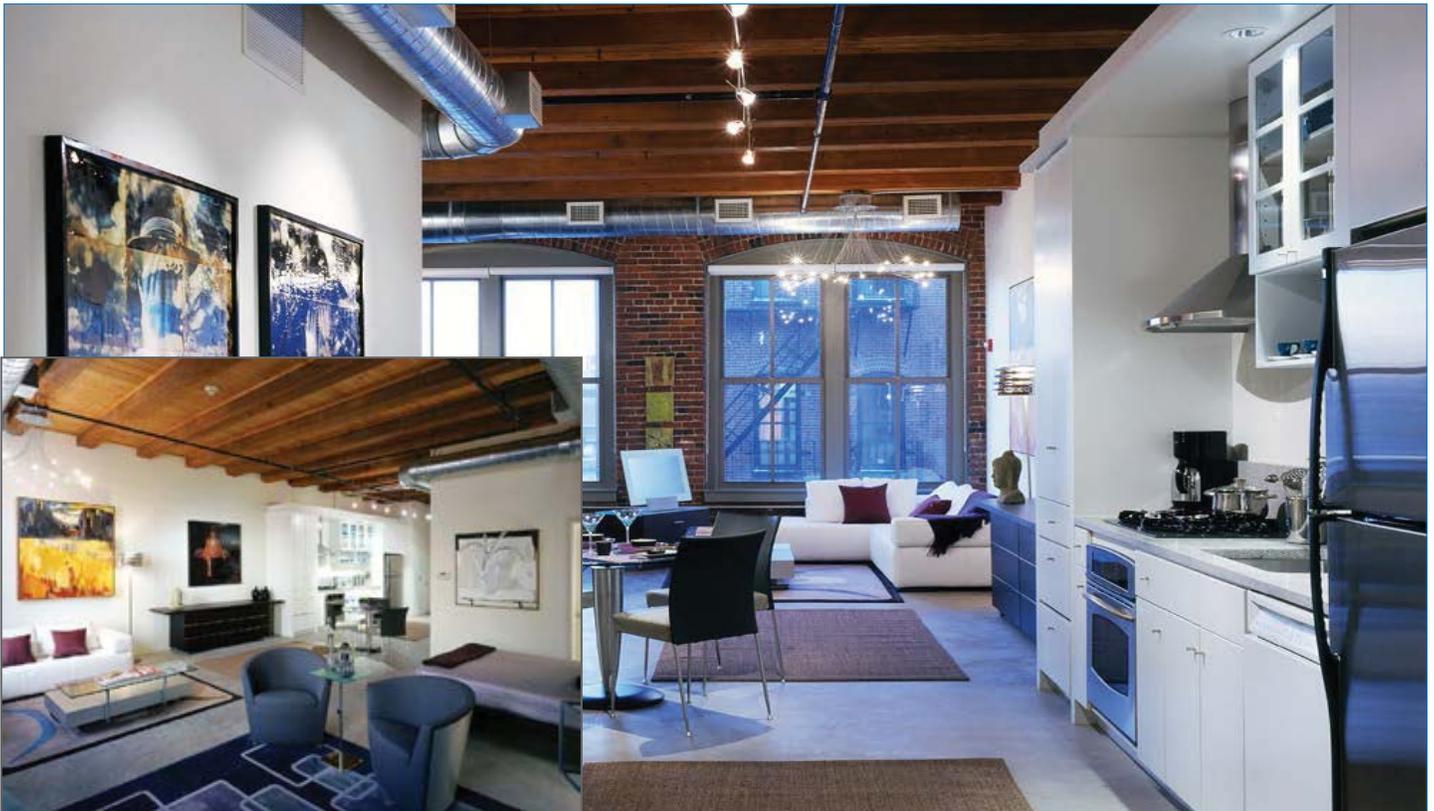
35 Channel Center  
Boston, MA

*Project size:*  
44 residential loft style units,  
renovation & restoration

*Architect:*  
Bruner/Cott & Associates, Inc.

The Channel Center project in the Seaport District is comprised of two distinct parcels; an adaptive reuse of an existing 5-story building and the construction of a new, 13-story building. Each parcel had a separate design team and building team. However, the project included a shared **garage beneath** that spanned both parcels.

35 Channel Center was the first building to be completed as developed by Beacon Capital Partners. Built in the early 1900's, the building has undergone a complete exterior restoration and interior renovation creating 44 residential loft style units and a mix of retail, and restaurant space.



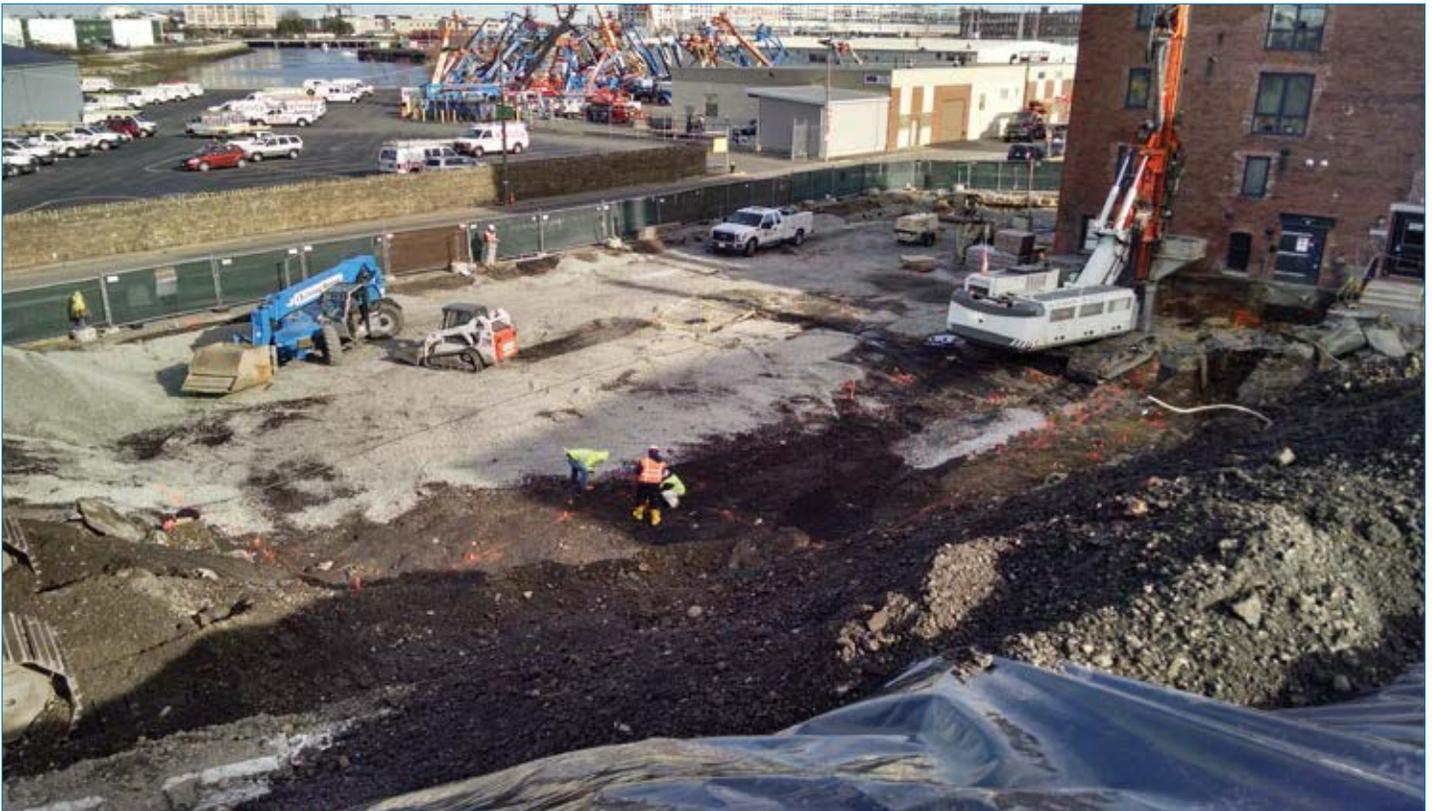
## The Distillery Boston, MA

*Project size:*  
60,000 SF

*Architect:*  
ICON Architecture

Preconstruction and construction services for the new 60,000 SF Distillery building located on East Second Street, Boston, MA. The project will include 4 levels of artist live/work studios, loft style residences, retail space and 2 levels of garage under.

The new Distillery building will use approximately 10% of the energy of an ordinary new building. Passive House, a comprehensive system for designing radically energy efficient buildings from the ground up, is the design system being utilized for the project. The Distillery project will be Passive House certified and will be the largest project of its kind in the United States.



### **Additional Residential Experience**

#### **Greenway Place Condominiums, Boston, MA**

24,000 SF, eight-story, 13 unit design/build project.

#### **Bryant Park West, Durham, NH**

40-unit student housing apartment complex in Durham, NH was constructed by the team on a Design Build basis .

#### **University Green Condominiums**

100,000 SF, 52 unit condominium development constructed on top of an existing underground parking garage.

#### **Urban Edge, Walker Park Apartments, Roxbury, MA**

2 building, 49 unit apartment building.

#### **Christopher Columbus Court Condominiums, Boston, MA**

50,000 SF adaptive reuse of a former school building on a Design/Build basis into 34 luxury condominium units in the historic North End of Boston.

#### **99 - 105 Broad Street Condominiums, Boston, MA**

Renovation and addition to 99-105 Broad Street, two existing 6-story brick buildings in Boston's waterfront/financial district.

#### **Private Developer Condominiums, Boston, MA**

Conversion of an old brick and beam factory building into 131 luxury residential condominiums.

### **Parking Experience**

#### **Christopher Columbus Court Condominiums, Boston, MA**

26-car, below ground parking garage supporting 33 new condominium units.

#### **Tufts University Parking Garage**

One-level, 127-car parking structure with roof-top athletic courts.

#### **Two Arrow Street, Cambridge, MA**

22-car, below ground parking garage supporting a new mixed-use complex adjacent to Harvard Square.

#### **Channel Center, Boston, MA**

Underground parking for 330 cars spanning both residential buildings at the Channel Center, Boston, MA.

**ADAM DASH, ESQ.**  
48 Grove Street, Suite 304  
Somerville, Massachusetts 02144  
Phone (617) 625-7373, Fax (617) 625-9452  
E-Mail dash@adamdashlaw.com

**BAR**

**MEMBERSHIP:**

**Commonwealth of Massachusetts**, admitted 1990.  
**United States District Court for the District of Massachusetts**, admitted 1991.

**EDUCATION:**

**National Law Center, George Washington University**, Washington, D. C. Juris Doctor, May 1990. Activities included membership in the Phi Delta Phi Legal Fraternity, 1987-1990, and participation in the Van Vleck Moot Court Competition, 1989.

**Brandeis University**, Waltham, Massachusetts. Graduated Cum Laude with a Bachelor of Arts degree in Economics and a Bachelor of Arts degree in Fine Arts, May 1987. Additional honors included Dean's List, 1983-1987. Activities included Economics Tutor, 1986-1987; Fine Arts Teaching Assistant, 1986-1987; and WBRS-FM Radio Public Service Director, 1985-1987.

**LEGAL WORK**

**EXPERIENCE:**

**February 1993-  
Present**

**Principal Attorney**, Adam Dash and Associates, Somerville, Massachusetts. General Civil Litigation, Landlord-Tenant Law, Business Contracts and transactions, Incorporation, Residential and Commercial Real Estate Litigation and Conveyancing, Zoning and Permitting, Divorce and Probate matters.

**January 1991-  
February 1993**

**Associate Attorney**, Law Offices of Mitchell Garabedian, Boston, Massachusetts. Responsible for Personal Injury, Real Estate, and Corporate Litigation and Appeals. Specific duties included taking depositions; arguing motions in both Federal and State Courts in Massachusetts, New York, and the District of Columbia; drafting motions, pleadings, interrogatories, requests for production, and other discovery and litigation documents; and research. Responsible for own clients and have participated in several jury trials.

**January 1989-  
May 1989**

**Law Clerk**, Anderson and Quinn, Falls Church, Virginia. Researched and drafted motions and memoranda, assisted in trial preparation, and dealt frequently with courts in the District of Columbia and Virginia.

**TEACHING  
POSITIONS:**

**National Academy For Paralegal Studies**, Framingham, Massachusetts. Instructor from 1993-1994 in Corporations, Partnerships and Agency; Law Office Management; Administrative Law; and Trial Practice Assistantship.

**City of Boston, Department of Public Facilities**, Boston, Massachusetts. Lecturer in 1994 regarding legal aspects of first-time home buying as part of the HOMEBASE program.

**Minuteman Regional Vocational Technical School**, Lexington, Massachusetts. Lecturer in 1994 on Operating Under The Influence to Driver's Education classes and in 1997 on School-To-Work Program

**Boston Initiative For Teen Pregnancy Prevention**, Boston, Massachusetts. Lecturer in 1996 on Statutory Rape issues.

**North Reading YMCA**, North Reading, Massachusetts. Lecturer from 1999-2000 on Employment, Credit and Landlord/Tenant issues to ESL students.

**La Alianza Hispana**, Boston, Massachusetts. Lecturer in 1999 on home buying, business law issues and consumer protection.

**Suffolk County Probate and Family Court**, Boston, Massachusetts. Lawyer of the Day from 1999-present.

**Middlesex County Probate and Family Court**, Cambridge, Massachusetts. Lawyer of the Day from 2000-present.

**Century 21 Legacy Properties, Inc.**, Somerville, Massachusetts. Lecturer in 2004 on condominium law.

**Coldwell Banker Residential Brokerage**, Somerville, Massachusetts. Lecturer in 2006 on carbon monoxide detector law.

**Women's Bar Foundation**, Boston, Massachusetts. The Family Law Project for Battered Women, Mentor since 2009.

**OFFICES/  
MEMBERSHIPS:**

**Massachusetts Bar Association**, member since 1991; Dial-A-Lawyer, participant from 1996-2000; Mock Trial Competition, Judge since 2000; Job Shadow Program, participant in 2001.

**Notary Public**, since 1992.

**Somerville Chamber of Commerce**, Past Chairman since 2006; Chairman from 2002-2006; Officer from 1998-1999; Director 1995-2006; Member since 1995; Small Office/Home Office Committee member from 1995-1997; Davis Square Business Interest Group member since 1995, Acting Chairman in 2003; By-Laws Committee Chairman 1996-2002; Moderated State Senate Debate between Rep. Patricia Jehlen and Ald. William White, 2005.

**Lawyers Clearinghouse On Affordable Housing And Homelessness**, member 1993-1995; Legislative Committee, member from 1993-1995; Testified before Legislative Joint Committee on Housing and Urban Development, 1994.

**Somerville Homeless Coalition**, Board member 1993-2011; President 2000-2003; Vice-President 1996-2000; Fundraising Committee, member 1993-1998, Chairman 1994-1998; Nominating Committee, Chairman 1998-2003; Road Race Committee, Founder and Chairman since 1998.

**Middlesex County Bar Association**, member 1993-1994, 1997-2000.

**Davis Square Task Force**, member since 1994.

**Somerville Bar Association**, member since 1999.

**Massachusetts Democratic Party**, Delegate from Wards 5 and 7, Somerville, Massachusetts to the Massachusetts State Democratic Convention 1995-1999.

**Candidate**, Ward 7 Alderman, Somerville, Massachusetts in 1997.

**Somerville Youth Soccer League**, Coach 2003-2007.

**Brandeis University**, Mock Trial Judge, 2007.

**Town of Belmont**, Warrant Committee. Member since 2009; Community Preservation Act Study Committee, chairman 2007-2009; Zoning Board of Appeals, Associate Member 2008, Full Member 2008-2009; Town Meeting Member since 2008.

**Beth El Temple Center**, Trustee 2007-2010.

**Better Business Bureau**, Member since 2007.

**AWARDS:**

**The Somerville Community Corporation, Inc.**, 1994 Hazel Hughes Award of Distinction for providing pro bono and reduced fee legal services to the Somerville Community Corporation regarding the acquisition of distressed real estate.

**Somerville News**, voted Best Attorney in Somerville in the Best of Somerville Readers Choice Awards for 2012.

**SELECTED  
TELEVISION  
APPEARANCES:**

**Somerville Cable Access Television**, Moderator of "Election Issue '94" political debates concerning the graduated income tax and term limits ballot questions and the debate between Rep. Patricia Jehlen and challenger Isaac Machado, candidates for the 30th Middlesex District State House of Representatives race, broadcast October 11, 1994; October 14, 1994; and October 18, 1994.

**Somerville Cable Access Television**, Guest on Somerville sports program concerning the Johnny D's/Someday Cafe 5K Road Race To Benefit The Somerville Homeless Coalition, broadcast Fall 1996.



**IGNITION Residential** is an interdisciplinary multi-family marketing firm. We are committed to utilizing innovative design and branding techniques as well as effective inbound lead generation methods to engage the public and drive sales & rentals of multi-family residences. With a thorough understanding of the realities of the current housing market, and by combining expertise from a range of fields with an integrated strategy, we create the right solution – the unique solution for each development – that ensures each project is designed, built, marketed, and sold to exceed our clients’ goals.

## What We Do

Our interdisciplinary approach to multifamily marketing allows us to leverage skills and provide benefits to your project at any stage, from planning to move-in. Here is a select list of what we can do for your multi-family development project:

### **Program Analysis**

One of our areas of expertise lies in our ability to test, confirm and refine key assumptions of overall project viability and to make recommendations to enhance all aspects of the proposed development that impact marketing and sales activity.

### **Market Analysis**

Clearly, the ability to target potential markets for any multi-family development lies in the ability to identify and analyze these markets and to recommend approaches that will reach and resonate with them. Through complimentary age demographics and networks, we are uniquely positioned to do this with optimal effectiveness.

### **Architectural Plan Analysis**

Our firm incorporates many years of residential design and construction expertise and, to the extent that we are engaged sufficiently early in the development process, we can add value, and ultimately enhance sales by making recommendations to inform and refine the architectural design and construction phases of the project to address the needs and desires of the marketplace.

### **Collateral Coordination**

Our experience includes over three decades of working with some of the area’s most talented graphic and communication specialists, and providing guidance and input for numerous award-winning logos, brochures, mailers, signage and other key components of branding and re-branding residential developments.



### **Lead Generation**

Using off-line (including special events, exclusive previews, charity fundraisers, among others) and on-line (including blogging, search engine marketing, social media, videos, podcasts, webinars, e-books, compelling websites, among others) inbound marketing methods, we drive leads to register their interest, which we can then segment and follow up appropriately follow up with, leading to sales.

### **Buying Cycle Nurturing**

Today's buyers are more hesitant than ever. One of the most overlooked aspects of marketing is a highly segmented nurturing plan to help guide interested buyers through the cycle until they are ready to buy. Using real-time activity monitoring and individualized follow up plans, we drive demand cycles and move buyers to make a purchase decision faster and cheaper than otherwise possible.

### **Public Relations Coordination**

Over a thirty-year period, we have utilized public relations as a marketing tool as much or more than most firms in the area. Although advertising is a critical element of almost any multifamily marketing strategy, the most credible aspect of communication to a target market comes from unpaid, third-party endorsements, tacit or overt.

### **Advertising Coordination**

We have pioneered some of the most creative advertising in our industry. From using color for the first time in a newspaper ad to almost re-inventing the scope and nature of display ad advertising, we have earned a reputation for unique, but effective approaches to one of the oldest methods of promoting one's wares.

### **Sales Center Construction & Fit-out**

We have overseen and coordinated the design and construction of some of the most innovative Sales Centers in the Boston area, including the national award-winning Sales Centers at The Grand in Brookline and, most recently, at The Waterworks at Chestnut Hill. The latter is now a paradigm for free-standing Sales Centers throughout New England.

### **Sales Center Staffing**

We have been hiring and training effective sales personnel for our Sales Centers for over three decades. By the time our people begin to interact with the public, they are well-versed in every important aspect of a multi-family development and, equally important, the host community in which they are working and the nature of the competition.



### **Reporting and Analysis**

One of our core competencies is in the area of reporting and analytics, Apprising our clients on a regular basis of more than just the amount of traffic to a website, or to a Sales Center, we analyze, track, cultivate and nurture that traffic through the sales cycle in a manner that optimizes conversions and saves costs for the developer.

### **Legal Coordination**

We have closed hundreds of condominiums and apartments over the course of our work in multi-family marketing. Our understanding of key conveyance documents such as a Reservation, a Purchase & Sale Agreement, and related Closing Documents, as well as managing the interpersonal elements of a transaction, allows us to effectively communicate with attorneys representing both developers and buyers.

### **Move-in Coordination**

We will work with tenants and buyers to facilitate their move to the subject development. Among other things, we will help coordinate these moves with the Owner's project manager and, if necessary, the Owner's contractor.

### **Punch List Coordination**

We will assist in the compilation, coordination and completion of punch list items between tenants/buyers and the Owner's representatives, including the Owner's contractor.

### **General Marketing Consulting**

Sometimes a fresh look at one's marketing program can yield new strategies or the refinement of existing marketing/sales strategies. We will work with an Owner on a consulting basis at any point in the development of a multi-family development to assist the Owner and, if already on board, the Owner's marketing/sales team. Any of the above-noted items which we do for every project in which we are engaged as the marketing/sales team should be considered the palette of services offered within the scope of our consulting program.



## Marketing Experience & Awards

### Marketing Experience

- 370 Washington Street, Brookline, MA
- 55 Garrison Condominiums, Brookline, MA
- 41 Carlton Condominiums, Brookline, MA
- 43 Carlton Condominiums, Brookline, MA
- 1079-81 Beacon Condominiums, Brookline, MA
- Three Harvard Office Condominiums, Brookline, MA
- Sears Burton House Condominiums, Brookline, MA
- Thompson House Condominiums, Brookline, MA
- 9 Linden Condominiums, Brookline, MA
- Waverly House on the Garden, Brookline, MA
- Emerson House, Brookline, MA
- [The Grand](#), Brookline, MA
- [Dreamwold](#), Scituate, MA
- [James Landing](#), Scituate, MA
- [The St. George Condominiums & Beach Club](#), Revere, MA
- Cottage Street Estate, Chestnut Hill, MA
- [The Trust](#), Chestnut Hill, MA
- The Paine Mansion, Chestnut Hill, MA
- The Jenny Estate, Brookline, MA
- Woodland Road Residence, Brookline, MA
- [Kendall Crescent Condominiums](#), Brookline, MA
- [Stoneleigh Condominiums](#), Dedham, MA
- [The Knickerbocker Condominiums](#), Brookline, MA
- [The Waterworks at Chestnut Hill](#), Chestnut Hill, MA
- The Shops at OCEAN'S GATE, Marshfield, MA
- [Charing Cross Condominiums](#), Brighton, MA\*

*\*Currently under development*

## Marketing Awards & Recognition

- Speaker: “Condo Development and Conversion – What’s on the Horizon?” NAIOP Forum, Boston, MA
- Grand Award, [The Waterworks at Chestnut Hill](#), Builder Magazine
- Prism Award for Best Sales Center, [The Waterworks at Chestnut Hill](#), Builder’s Association of Greater Boston
- Prism Award for Best Brochure, [The Waterworks at Chestnut Hill](#), Builder’s Association of Greater Boston
- Prism Award for Marketing Excellence, Builder’s Association of Greater Boston
- Moderator, The Inaugural Symposium of the Greater Boston Real Estate Board Mortgage Finance Division, “The Plot Thickens . . . Condominiums 1989 and Beyond”
- Featured Speaker, The Greater Boston Real Estate Board Mortgage Finance Committee, “The State of the Condominium Market”
- “One of America’s Most Valuable People,” USA Today
- “Entrepreneur of the Year,” Arthur Young and Venture Magazine
- Prism Marketing Award for Architectural Design, Builder’s Association of Greater Boston
- “Showcase Award” / The Grand, Community Associates Institute
- Keynote Address, The Condominium Showcase Professional Symposium, “The Marketing Matrix”
- Keynote Address, Sales and Marketing Council of the Greater Boston Real Estate Board, “Marketing to Win”
- “Man of the Year,” The Condominium Buyer’s Guide
- “Merchant Builder of the Year,” “National Association of Homebuilders
- Builder’s Spotlight Award for Excellence in Marketing, Builder Magazine
- Corporate Profile, America’s New Breed of Entrepreneurs by Jeffrey L. Seglin
- Target Award for Marketing Excellence, Professional Builder
- “85 Faces to Watch,” Boston Magazine
- MIRM National Marketing Award/ The Grand, National Association of Homebuilders



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