

# West End Branch Library Project: Applicant Presentations

*July 25, 2023*



City of Boston  
Mayor Michelle Wu



Housing

# Zoom Interpretation Services



**English:** For interpretation in [\_\_\_\_],

1. Go to the horizontal control bar at the bottom of your screen. Click on “Interpretation.”
2. Then click on the language that you would like to hear.
3. You are now accessing this meeting in [\_\_\_\_\_]

**Cantonese:** 若需粵語口譯服務：

1. 與屏幕下方之長方形控制欄中，煩請點擊“Intepretation.”
2. 煩請點擊您所需收聽的語言。
3. 您即可聽到粵語的會議口譯。

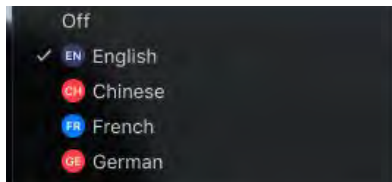
**Mandarin:** 若需普通话口译服务：

1. 在屏幕下方的长方形控制栏中，请点击“Intepretation.”
2. 请点击您所需收聽的語言。
3. 您即可收听普通话的会议口译。

1.



2.



3.



# Agenda

- Welcome!
- Intro & tonight's objectives
- How we got to this point
- Applicant presentations and Q&A
- Steps to a final recommendation
- Questions
- Thank you!



**A note to all  
applicants in  
attendance  
tonight.**



# How we arrived at this point – reviewing development proposals.

## SUMMER 2020 - FALL 2021

*Library programming study and community meetings*

10/22/2020  
Public meeting #1

1/26/2021  
Public meeting #2

5/11/2021  
Public meeting #3

October 2021



## JUNE 2022 - SPRING 2023

*Community meetings to discuss development goals; release Request for Proposals; receive proposals*

6/14/2022  
Public meeting #4

7/28/22  
Public meeting #5

10/26/22  
Public meeting #6

1/10/23  
Public meeting #7

April 2023



June 2023  
Submission deadline

July 2023  
Public meetings #8 & 9

# What were the community-defined objectives of the RFP?

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## Development Program and Uses:

- Library – The core and shell building must include approximately 17,500 to 19,000 usable square feet on either the ground floor or the first two floors of the development.
- Affordable housing – The residential program should maximize opportunities for affordable housing in the building without compromising on quality; provide a breadth of affordable housing across multiple income tiers; prioritize either family-sized (2-BR and 3-BR) units or senior housing units; include at least 20 Boston Housing Authority-subsidized units.

## Design, Massing, and Neighborhood Context

- Open space should be provided for the public as well as for building residents.
- The scale, density, height, materiality, and orientation should consider the context of Cambridge Street and surroundings, particularly the Otis House and Old West Church.
- Site planning should reflect the multimodal nature of Cambridge Street, the existing mature trees, and possible synergy between the new building and the neighboring Otis House.

## **A total of 8 responses were received on June 15th!**

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All of the proposals can be accessed at [bit.ly/westendproposals](https://bit.ly/westendproposals)

The public will have a chance to hear from each team, and pose questions and comments.

### **July 18, 2023 community meeting**

Beacon Communities and Caribbean  
Integration Community Development

Urban Edge Housing Corporation and  
Evergreen Redevelopment

Planning Office for Urban Affairs and CSI  
Support & Development

Pennrose

### **July 25, 2023 community meeting**

Preservation of Affordable Housing and Caste  
Capital

The Community Builders and JGE  
Development

Trinity Financial and Norfolk Design &  
Construction

The Michaels Organization

# **Applicant Presentations**





## A few ground rules for tonight's applicant presentations...

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- Other applicant teams cannot speak during the presentation or Q&A of the other teams.
- Applicant teams cannot add to or modify their submitted proposal (even in response to a question or comment).
- We have asked applicant teams not to show any designs or renderings of programmed library space – the City of Boston will determine these designs through a separate process.
- We are going to be strict on time limits, to stay fair and consistent. Each team has 10 minutes to present and 10 minutes for Q&A.
- When you are sharing a question or comment, please be brief in consideration of others who wish to speak. Additional comments and questions can be submitted after this meeting.

# **PRESENTATION #1:**

## **Preservation of Affordable Housing and Caste Capital**





Preservation of  
Affordable Housing

+

**CASTE CAPITAL**

**Proposal for West End Library &  
Housing at 151 Cambridge Street**



## Our Team

We propose a 100% affordable community consisting of 119 units of housing for family, seniors, and individuals earning from less than 30% of AMI up to 80% of AMI

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### Developer Team



CASTE CAPITAL

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### Design Team

**MASS.**

tat

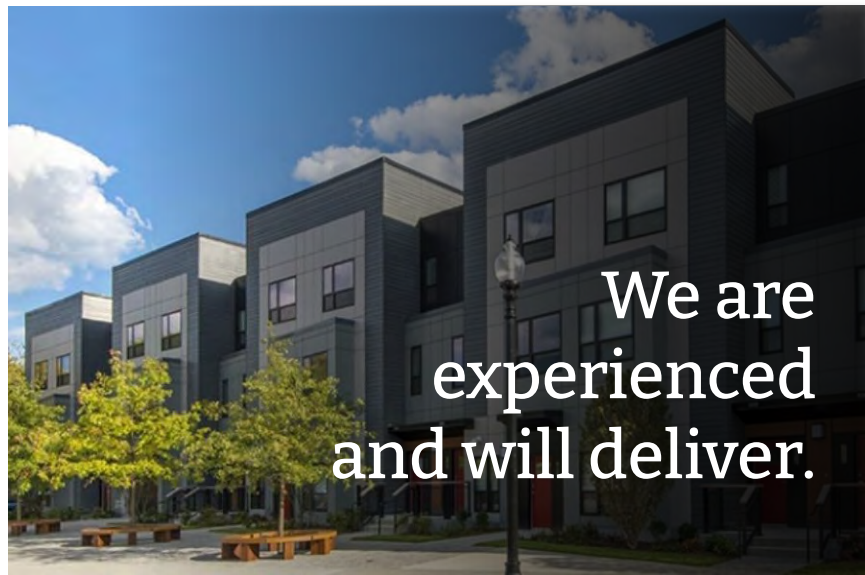
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### General Contractor Team



We are mission-driven.





We are  
experienced  
and will deliver.

## Diverse Participation

People of color & women will be involved through ownership, investment, jobs, business contracts, and in leadership positions in every aspect of this project.



**Rodger Brown**  
POAH



**Patrick Kimble**  
Caste Capital



**Jonathan Evans**  
MASS Design Group



**Julianna Stuart-Lomax**  
POAH



**Meena Jacob**  
POAH



**Felicia Dawson**  
POAH



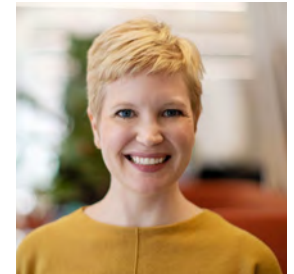
**Maxine Patwardhan**  
POAH



**Michael Liu**  
TAT



**Lisa Giersbach**  
G2 Collaborative



**Megan Altendorf**  
MASS Design Group

We are neighbors in  
the West End community.



POAH's Blackstone Apartments is located around the corner from the project site.

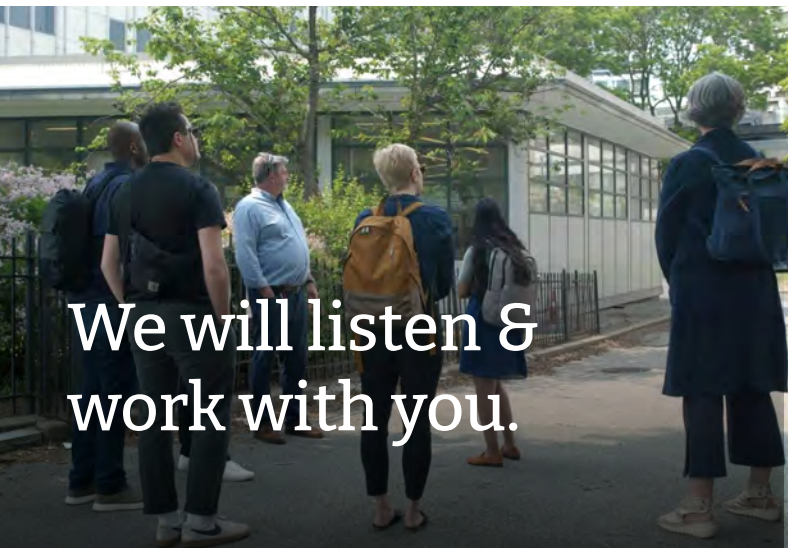




Team members touring the Otis House Museum.



Team members touring the neighborhood with the West End Museum.



We will listen & work with you.



Team members interviewing long-time West End resident, Joe McDonald.

Rooted in Context + Community

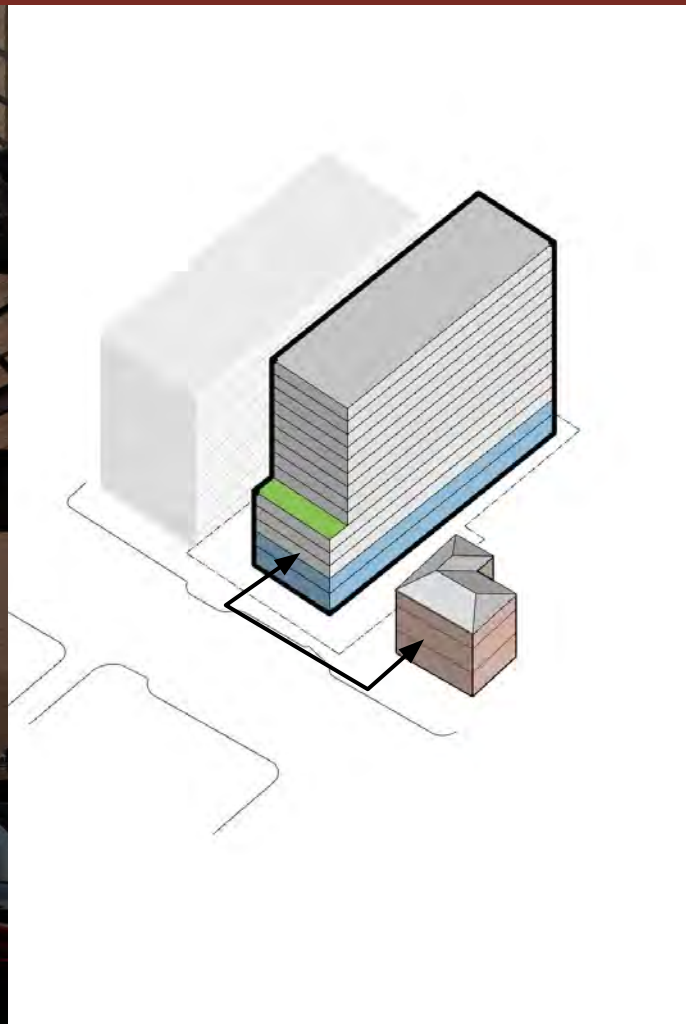
Our design will be faithful to the character of the neighborhood and respond to its layered physical histories.

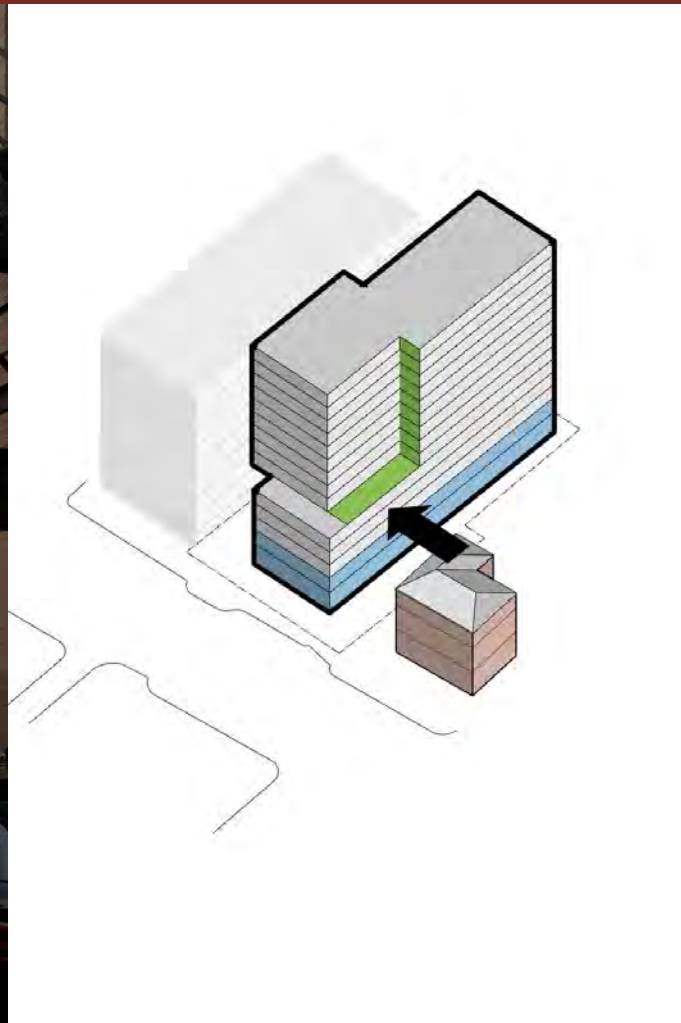


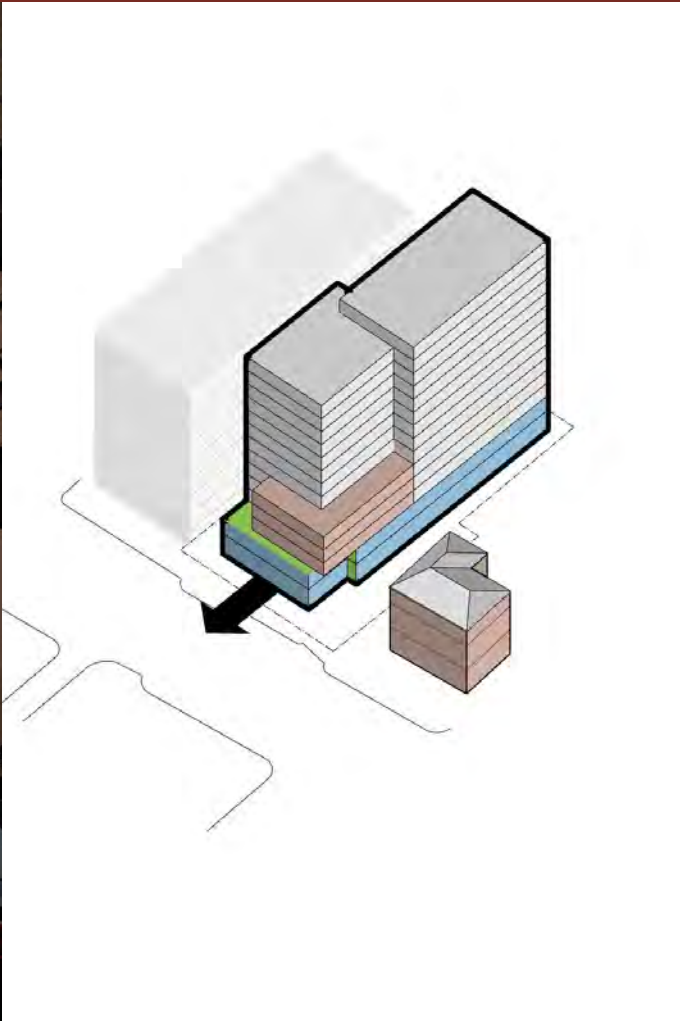
We envision a **welcoming library** to anchor the civic realm alongside a **sustainable, diverse, intergenerational affordable housing community.**

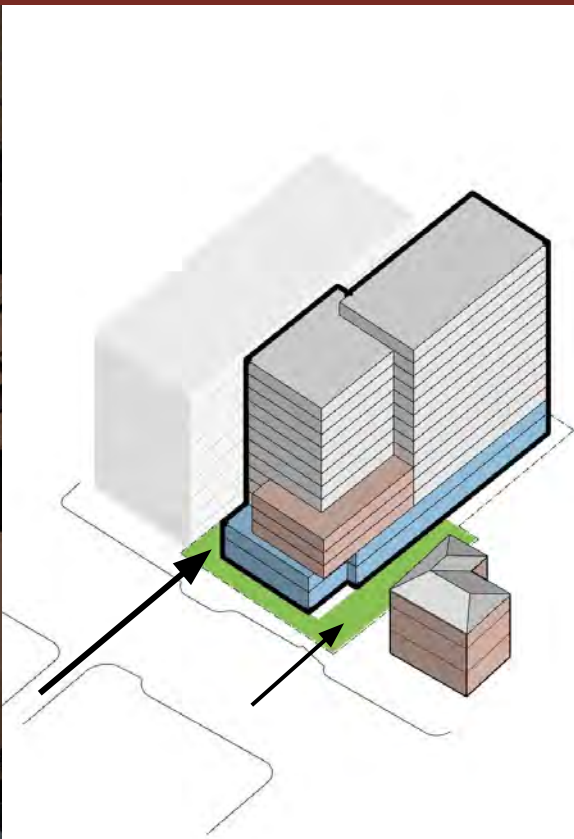
- 119 units of affordable housing
- A welcoming, beautiful, spacious library
- A model of sustainability
- Deeply connected to community









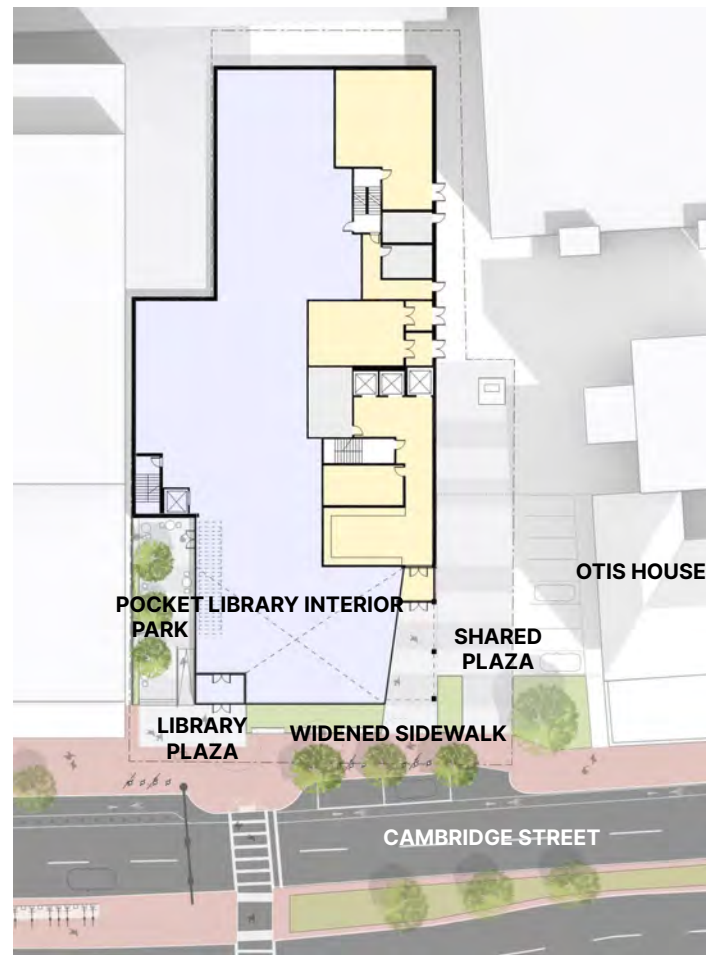
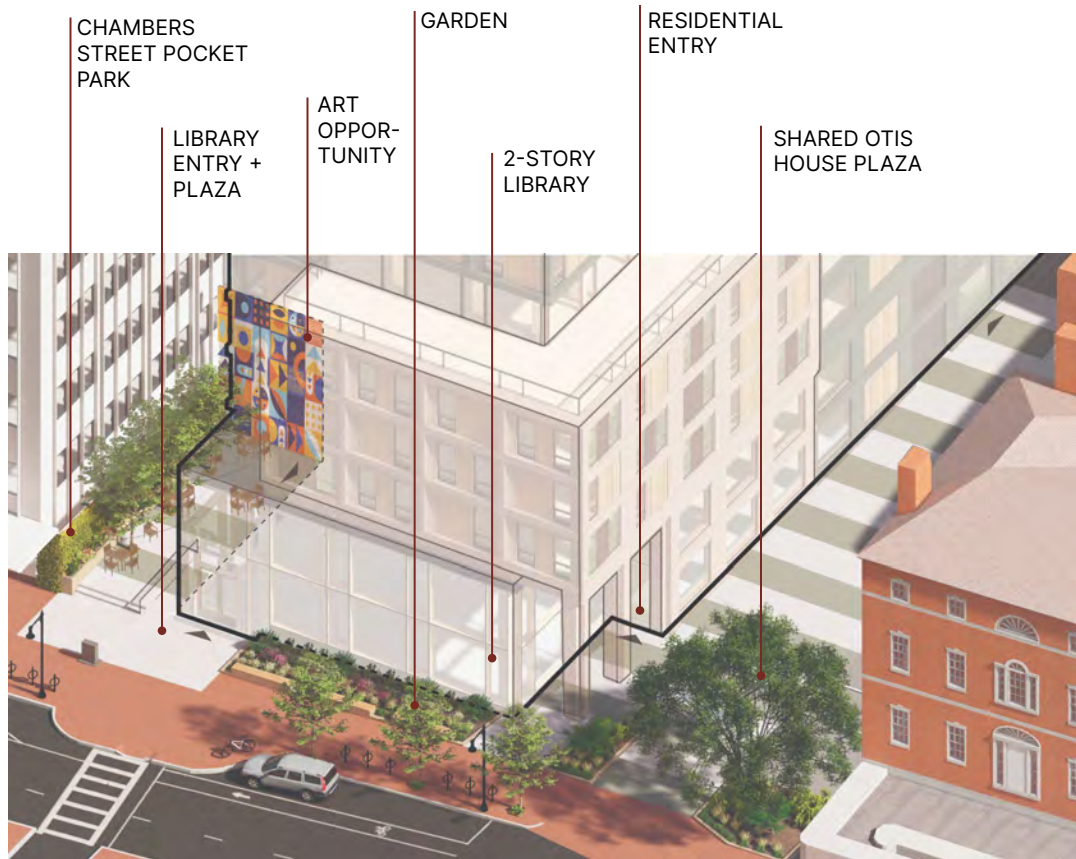


The Library and its public realm will be a civic anchor for the West End.





### Enhancing the Public Realm





▲ Members of Caste, POAH, and MASS tour the Otis House as part of our pre-design research.

### Connection to the Otis House

Our vision is to create a place that can unite the Otis House and West End Library while fostering the idea of a shared educational experience.



## Sustainability

In addition to meeting MOH's Zero Emission Building requirements, we are committed to the following sustainability measures:

- 12 stories of mass timber framing (CLT)
- LEED for Homes
- Passive House standards
- HERS index
- All-electric heating and cooling systems and appliances
- High-efficiency appliances, fixtures, and lighting
- Exploring solar on the roof



BENEFITS OF MASS TIMBER...



**RENEWABLE RESOURCE**

Mass timber has a low carbon footprint and fewer embodied carbons, requiring less water and energy to produce than concrete or steel. It locks carbon in the atmosphere, benefiting everyone in the building and community for years to come.



**REDUCED BUILD TIME**

Materials arrive on-site pre-fabricated and ready to assemble, drastically reducing construction time and waste.



**SOUND REDUCTION**

Mass timber is known to dissipate impact sounds, meaning quieter and more peaceful homes.



**STRUCTURAL STRENGTH**

Cross-lamination provides excellent dimensional stability & strength performance at a very unique weight to strength ratio compared to common structural methods.



**CONNECTION TO NATURE**

Research shows that exposed wood indoors provides occupants with physical and psychological benefits. Mass timber is one way to bring the outdoors into interior spaces and connect residents to nature.



**FIRE RESISTANT**

Mass timber chars and does not burn like conventional wood, meeting or exceeding burn codes in the event of a fire.

**MASS TIMBER**

This carbon storing material meaningfully contributes to climate change action and is beautiful, providing dignity to the users.

**ACCESS TO GREEN SPACE**

Two generous outdoor terrace spaces allow residents to gather for outdoor recreational activities.

**LANDSCAPE VEGETATION**

Six new trees will be planted on site, which will act as solar shading, reducing the localized temperature.

**PERMEABLE PAVING**

Porous pavement slows and improves water quality by filtering pollutants before rainwater enters main waterways.



**INTEGRATED ROOFTOP SOLAR PANELS**

Solar power represents a clean, green source of energy and offers a great way to offset energy costs.

**CONTINUOUS INSULATION**

A thermally isolated facade eliminates the risk of thermal bridging, increasing the overall performance of the wall assembly.

**AIRTIGHT CONSTRUCTION**

An uninterrupted air barrier minimizes unwanted heat loss and lowers risk of moisture infiltration, increasing envelope durability and lifespan.

**EFFICIENT BUILDING SYSTEMS**

Minimizing space conditioning systems and utilizing a balanced heat- and moisture-recovery ventilation system will enhance the indoor air quality and comfort.

**HIGH PERFORMANCE OPERABLE WINDOWS**

Triple-paneled glazing, low-e coatings, and low thermal transmittance frames improve thermal comfort and reduces energy consumption, while tolerability provides fresh air, improving health and wellness.

**SHADING DEVICES**

Appropriate shading strategies help to minimize overheating during cooling seasons and reduce heat gain during heating seasons.

**SAVAGED MATERIALS**

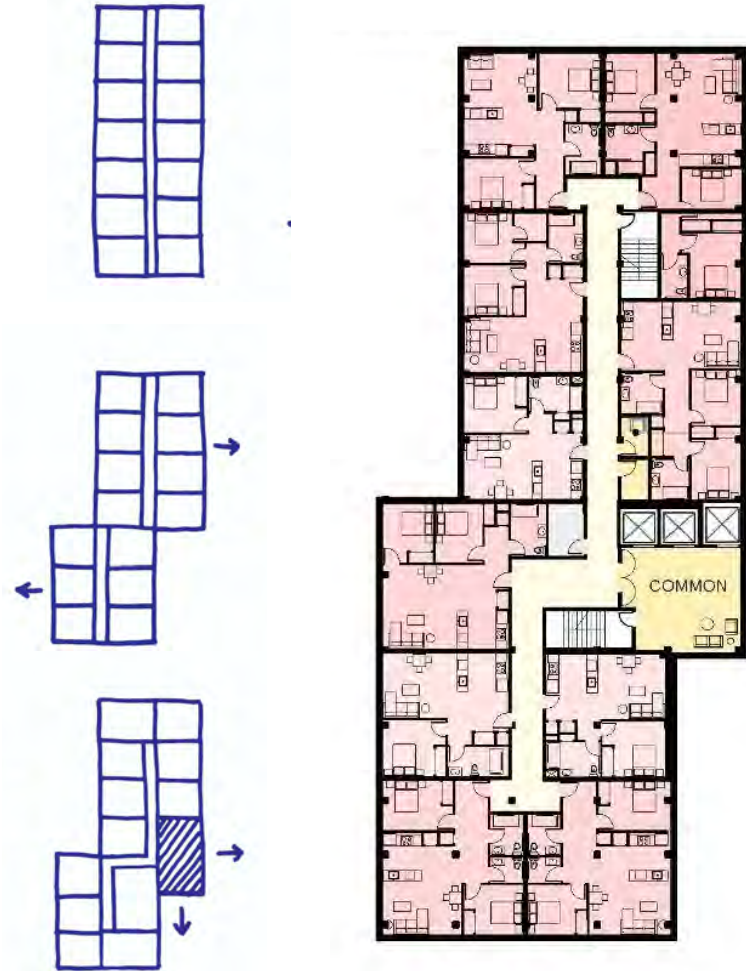
The existing building on site contain a wealth of materials. Opportunities to incorporate these into the proposed design shall be assessed to reduce cost and carbon, and strengthen the historic relationships with the site.

## Affordability + Resident Experience

Our residential program seeks to create a **sustainable, diverse, intergenerational** housing community for the West End.

Most importantly, it will be **100% affordable** to households with a **range of incomes**.

	30% AMI	60% AMI	80% AMI	Total
Studio	0	0	12	12
1-Bedroom	28	1	0	29
2-Bedroom	12	10	48	70
3-Bedroom	0	8	0	8
<b>Totals</b>	<b>40</b>	<b>19</b>	<b>60</b>	<b>119</b>

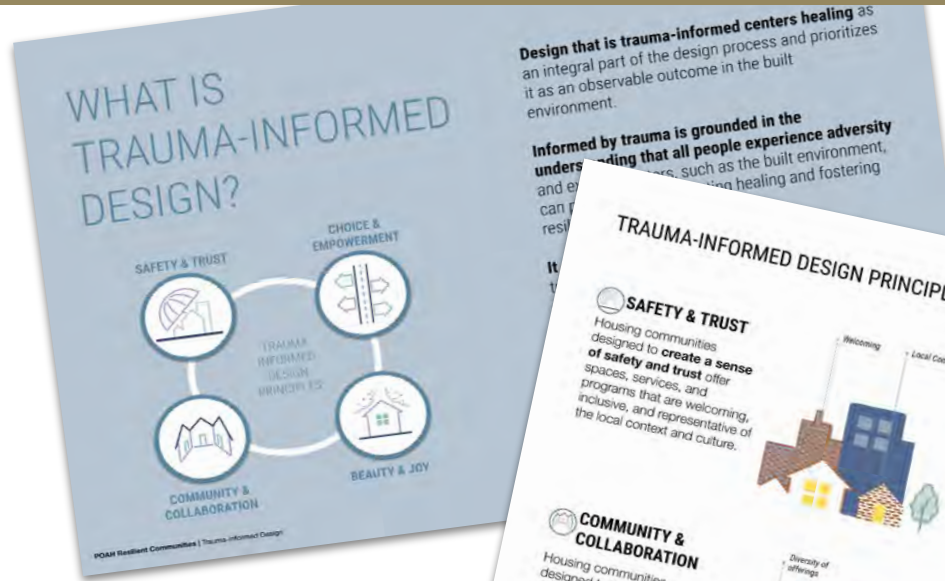




## Residents at the Center

POAH and MASS wrote the guide on trauma-informed design.

Trauma-informed design principles are embedded in every aspect of our proposal.



### SPATIAL PROGRAM TYPES AT POAH COMMUNITIES | OUTDOOR SPACES

**Outdoor spaces at POAH Communities should have safe, inclusive 'destination spots' to enhance the experience of every resident.**

Outdoor spaces play an important role in residents' daily lives by providing comfortable seating areas, play areas, walking paths, etc. Offering a variety of outdoor spaces, as appropriate, can encourage spaces to be truly intergenerational, support resident health and wellness, and build community.



#### TRAUMA-INFORMED DESIGN OPPORTUNITIES FOR OUTDOOR SPACES

- 1 Provide access to nature
- 2 Offer opportunities for social interaction



### Residents at the Center



Level 6 Plan

Level 14 Plan

LEVEL 14  
RESIDENT  
ROOF DECK

TYPICAL  
LOUNGE AT  
EACH LEVEL

LEVEL 6  
RESIDENT  
ROOF DECK



Residents at the Center

POAH is already here, working with residents and community partners to ensure residents have access to the support they need to be stable, healthy, and thriving.



MASSACHUSETTS  
GENERAL HOSPITAL



BOSTON SENIOR  
HOME CARE

Your home. Your choice. Your care.

The Greater Boston  
**FOOD  
BANK**   
Feeding Eastern Massachusetts

Thank You!



## Appendix



March 21, 9am



June 21, 9am



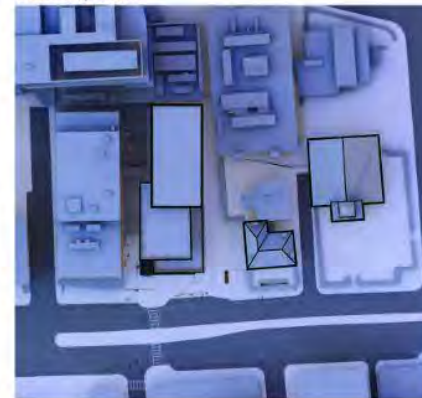
Dec 21, 9am



March 21, 4:30pm



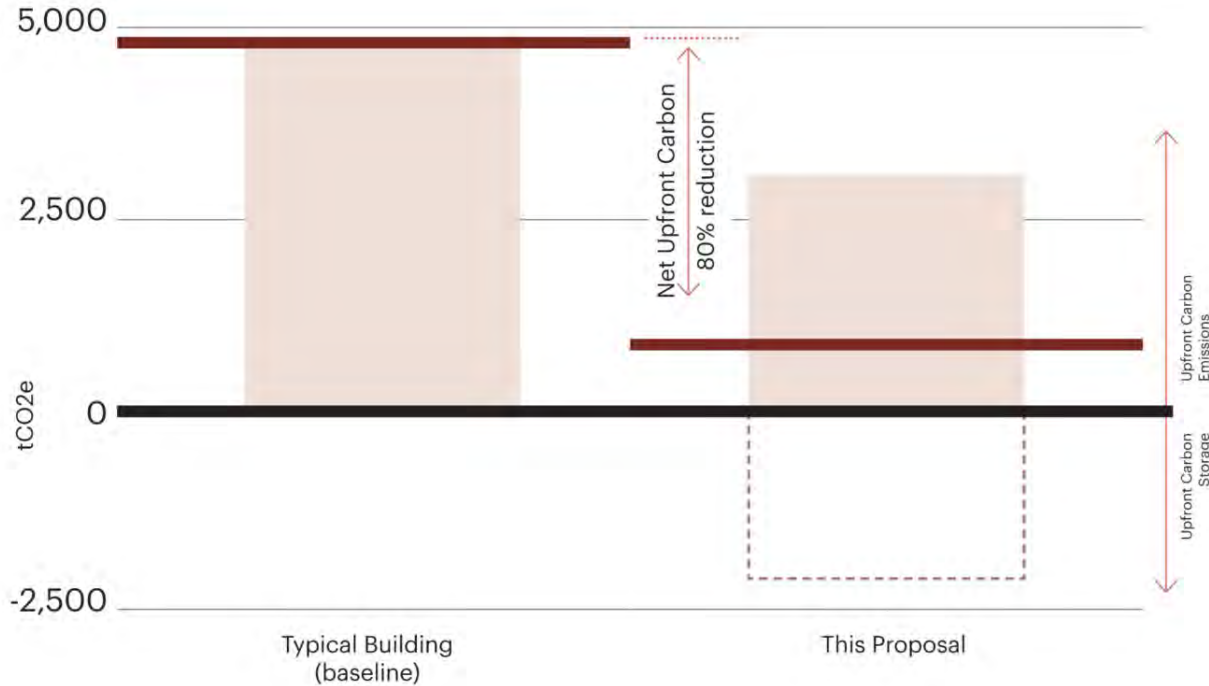
June 21, 4:30pm



Dec 21, 4:30pm

 = NEW SHADOW

## Sustainability



With 12 stories of CLT, 151 Cambridge Street would be the **first 100% affordable mass timber high-rise in Boston.**

The proposed design will **reduce net upfront embodied carbon by over 80%**, which is equivalent to driving around the circumference of the earth 420x.

Ground Level Plan



Basement Level Plan



Second Level Plan



- Library
- Residential / Common
- Back of House
- Terrace
- Proposed Bike Parking
- Trees to be Removed during Construction

NOTE: Design of the library is explicitly not considered in this proposal. Provisions are shown diagrammatically to provide code compliant egress from the three levels of the space.



Third Level Plan



Fourth Level Plan  
(Fifth similar)



Sixth Level Plan



- Residential Unit: Studio (450 SF)
- Residential Unit: 1-Bed (600-610 SF)
- Residential Unit: 2-Bed (750-880 SF)
- Residential Unit: 3-Bed (1070-1090 SF)
- Residential / Common
- Back of House
- Terrace





**Typical Upper Level Plan**  
 (odd level plan shown, even levels similar)



**Fourteenth Level Plan**



- Residential Unit: Studio (450 SF)
- Residential Unit: 1-Bed (600-610 SF)
- Residential Unit: 2-Bed (750-880 SF)
- Residential Unit: 3-Bed (1070-1090 SF)
- Residential / Common
- Back of House
- Terrace





**Q&A (10 minutes)**



# **PRESENTATION #2:**

## **The Community Builders and JGE Development**





WEST 2  
LIBRARY

CHAMBERS COURT

151

THE COMMUNITY BUILDERS

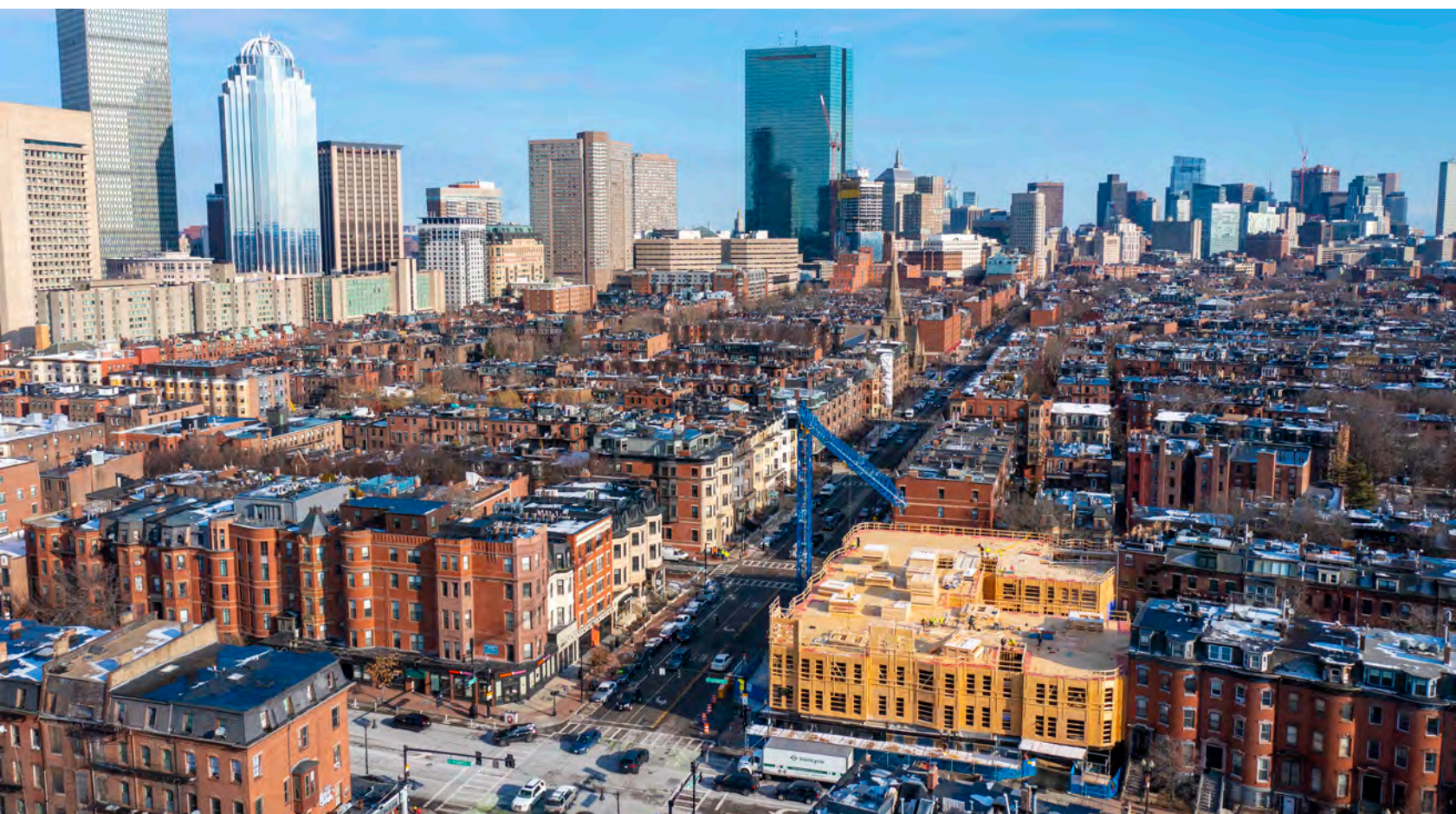
JGE



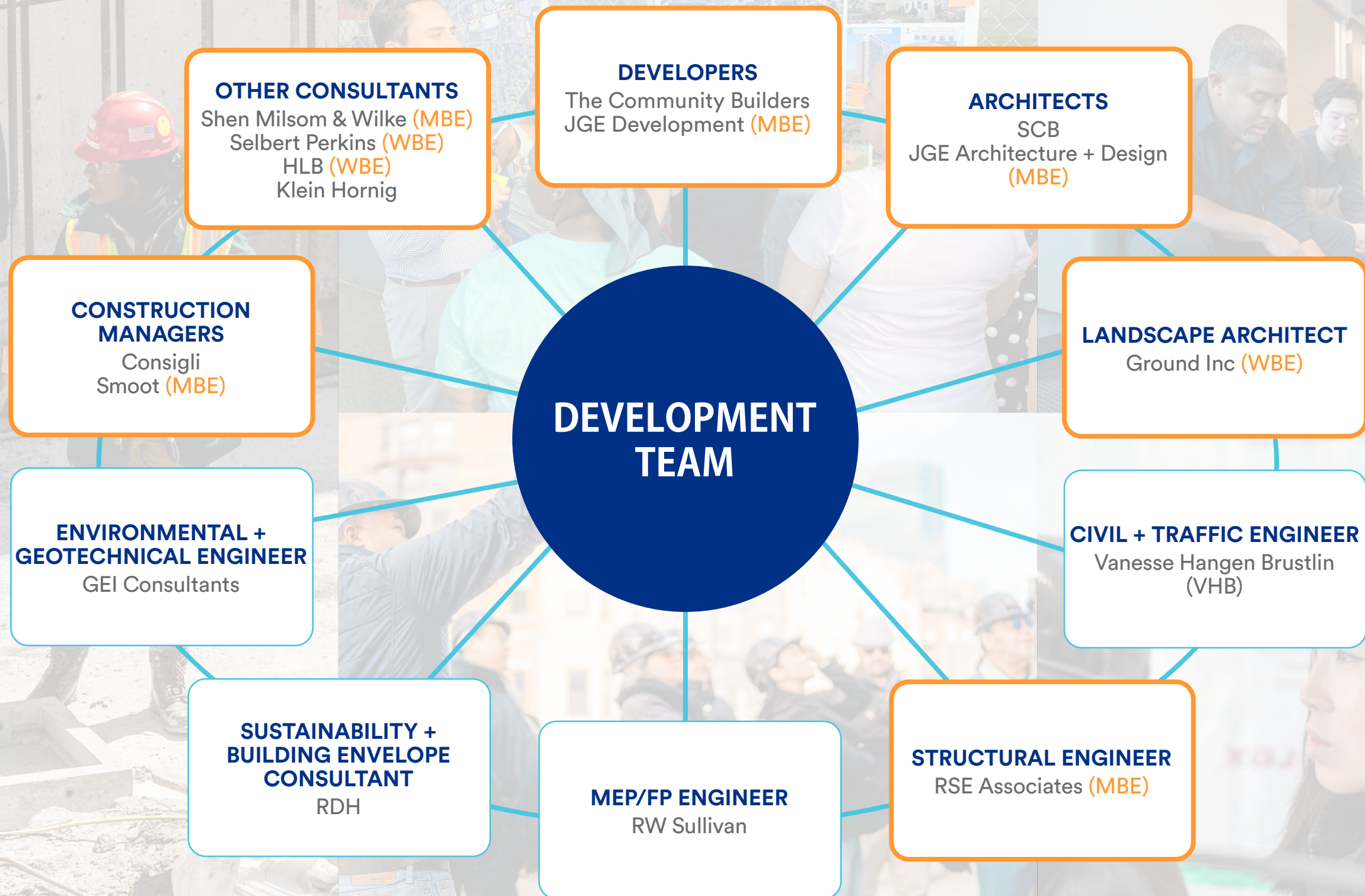
# THE COMMUNITY BUILDERS



- Boston-based development & design team
- JGE Development is 100% minority-owned
- TCB's board and staff are over 50% people of color
- Built & managed over 14,000 units
- Extensive regulatory permitting & Boston Article 80 experience
- Strong relationships with local funders, public officials & communities
- Pioneers in integrating housing & resident support services  
- Community Life model
- Faircloth to RAD experience

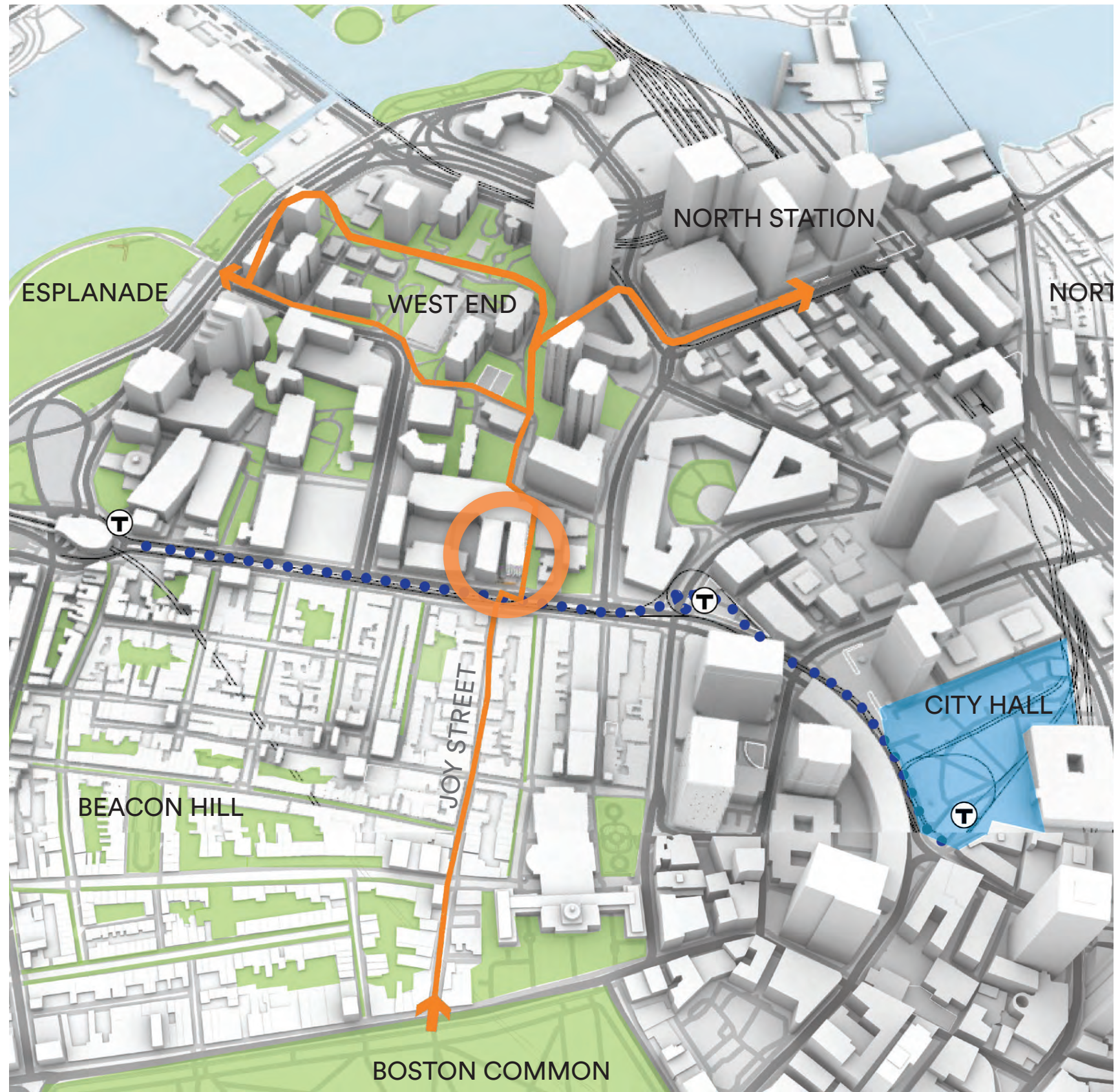
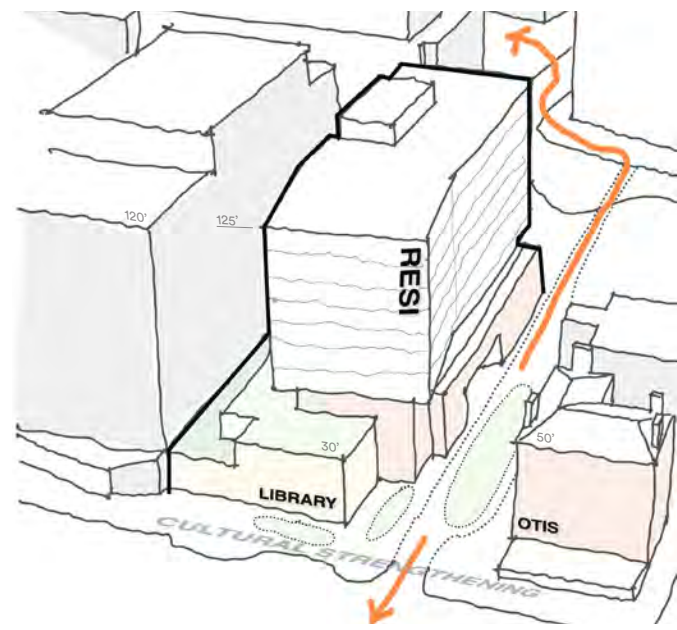


# Our vision is built around an experienced team of diverse professionals **OVER 50% OF THE TEAM IS COMPRISED OF M/WBE FIRMS**



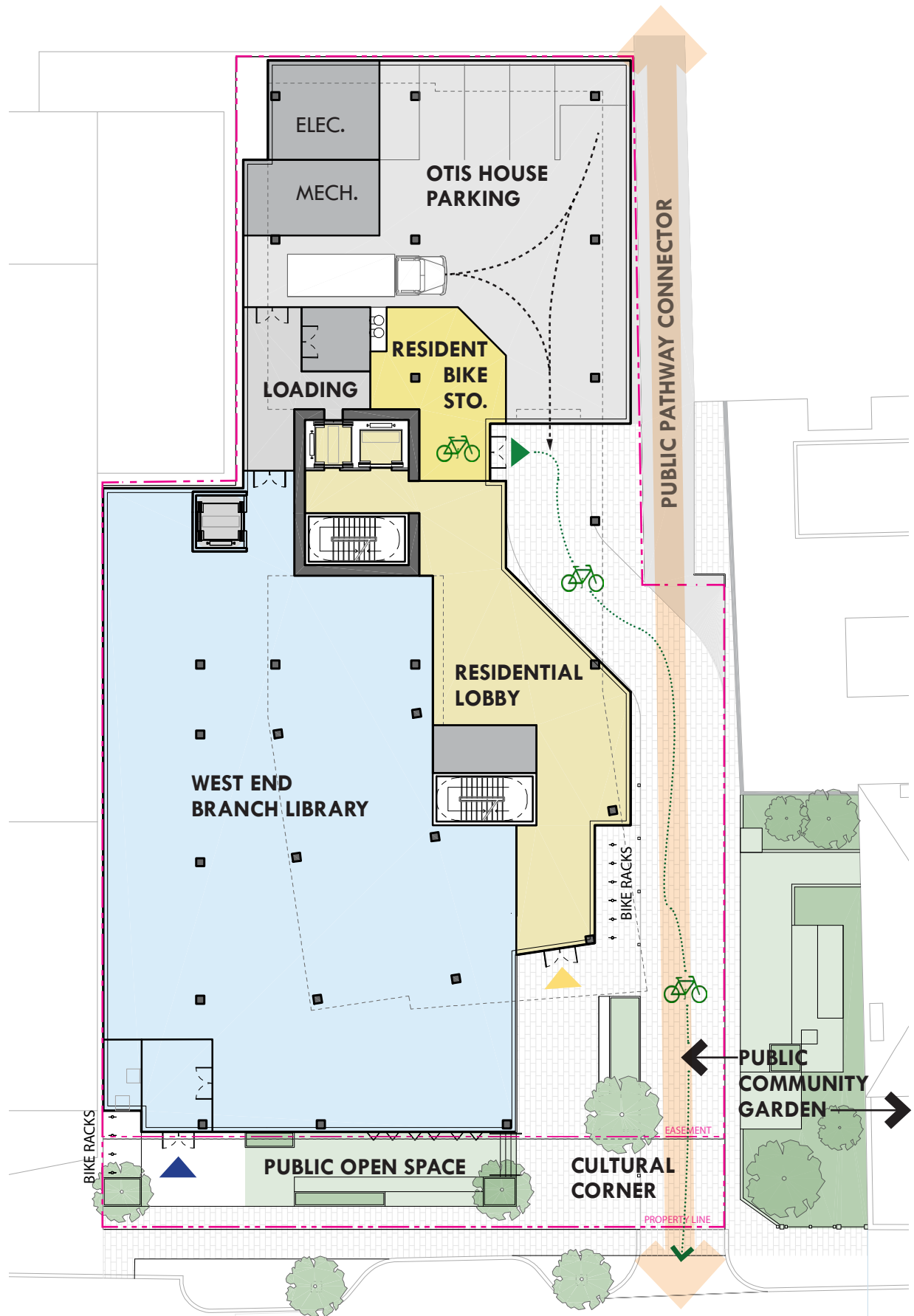


Historic Map: Chambers Street



## PUBLIC PATH CONNECTION - LINKING THE NEIGHBORHOODS





**GROUND FLOOR / SITE PLAN**

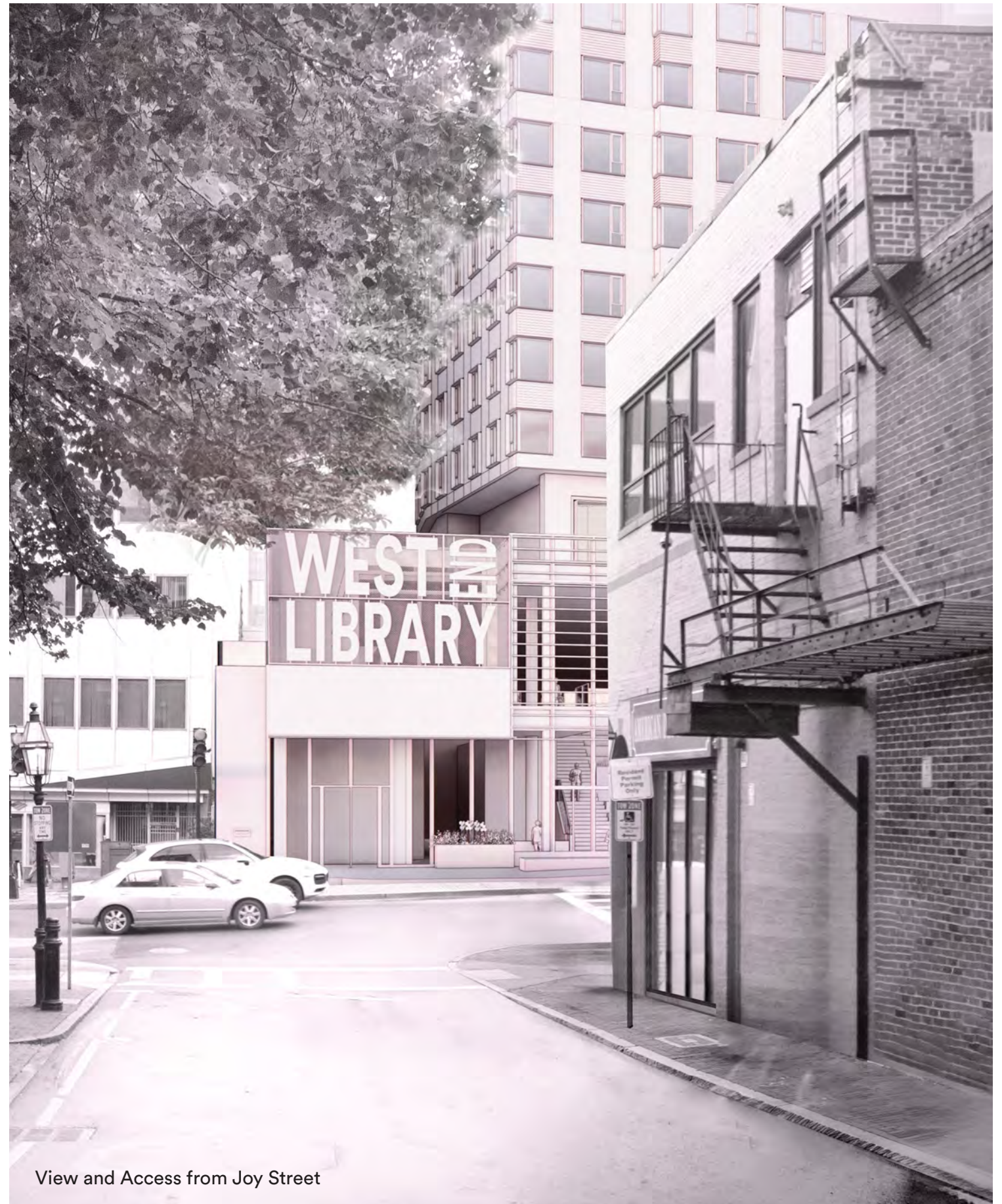




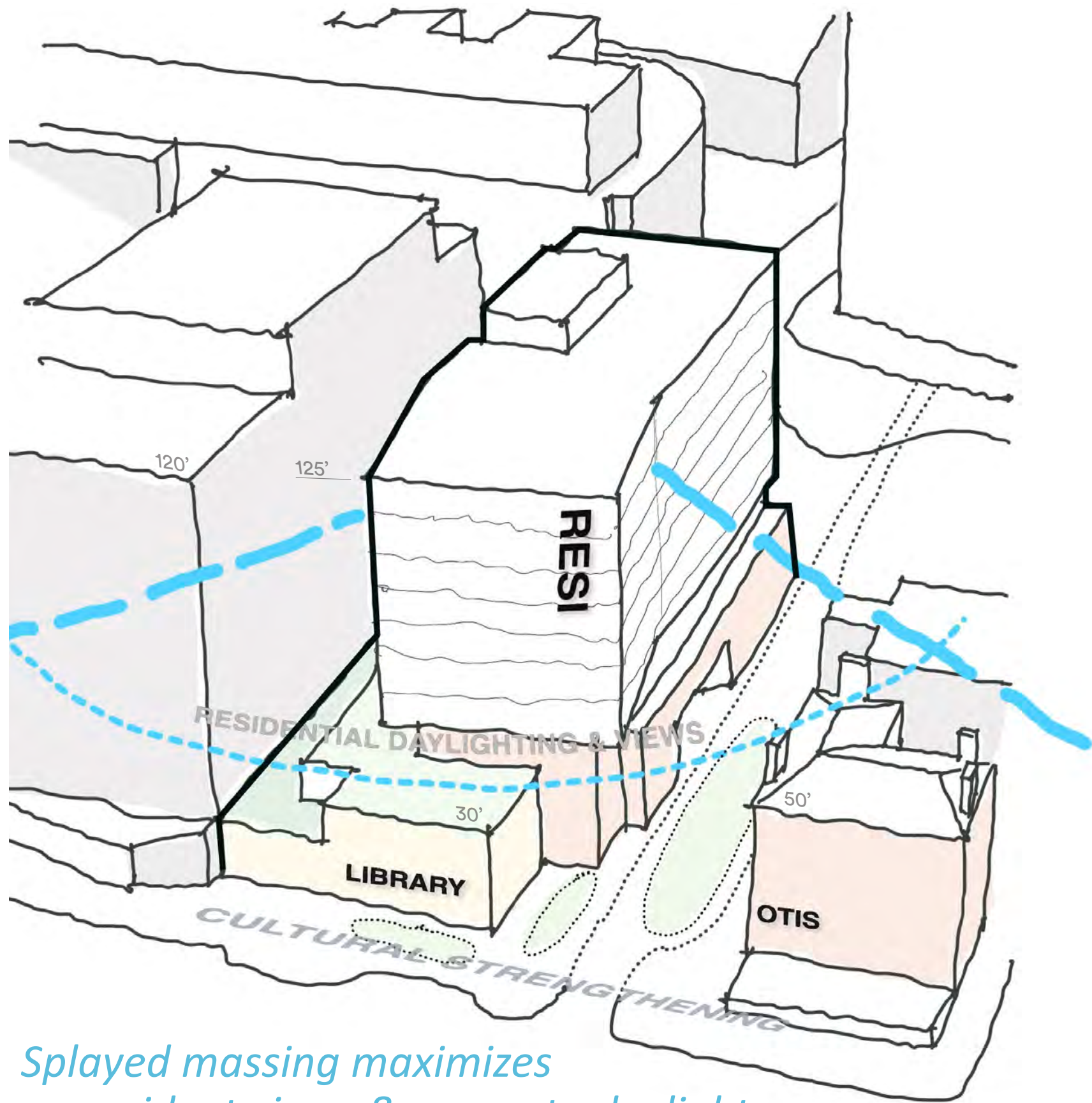
View on Cambridge - looking West



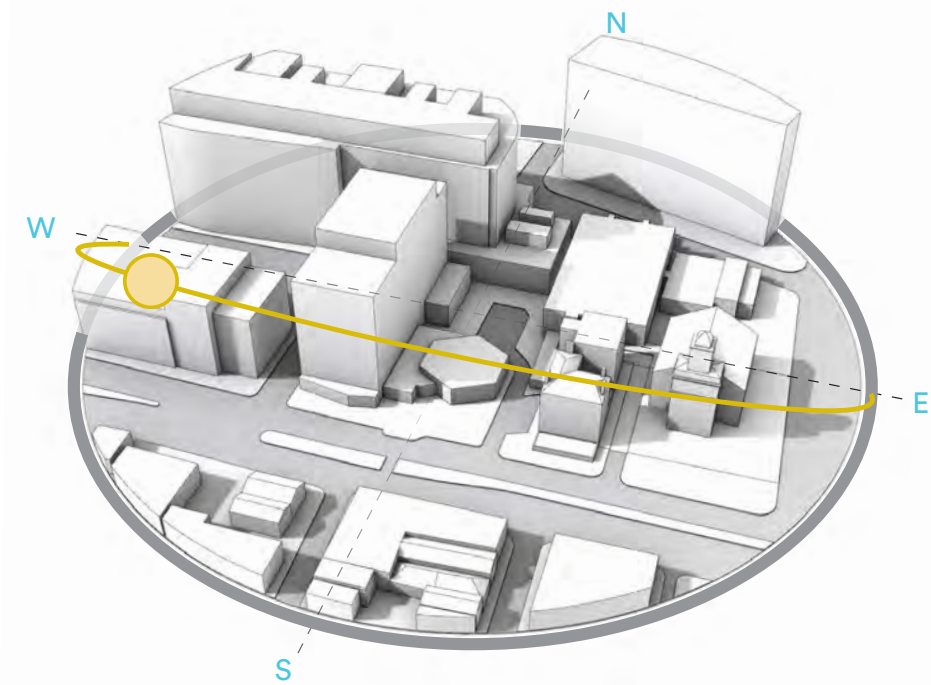
View along Cambridge - looking East



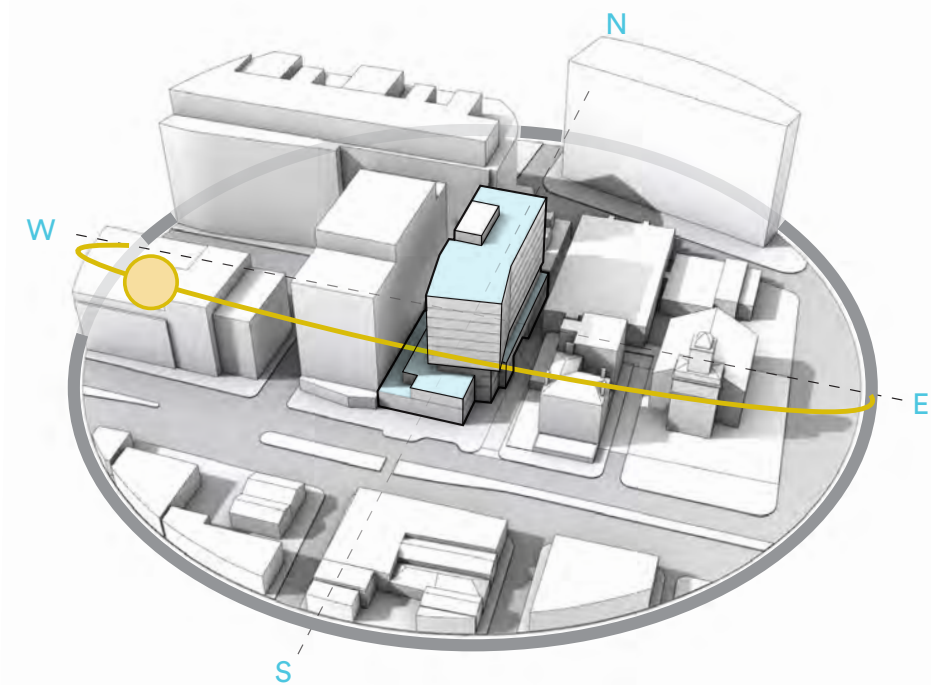
View and Access from Joy Street



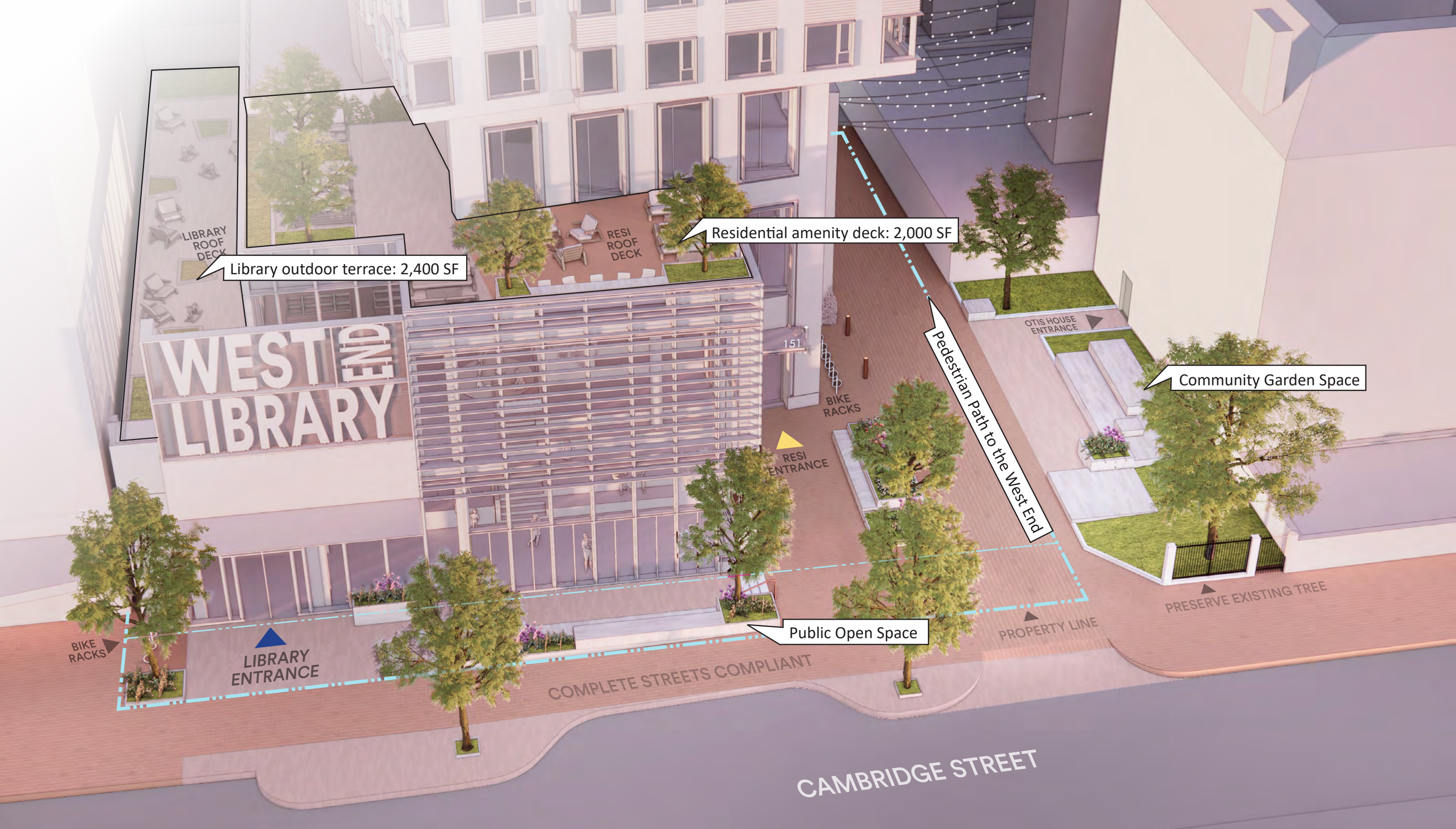
*Splayed massing maximizes resident views & access to daylight*



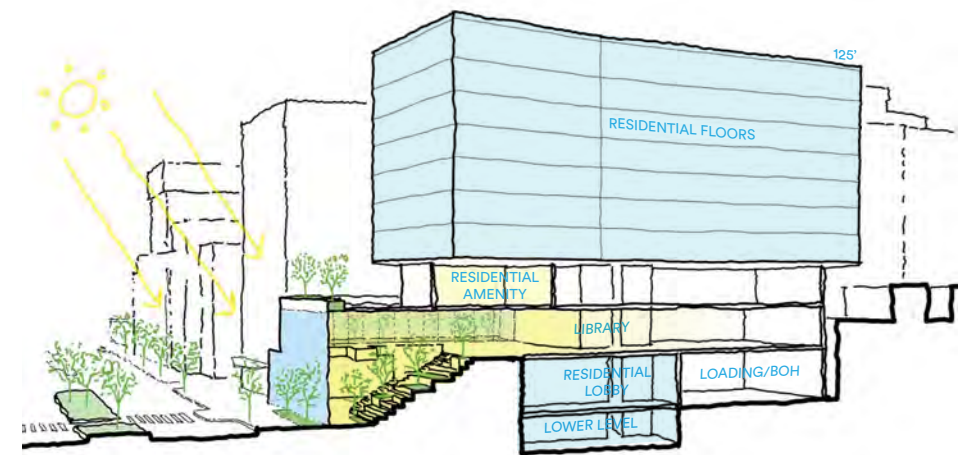
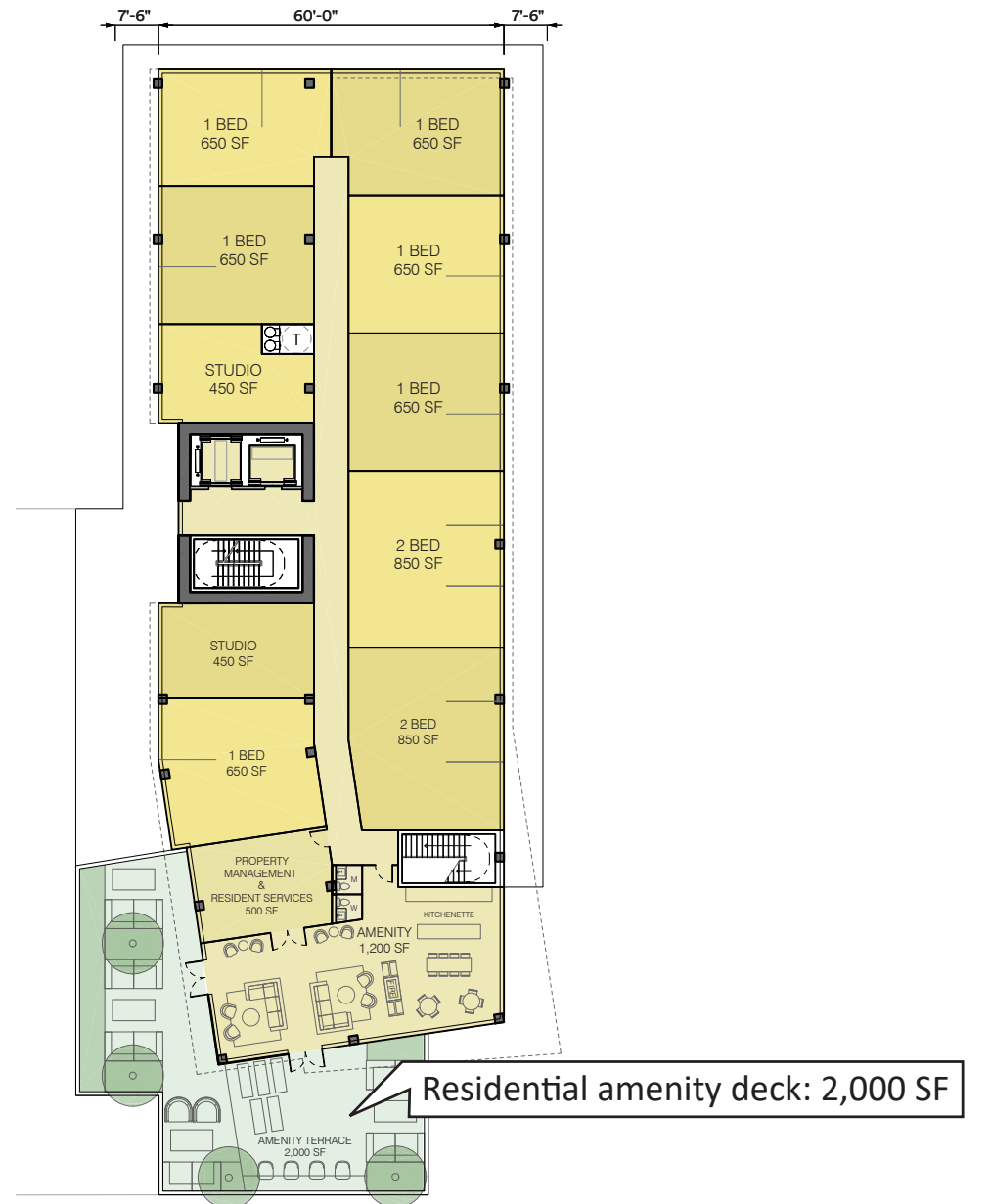
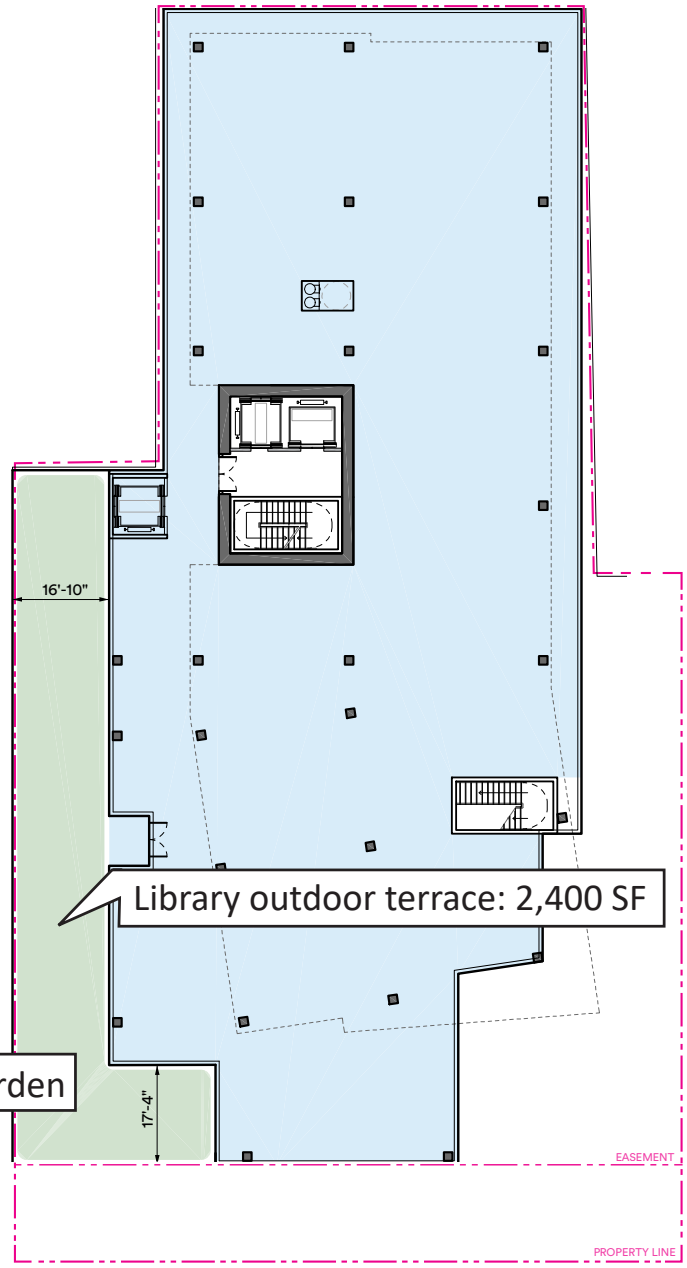
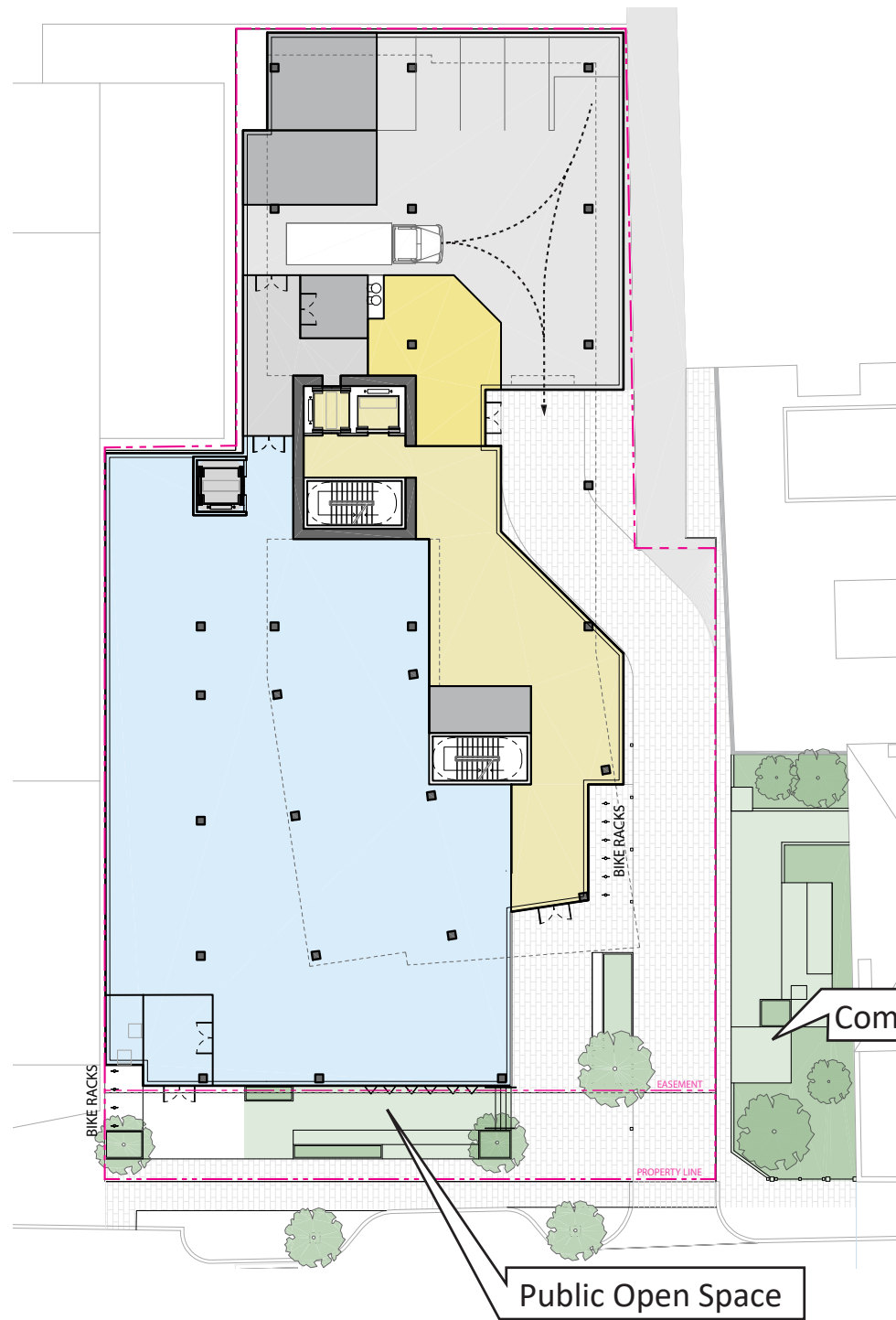
April 21st 3pm - existing



April 21st 3pm - proposed  
No new shadows cast on Otis House or Old West Church

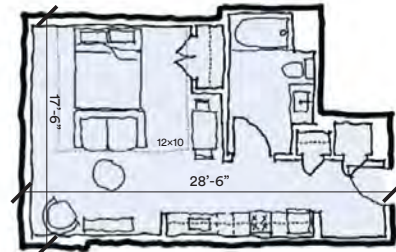
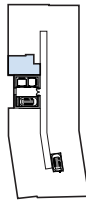
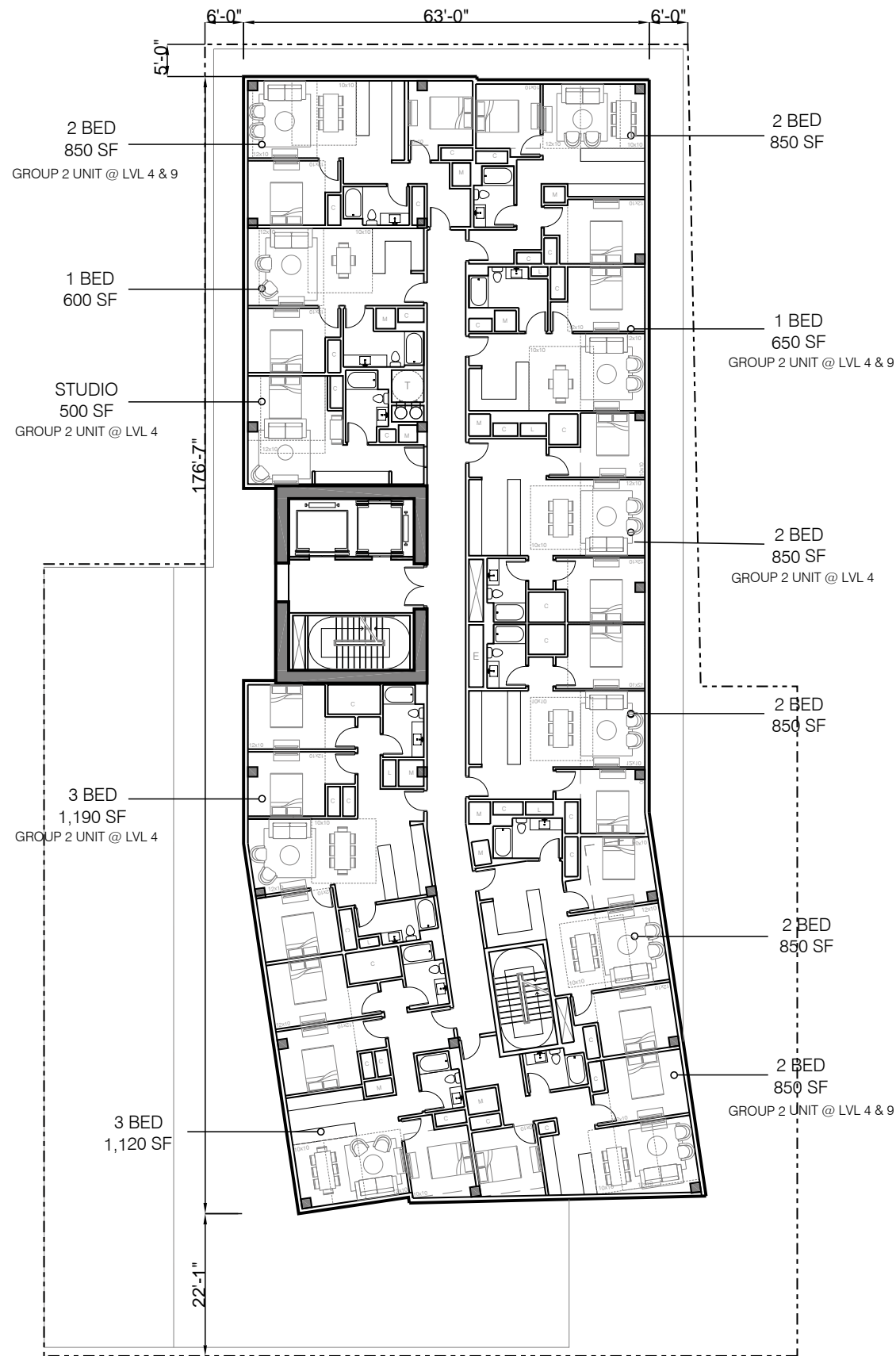


## TREE PRESERVATION, NEW PLANTINGS & PUBLIC OPEN SPACE

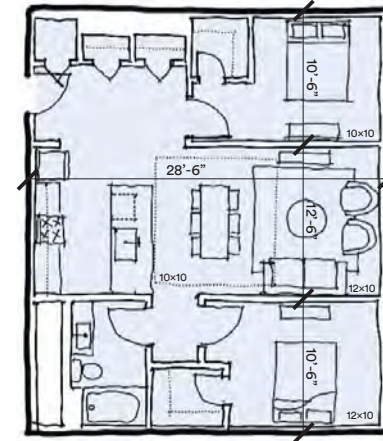
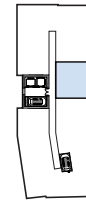


*Terrace-like quality of public and resident green spaces along the southern edge of the site*

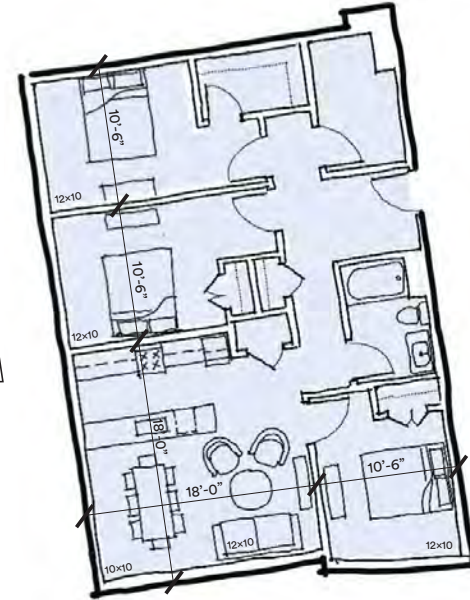
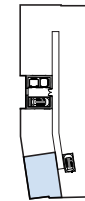
**TREE PRESERVATION, NEW PLANTINGS & PUBLIC OPEN SPACE**



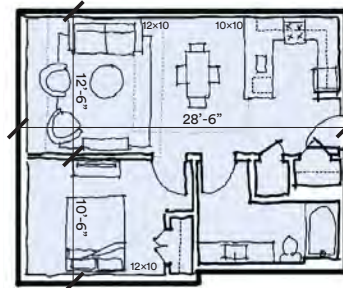
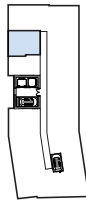
Studio



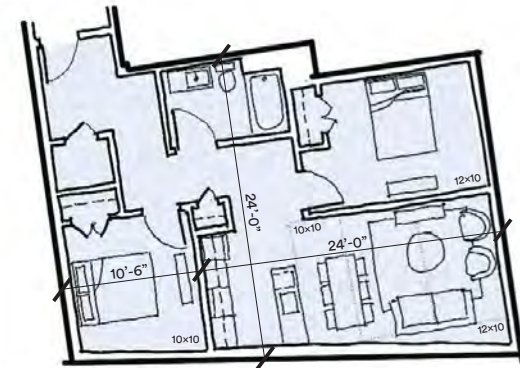
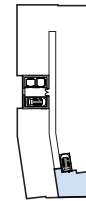
2- Bedroom



3- Bedroom



1- Bedroom



2- Bedroom

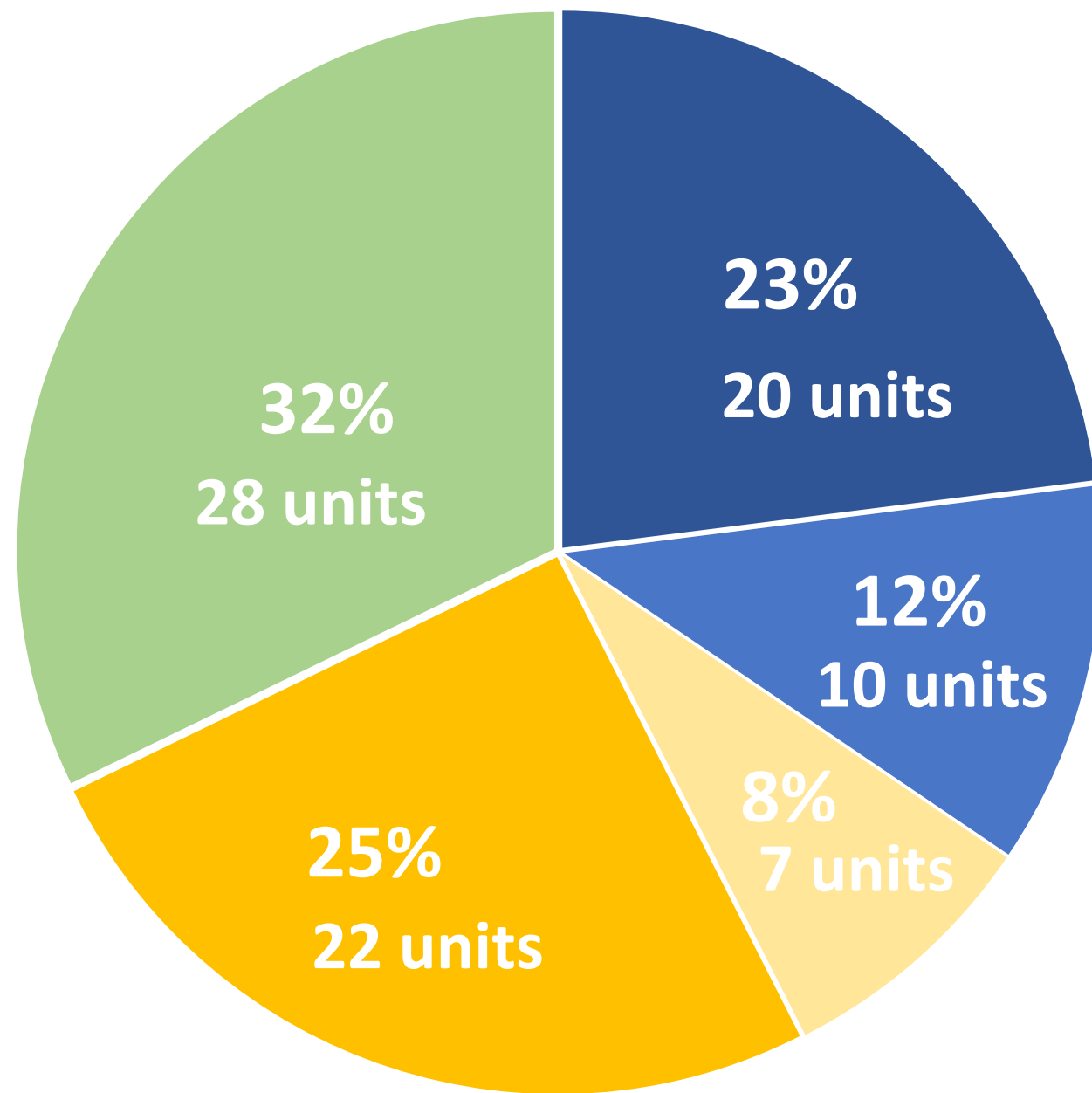
**MOH Standards:**

- Bedrooms
  - 12x10 Primary Bedroom
  - 10x10 Secondary Bedroom
  - 2x4 (min) closet
- Living Areas
  - 12x10 area
  - 12' dim along exterior wall
- Dining Areas
  - 10x10 area
- Kitchens
  - Dishwasher in 3 BR units
  - 30" range in 1-3BR units
  - 18"-24" linear counter space on both sides of range and sink
- Bathrooms
  - 1 full bath in 0,1, or 2 BR units
  - 1 full bath + 1/2 bath in 3BR units
- Laundry
  - Laundry facility and service provided within building



Bedroom Size	Avg Unit Sq Ft	30% AMI (Faircloth-to-RAD)	30% AMI (EOHLC Section 8)	50% AMI	60% AMI	80% AMI	Total	% by Bedroom Size
Studio	450	-	-	1	3	5	9	10.3%
1 BR	650	20	-	-	-	-	20	23.0%
2 BR	850	-	7	4	15	18	44	50.6%
3 BR	1,150	-	3	2	4	5	14	16.1%
<b>Total</b>		<b>20</b>	<b>10</b>	<b>7</b>	<b>22</b>	<b>28</b>	<b>87</b>	<b>100%</b>
% by AMI		23.0%	11.5%	8.0%	25.3%	32.2%	100%	





- Deeply affordable at 30% AMI (Faircloth-to-RAD)
- Deeply affordable at 30% AMI (Section 8)
- Affordable at 50% AMI
- Affordable at 60% AMI
- Affordable at 80% AMI

**87 Total Units**



SOURCES	
Permanent Loan	\$10,490,000
Fed LIHTC Equity	\$35,530,574
State Credit Loan	\$12,000,000
EOHLC Funds	\$7,822,139
MOH Funds	\$8,000,000
Library Contribution	\$9,139,943
GP Contribution	\$100
Deferred Developer Fee	\$2,833,719
<b>TOTAL SOURCES</b>	<b>\$85,816,475</b>

USES	TOTAL	RESIDENTIAL	LIBRARY
Acquisition	\$0	\$0	\$0
Direct Construction	\$59,775,600	\$52,725,900	\$7,049,700
Construction Contingency	\$2,988,780	\$2,636,295	\$352,485
Soft Costs and Financing Costs	\$13,959,997	\$13,150,094	\$809,903
Capitalized Reserve	\$1,224,660	\$1,224,660	\$0
Developer Overhead/Fee	\$7,867,438	\$6,939,583	\$927,855
<b>TOTAL USES</b>	<b>\$85,816,475</b>	<b>\$76,676,532</b>	<b>\$9,139,943</b>



WEST 2  
LIBRARY

CHAMBERS COURT

151

THE COMMUNITY BUILDERS

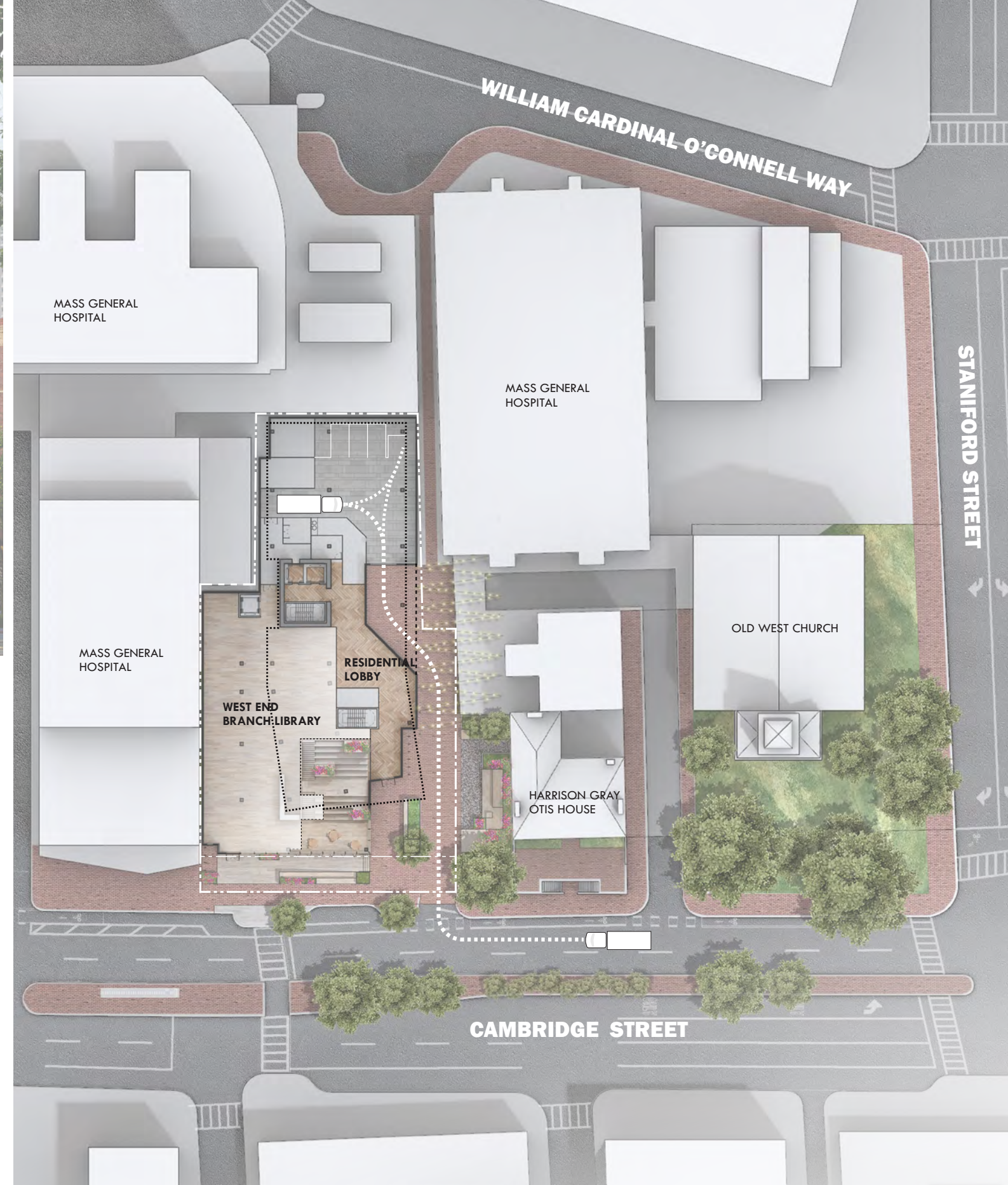
JGE



Harrison Gray Otis House



Old West Church



**Q&A (10 minutes)**



# **PRESENTATION #3:**

**Trinity Financial  
and  
Norfolk Design &  
Construction**



# SIX KEY ELEMENTS OF THE TRINITY NORFOLK PROPOSAL – Patrick Lee, Trinity Financial

1. **An Active Streetscape and a Stunning Library**
2. **A 180-unit, Mixed-Income Affordable Community**
3. **Symbiotic relationships with Otis House, Old West Church and MGH**
4. **A Building that Relates to its Neighbors**
5. **The Most Energy Efficient Building Possible**
6. **Committed Team with Successful Experience in the Community**



TRINITY  
FINANCIAL

# 1. An Active Streetscape and a Stunning Library – Alfred Wojciechowski, CBT Architects



TRINITY  
FINANCIAL



# 1. An Active Streetscape and a Stunning Library- Alfred Wojciechowski, CBT Architects



TRINITY  
FINANCIAL

# 1. An Active Streetscape and a Stunning Library- Alfred Wojciechowski, CBT Architects



## 2. A 180-unit, Mixed-Income, Affordable Community – Abby Goldenfarb, Trinity Financial

Unit Sizes	%	Units (180)
Studio	7%	13
1-Bedroom	35%	64
2-Bedroom	47%	84
3-Bedroom	11%	19

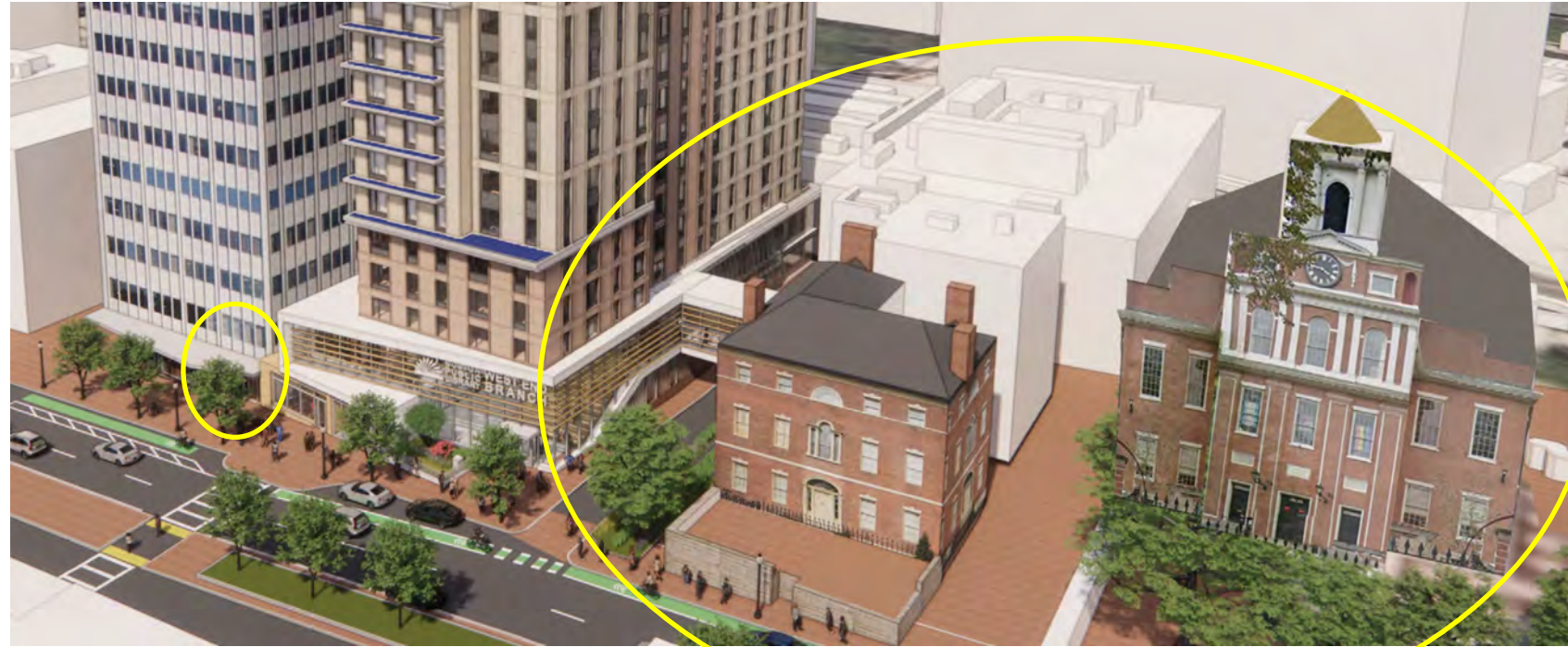
Area Median Income (AMI) Levels	%	Units (180)
0-30%(for homeless)	10%	18
30%-60% including Faircloth	50%	90
60%-80%	20%	36
80% and above	20%	36



TRINITY  
FINANCIAL

### 3. Symbiotic relationships with Otis House, Old West Church and MGH – Patrick Lee, Trinity Financial

- Address accessibility issues for Otis House Museum and Old West Church
- Create joint educational programming with both institutions
- Contribute \$500,000 to and Collaborate with Old West Church on homeless services
- Improve entry at 165 Cambridge Street



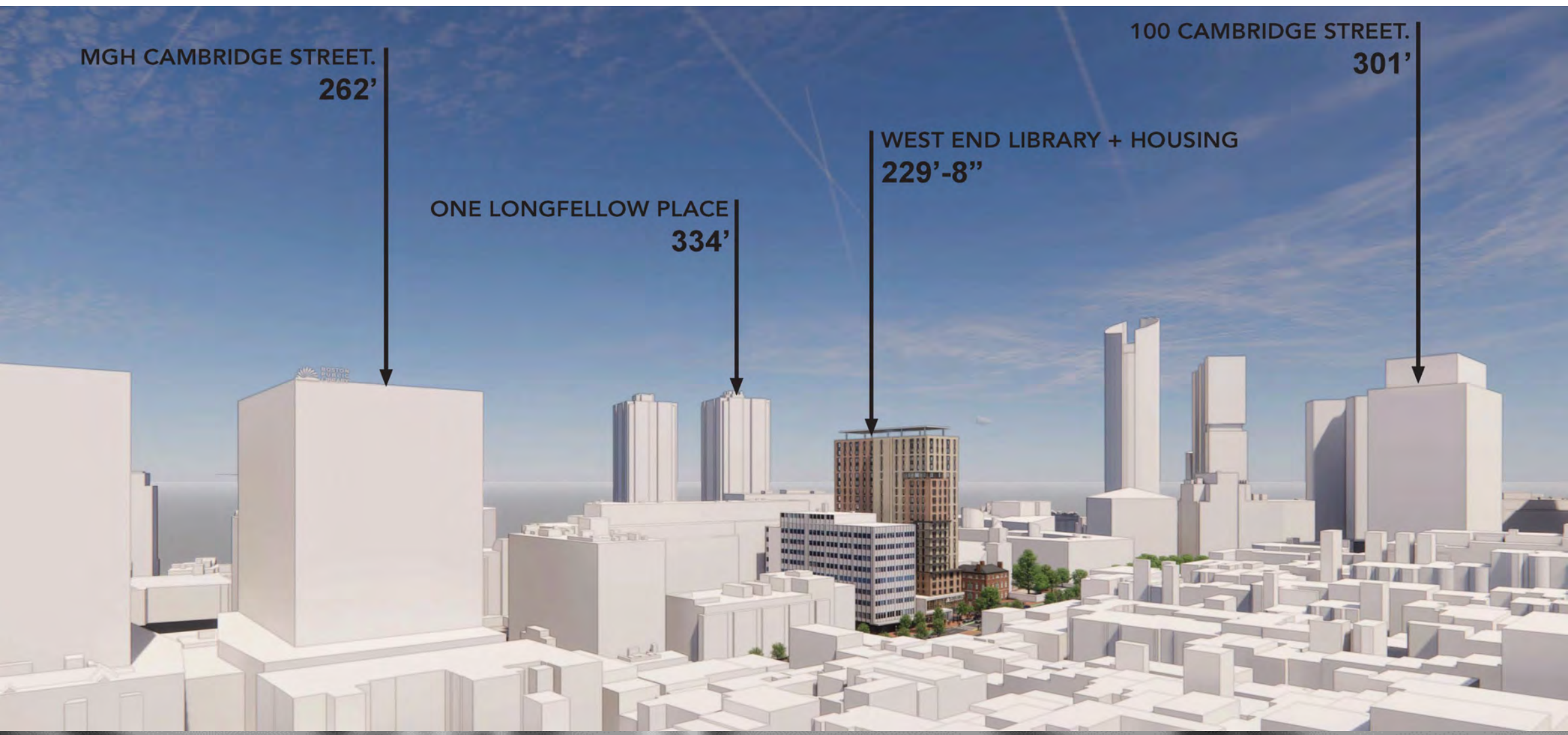
# 4. A Building that Relates to its Neighbors – Alfred Wojciechowski, CBT Architects

MGH Building  
under Construction



TRINITY  
FINANCIAL

# 4. A Building that Relates to its Neighbors – Alfred Wojciechowski, CBT Architects



TRINITY  
FINANCIAL

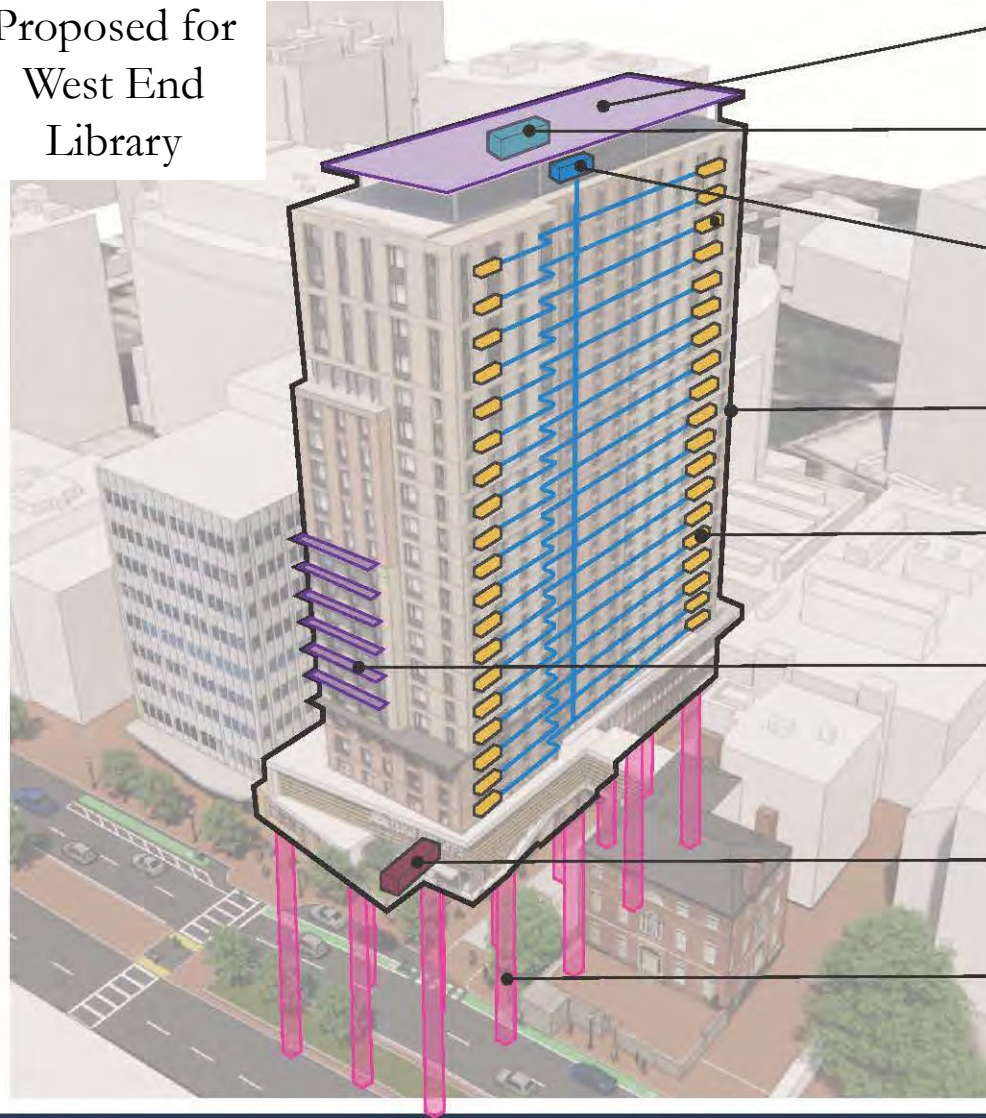
# 5. The Most Energy Efficient Building Possible– Hank Keating, Trinity Financial

Recently Completed:



- 425 Grand Concourse, The Bronx
- 277 Units, 26 Stories
- Awarded 2022 Phius Best Overall Project

Proposed for  
West End  
Library



PV Panels on Roof  
Trellis

Emergency Power  
Generator

Central Energy Recovery  
Ventilation with Humidity  
Control

Passive House Building  
Envelope

Individual Water Source  
Heat Pumps

PV Panel Sunshades

Waste Water Heat  
Recovery System

Geothermal System for  
Heating, Cooling and  
DHW



TRINITY  
FINANCIAL

## 6. Committed Team with Successful Experience in Community - Adler Bernadin, Norfolk Design & Construction

### Trinity Norfolk Capacities

36+ Years of Experience

\$3B in Development

10,000 Units Built

7,000 Units Managed

### Commitment to Diversity and Inclusion

65% Ownership by Persons of Color

27% Consultants are MBEs

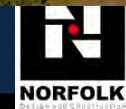
### Relevant Projects

Avenir - 241 Units in West End

One Canal - 310 Units in West End

Grand Concourse - 277 Units Passive House

Library Design (CBT) - Harvard, Woburn and Reading



TRINITY  
FINANCIAL



# SIX KEY ELEMENTS OF THE TRINITY NORFOLK PROPOSAL – Patrick Lee, Trinity Financial

1. **An Active Streetscape and a Stunning Library**
2. **A 180-unit, Mixed-Income Affordable Community**
3. **Symbiotic relationships with Otis House, Old West Church and MGH**
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TRINITY  
FINANCIAL

# SUPPLEMENTAL SLIDES



## How we think about Unit Count

- Underwriting allows annual operating expenses of about \$11,500/unit
  - 50 Units = \$575,000
  - 100 Units = \$1.15M
  - 200 Units - \$2.3M
- Budgets must pay for taxes, insurance, utilities, replacement reserves and staff for administration, maintenance, security, etc.
- Unique property attributes
  - Active 1<sup>st</sup> and 2<sup>nd</sup> floor public uses and kids means more wear and tear
  - Some new energy systems
  - Mixed-income means more administrative work for regulatory compliance
- Enough units for sufficient staffing and economies of scale will be key
- Easy to build beautiful buildings, the challenge is maintaining them over time



# AMI LEVELS

<b>Income Limits</b>	<b>1 Person</b>	<b>2 People</b>	<b>3 People</b>	<b>4 People</b>
<i>30% AMI</i>	\$31,150	\$35,600	\$40,050	\$44,500
<i>50% AMI</i>	\$51,950	\$59,400	\$66,800	\$74,200
<i>60% AMI</i>	\$62,340	\$71,280	\$80,160	\$89,040
<i>80% AMI</i>	\$83,120	\$95,040	\$106,880	\$118,720



# Initial Rents \*

Projected Rents	Studio	1BR	2BR	3BR
<i>30% AMI</i>	\$669	\$750	\$899	\$1,038
<i>50% AMI</i>	\$1,298	\$1,391	\$1,670	\$1,929
<i>60% AMI</i>	\$1,399	\$1,499	\$1,798	\$2,078
<i>80% AMI</i>	\$1,866	\$1,999	\$2,398	\$2,771

\*Rents are Adjusted annually by HUD

Rents are 95% of Mayor's Office of Housing Allowable Gross Rents



TRINITY  
FINANCIAL

#### 4. Budget Feasibility that Maximizes Affordable Housing Creation

Uses	Housing	Library	Greening	Total
Hard Costs	\$111,036,901	\$6,856,000	\$11,316,283	<b>\$128,939,184</b>
Contingency	\$5,513,425	\$524,870	\$408,664	<b>\$6,446,959</b>
Soft Costs	\$42,171,514	\$1,836,268	\$1,768,959	<b>\$45,776,441</b>
<b>Total</b>	<b>\$158,721,841</b>	<b>\$8,947,138</b>	<b>\$13,493,606</b>	<b>\$181,162,584</b>



#### 4. Budget Feasibility that Maximizes Affordable Housing Creation

Sources	Housing	Library	Greening	Total
MassHousing 1 <sup>st</sup> Mortgage Loan	\$38,577,531			\$38,577,531
MassHousing Gap Loan	\$3,600,00			\$3,600,000
MOH Loan	\$10,392,117			\$10,392,117
State Loan	\$10,392,117			\$10,392,117
Library Purchase		\$8,947,138		\$8,947,138
IRA/MassSave Resources	\$10,783,042		10,350,606	\$10,783,042
Deferred Developer Fee	\$10,783,042			\$10,783,042
Private Equity	\$84,977,033		\$3,143,000	\$88,120,033
<b>Total</b>	<b>\$158,721,841</b>	<b>\$8,947,138</b>	<b>\$13,493,606</b>	<b>\$181,162,584</b>

## Experienced and Diverse Development Team\*

- **Trinity Financial** – Developer
- **Norfolk Design and Construction (MBE/VBE)** – Developer
- **CBT Architects** – Architect
- **DHK Architects (MBE)** – Architect
- **Peterson Engineering** – MEP Engineer
- **ART (MBE)** – MEP Engineer
- **Mikyong Kim Design (MBE)** – Landscape Architect
- **RDH** – Enclosure Consultant
- **Odeh Engineers** – Structural Engineers
- **Wang Commissioning (MBE)** – Commissioning
- **Fort Point Associates** – Permitting Consultant
- **Bryant Associates (MBE/DBE)** – Civil Engineer, Survey, and Traffic
- **New Ecology** – Sustainability Consultants
- **McPhail** – Environmental Engineer
- **Dimeo Construction** – Preconstruction Contractor
- **Tara Construction (MBE)** – Preconstruction Contractor
- **Goulston & Storrs** – Land Use Attorney
- **Nixon Peabody** – Transaction Attorney
- **Dane & Co.** – Parking Consultant
- **Sunbug Solar** – Photovoltaic Consultant
- **Brightcore** – Geotechnical Consultant
- **Beacon Street Advisors** – Retail Consultant
- **Trinity Management** – Property Manager
- **Cohn Reznick** - Accountant

\*65% of the project team and ownership will be held by persons of color

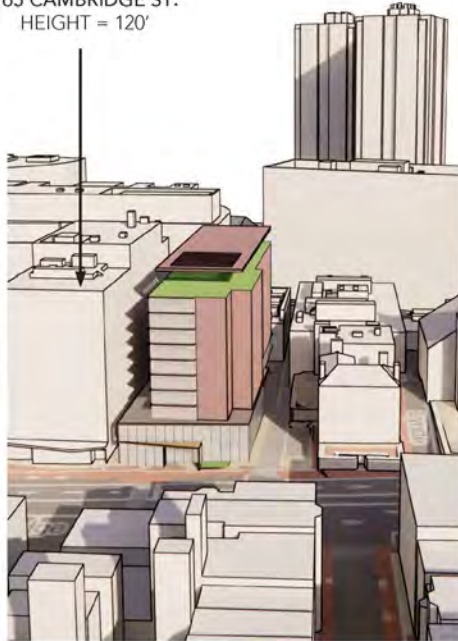




# HEIGHT AND UNIT COUNT STUDY

## OPTION A

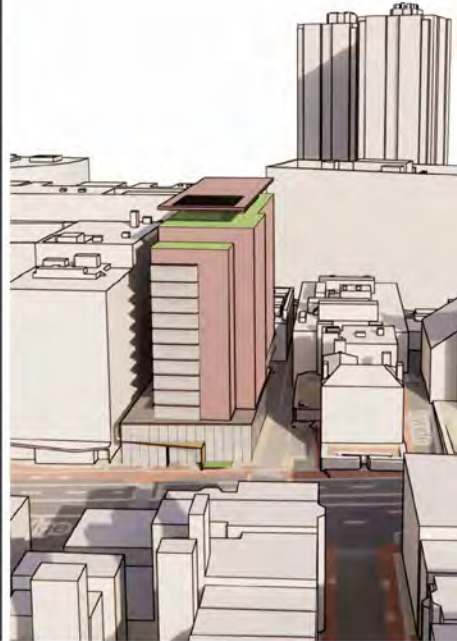
165 CAMBRIDGE ST.  
HEIGHT = 120'



165 Cambridge Height

BUILDING HEIGHT = 120'  
10 STORIES.  
76 UNITS

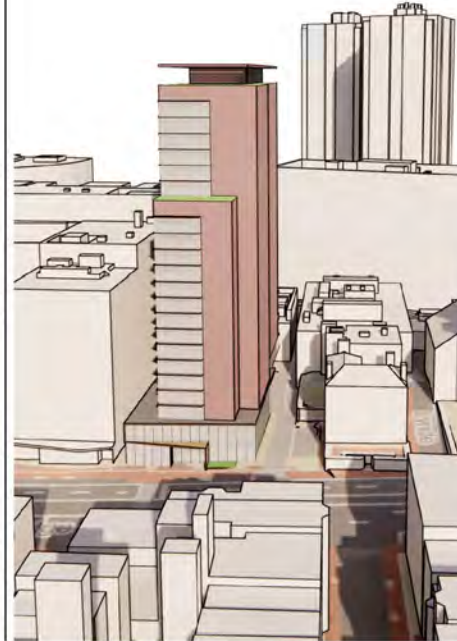
## OPTION B



Zoning Overlay District Height

BUILDING HEIGHT = 155'  
14 STORIES.  
115 UNITS

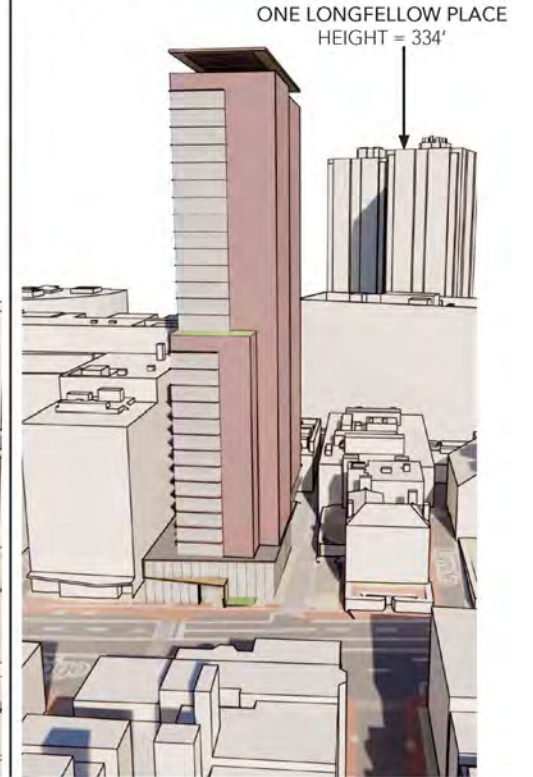
## OPTION C



New MGH Clinical Building Height

BUILDING HEIGHT = 251'  
23 STORIES.  
200 UNITS

## OPTION D



One Longfellow Place Height

BUILDING HEIGHT = 334'  
31 STORIES.  
271 UNITS



TRINITY  
FINANCIAL

**Q&A (10 minutes)**

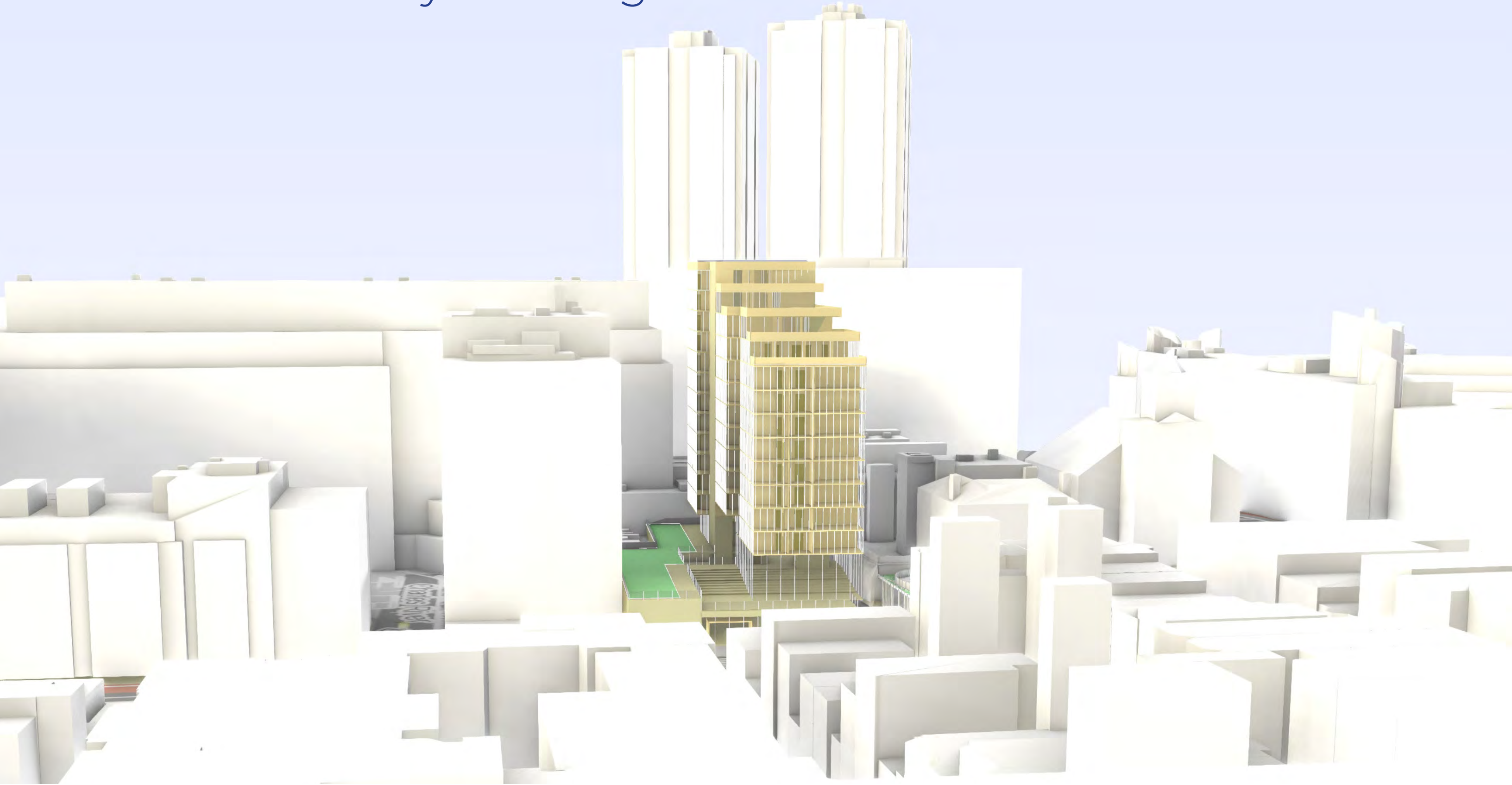


# **PRESENTATION #4:**

## **The Michaels Organization**



# West End Library Housing: B-WEL



**GGN**

SHIGERU BAN ARCHITECTS

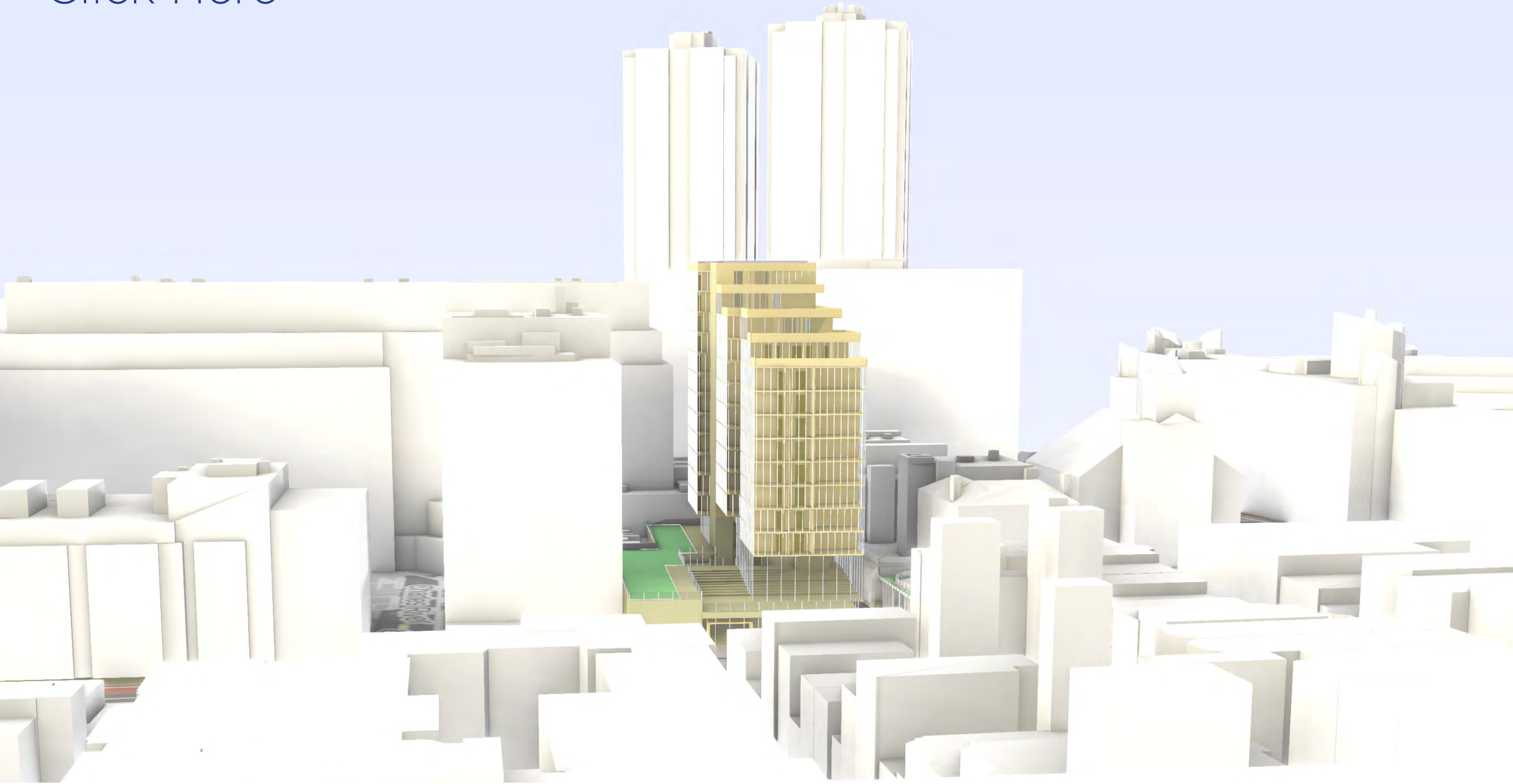
坂茂建築設計

**Michael's**  
COMMUNITIES THAT *lift* LIVES

**OTJ**

  
MARGARET SULLIVAN STUDIO

[Click Here](#)



# The West End Library Housing Team

## DEVELOPER



**MILTON PRATT**  
Executive Vice  
President  
Michaels



**JAY RUSSO**  
Regional Vice  
President  
Michaels



**MEG KIELY CLOSE**  
Vice President of  
Development  
Michaels

## ARCHITECT



**DEAN MALTZ**  
Partner  
Shigeru Ban  
Architects

## ARCHITECT



**GARY MARTINEZ**  
Partner  
OTJ



**ROB ANDERSON**  
Project Manager  
OTJ

## LIBRARY CONSULTANT



**MARGARET SULLIVAN**  
Founder  
MS STUDIOS

## LANDSCAPE ARCHITECT



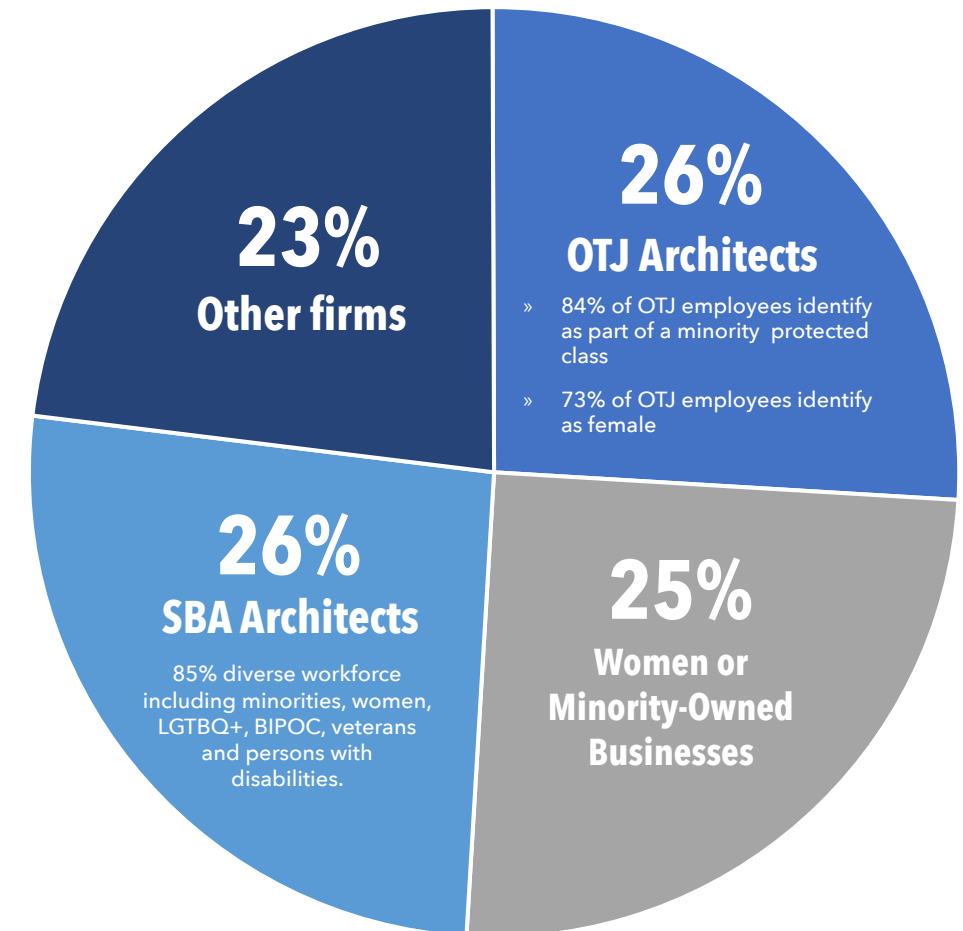
**RODRIGO ABELA**  
Principal  
GGN

## SUSTAINABILITY CONSULTANT



**SAMIRA AHMADI**  
Principal  
enviENERGY

## Commitment to Team Diversity



## ADDITIONAL TEAM MEMBERS

**Bryant Associates**  
Civil / Site Engineering



**Buro Happold**  
Structural Engineering

**Bohler Engineering**  
Permitting

**LLM Design**  
Graphic Design/Signage



**Setty & Associates**  
MEP/Fire Protection



**GGN**  
Landscape Architecture



**Howard Stein Hudson**  
Transportation

**Margaret Sullivan**  
Library Programming



# The Michaels Organization: By The Numbers



39

States + DC, USVI, & PR



596

Communities



74,000

Units Managed



57,000+

Units Developed



25

RAD projects completed



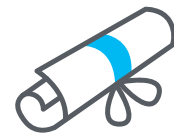
4

Faircloth to RAD projects underway



200,000

Residents



\$12 million

In Scholarships



50 years

In Business



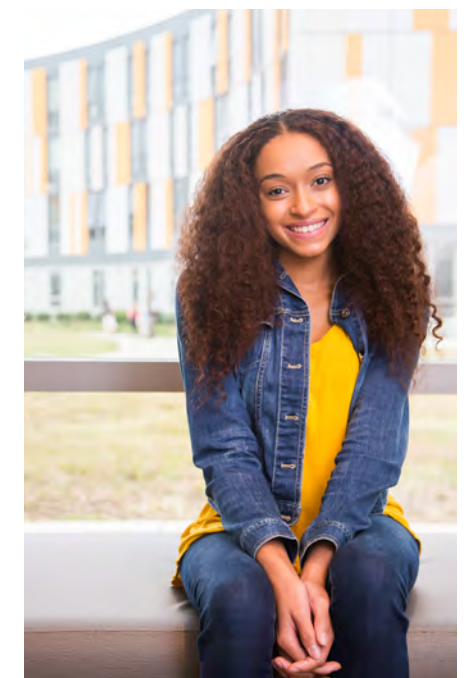
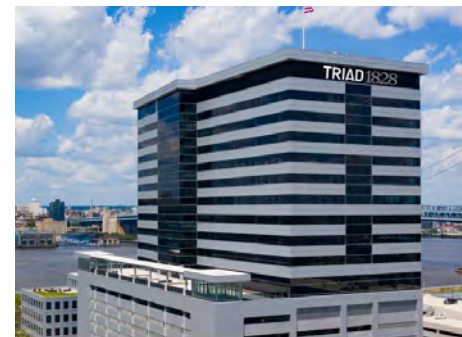
\$11 billion

Assets Under Management



\$4.6 billion

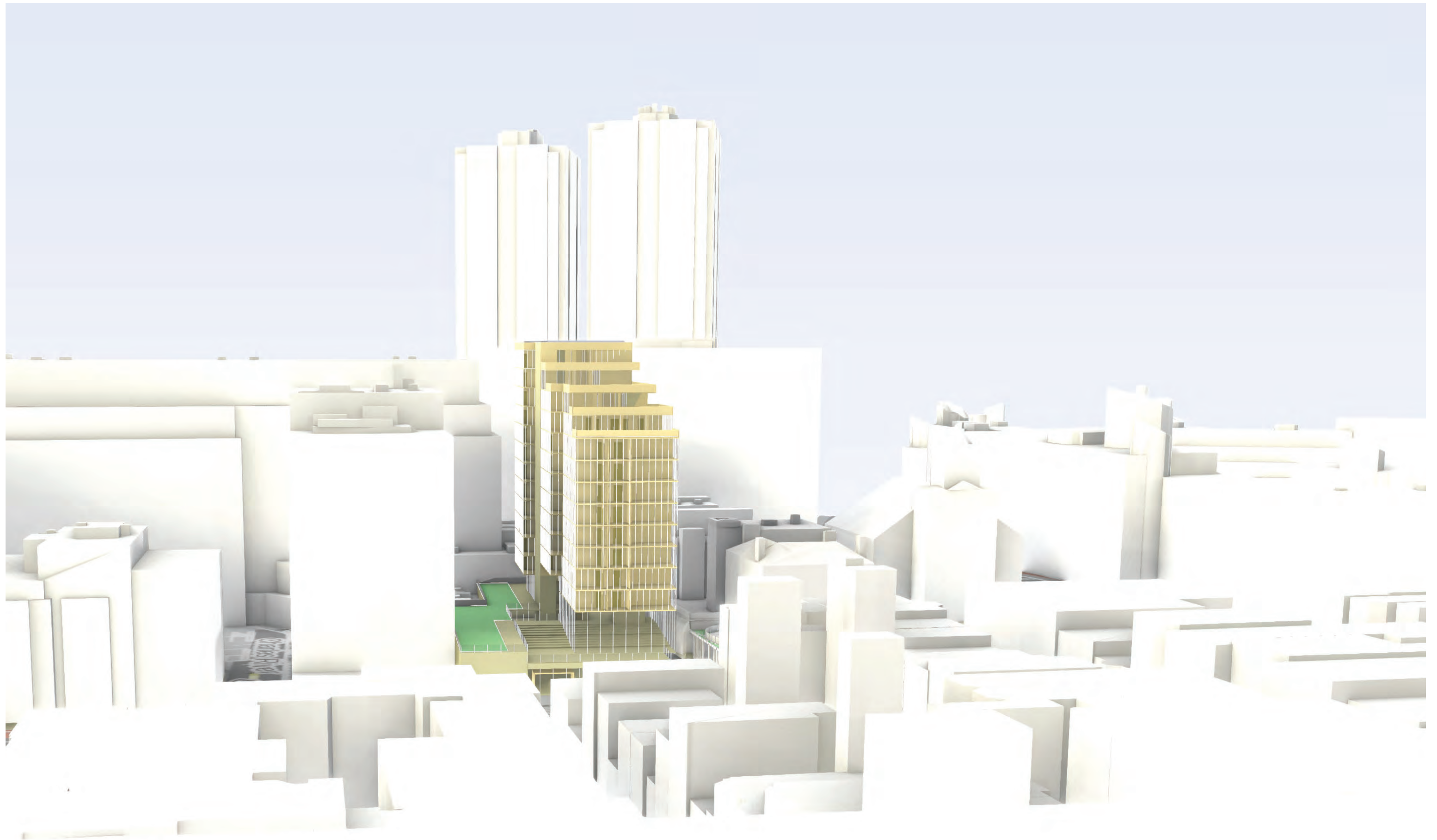
Pipeline



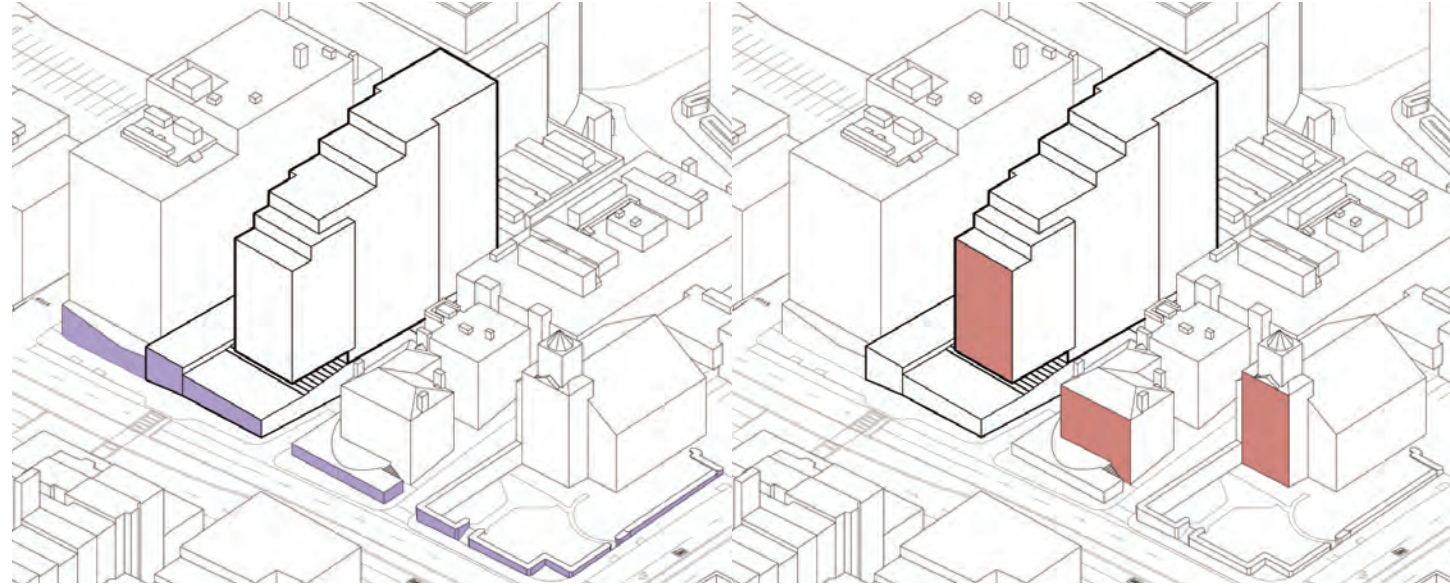
# B-WEL: By The Numbers





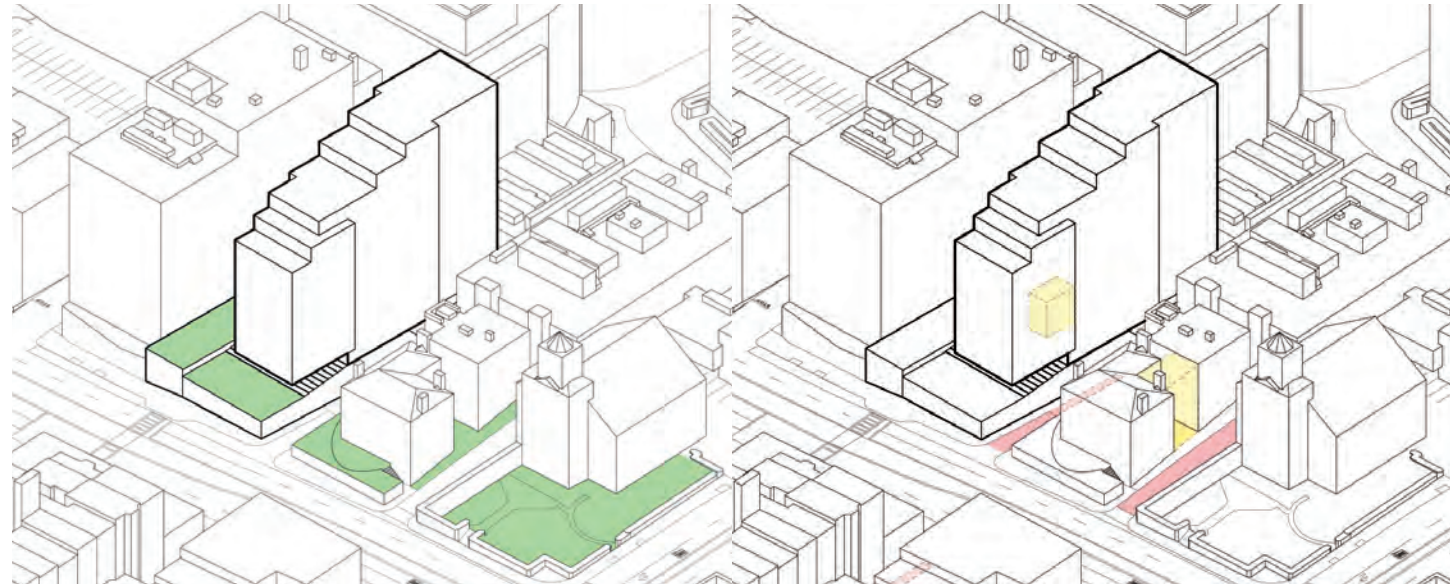


**HISTORY & COMMUNITY**



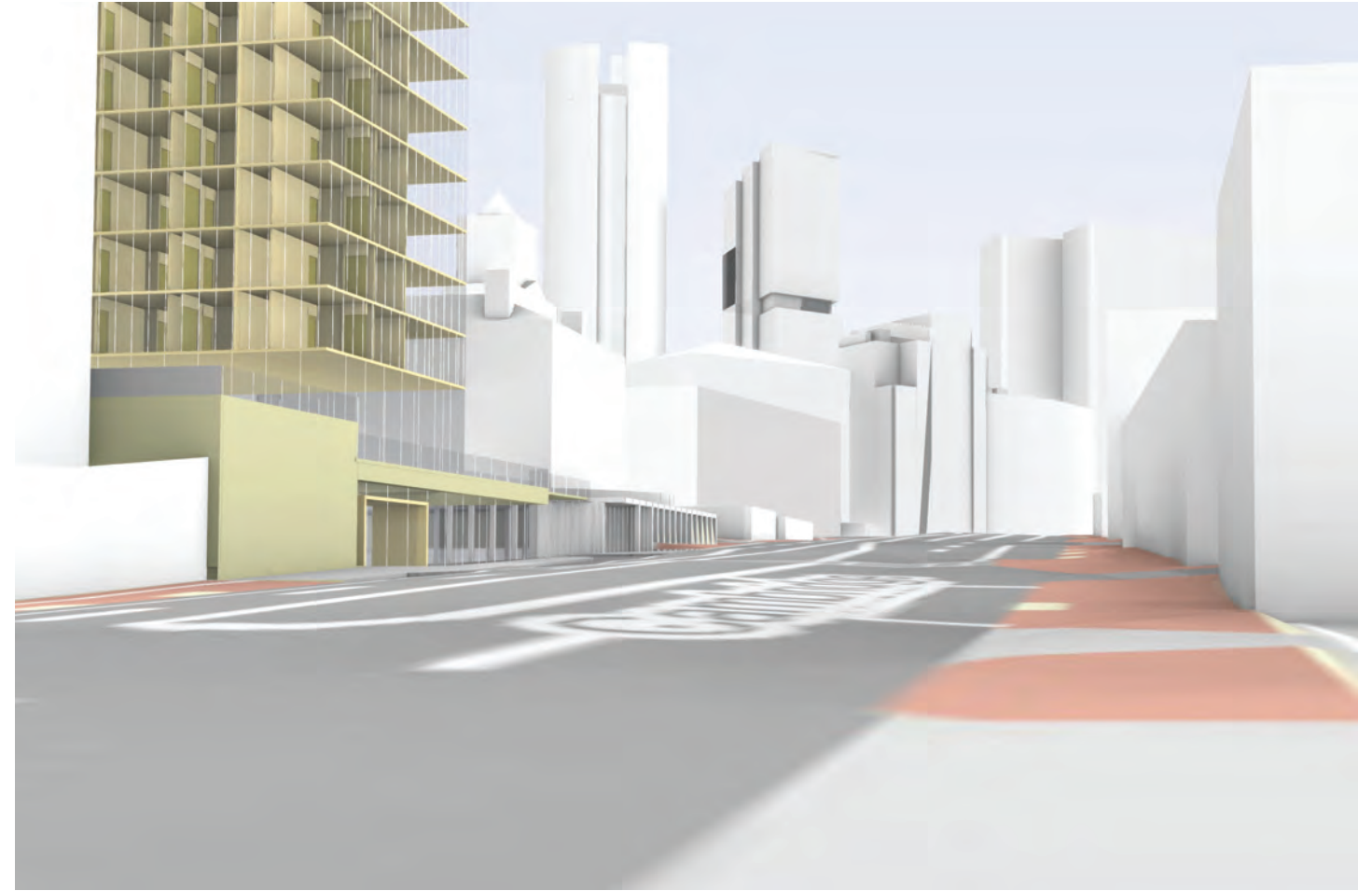
**Reconnected Street Wall**

**Massing Setbacks**



**Parks & Podium**

**Courtyards & Alleyways**

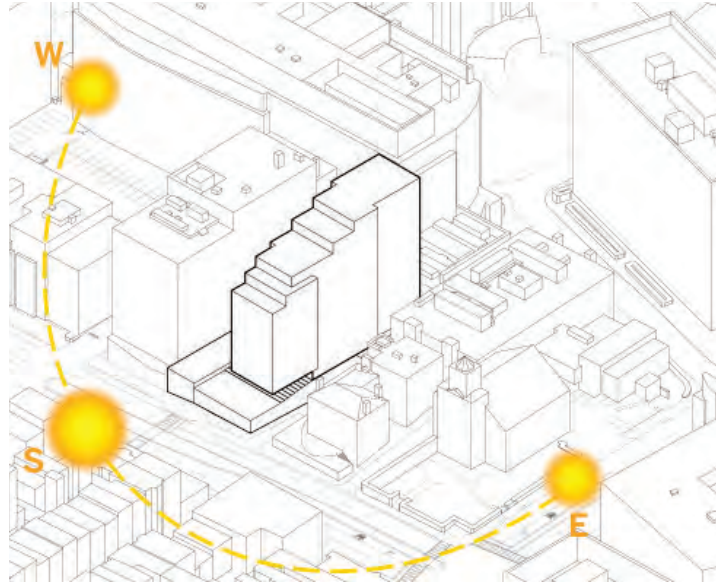


**Cambridge Street**

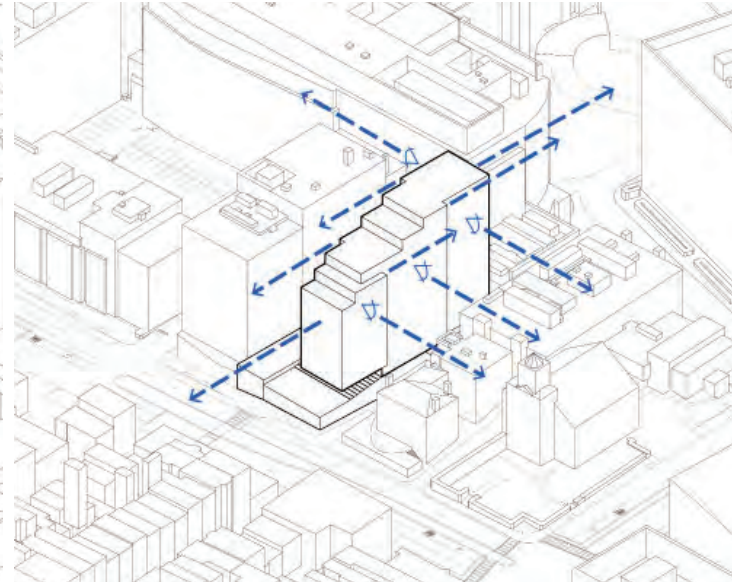


**Cardinal Cushing Memorial Park**

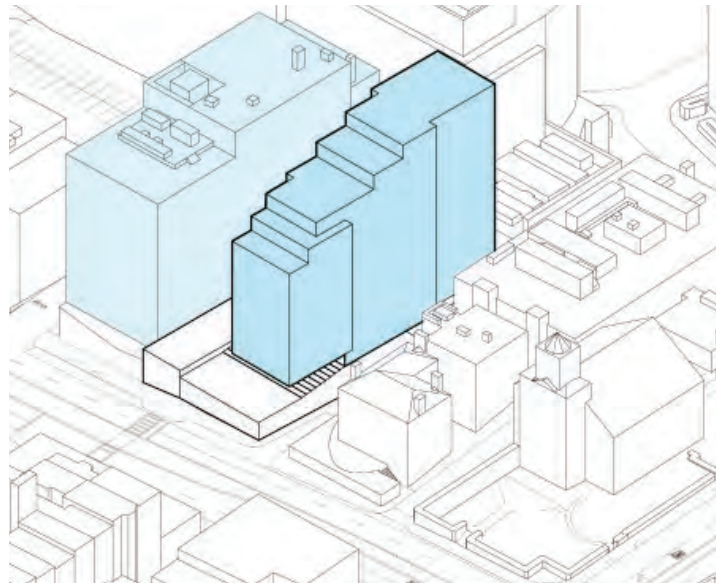
**BUILDING ORIENTATION & VIEW CORRIDORS**



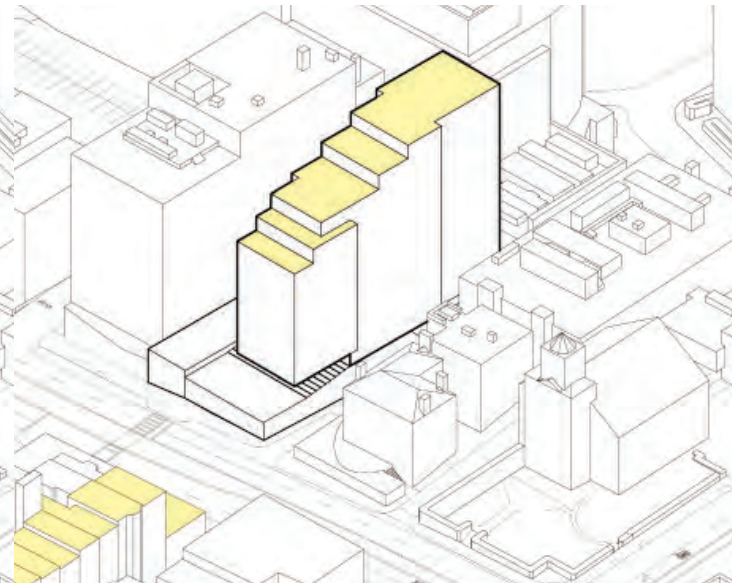
**Solar Orientation**



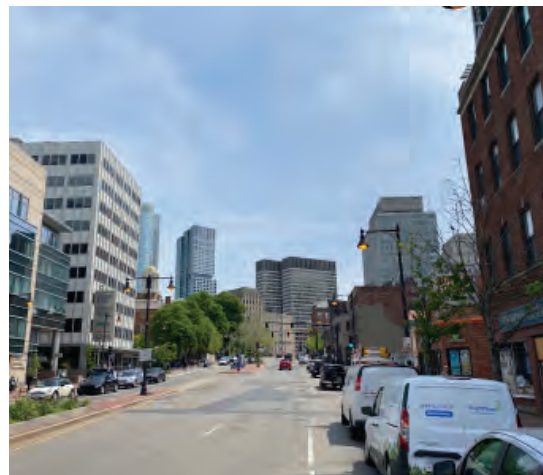
**Residential Views**



**Tower Massing**



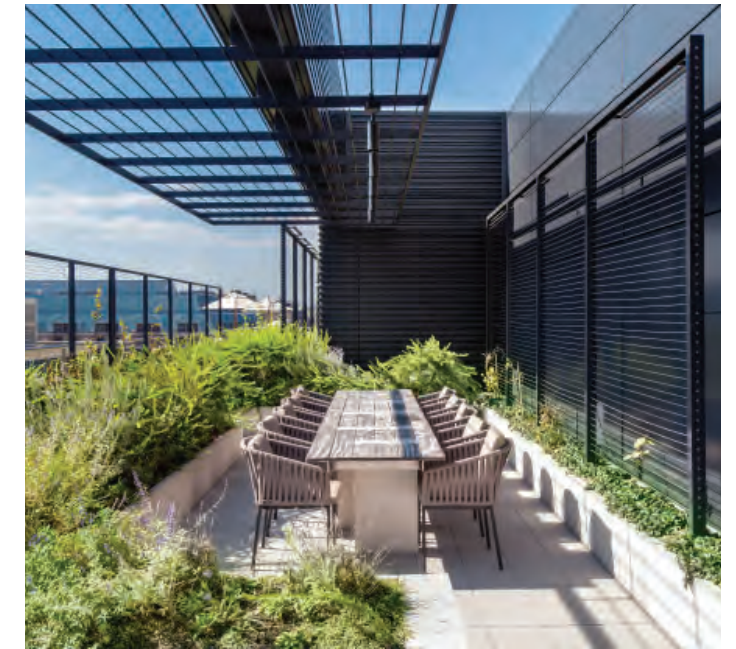
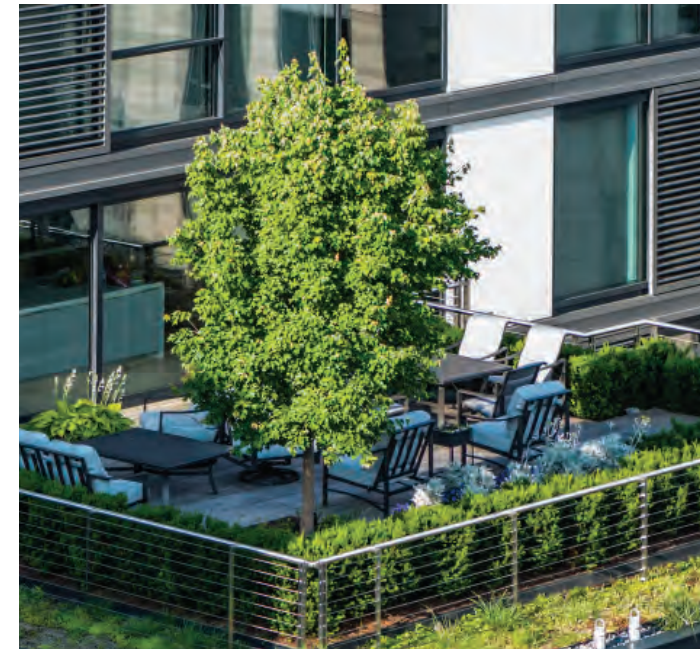
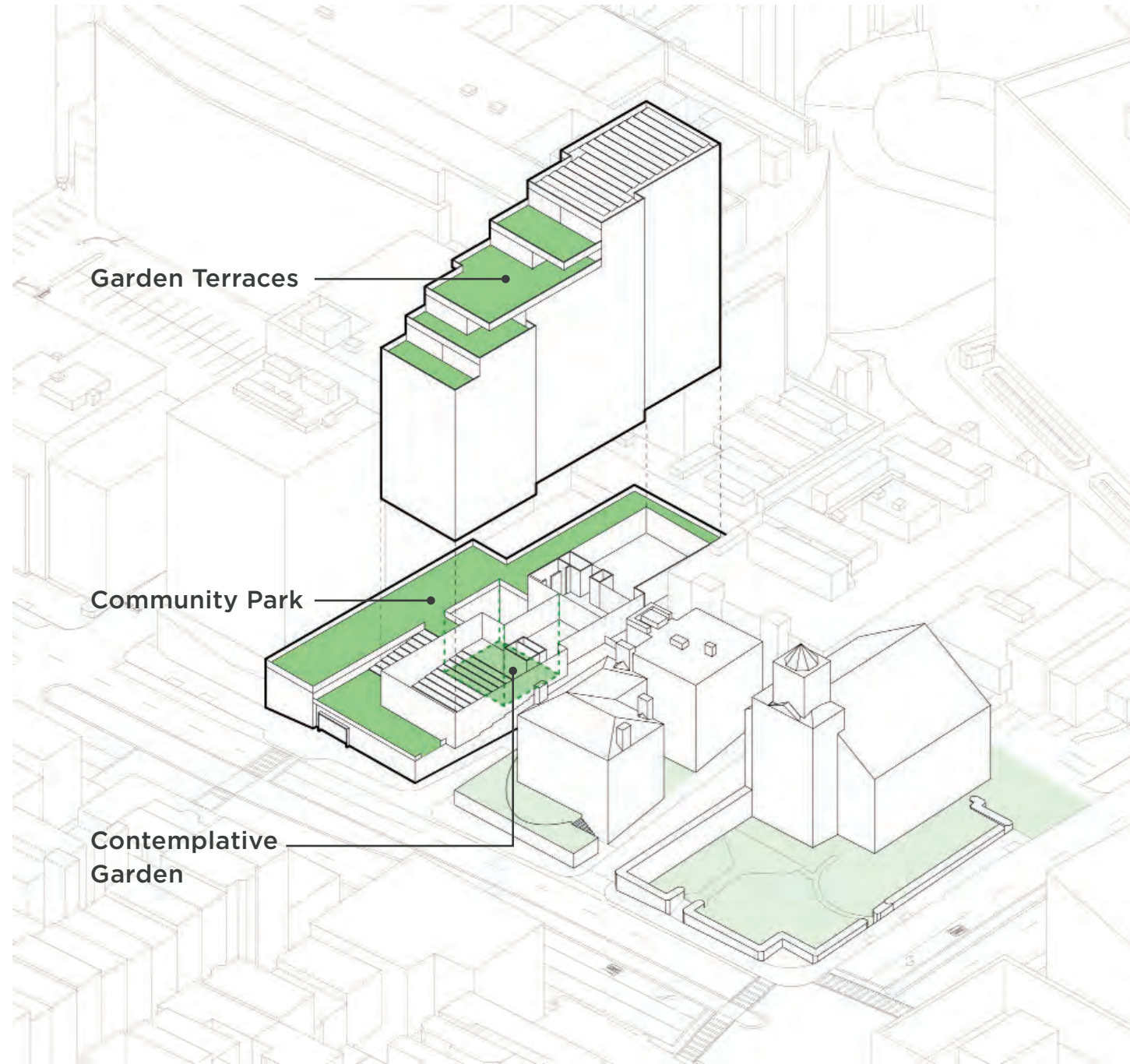
**Rooftop Terraces**



**Cambridge Street**



**Irving Street**



CITY CENTER DC, WASHINGTON, DC



CITY CENTER DC, WASHINGTON, DC

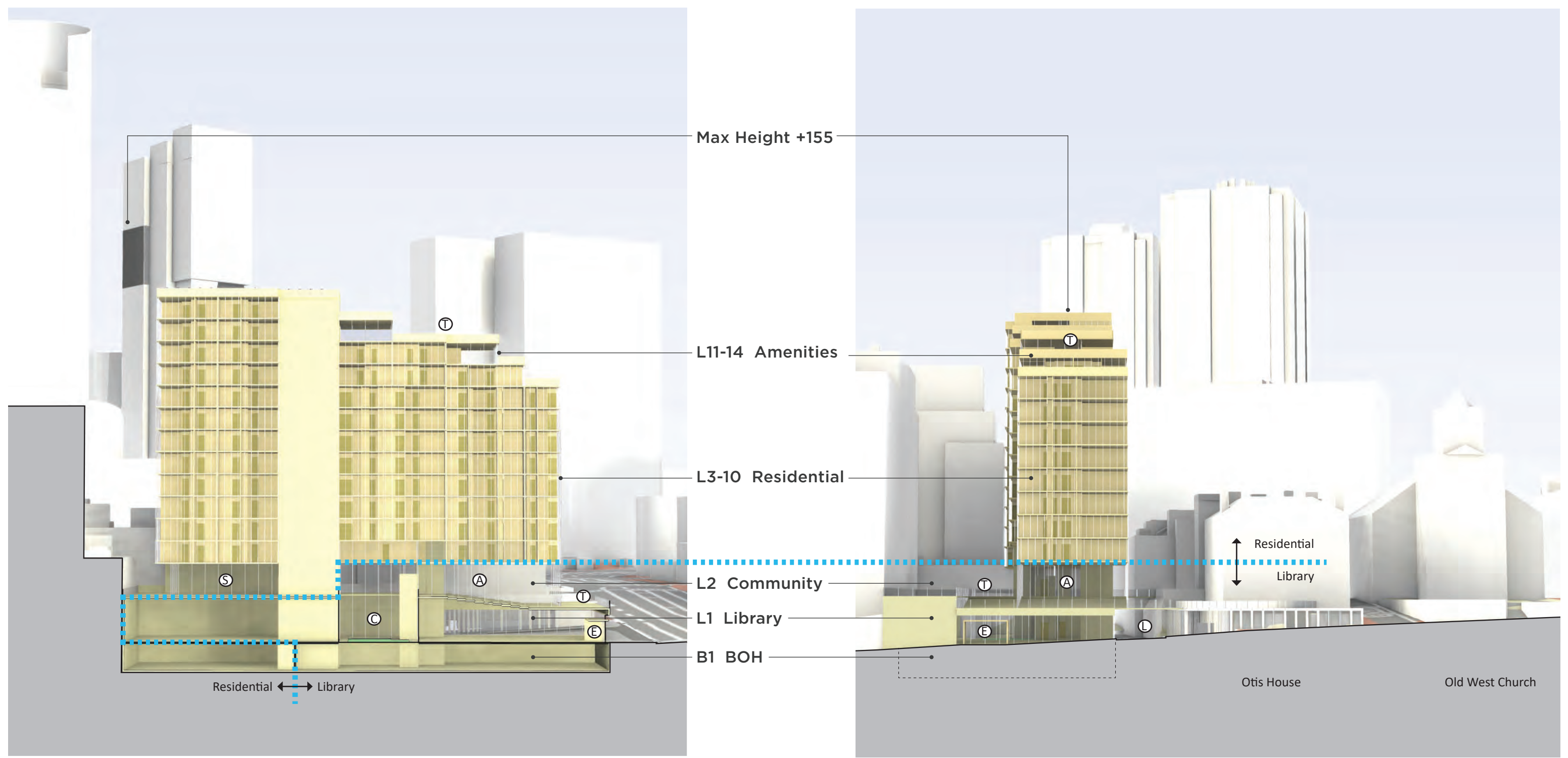


RAINIER SQUARE, SEATTLE

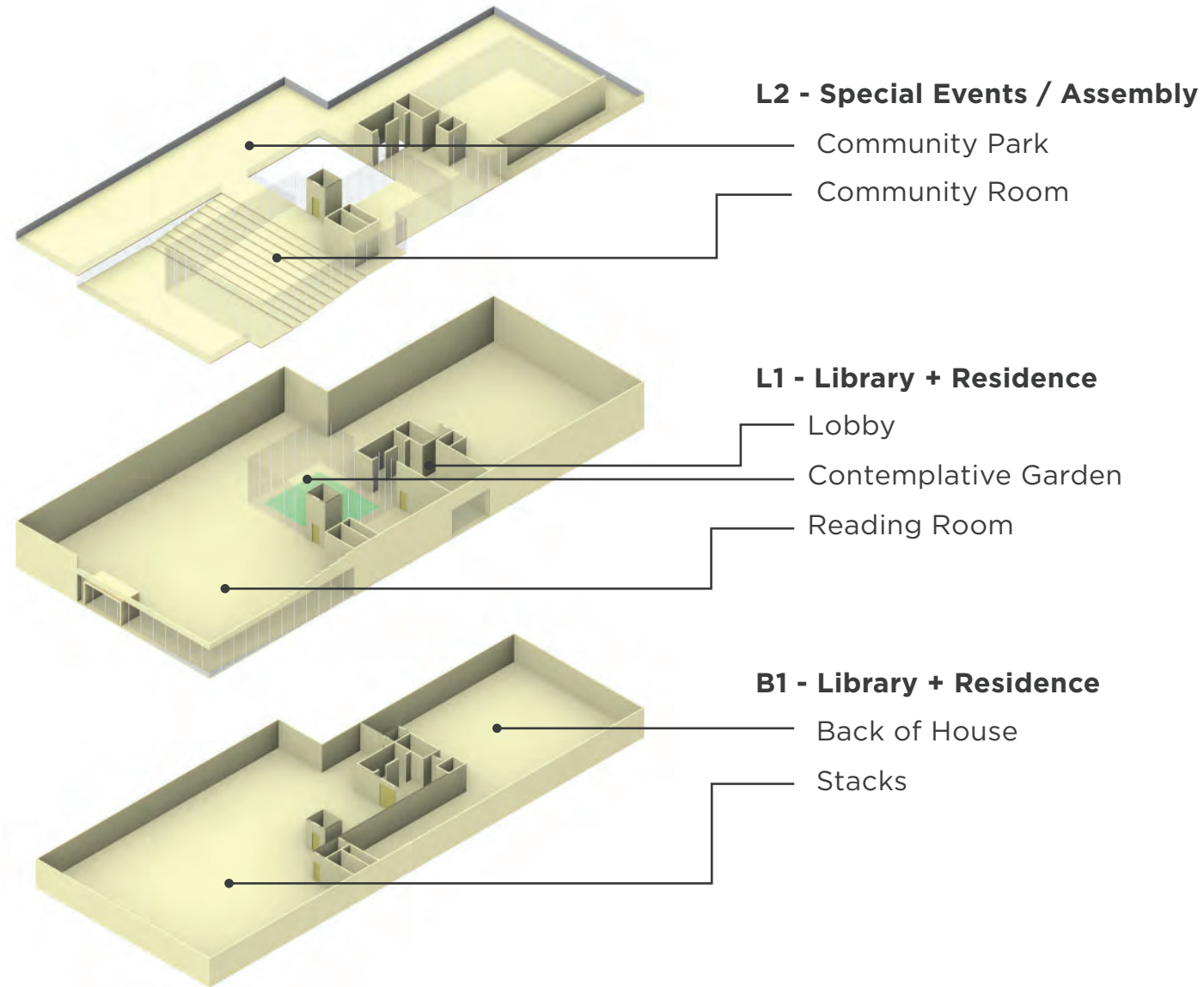
WEST ELEVATION

SOUTH ELEVATION

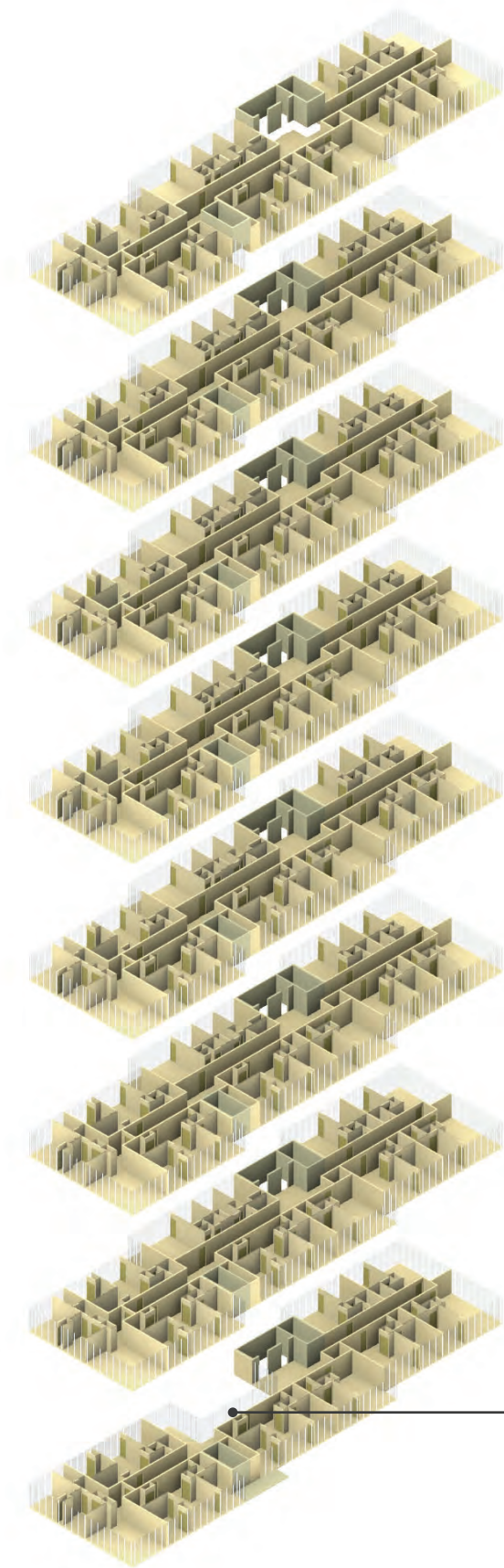
- Legend:**
- ⓔ Entry
  - ⓐ Assembly
  - Ⓢ Special Events
  - ⓐ Contemplative Court
  - Ⓣ Terrace
  - Ⓛ Loading & Access







OTJ, MARTIN LUTHER KING JR. MEMORIAL LIBRARY, WASHINGTON, DC



L10 Residential

L9 Residential

L8 Residential

L7 Residential

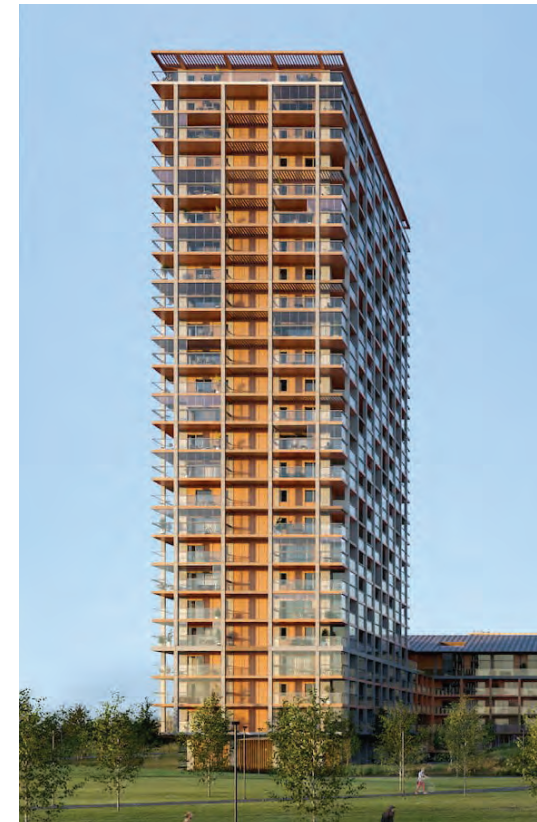
L6 Residential

L5 Residential

L4 Residential

L3 Residential

Courtyard Overlook



ANTWERP RESIDENCES, ANTWERP, BELGIUM



BRIDGE HOTEL, PARIS, FRANCE

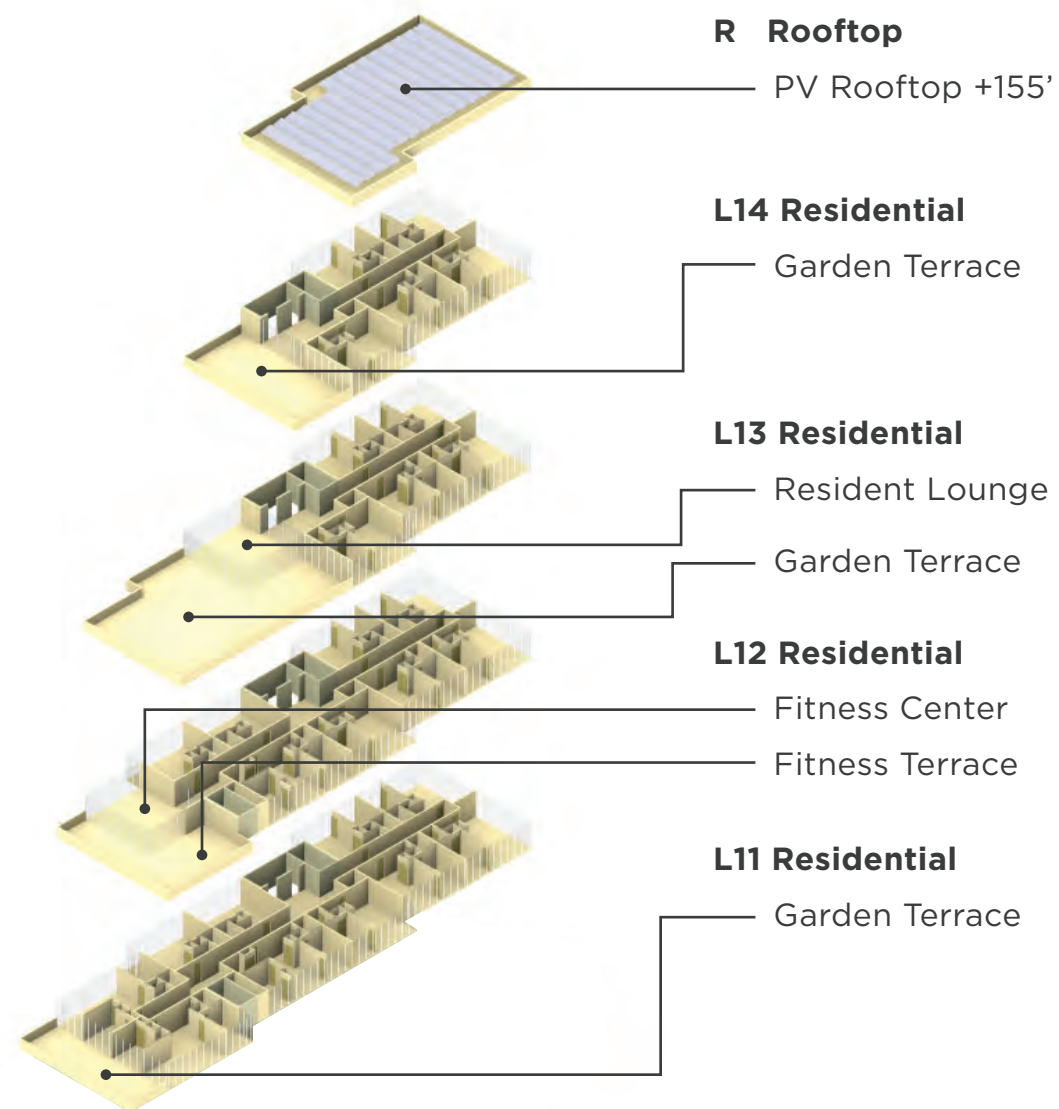


TERRACE HOUSE, VANCOUVER, CANADA



MOKUZAI BOUSCAT, BORDEAUX, FRANCE





Garden Terrace



ANTWERP RESIDENCES, ANTWERP, BELGIUM

PV Rooftop



LE SEINE MUSICALE. PARIS, FRANCE

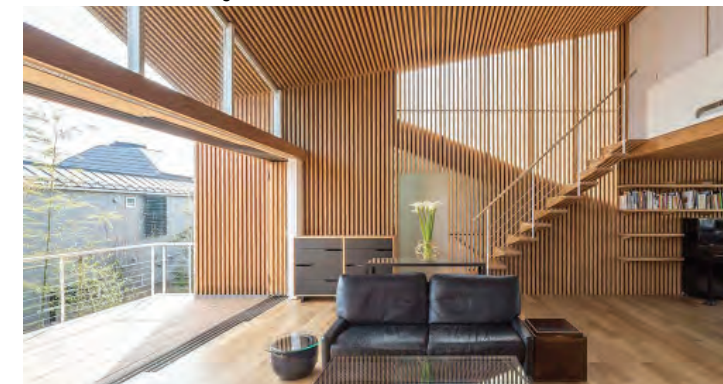
Fitness Center



Resident Terrace



Resident Lobby



HOUSE OF LIGHT AND SHADOW, TOKYO, JAPAN

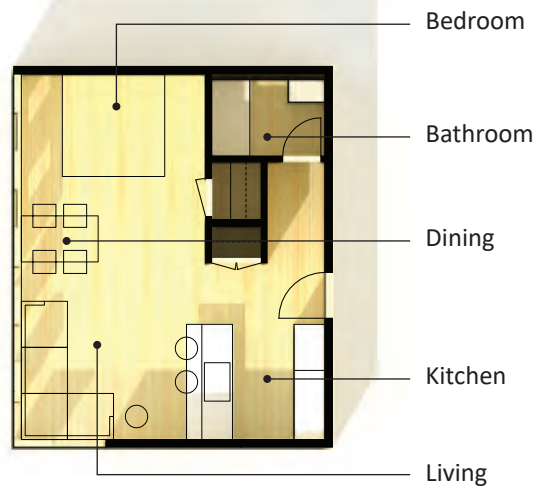
Resident Lounge



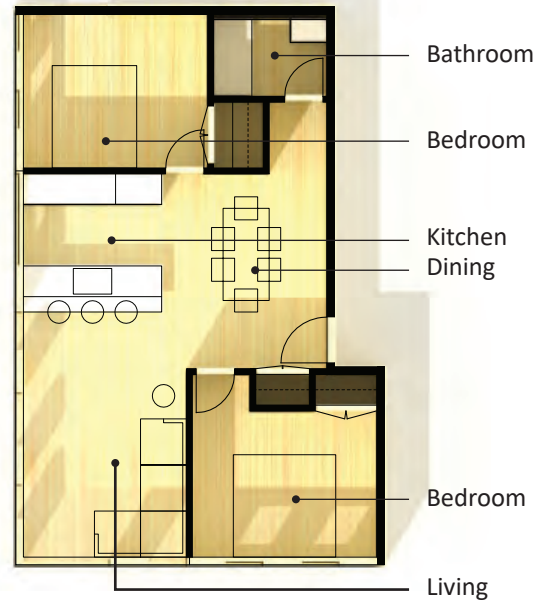
METAL SHUTTLE HOUSE. NEW YORK, NY

RESIDENTIAL ENLARGED UNITS

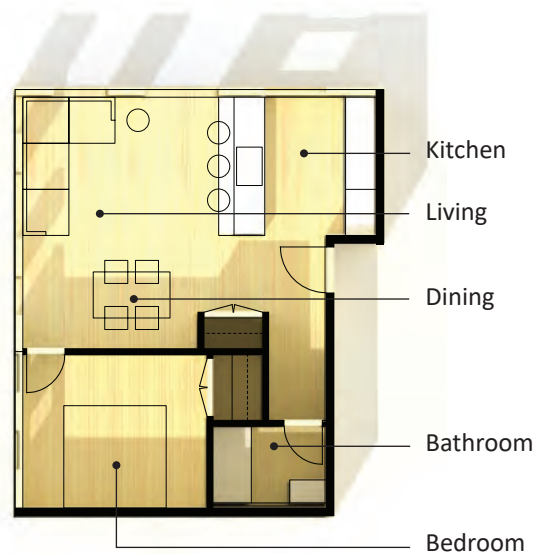
REFERENCE PROJECTS



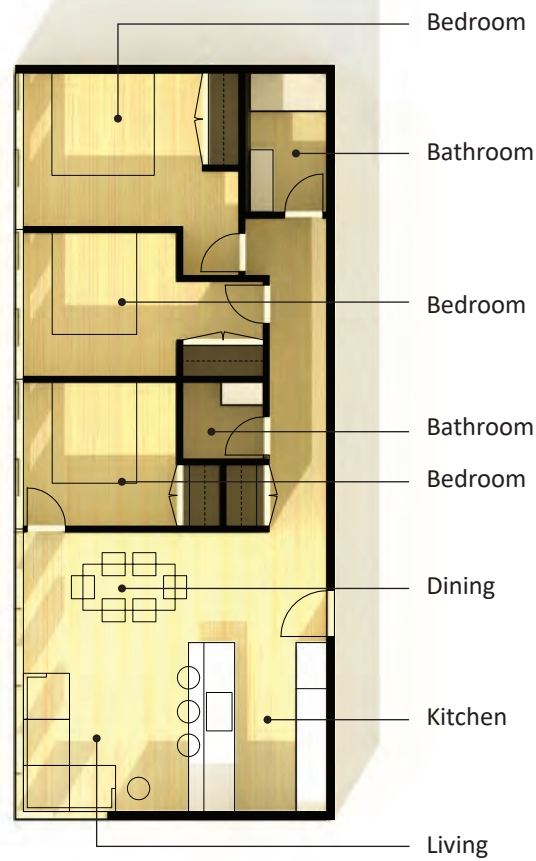
**Studio**  
Areas: 500 ft<sup>2</sup>  
Unit Count: 4



**2 Bedroom**  
Areas: 750 ft<sup>2</sup>  
Unit Count: 36



**1 Bedroom**  
Areas: 600 ft<sup>2</sup>  
Unit Count: 60



**3 Bedroom**  
Areas: 1,000 ft<sup>2</sup>  
Unit Count: 7



BAN ANTWERP, ANTWERP, BELGIUM



ART BIOTOP, NASU, JAPAN



SHISHI IWA HOUSE, JAPAN

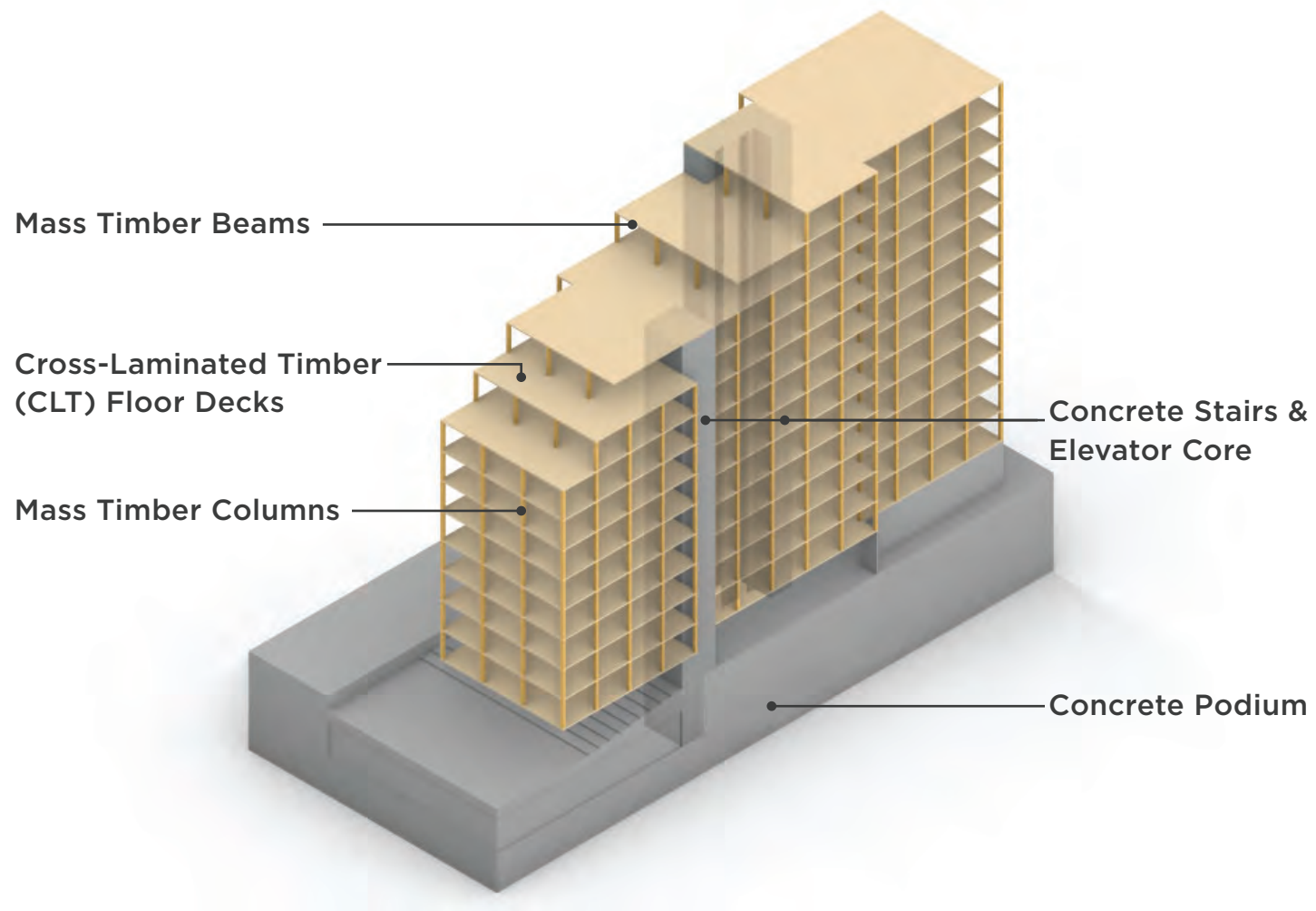


ZEN WELLNESS SEINEI, JAPAN



SAGAPONAC RESIDENCE, LONG ISLAND, NY

STRUCTURE



REFERENCE PROJECTS



TAMEDIA HEADQUARTERS, ZURICH, SWITZERLAND



TERRACE HOUSE, VANCOUVER CANADA



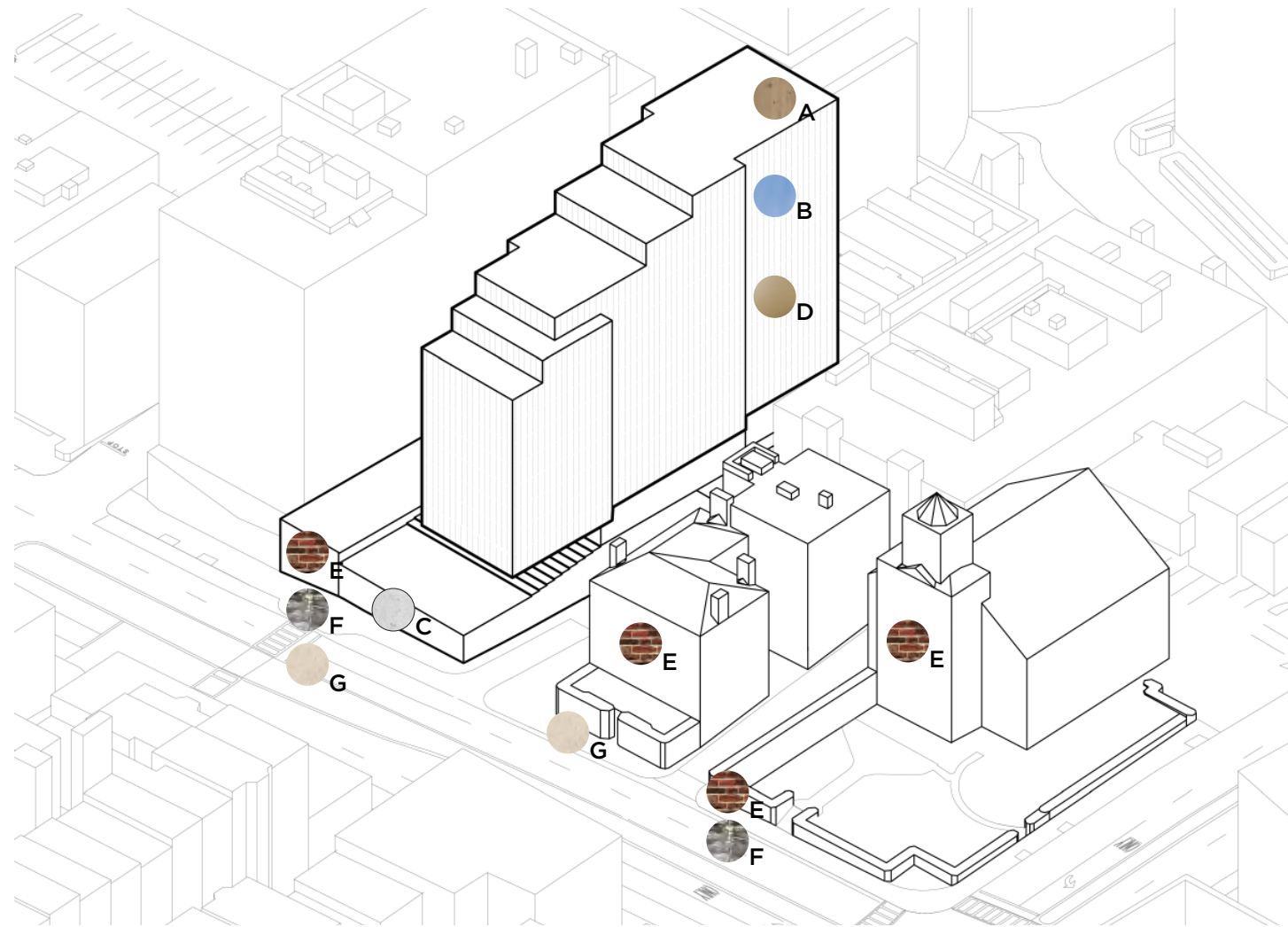
SWATCH OMEGA FACTORY, BIEL, SWITZERLAND



SWATCH OMEGA MUSEUM, BIEL, SWITZERLAND



SWATCH OMEGA, BIEL, SWITZERLAND



Shigeru Ban - Material Palette



A. Wood



B. Glass



C. Concrete



D. Champagne Aluminum

Local Materials - Material Palette



E. Brick



F. Boston Granite



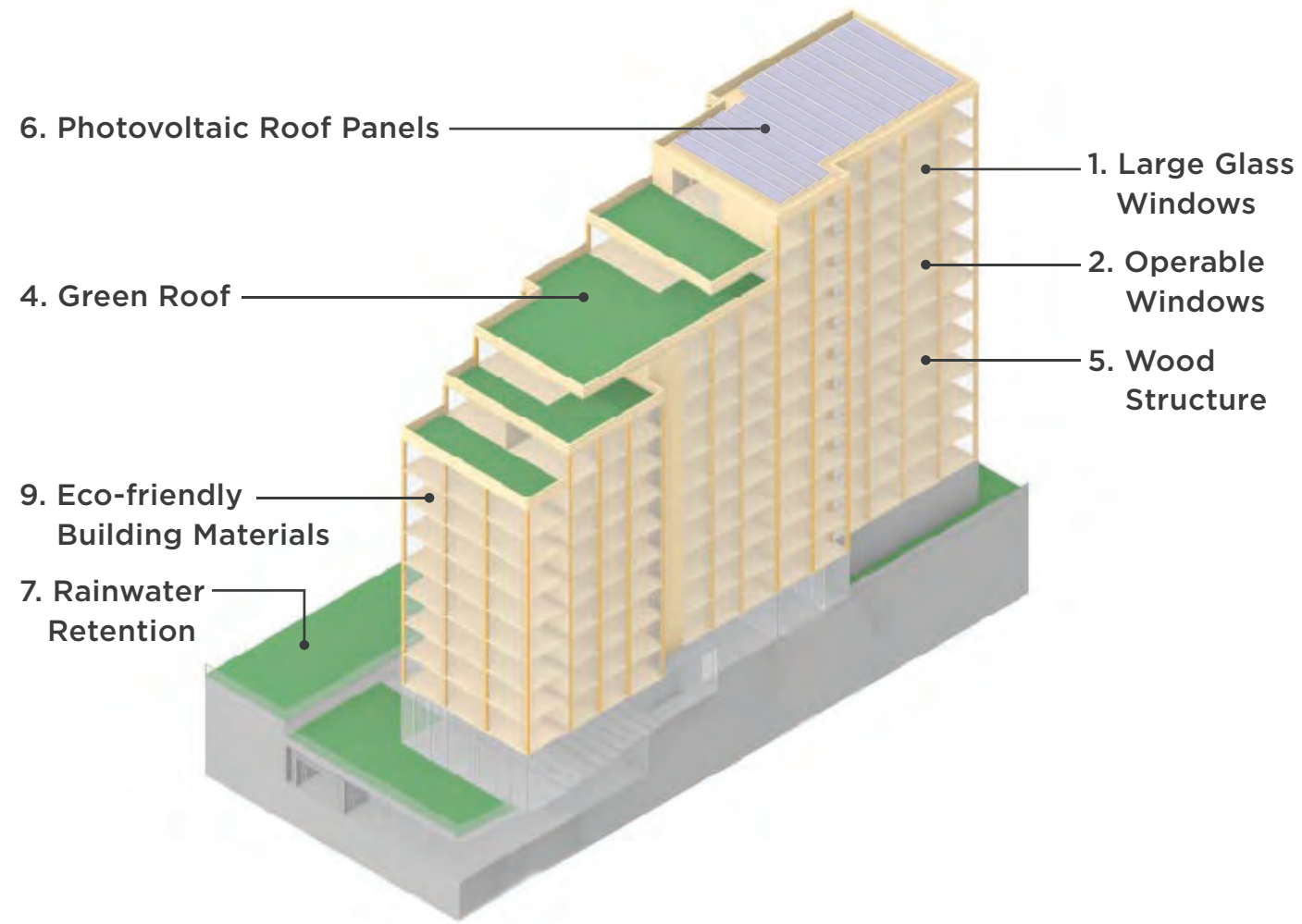
G. Limestone



ANTWERP RESIDENCES, ANTWERP, BELGIUM



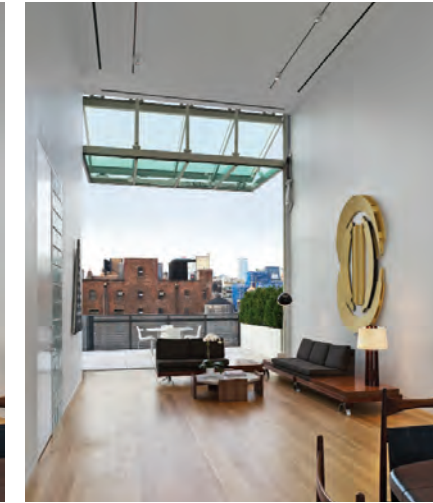
OTIS HOUSE, BOSTON, MA



1. Large Glass Windows



2. Operable Windows



3. All Electric Appliances



METAL SHUTTLE HOUSE, NEW YORK, NY

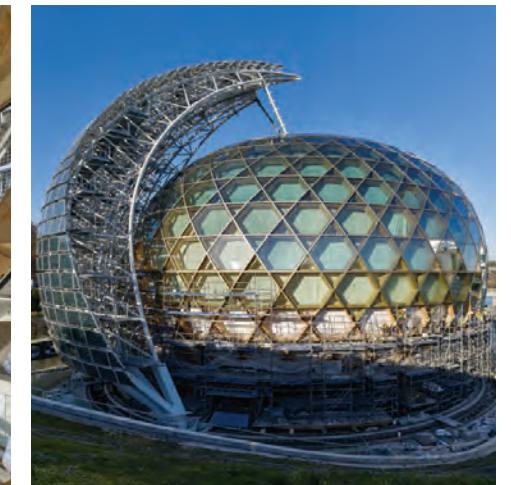
4. Green Roof



5. Wood Structure



6. Photovoltaic Roof Panels



LE SEINE MUSICALE. PARIS, FRANCE

7. Rainwater Retention



8. Biophilia



9. Eco-friendly Building Materials



ASPEN ART MUSEUM, ASPEN, CO

SHISHI-IWA HOUSE, NAGANO, JAPAN

# Michaels Management and Operations

- SERVICES: Staffing | Operations | Marketing | Leasing | Facilities Management
- Michaels Management ensures long term viability
- Michaels hires locally to lift the lives of community members
- Scholarship Program - **\$12 million** awarded in resident scholarships  
**\$1.3 million** awarded in 2022 alone
- Better Tomorrows provides social services to **120 communities in 20+ states**



Thank You



Scan the QR Code to watch a short video highlighting our plans for The West End Library.

**Q&A (10 minutes)**





## What comes next – designating a developer to begin work.

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**1** Identify Site

**2** Evaluate Development Feasibility

**3** Public RFP  
Planning Meetings

**4** Issue RFP Including  
Community Feedback

**5** Advertise/Developer List

**6** RFP Pre-Applicant  
Conference

**7** Review RFP Responses  
for eligibility

**8** Applicant Presentations

**9** Tentative Developer  
Designation

**10** Developer financing  
and permitting

**11** Property transferred  
to developer

**12** Construction

## Next Steps

Comments may be submitted until **August 18th** by visiting:

[bit.ly/westendcomment](http://bit.ly/westendcomment)

or by sending an email to:

[joseph.backer@boston.gov](mailto:joseph.backer@boston.gov)

At the end of the comment period, based on all public comments as well as the City's evaluation of all proposals against the RFP Evaluation Criteria, MOH will make its recommendation for developer designation.



**Questions?**





# THANK YOU!

*Contact info:*

***Joe Backer, Mayor's Office of Housing***

***joseph.backer@boston.gov***

***617-635-0226***

[www.boston.gov/buildinghousing/west-end-library-housing-public-assets](http://www.boston.gov/buildinghousing/west-end-library-housing-public-assets)

# City of Boston funding for affordable housing (and other sources)

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## MOH is making dedicated subsidy funds available in this RFP

- ❖ Affordable housing development projects that meet basic MOH thresholds are eligible for up to \$1.5 million in subsidy; proposals that exceed the minimum requirement for deeply affordable units may be eligible for additional funding
- ❖ Applying for funding directly via this RFP will mean the selected development team can begin development tasks without waiting for the City's annual funding round in the fall
- ❖ Applicants are required to follow all cost containment measures that MOH holds for City-funded projects, and comply with specific budget caps and requirements
- ❖ Applicants must develop designs in alignment with MOH Design Standards, MOH's Zero Emissions Building requirements, and Universal Design standards
- ❖ All applicants must include a comprehensive program for achieving equity and inclusion in the proposed project, including the development team members and construction trades, with special consideration for proposals achieving 25% MBE ownership or soft cost spending
- ❖ The Boston Housing Authority is also making a special rental subsidy available for the Faircloth Units, and applicants are expected to seek funding from applicable agencies

# How MOH will evaluate proposals, gather input, and select a developer

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## Once the RFP submission deadline has passed:

- ❖ MOH will determine which submitted applications meet the City's Minimum Eligibility Criteria:
  - Proposal received by the deadline
  - Proposal is complete and contains all necessary information, forms, and documents
  - Proposal complies with the Development Guidelines and Objectives
- ❖ MOH will conduct an internal Comparative Evaluation of all proposals
- ❖ MOH will host a public meeting for the developers whose RFP submissions meet Minimum Eligibility Criteria to make detailed presentations to the neighborhood, in order to receive comments and recommendations on their proposals (including a comment period)
- ❖ Based on all internal and external input, MOH will select the most advantageous proposal and move forward with a Tentative Developer Designation from the Public Facilities Commission

# What are the Comparative Evaluation process and criteria?

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Every eligible proposal will be reviewed, and assigned a rating of “Not Advantageous”, “Advantageous”, or “Highly Advantageous”, according to the following criteria:

- ❖ **Development Plan** (relative to the Development Guidelines and Objectives)
- ❖ **Design Concept** (relative to the Design Considerations)
- ❖ Developer Experience and Capacity
- ❖ Developer’s Financial Capacity
- ❖ Development Cost Feasibility
- ❖ Equity and Inclusion
- ❖ Housing Affordability

*(Bold indicates criteria for which MOH will seek community input at a developer presentation meeting.)*

# **What opportunities remain for public input as we move forward?**

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Community engagement for this project will continue as we move through this next phase.

There are still **many** upcoming opportunities to help shape this project, including:

- ❖ Reviewing and submitting feedback on proposals that are submitted in response to the RFP;
- ❖ Attending a public “developer presentation” meeting when all respondents will present their proposals and field questions and comments;
- ❖ Participating in the BPDA-led Article 80 process once a development team is selected and a project proposal begins the formal review process;
- ❖ Reaching out at any time to meet with me or others at MOH and the City of Boston.



# The library and housing planning efforts will move in parallel.

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