



5 Auburn Street Natick, MA

October 12, 2022

RESPONSE TO REQUEST FOR PROPOSALS



DAVIS
SQUARE
ARCHITECTS

CONTACT

Caitlin Madden

ADDRESS

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<https://metrowestcd.org/>



October 12, 2022

Select Board
Town of Natick

Re: 5 Auburn Street RFP

Dear Members of the Select Board,

Metro West Collaborative Development, Inc. (Metro West CD) is pleased to present this response to the Request for Proposals issued for the land and associated buildings located at 5 Auburn Street in Natick.

Metro West CD is a private non-profit community development corporation with a mission to undertake programs, projects and policies that help our target communities reach and maintain their 10% affordable housing goal. We maintain ownership of our properties and take pride in the long-term stewardship of the homes we create.

We believe that our acquisition of the historic Eliot School site will create a significant community benefit by providing new 100% affordable rental housing units for Natick, while at the same time preserving a local landmark. The June 14, 2022 vote by the Natick Affordable Housing Trust Fund to provide \$600,000 of Town funds for a 100% affordable housing development at 5 Auburn Street is evidence of the strong support for an affordable use at this site.

Our proposed project creates 32 units of deeply affordable rental housing for families earning up to 60% of the Area Median Income (AMI), with half of those units set aside for residents earning just 30% of AMI. The new building design will be ADA accessible, meet the highest standard of energy efficiency by targeting Passive House certification, and will draw on our decades of experience as a developer of affordable apartment buildings, including historic renovation projects. Finally, all homes created by Metro West CD will remain affordable in perpetuity.

Given the proximity of this site to the commercial and cultural amenities of South Natick, the robust employer base in Natick Center and along the Rt-9 Corridor, and the highly respected Natick school system, we expect strong demand for family housing at this location.

Other current Metro West CD projects include the re-development of the historic West Newton Armory, to be converted into 43 affordable units, the construction of 40 deeply affordable units in Hudson, and the creation of a 92-unit, 100% affordable, intergenerational community in Medway.

79-B Chapel Street, Newton, MA 02458
P: 617-923-3505 F: 617-923-8241
www.metrowestcd.org

We have assembled a team of highly respected architects, engineers, attorneys, and development consultants for this proposal. Of note, the lead architect on this project, Cliff Boehmer, co-founder and principal at Davis Square Architects, is a former South Natick resident.

In pursuit of this development Metro West CD will mobilizes vast State and Federal subsidy sources. We have significant experience utilizing Low Income Tax Credits, HOME funds, as well as programs such as Community Based Housing (CBH) , the Housing Innovation Fund (HIF), and the Housing Stabilization Fund (HSF). Additional details about our funding sources and projected timeline for the project are included in the following pages.

The Eliot School site has been an important community landmark for over 100 years. We would be proud to work with you to expand that legacy. Thank you very much for your consideration of our proposal. Please feel free to contact me with any questions.

Sincerely,

Caitlin Madden

Caitlin Madden
Executive Director

This proposal shall be effective for one hundred eighty (180) calendar days starting from the deadline date for receipt of sealed proposals in this RFP.



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Statement of Qualifications

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- Development Team Structure
 - Proposer Organization Description, Experience, & References
 - Development Team Firm Profiles

ORGANIZATIONAL STRUCTURE OF DEVELOPMENT TEAM

Diagram below is the organizational structure of the development team. The following pages are the firm profiles of each development team member.



LEGAL
CONSULTANT
Klein Hornig

LANDSCAPE
ARCHITECT
RBLA Design

ARCHITECT
Davis Square
Architecture

HISTORIC
CONSULTANT
PAL, Inc.

PROPERTY
MANAGER
Maloney Properties

CIVIL ENGINEER
Merrill Engineers & Land
Surveyors

Description of the Organization

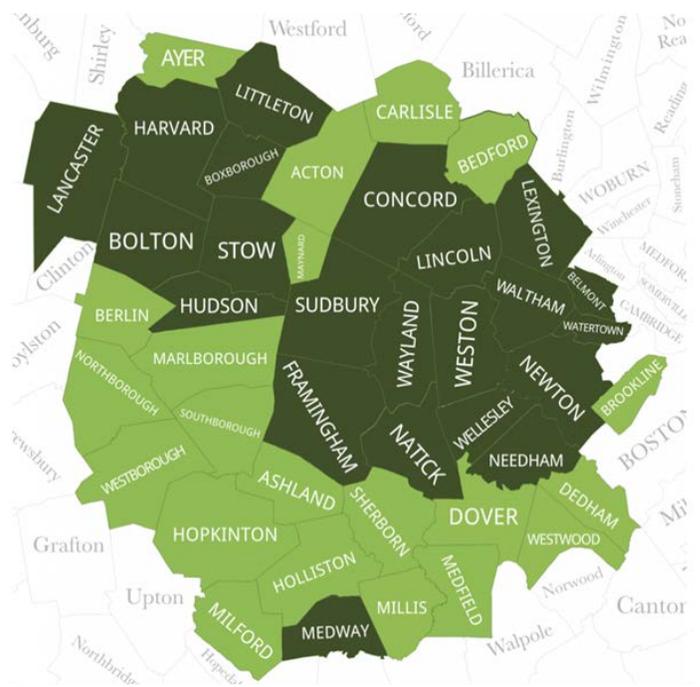
Metro West Collaborative Development Inc., formerly known as Watertown Community Housing, is a private non-profit Community Development Corporation founded in 1991 to address the shrinking supply of affordable housing in the Metro West region of Boston.

A recognized 501(c)(3) organization, Metro West CD serves a defined geography of target communities, including Natick, helping each to achieve their affordable housing goals. The mission of Metro West CD is to organize residents, mobilize resources, and identify ideas that improve the quality of life for residents of Metro West communities. We accomplish this mission by creating and preserving affordable homes supporting economic development that strengthens neighborhoods, towns and our region and by building alliances with partners and constituencies throughout the region in order to increase awareness and build support for community development.

Metro West CD is also the only certified Community Housing Development Organization (CHDO) currently eligible to receive HOME set-aside funds administered by the West Metro HOME Consortium, a regional planning body that includes the Town of Natick as a member and receives funds for housing development directly from the federal government.

Membership in Metro West CD is open to anyone who lives or works in a target area community. The organization is led by a Board of Directors and a professional staff. Directors are elected at the Annual Meeting each year and represent our broad geography and diverse constituencies. As a CHDO, the Board must include residents of income restricted housing developments. A list of the current Board of Directors, as well of resumes for key staff, are included in the appendix of this proposal.

In addition to real estate development, Metro West CD responds to over 3,000 calls each year from individuals and families with housing questions or crises. Metro West CD also works with private developers and municipalities in their efforts to comply with local and state affordable housing regulations. Metro West CD is a DHCD and MassHousing approved Affordable Housing Monitor and lottery agent.



Metro West CD in Natick:

Metro West CD first began working in Natick in 2009 when it conducted the affordable housing lottery for the Castle Courtyard and Admiral Cove developments, which included inclusionary zoning units. At that time Metro West CD also administered a Down Payment Assistance Program on behalf of the Town that found participants among many Castle Courtyard and Admiral Cove buyers.

Since then, Metro West CD has met with the Natick Affordable Housing Trust (NAHT) on numerous occasions to explore potential affordable housing developments. Metro West CD made offers to purchase several sites in Natick, including: 22 Pleasant St. (57 units proposed), 212 West Central St. (25 units), 245 West Central St. (40 units), St. Patrick’s Church (27 units) and the American Legion site (24 units). In 2020, in cooperation with NAHT, Metro West CD won first place in the Federal Home Loan Bank of Boston’s Affordable Housing Competition for a proposed redevelopment of the Henry Wilson Shoe Shop site (41 units). Collectively, these efforts represent 217 units of proposed affordable housing and underscore Metro West CD’s lasting commitment to the Town of Natick.

Recent accomplishments include:

August 2022: Closed on the financing for Glen Brook Way Phase II, a 44-unit, 100% affordable senior rental development in Medway. This project was awarded federal and state LIHTC, along with other subsidy sources by DHCD.

January 2022: Won a competitive RFP to redevelop the historic West Newton Armory. Metro West CD’s proposal features 43 units of 100% affordable housing and includes an extensive renovation of the existing structure plus a new-construction component.

August 2021: Completed construction on Glen Brook Way Phase I, a 48-unit, 100% affordable family rental development in Medway. Glen Brook Way is the result of significant support from the Town of Medway, which provided \$2.1 million in local financial support.

April 2021: Won the competitive RFP to develop 40 units of affordable housing at the former Hudson Police Station. The design is a neighborhood-scale project that balances housing and open space, with a total cost projected to be \$21.7 million.



Past Project Experience

Permitting and Zoning

Metro West CD has successfully navigated complex zoning and permitting processes, securing comprehensive permits for several projects including a 40-unit redevelopment of a former police station site in Hudson, a two phase 92-unit intergenerational project currently under construction in Medway, an 18-unit senior development in Norwell, and an 8-unit renovation of a historic home in Newton. All these projects are 100% affordable.

Our historic redevelopment work includes the successful renovation of the 25-unit St. Joseph Hall, built in 1917 as part of the Rosary Academy school in Watertown, and the aforementioned 8-unit repositioning of a historic house, built in 1868, in Newton. Metro West CD is also currently permitting the preservation and expansion of the historic National Guard Armory located in Newton. For the 5 Auburn Street development, our project team will include leading historic consultant The Public Archaeology Laboratory (PAL) to assist with navigating the local and state historic commission process.

Additionally, Metro West CD recently completed its Glen Brook Way Phase I project under an Order of Conditions issued by the Medway Conservation Commission for work within the 200' River Front setback.

Financing

The development of affordable housing in Massachusetts relies on a variety of federal, state, and local resources. Metro West CD and its consultants bring a depth of experience in navigating the funding application process for these types of projects. Metro West CD has developed 117 affordable rental units to date with 127 more units in the pipeline, the majority of which are affordable to 30% AMI, 50% AMI, and 60% AMI households.

In addition to our experience working with the Massachusetts Department of Housing and Community Development to secure Low Income Housing Tax Credits and a variety of soft subsidies, we have strong lending and equity partners with whom we partner to secure predevelopment, acquisition, construction, and equity funds.

Since the Massachusetts DHCD requires a local match for all projects seeking state subsidy, we will seek funds from the Natick Affordable Housing Trust. As part of our process, an Affordable Housing Restriction will be adopted for the proposed project, which will preserve affordability at the property in perpetuity.



Metro West Collaborative Development

Real Estate Development Project List



Newton Armory, Newton – 2022-2025

The historic preservation of the West Newton Armory, awarded to Metro West CD by RFP, will create 43 new units of family affordable rental housing. The housing will be 100% affordable to households with incomes up to sixty percent (60%) of area median income. Our concept integrates the competing commitments for historic preservation, affordable housing, and sustainability - both within the building envelope and through thoughtfully designed new construction. Total development cost is forecast to be \$26.4 million.

Packard Street, Hudson – 2021-2024

The project, awarded to Metro West CD through a Town of Hudson RFP, creates 40 new units of affordable rental housing at a former police station site. The housing will be affordable to a variety of households with incomes up to 60% of the area median income (AMI), including a set aside for households with incomes up to 30% AMI. The design is a neighborhood-scale project that balances housing and open space. The total development cost is projected to be \$21.7 million.



Glen Brook Way, Medway – 2017-2023

This 92-unit rental development was permitted under Chapter 40B to help the Town of Medway obtain "Safe Harbor" status. The project utilizes \$2.1 million in local Community Preservation Act funds and has received various Dept. of Housing and Community Development subsidy awards. The property will be affordable in perpetuity. Construction of the 48-unit Phase I portion is complete, with the 44-unit Phase 2 targeting a Fall 2023 completion. The total development cost will be \$41.6 million.



236 Auburn St., Newton – 2016-2020

This circa 1868 house was relocated on the site and behind it were built two duplex units and a 5-bedroom congregate house which was sold to the Price Center. The project was awarded a Chapter 40B comprehensive permit in 2018 and secured all state and local funding to begin construction in early 2019. Total development cost for the 8-unit project was \$4.1 million.



Herring Brook Hill, Norwell – 2016-2019

This former Town owned Police Station, located in Norwell, is now home to 18 rental units for elderly households. Metro West CD won the development rights to the site through a competitive Request For Proposals process administered by the Norwell Community Housing Trust. The project utilized local Community Preservation Act funds, various Dept. of Housing and Community Development subsidy sources and a private loan from Eastern Bank for a total development cost of \$6.6 million. The property will be affordable in perpetuity. It was permitted under Chapter 40B and occupied in 2019.

St. Joseph Hall, Watertown – 2014

This former Catholic School was converted into elderly apartments in the 1980s by the Dominican Sisters of Peace. After 25 years, the Sisters could not keep up with the capital repairs needed by the historic building. Also, the property had a Section 8 contract that was nearing its expiration. Metro West CD purchased the property and assembled the financing to undertake a \$5.5 million project that will keep the 25 apartments in top condition and permanently affordable.



1060 Belmont Street – 2010

This blighted 18-unit rental property was purchased by Metro West CD in 2008 for \$2.1 million. Over the next two years \$3.4 million was raised to renovate the apartments and create three handicapped accessible units. Funds used included: Low Income Housing Tax Credits, HOME Program, Federal Home Loan Bank’s Affordable Housing Program, Community Based Housing Initiative and a private loan from Watertown Savings Bank.

REFERENCES - Metro West CD

Reference I

Glenn Trindade

Select Board

Town of Medway

508-208-8299 | glenntcindade@gmail.com

Project: Glen Brook Way

Reference II

Barney Heath

Director of Planning and Development

City of Newton

617-796-1120 | bheath@newtonma.gov

Project: West Newton Armory

Reference III

Larry Field

Senior Planner, Community Development & Planning

City of Watertown

617-921-3608 | lfield@watertown-ma.gov

Project: St. Joseph Hall



FIRM PROFILE



WAVERLEY WOODS



SIMON-KUCHER & PARTNERS



HISTORIC SOUTH END APARTMENTS



FIRST CHURCH OF ROXBURY
EDUCATION & JUSTICE CENTER



BRIGHT HORIZONS BROOKLINE

We are an award-winning architectural design and planning studio with a simple mission: to create excellent design, to develop long-term relationships with clients, and to help build viable communities.

OUR CURRENT AREAS OF EXPERTISE INCLUDE:

- Multi-family housing
- Renovation and historic preservation
- Transit-oriented design
- Feasibility and needs assessment
- Commercial and corporate interiors
- Childcare centers
- Community spaces
- Learning spaces

PRINCIPALS/OFFICERS:

- President and Principal: Iric L. Rex, AIA, LEED AP
- Principal and Clerk: Ross A. Speer, AIA
- Principal: Clifford J. Boehmer, AIA
- Vice President: Laura Cella-Mowatt, RA
- Vice President: Eric Chamberlin, RA, LEED AP

COMPANY LEGAL NAME:

Davis Square Architects, Inc.

Founded in 1984, Davis Square Architects is a medium-sized firm organized into project-specific teams. We maintain the same team from schematic design through construction, under the direction of a Principal. As a result of this continuity, our clients come to know and rely on individual staff members over time, seeking them out for subsequent projects.

Our best work is achieved in collaboration with involved clients. Design solutions evolve through careful consideration of our clients' needs, constraints, and dreams. To this we add a commitment to architecture that is both beautiful and respectful of its surroundings.

Working within the design studio tradition, we have created an open collegial work environment where education is highly valued; where the exchange of ideas is encouraged; and where the most advanced technology supports the design process. Our success has allowed us to contribute a portion of our profits to worthy community service organizations, in the belief that strong communities and great architecture are mutually dependent. ■



ADAPTIVE REUSE



**A WHOLE NEW LOOK:
BUILDING FROM THE PAST TO
SUPPORT THE FUTURE**



Every building has a history — and the stories they tell is one of the main reasons why adaptive reuse is so critical in preserving history as well as creating opportunities for the present. Throughout the years, many of these buildings' original use becomes obsolete. Reclamation not only is beneficial to honoring these buildings' structural integrity and preservation, but also an excellent resource for giving them a new modern-day purpose.



To restore a building is not to repair it, nor to do maintenance or to rebuild, it is to re-establish it in an ultimate state that never existed before.

—Eugène Viollet le Duc

PAST MEETS PRESENT

DAVIS SQUARE ARCHITECTS, INC. has always championed adaptive reuse and preservation throughout our 30-plus years of experience. At a time when real estate is a precious resource and its price at an all-time high, conserving existing property helps to alleviate unnecessary costs and also preserves the fabric of neighborhoods and communities, while helping to bolster their economies.

RENEWED AND RESTORED

When buildings become abandoned or fall into disrepair, repurposing becomes the ideal method of breathing new life into these historic jewels. We strive to maintain historic character as well as ensure the preservation and, where needed, historical accuracy for replication of architectural details. Modernizing these buildings for code requirements such as accessibility, buildings and life safety systems is also a top priority, as well as paying homage to the architectural integrity of the original buildings and its context. Planning for current and future needs is something we establish at the beginning of every project.

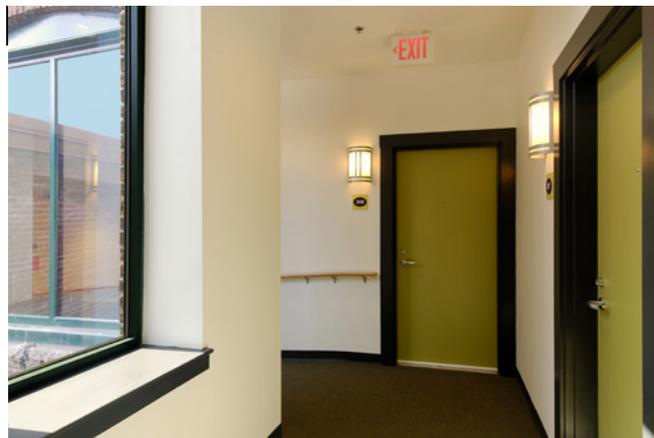
We are strong advocates of sustainability, aiming to create environmentally-responsible designs that enhance quality of life for both residents and owners. Building reinvestment and adaptive reuse are closely aligned with our belief of the importance of land conservation, as well as minimizing harmful environmental effects of demolition and new construction.

ENDLESS POSSIBILITIES

Our adaptive reuse projects range from the transformation of a former bank into a trendy neighborhood coffee shop, to the creation of over 40 affordable apartments at a former historic paper mill, to reconfiguring an historic church for multifamily housing. Some of our award-winning projects include:

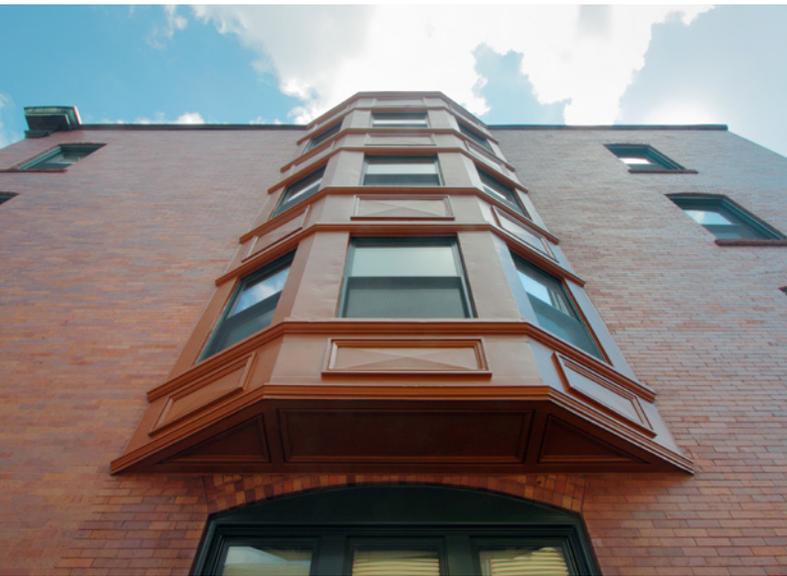
Towards Independent Living and Learning (TILL): for a human services agency non-profit, we transformed three run-down structures in downtown Chelsea, Massachusetts into 23 affordable units of housing, plus 11,000 sf of ground-level commercial space including a café. The project has won several awards for both its innovative design and preservation.

Bright Horizons Family Solutions Corporate Headquarters: we helped turn a civil war munitions depot into the headquarters of an expanding childcare corporation. Our approach of using a lively and innovative combination of color, form, and unusual materials was recognized for setting new standards of creativity in commercial interior design. ■



ADAPTIVE REUSE OVERVIEW
davissquarearchitects.com

HISTORIC COMMISSIONS



**OVER 30 YEARS OF
EXPERIENCE WITH
HISTORIC COMMISSIONS**



We understand the design and technical challenges of historical renovations. We also have extensive experience with historic buildings, districts and occupied rehabilitations, as well as working with communities, tenants and clients to achieve well-designed, cost-effective solutions. The reinvestment and restoration of historical buildings is closely aligned with our belief of minimizing the harmful environmental effects of demolition and new construction.

“ Architecture should speak of its time and place, but yearn for timelessness. —Frank Gehry



SENSITIVITY TOWARDS THE ORIGINAL ARCHITECTURAL INTEGRITY

By working on numerous rehabilitations in historically rich areas, from Boston’s South End, to the cities of Lexington and Springfield, Massachusetts, we understand the design and technical challenges of historical renovations. These projects usually begin with a capital needs assessment and a detailed survey of the surrounding fabric. Our design strategy combines respect for the architectural integrity of the original buildings and its context, with detailed attention to the residents’ current and future needs. We work closely with developers, tenants, and the surrounding neighborhood associations to develop a program that integrates careful historic restoration with modern code-mandated and life safety system upgrades. This approach has helped us return many important historical places to their original grandeur.

EXPERIENCE WITH HISTORIC GUIDELINES

We carefully juggle working with residents through a design committee process and the need to meet the demands of local, state, and federal historical guidelines. We have prior knowledge of the Boston Landmark Board’s preservation requirements, the Department of Interior’s guidelines for building in historic districts, and Boston’s South End Landmarks Committee’s specifications. By meeting the historical requirements, our projects have received funding from the U.S. Department of Interior’s historic tax credits and the

Massachusetts Historic Commission’s funding. At Interfaith Housing, these credits allowed us to restore and recreate elements such as plaster crown molding, mahogany entrance doors, metal fencing, and brick and stone facades, which would typically be beyond the means of an affordable housing project.

AWARD-WINNING DESIGN

For the Bright Horizons Corporate office, we helped turn a civil war munitions depot into the headquarters of an expanding childcare corporation. The facility, which flouts conventional notions of corporate culture with its vibrant interplay of color, form, and unusual materials, was recognized for setting new standards of creativity in commercial interior design. At the Brunswick-Holborn & Columbia Wood Apartments, 11 historic buildings scattered throughout Boston were renovated into 94 units of housing. The project received an award from *Environmental Design + Construction Magazine* for its exemplary and creative application of environmentally, socially, and economically sustainable concepts. ■



HISTORIC COMMISSIONS OVERVIEW
davissquarearchitects.com

SUSTAINABLE DESIGN



**COMMITTED TO THE
GREENING OF OUR
COMMUNITIES**



**DAVIS
SQUARE**

ARCHITECTS

We are committed to understanding the true costs and benefits of green design, as well as studying the effectiveness of those measures. At the outset of projects, we perform green design charrettes as well as feasibility studies to identify and develop achievable sustainable design goals. Our firm has also completed post-construction testing, commissioning and post-occupancy energy performance studies on several of our projects, working in cooperation with engineers and green design consultants. The results have shown low initial costs for green design measures and a rapid payback in lower energy costs.

“ ...I go to nature every day for inspiration in the day’s work. I follow in building the principles which nature has used in its domain. —Frank Lloyd Wright

CONTINUED GREEN SUCCESS

DAVIS SQUARE ARCHITECTS, INC.’s sustainable buildings have been honored for excellence in smart growth, sustainable design, revitalization of an urban brownfield site, green community, energy efficiency, and excellence in design. They have also achieved distinction for their high efficiency. Below is a list of some of the many organizations from which we have received recognition for our environmentally-friendly design:

<i>American Institute of Architects</i>	<i>U.S. Department of Housing & Urban Design</i>	<i>Sierra Club</i>
<i>Boston Society of Architects</i>	<i>Office for Commonwealth Development</i>	<i>Environmental Design + Construction magazine</i>
<i>The Home Depot Foundation</i>	<i>Northeast Sustainable Energy Association</i>	<i>Multi-Family Executive magazine</i>
<i>The Enterprise Foundation</i>		<i>Numerous other prestigious organizations</i>

GREEN ACCOMPLISHMENTS

SAINT POLYCARP VILLAGE

At this LEED-Platinum certified development in Somerville, MA, we used double-wall construction to achieve high efficiency ratings. Rooftops have photovoltaic arrays, solar thermal collectors, and planted areas.

CROSS TOWN CORNERS

At this affordable multifamily development located in Springfield, MA, we laminated interior walls and foundations with rigid foam panels to enhance the energy efficiency of four masonry buildings.

TROLLEY SQUARE

At this new construction, affordable mixed-use community, storm water retention tanks installed beneath the corner park reduce the flow of storm water into the City’s system. Clean storm water from the tanks is used to irrigate the planters in the central plaza. This project includes a 45-KW photovoltaic array.

COLUMBIA TERRACE APARTMENTS

At this affordable development located in Cambridge, MA, demolition and construction debris was salvaged for other uses, including landscaping.

GREEN CONSULTING

Davis Square Architects is currently a green consultant to the Massachusetts Department of Housing & Community Development, the Massachusetts Technology Council, Enterprise Foundation’s Green Communities Program, and the Community Economic Development Assistance Corporation.

OUR GREEN SERVICES

The following are steps that Davis Square Architects can provide to ensure sustainability:

1. **Green Screen:** evaluating programming plans to determine the most promising green opportunities on a particular site or building.
2. **Green Charrette:** a meeting early in the design process in which all stakeholders brainstorm ideas for energy and resource efficiency, generating goals and development strategies to accomplish them.
3. **Capital needs assessment:** a study focused on energy-saving opportunities and sustainable improvements.
4. **LEED documentation services:** meeting LEED certification requirements throughout the LEED certification process.
5. **Lifecycle analysis:** reviewing prioritized design goals to assist in the design-making process.
6. **Partnerships:** working with LEED-accredited consultants, clerks and contractors for the most effective green project team.
7. **Commissioning:** verifying that the building’s envelope and systems operate as intended.
8. **Post-occupancy assessment:** measuring and reviewing actual energy savings after the project’s completion and move-in. ■





Qualifications Statement

Company Profile

Merrill Engineers and Land Surveyors is comprised of a select group of professional engineers, land surveyors and related professionals. Established in 1979, our firm offers a wide range of services within, and related to, the civil engineering and land surveying disciplines. The size of our firm, coupled with the extensive and varied experience of our staff, affords us the unique opportunity of providing our clients with the latest in design technology usually found only in larger organizations. Additionally, we are able to create a more personalized service, in that our registered professionals not only negotiate and direct the projects, but also perform and review all of the actual design work. This enables each client to deal directly with one person knowledgeable in all phases of the project. Client satisfaction is of prime importance to all design team members and is emphasized throughout each project.

It is the policy of Merrill to offer a complete and comprehensive design service. Solutions and recommendations are well conceived, based on the client's needs, physical constraints, and nationally recognized and established design standards and procedures.

For over 40 years, Merrill has assisted our municipal and private sector Clients in the planning, design, permitting, and construction of many multi-unit projects of similar size and scope. As you review our qualifications, we would like to reinforce several key points. Each of our professional engineer and land surveying staff selected to work directly on your projects has over 15 years of experience in civil design. All planning, land surveying, design and construction services are provided in-house. At Merrill, we believe that providing our Clients with the best consulting services goes beyond good design practices. With a clear understanding of our Clients goals and a thorough knowledge of applicable regulations, our experienced design team can tackle any project. Solving our Client's problems is what we do.

Our Services

Merrill has performed studies, preliminary and final designs, contract plans, specifications, and estimates for numerous projects, public and private. The following are some of the past and present services our firm has performed for our clients:

Land Surveying

Perimeter surveys
ALTA title insurance surveys and reports
Topographic and wetland resource area surveys
Land court surveys
Flood elevation certifications
GPS Capability
GIS mapping support

Land Use Planning

Site evaluation and assessments
Development feasibility/due diligence reports
Preliminary site planning
Presentation drawings and reports
MEPA filings

Civil Design and Permitting

Site plan design – commercial and residential
Subdivisions – preliminary, definitive, ANR residential, commercial and industrial plans
Stormwater management/drainage design
Hydraulic and hydrogeologic studies
Sanitary wastewater collection, treatment and disposal systems
Water supply and distribution systems
Soils evaluation and percolation testing
Drive- thru facilities
Service station and convenience store layouts
Fuel systems design for service stations and commercial/industrial facilities
Fire suppression design and permitting

Environmental

Wetlands and riverfront delineations
Mass. Dept. of Environmental Protection and local wetlands filings: Notices of Intent, Requests for Determination of Applicability, 401 water quality certificates etc.
Army Corps of Engineers permit – 404 and Section 10 filings
Mass. Waterways permitting and licenses – Chapter 91 filings
Earth removal permitting
Dock permitting
Underground storage tank licensing and permitting
Leadership in Energy and Environmental Design (LEED) certifications of sustainable designs and low-impact developments
Stormwater Pollution Prevention Plans
EPA Construction General Permits & Stormwater Discharges for Industrial Activities

Construction Engineering

Construction bid documents & Specifications
Assistance in bidding and contractor selection

Field layout work
Construction supervision, management and coordination
Foundation/elevation certifications and As-built Plans

Municipal Consulting and Services

Subdivision and Site Plan Review Services
Telecommunications Facilities Review Services
Litigation Support
Zoning Map creation and updates
Land Use, Historic, Wetland, and Public Facilities Mapping
Site Planning and Permitting for Municipal Buildings and Facilities

PROFESSIONAL LICENSES & CERTIFICATIONS

Professional Engineers in Massachusetts, Rhode Island, and New Hampshire
Professional Surveyors in Massachusetts and Rhode Island
Leadership in Energy and Environmental Design (LEED) Accredited Professionals
Licensed Soil Evaluators in Massachusetts
Licensed Septic Inspectors in Massachusetts

OFFICE LOCATIONS:

HANOVER OFFICE:

427 Columbia Road
Hanover, MA 02339

MARINE DIVISION:

26 Union Street
Plymouth, MA 02360

Contact information:

T: (781) 826-9200

F: (781) 826-6665

www.merrillinc.com

PLYMOUTH OFFICE:

40 Court Street, Ste 2A
Plymouth, MA 02360

NORWELL OFFICE:

687 Main Street
Norwell, MA 02061

FALMOUTH OFFICE:

448 N. Falmouth Hwy, Unit A
N. Falmouth, MA 02556



Registered to practice in Massachusetts, New Hampshire, Connecticut and Rhode Island, Rebecca Bachand has been working in landscape architecture and civil engineering firms on small to large scale commercial projects since 1998. Her range of expertise encompasses feasibility studies, master planning, design, and permitting. Offering landscape architecture and permitting services to owners, municipalities, developers, architects, and civil engineers, at RBLA we personally follow projects through from inception to completion.

Our process begins with an assessment of existing site conditions to determine how the land will best be utilized, followed by a thorough analysis of the site's opportunities and constraints. Throughout the design process, we combine progressive ideas about stormwater management, water reclamation, use of native, low maintenance plants, and potential use of appropriate recycled and/or repurposed materials to maximize programming of our client's needs while engaging the site's natural features. As LEED Accredited Professionals, we work with clients to integrate LEED points and sustainable techniques into all projects.

Providing services to both public and private sector clients makes RBLA uniquely suited to projects soliciting public participation. We've completed projects with the communities of Marblehead, Beverly, Hamilton, and Stoughton, MA, redeveloping civic spaces for gathering, gardening, and play. In the City of Quincy, we developed Open Spaces overlooking the daylighted Town Brook after completion of the smelt run landscape installation. With a background in Therapeutic Landscape Design and Universal Accessibility, RBLA incorporates facets of these topics – strolling gardens with multi-season/multi-sensory plant palettes, contemplative labyrinths, semi-public gathering areas – into spaces for use by all generations and abilities.

We team with local architects, civil engineers, contractors, and allied professionals to provide development teams with an integrated design process. We believe that this partnership makes for a better project experience for all involved and streamlines the permitting and development processes. We are a Massachusetts certified Women Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE). We believe this status is a benefit to our clients, particularly in the affordable housing market.

Representative Clients

The Architectural Team: Mike Binette, mbinette@architecturalteam.com

CICD of Boston: Donald Alexis, dalexis@cicdofboston.org

City of Boston, Parks Department: Cathy Baker-Eclipse, cathy.baker-eclipse@boston.gov

Davis Square Architects: Cliff Boehmer, CBoehmer@davissquarearchitects.com

Design Technique: Lee Sollenberger, lee@deztek.com

Development Synergies LLC: Peter Roche, pjroche1@comcast.net

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Joy Street Design: Sharon Gentges, sharon@joystdesign.com

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Stoughton, Town of, Recreation Department: Tim Davis, tdavis@southboroughma.com

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Firm Profile

The Public Archaeology Laboratory, Inc. (PAL) is a leading authority in cultural resource management and specializes in archaeology, architectural history, research and documentation, and preservation planning throughout New England and the Mid-Atlantic. An independent, non-profit corporation located in Pawtucket, Rhode Island, PAL has successfully completed more than 5,000 projects in the areas of cultural resource management, historic preservation planning, regulatory consultation, compliance with Section 106 of the National Historic Preservation Act, and state and federal historic tax credit projects. Established in 1982, PAL has steadily grown to become the largest private cultural resource management firm in New England with a staff of more than 50 people. The PAL team includes specialists in the disciplines of pre-contact and historic archaeology, industrial history and archaeology, architectural history, and preservation planning. The principal investigators for archaeology are Registered Professional Archaeologists. All staff meet the professional criteria for their respective disciplines established by the National Park Service (36 CFR Part 61).

The firm has a proven record of quality products that withstand rigorous technical reviews. The staff has developed innovative planning and project management strategies tailored to each client's needs. Our reputation is built upon facilitating large, complex projects efficiently and effectively. PAL's approach relies on integration, blending the skills of pre-contact, historic, and industrial archaeologists, architectural and industrial historians, historians, preservation planners, conservators, and technical support staff. PAL serves a broad client base who rely on PAL for our ability to rapidly mobilize staff and resources to conduct cultural resource surveys, preservation planning studies, eligibility determinations, environmental impact assessments, regulatory compliance, and consultation.

Consistency in our professional capabilities and responsive staff generates client confidence and long-term relationships, including numerous on-call services contracts. PAL's clients include federal and state agencies, municipalities, utility companies, engineering firms, private corporations, non-profit organizations, individual property owners, and Native American Tribes.

The PAL team understands that flexibility and responsiveness are key elements in supplying outstanding service to our clients. We have the management skills, staff, and support systems necessary to ensure that all projects, regardless of size, are completed on time and within budget.

Introduction to Klein Hornig

Klein Hornig is one of the nation's premier firms concentrating exclusively on affordable housing and community development. The firm focuses exclusively on structuring, managing and closing affordable housing and community development projects. The attorneys at Klein Hornig have worked extensively with a wide variety of affordable housing programs and activities, including the low-income housing tax credit program, public housing and mixed-finance projects, the Choice Neighborhoods Initiative program, the Rental Assistance Demonstration (RAD) program, HOME and CDBG funding, tax-exempt mortgage revenue bonds, 501(c)(3) bonds, FHA-insured loans, Mark to Market restructurings and Section 236 IRP decoupling.

In addition to affordable housing, we are active in other community development activities, including commercial and mixed-use development using creative financing vehicles such as the New Markets Tax Credit program, historic tax credits, and renewable energy credits. We supplement our housing and community development practice with expertise in partnership and business associations, condominiums and cooperatives, nonprofit organizations and real estate law. We invite you to visit our website at www.kleinhornig.com to appreciate the range and depth of our work.

Klein Hornig has a single mission – to provide uncompromising service and unparalleled legal expertise to the affordable housing community. We know that the individuals and organizations that have dedicated themselves to developing, operating and preserving affordable housing and other community assets need lawyers as dedicated as they are—lawyers with command of every technical tool available, and with the understanding and commitment needed to apply those tools efficiently and creatively.

Klein Hornig has approximately 40 attorneys practicing locally and nationally out of offices in Washington, DC and Boston, Massachusetts. Using sophisticated technologies for communications, legal research and knowledge management, attorneys in the two offices can collaborate to provide the most efficient and effective legal services to our clients.

Massachusetts Experience

In Massachusetts, we have worked with every state and local affordable housing resource, including all of the DHCD funding programs, bond financing from MassHousing and MassDevelopment, state housing and historic tax credits, Community Preservation Act and local HOME funds, and beyond. In addition to our financing expertise, our practice focuses on the real estate matters that are essential to affordable housing development – title and conveyancing, zoning and permitting, construction contracts and

disputes, affordable cooperatives and condominiums, and purchase and sale transactions of all types. We have further experience and expertise with the specific set of rules and standards applicable to the activities of local housing authorities, their affiliates and their development partners – from the statutory requirements of Chapters 121B, 30B and 149 to the programmatic and policy activities of HUD, DHCD and other government bodies and stakeholders.

Because of our extensive work throughout Massachusetts, we are able to offer the benefits of both a national and a local practice in affordable housing and real estate. At any given moment we are at work on dozens of Massachusetts development projects involving numerous sources of financing and complex real estate development, permitting and construction matters.

Representative Transactions:

Sycamore on Main, 121 Main Street, Brockton, MA: Klein Hornig assisted our client, NeighborWorks Southern Mass (NWSOMA), close on the acquisition and construction financing of Sycamore on Main located at 121 Main Street in Brockton. Site has been permitted under Chapter 40R for 48-units of new construction rental housing and ground floor commercial space. Our client purchased the property from a tax foreclosed owned and involved negotiations with our seller and the City of Brockton to clear the tax lien case and vacate the foreclosure decree during the 1-year redemption period. Acquisition financing was provided by The LIFE Initiative and LISC. Construction financing included a taxable construction loan from Rockland Trust Company, permanent risk-share financing with MassHousing and subordinate workforce loan financing from MassHousing, assortment of MassDocs loans, 9% LIHTC and state LIHTC, and project-based Section 8 assistance.

Glen Brook Way, Medway, MA: We assisted client, Metro West Collaborative Development, close on the site assemblage in Medway, MA. Acquisition was financed by Boston Community Loan Fund (BCLF) and Community Economic Development Assistance Corporation (CEDAC). Site has been permitted under Chapter 40B for 48-units of new construction LIHTC rental project. Construction financing included a taxable construction loan from Eastern Bank, a permanent loan from Massachusetts Housing Partnership Fund Board (MHP), assortment of MassDocs loans, Town of Medway CPA and AHTF funds, 9% LIHTC and state LIHTC, and project-based Section 8, Section 811 and MRVP assistance.

Bancroft School Apartments, Auburn MA: In February 2021, KH closed on acquisition and construction financing for Bancroft School Apartments for our client, Pennrose Properties, LLC. This transaction involved the historic renovation and expansion of an old school building in Auburn, MA to create 60 affordable units for seniors.

Abby's House/52 High Street Project, Worcester MA: Klein Hornig assisted client, Abby Kelley Foster House, Inc. ("Abby's House"), close on the recapitalization and financing of the renovation of its 52 High Street project in Worcester, which upon completion, will provide safe and secure, affordable and

service-enriched housing for 55 women in the Greater Worcester area.

Abby's House partnered with existing client, Women's Institute for Housing and Economic Development ("WIHED"), with WIHED serving as its development partner. Financing included a tax-exempt bond issuance by MassDevelopment, construction bond financing from Eastern Bank, assortment of MassDocs loans (including the National Housing Trust Fund), state LIHTC and HTC loans, MHIC's equity investment in 4% LIHTC and federal historic credits, and project-based MRVP rental assistance.

Professional Team

Klein Hornig's professional team will be led by Senior Counsel, Wat Matsuyasu. Wat regularly assists both nonprofit and for-profit developers in the acquisition, development and refinancing of affordable housing and community development projects in Massachusetts.

In addition to our lawyers, we have highly skilled paralegals and legal assistants. While we have designated the above lawyers to be your primary contacts we understand that situations arise requiring additional support; accordingly, we are prepared to bring other attorneys to fill in or provide supplemental assistance at any time. This approach not only ensures that we are consistently providing our clients with the best service, but also protects from delays due to unexpected situations. Full resumes of each attorney listed have been included at the end of this response.

Klein Hornig maintains offices in Washington, DC and Boston, Massachusetts. Using sophisticated technologies for communications, legal research and knowledge management, attorneys in the two offices collaborate seamlessly to provide the most efficient and effective legal services to our clients. Klein Hornig has a skilled administrative staff and network for paralegal support. Klein Hornig employs detailed workload planning in order to ensure that it promptly addresses all project requirements and completes tasks ahead of schedule.

Our office locations are:

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101 Arch Street, Suite 1101

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ABOUT US



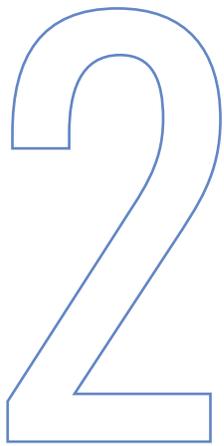
Maloney Properties, Inc. opened for business on May 1, 1981, to provide professional property management services to community-based housing owners who are committed to the interests and well-being of the resident population that the housing serves. Since then, Maloney Properties has emerged as a leading women-owned firm working in communities throughout New England.

Our executive staff works collaboratively with each client to achieve their goals while providing excellence in property and asset management. Our highly qualified team of professionals will work closely with you to understand your objectives and execute a plan to achieve them. In our long-term relationships with our clients these goals have grown, changed and shifted over time. What has remained constant is our commitment and our standard for excellence.

Our work in the multifamily housing business is well known and respected. We pride ourselves on the ability to think creatively, create lasting partnerships, and bring excitement to both new and existing projects.

We are proud of our diverse workforce and our work in the community. Our outreach in recruitment has ensured that our staff members represent the communities in which we work. With our workforce of over 400 employees, 52% of whom are Asian, African-American, and Latino we are able to provide management services that reduce or eliminate cultural and linguistic barriers. Maloney Properties is a certified Women Business Enterprise (WBE). In addition, 20% of the company is minority-owned.





2



Design

- 
- Proposed Site Plan and Building Layouts
 - Design Context and Inspiration



	LOWER	FIRST	SECOND	THIRD
STUDIO		1	1	
ONE BED	3	3	3	
TWO BED		6	6	6
THREE BED		1	1	1
TOTAL	3	11	11	7
				32



PROPOSED SITE PLAN AND UNIT MIX

5 AUBURN STREET | NATICK, MASSACHUSETTS | OCTOBER 13 2022



LOCAL VERNACULAR

The material palette for the proposed building will reflect that of nearby homes and institutional buildings. We envision board + batten siding, with handsome windows, interesting roof lines, and a mix of finishes and materials.



OLD + NEW

The proposal includes the adaptive reuse of the historic Eliot School which will house 11 apartments and community space; and a new residential building that responds to and complements the school with 21 apartments.

SIZE + SCALE

The proposed building will be respectful of the surrounding context. At 3 stories, it is within the allowable height permitted by zoning and is in keeping with the size and scale of the Eliot School and neighboring buildings.



DETAILS MATTER

Through thoughtful execution of detailing, the design will accent key moments. A multi-material pallet informed by existing buildings nearby helps to bring visual interest and break down the overall massing.

MAKE CONNECTIONS

Beyond being contextual in scale and design, the proposed building seeks to create new connections on the site and beyond. The new building is situated in a way so as not to detract from the historical significance of the Eliot School buildings. Vistas and green spaces will be preserved. The new building will define usable open space for the residents and create a new connection to the river via a path extending from the end of Auburn Street.





3



Narrative

- 
- Overview
 - Affordable Housing
 - Historic Preservation
 - Riverfront Area
 - Zoning
 - Parking Plan
 - Impacts & Mitigation
 - 2030+ Masterplan
 - Schedule
 - Option to Purchase
 - Closing Contingency
 - Permits & Approvals
 - Misc. Statements
 - Pro Forma
 - Development Budget

PROPOSED RE-USE

Overview

Metro West CD proposes to preserve the existing Eliot School structure while delivering 32-units of 100% affordable family rental housing.

This plan calls for the construction of a 3-story, 21-unit multifamily building, located behind the school to preserve the existing open space along Eliot Street. These new units would be complimented by an additional 11-units within the footprint of the Eliot School itself. The existing auditorium would then be turned into a community room for the residents of the development, with office space provided for an on-site property manager.

The development would adhere to the highest standard of sustainable building, and Metro West CD plans to pursue certification as the first Passive House project in Natick.

Finally, our vision includes new access to the Charles River, achieved by extending and linking the existing Auburn Street sidewalk to a new pedestrian path through the site.

The Auburn Street site was first developed 100 years ago. This decision today will determine the

next 100 years, and Metro West CD is prepared to mobilize vast state and federal resources to execute a bold vision of community-focused use for this property. Now is the time to think big and stretch our perception of what is possible, to maximize this once-in-a-century opportunity.

Affordable Housing

The housing will be affordable to households with incomes up to 60% of the area median income (AMI), including half of all units set aside for households with incomes up to 30% AMI. Our proposed design is a neighborhood-scale project that balances new housing and open space with the preservation of historic views, centered on the Eliot School, and respect for the unique character of the John Eliot Historic District. Dwelling units are planned in the following configuration:

Affordability	Configuration	Unit Count
30% AMI	1-bedroom	3
	2-bedroom	10
	3-bedroom	3
60% AMI	Studio	2
	1-bedroom	6
	2-bedroom	8
Total:		32



Image: 62 Packard Street, Hudson

Historic Preservation

The Eliot Elementary School is a contributing property to the John Eliot Historic District, which was listed in the National Register of Historic Places in 1983. The school, constructed in 1936-1937, was designed by prominent architecture firm Perry, Shaw & Hepburn. The district is also a local historic district that is listed in the State Register of Historic Places. Exterior improvements to properties within the local district are subject to Natick Historic District Commission review.

The property is an excellent candidate for adaptive reuse using historic tax credits. The school building, with ample-sized classrooms, lends itself to residential reuse. While the overall volume of the gymnasium would likely need to be retained, it could be modified for residential services or community uses. The large parcel allows for new construction to the west or south.

The project will be designed to be consistent with the Secretary of the Interior's Standards for Rehabilitation of Historic Properties and the Natick Historic District Commission design guidelines. It is anticipated that the project will be approved by the National Park Service and Massachusetts Historical Commission, as required to qualify for historic tax credits.

Riverfront Area

This project proposes to construct a small portion of the new multifamily building and some of its associated paved areas within the 200-foot riverfront area. This work will require the Proposer to file a Notice of Intent with the Natick Conservation Commission, which will result in an Order of Conditions governing how the work within the sensitive resource area may proceed. To stay in compliance with the Wetlands Protection Act, total improvements within the riverfront area have been kept under 5,000 SF for the proposed design. None of the proposed construction extends



Image: Carter School Apartments, Leominster



Image: Glen Brook Way, Medway

past the existing fence line at the rear of the property, and no construction is proposed within the 100-year flood elevation. As part of this development stormwater improvements may be proposed for the site, which will mitigate existing runoff to the river from the historic school structure and newly built impervious areas.

Finally, Metro West CD would like to propose to construct as part of this development a trail easement through the site to the river, which will provide South Natick with additional access to this important community resource.

Zoning

Since Residential General does not allow for the proposed use, the path to zoning compliance at 5 Auburn Street will be through the Historic Preservation Bylaw, which allows for Apartment Housing by special permit. The proposed design anticipates complying with the Intensity Regulations Section IV-B of the underlying Residential General zoning district.

Zoning Relief

Per Section III-J, Paragraph 8, the Special Permit Granting Authority, in this case the Planning Board, may modify and/or waive strict compliance with the requirements of the Historic Preservation Bylaw, provided such waiver is necessary to encourage the preservation of a historic building.

As such, Metro West CD will seek relief from the following requirements, necessary to realize our plan for preserving the Eliot School as affordable housing:

Section III-J	Required	Proposed
Para. 7-1 <i>Max. Number of Dwelling Units</i>	22 units	32 units
Para. 7-2 <i>Min. Number of Parking Spaces</i>	44 spaces	32 spaces
Para. 7-3 <i>Max. Area of New Construction</i>	1,400 SF	28,500 SF

Parking Plan

When 5 Auburn Street was built 100+ years ago, none could have predicted the impact cars and parking lots would soon have on the urban landscape. Now, as we look to the next century, it is increasingly clear that we need to rethink our relationship to both.

The Perfect Fit Parking Study published by the Metropolitan Area Planning Council (MAPC) in 2019, which investigated actual demand for parking at multifamily developments throughout

Greater Boston, showed that average parking demand for 100% affordable buildings was 35% less than for all market rate buildings.

One of the most important findings from the MAPC study is as follows:

Supply is the single biggest predictor of demand, suggesting that the availability of parking is attracting car-owning households.

Given the reduced parking demand from the population, the desire to maintain a maximum amount of open space at the development, and the limitations on development within the riverfront area, Metro West CD proposes to build 33 parking spaces for the use of the housing development. This equates to a 1:1 parking to unit ratio, with one extra space reserved for building management.

Per the Section V-D of the Zoning Bylaw, the number of parking spaces required is: 1 space per Studio & 1-bedroom, 1.5 spaces per 2-bedroom, and 2 spaces per 3-bedroom. This results in 44 off-street parking spaces, or a 1.38 parking ratio.

Ultimately, if the approval of this project required it, a portion of the site could be set aside for 12 “reserve spaces” in compliance with Sec. V-D-2(e), whereby the Building Inspector may approve construction of fewer than the required number of spaces.

Impact & Mitigation

No permanent and substantial negative impacts are anticipated in connection with the proposed development. Temporary negative impacts due to construction will be mitigated to the maximum extent possible.

The highly qualified General Contractor selected for this project will create a construction management plan detailing items such as site security, material laydown areas, as well as the impact of the work on any site and/or building access points. We will work with our contractor to reduce as much as possible the effect of such activities on surrounding neighbors. In the event a particular disruption is unavoidable during construction, advanced notice outlining the type and duration of the disruption will be provided to abutters through a regularly updated look-ahead schedule. In addition, abutters will have the direct phone number of the General Contractor’s on-site supervisor, as well as Metro West CD’s project manager.

In addition, to minimize the impact of construction generally on the single-family homes across Auburn Street, the proposed design locates the new building with significant open space preserved between the new construction and the required Auburn Street



Image: 62 Packard Street, Hudson