

REPRESENTATIVE REAL ESTATE DEVELOPMENT PROJECTS SINCE 2002



| Project Name Location Project Sponsor(s) Dates | Project Description | VIVA Principal(s) & Role in Project |
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| Learning Center at Bromley Heath Associated Early Care & Education Boston, MA 2012 | Construction of a 22,000 sq. ft. community learning center combining a capital campaign, New Markets Tax Credits and HUD Capital Program Mixed Finance funding by New England’s oldest early education provider. | Gilbert, Project director |
| Massachusetts Division of Capital Asset Management (DCAM) Boston, MA 2011-2012 | Feasibility analysis and technical assistance to state agency assessing possibility of converting multiple buildings on the Chelsea Soldiers Home site to 100 units of supportive housing for veterans. | Gilbert & Gould, Development and finance consultants |
| SHARP Project Refinance Boston and Framingham, MA 2012 | Refinance of three properties originally funded under the Massachusetts SHARP program to restructure debt and complete rehab; work with nonprofit sponsor/owners to structure transaction to meet long-term ownership goals. | Gould, Finance consultant |
| Walnut Avenue Apartments Jamaica Plain Neighborhood Development Corporation Boston, MA 2012 | 30 units of service-supported affordable housing for chronically homeless individuals. | Gould, Finance consultant Elving, Initial stage development consultant |
| 108 Newbury Street Lawrence CommunityWorks Lawrence, MA 2012 | 18 units of new construction affordable housing on an urban infill site. | Gould, Finance consultant |

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| <p>Union Crossing Lawrence CommunityWorks Lawrence, MA 2008 - 2012</p> | <p>Adaptive re-use of a mill complex to create 125 units of housing, 120,000 sq. ft. of commercial and retail space and extensive infrastructure and community amenities. First phase, completed in 2011, includes 60 units of affordable housing. Second phase, including 35,000 sq. ft. of commercial space, to be financed with New Markets Tax Credits. Adjacent mill building will include up to 71 units of affordable housing and 8,000 sq. ft. of commercial space.</p> | <p>Gould, Finance consultant Elving, Development advisor</p> |
| <p>Holcroft Homes, Phases 1 & 2 YMCA of the North Shore North Shore Community Development Coalition Beverly, MA 2010 - 2012</p> | <p>Urban infill new construction of 58 units of affordable housing, following the demolition of blighted buildings.</p> | <p>Gilbert and Gould, Development and finance consultants</p> |
| <p>Codman Square Apartments Codman Square Neighborhood Development Corporation Boston, MA 2012</p> | <p>Refinance and comprehensive rehab of 80-unit scattered-site development in Boston's Dorchester neighborhood.</p> | <p>Gould, Finance consultant</p> |
| <p>Castle Square Apartments Castle Square Tenants Organization Boston, MA 2008 - 2010</p> | <p>Year 15 refinance and rehabilitation of 550-unit apartment complex in Boston's South End. Joint venture between private developer and tenants' organization. Construction completed 2011.</p> | <p>Gould, Finance consultant</p> |
| <p>JPNDC Retail Jamaica Plain Neighborhood Development Corporation Boston, MA 2009</p> | <p>13,000 sq. ft. of ground-floor retail space in two residential complexes, financed as a single project with New Markets Tax Credits.</p> | <p>Gould, Finance consultant Gilbert, Initial stage development consultant</p> |

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| <p>Springfield Housing Authority Springfield, MA 2009 - 2010</p> | <p>Feasibility study to assess options for rehabilitation or demolition and replacement of a 46-unit federal public housing development, in connection with a neighborhood revitalization plan.</p> | <p>Elving and Gould, Development and finance consultants</p> |
| <p>Somerville Mental Health Association/Somerville Cambridge Elder Services Somerville, MA 2009</p> | <p>Feasibility study for two nonprofit service agencies interested in co-locating an early education center, commercial kitchen preparing 1,200 Meals-on-Wheels meals per day, offices and community café.</p> | <p>Gilbert and Gould, Development and finance consultants</p> |
| <p>YWCA of Cambridge Cambridge, MA 2008</p> | <p>Six-month engagement to reformulate redevelopment plans for the YWCA's 100+ unit SRO, housed in a c.1910 building with significant deferred maintenance; coordinated new CNA, renegotiated purchase agreement for sale of surplus lot and gained mortgagee approvals.</p> | <p>Gilbert and Gould, Development and finance consultants</p> |
| <p>Revere Housing Authority Revere, MA 2008</p> | <p>Feasibility study for mixed-finance redevelopment of an elderly state public housing development.</p> | <p>Gilbert and Gould, Development and finance consultants</p> |
| <p>VNA Senior Living Community Visiting Nurse Foundation Somerville, MA Completed: 2009</p> | <p>Mixed-income assisted living community, 99 units, \$26 million budget, located adjacent to a public senior housing development, providing a full continuum of care to residents of both properties.</p> | <p>Gould, Finance consultant</p> |
| <p>Distressed Housing Initiative Chelsea Neighborhood Developers Chelsea, MA 2007 - 2008</p> | <p>Business plan and financial model for addressing foreclosures and disinvestment, using a range of financing tools to spur investment in rental and ownership housing. Assistance to sponsor in acquiring and redeveloping foreclosed properties.</p> | <p>Elving and Gould, Business and development consultants</p> |
| <p>Sawyer Hill Co-Housing Berlin, MA 2008</p> | <p>New construction of two adjacent co-housing communities with 68 units.</p> | <p>Gould, Finance consultant</p> |

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| <p>Pond View Village Cape Ann Housing Opportunity, Inc. Gloucester, MA 2006</p> | <p>Adaptive re-use of 20-acre former glue factory in multiple phases, including 43 affordable family rental units and 41 mixed-income condominiums, as well as community space.</p> | <p>Elving and Gould, Development project managers</p> |
| <p>Maverick HOPE VI Boston Housing Authority Boston, MA 2006</p> | <p>Assistance to housing authority during grant application and early phases of redevelopment of public housing for mixed-income rental housing, using mixed financing. 646 units. New construction.</p> | <p>Gilbert, Program advisor to BHA as consultant to Abt Associates; Gould, Financial advisor</p> |
| <p>Pine Woods Construct, Inc. Stockbridge, MA 2006</p> | <p>New construction of 30 units of mixed-income rental housing.</p> | <p>Gould, Finance consultant</p> |
| <p>YWCA of Boston 140 Clarendon Street YWCA of Boston, Inc. Boston, MA 2005</p> | <p>Rehabilitation of the 160,000 sq. ft. historic headquarters of YWCA of Boston into 144 units of affordable and market-rate housing, a 40-room boutique hotel, commercial space, a restaurant, theater and school.</p> | <p>Gilbert, Project director</p> |

Capitol Square Apartments
 Berkshire Housing Development
 Corporation
 Pittsfield, MA
 2005

Comprehensive rehabilitation of historic building in
 downtown Pittsfield to create 69 units for elderly
 residents.

Gould, Finance and development
 consultant

West Broadway
 Boston Housing Authority
 Boston, MA
 2005

State public housing demolition and new construction to
 create 133 affordable rental units at four income tiers,
 using mixed financing.

Gould, Finance consultant

New Hope Apartments
 House of Hope
 Lowell, MA
 2005

New construction of service-enriched housing for 11
 formerly homeless families. Site is adjacent to House of
 Hope family shelter, which provides social services.

Gould, Project manager

Preston Taylor Homes
 Metropolitan Development and
 Housing Agency
 Nashville, TN
 2005

Public housing HOPE VI revitalization to create 497
 mixed-income rental and ownership homes plus
 community space. Rehab and new construction.

Gilbert, Developer project manager,
 Program manager

Coatesville HOPE VI
 The Community Builders & Housing
 Authority of Chester County
 Coatesville, PA
 2004

Public housing revitalization to create mixed-income
 rental and homeownership opportunities, plus historic
 rehab of mixed commercial and residential buildings. 260
 total units.

Elving, Project director for developer
 and program manager

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| <p>Reviviendo Family Housing Lawrence CommunityWorks Lawrence, MA 2003</p> | <p>Scattered-site family housing with four rehabilitated historic units and one new construction building, totaling 17 units.</p> | <p>Gould, Finance consultant</p> |
| <p>Orchard Park HOPE VI Boston Housing Authority Boston, MA 2002</p> | <p>Redevelop 500 units of public housing and nearby sites for mixed-income rental housing including both new construction and rehab.</p> | <p>Elving, Program advisor to BHA</p> |
| <p>Elkin Residence Albert Einstein Healthcare Network & 4 local African American Churches Philadelphia, PA 2002</p> | <p>Adaptive re-use of former office building into 73 affordable rental apartments for elderly people, with community space.</p> | <p>Elving, Development consultant</p> |
| <p>Pittsfield YMCA Pittsfield YMCA Pittsfield, MA 2002</p> | <p>Rehab of YMCA building to create 44 service-enhanced efficiency units.</p> | <p>Gould, Finance consultant</p> |