

SHARON CARNEGIE



DEVELOPMENT TEAM

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DEVELOPMENT TEAM:

DEVELOPER: Sharon Forward Foundation (100% owner of project)

DEVELOPER PARTNER: Creative Development Partners

ARCHITECT: Sustainable Heritage Consultants

Led by Sharon Forward Foundation team members, the Development Team was carefully formed through a thoughtful selection process. Jeremy Liu and Kyle Rawlins of Creative Development Partners have over 20 years of experience developing buildings to enhance the quality of life in communities. Scott Aquilina, through Sustainable Heritage Consultants, provides strategic planning and project management for new, revitalized and expanded buildings for educational and cultural institutions. His projects have been recognized for design excellence by national and state chapters of the AIA, the Society for College and University Planning and the Massachusetts Historical Commission.

About Sharon Forward Foundation and Our Mission

Our family has proudly called Sharon home for over a decade, with more than twenty relatives joining us in this vibrant community. We purchased our first home in Sharon in 2015 to be closer to family. After many years of visiting Sharon for summers and holidays, in 2019, we decided to relocate to Sharon from Hoboken, NJ. We were drawn by its diversity, natural beauty, proximity to Boston and Providence, and family-friendly environment.

Through our personal and professional experiences, we are passionate about the topic of sustainable development and have worked on many projects over the years. Serendipitously, the Town of Sharon is navigating a series of community investment opportunities between the development of Town Hall, Sharon High School and the new Library, and the MBTA Communities Act, business district rezoning and the Carnegie Library redevelopment. The Sharon Forward Foundation was initially established to create opportunities for us to engage further with neighbors on these topics, and the Library redevelopment galvanized us into action.

We enjoyed living in Hoboken for over 15 years because it is an extremely walkable City with exceptional amenities for residents of all ages. One of the reasons we moved to Sharon is that we were inspired by Sharon's Connected Master Plan with its goals to enhance services for residents including enhancing the vibrancy of the Town Center, supporting the Arts, the local business community, housing affordability and sustainability. The current RFP for the redevelopment of the former Library marks a critical decision for the Town of Sharon which will shape the Town center for years to come.

We would like to see the library building maintained for community use through civic-oriented programming and decided to respond to the RFP to ensure this is a viable option for Sharon residents. To this end, we have assembled an extremely experienced development and architectural team who have worked on marquee projects in New England, and across the US, who are focused on adaptive reuse and historic preservation.

We see great potential to enhance the quality of life in Sharon, infuse new energy into the Town Center, enhance Sharon's commercial base and support a range of initiatives aligned with the Master Plan.

Key Motivations and Goals:

1. Preserve and repurpose the historic Carnegie Library for community benefit
2. Enhance Sharon's Town Center creating a walkable, amenity-rich environment for residents
3. Support arts and cultural initiatives in the community
4. Strengthen the local business community and commercial tax base
5. Build community engagement through intergenerational programming
6. Align development efforts with Sharon's Master Plan
7. Engage with neighbors and foster community involvement in development decisions
8. Promote sustainable development practices
9. Address housing affordability concerns
10. Leverage professional expertise in sustainable development for Sharon's benefit

By focusing on these goals, the Sharon Forward Foundation aims to contribute positively to Sharon's future, ensuring that the Carnegie Library redevelopment becomes a cornerstone of a vibrant, sustainable, and community-oriented town center.

Sharon Forward Foundation (SFF) - Project Sponsor and Community Liaison

The Sharon Forward Foundation brings together a diverse team of professionals with deep ties to Sharon and extensive experience in finance, community development, and project management. Their combined expertise and commitment to Sharon's future make them ideally suited to lead this transformative project.

Oanh Nguyen - Founder and Executive Director

Oanh Nguyen brings over 20 years of investment management experience to her role as Founder and Executive Director of the Sharon Forward Foundation. Her career spans both public and private sectors, providing her with a unique perspective on community development and financial sustainability.

Professional Background:

- 15+ years in investment management, specializing in technology, media and telecommunications. Senior equity research analyst responsible for over \$5 billion Assets under Management
- Former Analyst at the Lincoln Institute of Land Policy, focusing on urban economics and land use
- MA in Economic Development at the Tufts University Fletcher School, BA from Wellesley College

Community Involvement:

- Sharon resident since 2019
- Proactive Class Parent for 3rd grade class at the Cottage Street School

Project Role: As the visionary behind SFF, Oanh leads the overall strategy for the Carnegie Library redevelopment, ensuring it aligns with Sharon's long-term goals while meeting immediate community needs.

Patrick D. Mueller - Board Director and Financial Strategist

With over 25 years of financial services experience, Patrick brings crucial expertise in structuring complex deals and managing large-scale projects.

Professional Background:

- Head of Diversified Industrials Coverage in HSBC's Global Banking Division

- 15+ years working with leading Engineering & Construction, Industrials Technology, and Real Estate Services companies
- Deep expertise in climate technology and sustainable development financing
- Former Vice President in the Industrials Group at J.P. Morgan
- MBA from The Darden Graduate School of Business Administration, University of Virginia, BA from Hobart College

Community Involvement:

- Sharon resident, actively involved in mentoring and organizations supporting people with disabilities

Project Role: Patrick leads the financial strategy for the project, leveraging his extensive network and experience to secure optimal funding sources and structure the deal for long-term sustainability.

Anh Nguyen - Community Development Leader

Anh brings over two decades of experience in community economic development and small business advocacy, with a particular focus on preventing systemic displacement and fostering inclusive growth.

Professional Background:

- 20+ years working with small business owners in diverse communities across Boston, San Francisco, and Oakland
- Creator of the "Closing the Digital Divide" framework, adopted by the City of Boston
- Former member of Boston Connects, administering \$190 million across Boston's Empowerment Zone
- Keynote speaker at San Francisco's Central City Democrats' 10th anniversary
- Recipient of the Tenant Associations Coalition's Community Impact Award (2016)
- BA from Boston College

Community Involvement:

- Collaborated with MIT's Department of Urban Studies and Planning on community development initiatives
- Former member of the City of Boston's Arts Commission

Project Role: Anh leads community engagement efforts, ensuring the project addresses the diverse needs of Sharon's residents and businesses while fostering inclusive economic growth.

Amy B. Mueller - Grant Writer and Workforce Development Specialist

Amy's expertise in workforce development and grant writing is crucial for securing additional funding and ensuring the project creates lasting economic opportunities for Sharon residents.

Professional Background:

- 20+ years in workforce development and corporate training
- Project Director for Corporate Training and Workforce Development, working with national clients
- Led self-funding projects through Federal and State grants for clients including Estee Lauder, FedEx, and Nature's Bounty
- MBA from Dowling College

Project Role: Amy leads grant writing efforts and develops strategies to integrate workforce development opportunities into the Carnegie Library redevelopment project.

The Sharon Forward Foundation team combines deep local knowledge, diverse professional expertise, and a strong commitment to Sharon's future. Their collective experience in finance, community development, and project management positions them uniquely to lead this transformative project, ensuring it meets both the immediate needs and long-term vision of the Sharon community.

Creative Development Partners (CDP) - Development Consultant

Creative Development Partners (CDP) is an innovative real estate development and consulting firm that delivers unique solutions for urban-based developments. As the development consultant for the Sharon Carnegie Library project, CDP brings a wealth of experience in community-centered design, adaptive reuse, and innovative financing strategies. Their approach focuses on achieving multiple bottom-line results: financial returns for investors, sustainable solutions for the environment, and benefits to the community that create jobs, stimulate the economy, and enhance cultural vitality.

Creative Development Partners (CDP) brings a powerhouse of experience in adaptive reuse, community-centered development, and innovative financing strategies to the Sharon Library project. Our team's combined expertise perfectly aligns with the unique challenges and opportunities presented by this historic redevelopment.

Key Project Experience:

1. Adaptive Reuse and Historic Preservation:
 - Transformation of Swans Market in Oakland, CA: A \$15M New Markets Tax Credit project that revitalized a 60% vacant commercial market into a thriving community hub.
 - Leadership in the LOVE Building project in Detroit: A 25,000 SF adaptive reuse development providing long-term office space for social change organizations, securing \$10M in debt and equity capital.
2. Community-Centered Development:
 - Chinatown Future Histories Study in Philadelphia: A \$200,000 project developing novel value-capture mechanisms for equitable development along The Rail Park.
 - Advisory role for the Reimagining Atlanta City Detention Center: Repurposing a 472,000 SF underutilized city jail into a center for wellness, skills-building, and economic mobility.
3. Innovative Financing and Value Creation:
 - Development of a \$500M+ Transit-Oriented Development at Lake Merritt BART station, showcasing our ability to structure complex, large-scale projects.
 - Development of an economic model for NYCHA to empower "NYCHApreneurs," demonstrating our innovative approach to community economic development.
4. Mixed-Use and Cultural Projects:
 - Ongoing Strategic Real Estate Advisory Services for the Massachusetts Museum of Contemporary Art, a \$1.2M project addressing major real estate, planning, and community economic development needs.
 - Work with Allied Media Projects in Detroit, advising on real estate development and master planning for community-focused organizations.

Management Capability:

Our team's management approach is characterized by strategic thinking, efficient resource allocation, and a focus on creating value for all stakeholders. We leverage our diverse expertise to navigate complex challenges, from historic preservation requirements to innovative financing structures. Our adaptive management style allows us to pivot strategies based on new information or changing circumstances, ensuring project success even in dynamic environments.

Comparable Projects:

- Restore Oakland project: An \$11M NMTC renovation creating a restaurant employing formerly incarcerated individuals and a non-profit office hub.
- Advisory work for Building Opportunities for Self-Sufficiency (BOSS): Structuring a \$35M acquisition of 222 beds across three properties in Oakland for reentry supporting housing.

These projects demonstrate our team's ability to handle complex, community-focused developments that blend historic preservation, adaptive reuse, and innovative programming – all key elements of the Sharon Library project.

CDP's Approach to the Sharon Carnegie Library Project

As development consultants, CDP will bring their "Community Benefits by Design" methodology to the Sharon Carnegie Library project. This approach ensures that the redevelopment delivers tangible benefits to local residents while respecting the historic significance of the building. Key aspects of their consulting approach include:

1. Innovative Financing Strategies:
 - Expertise in structuring complex financing packages, including tax credits, grants, and public-private partnerships
 - Experience in making challenging projects financially viable through creative funding strategies
2. Community-Centered Design:
 - Focus on creating flexible, multi-use spaces that can adapt to evolving community needs
 - Integration of arts and cultural strategies into the redevelopment plan
3. Adaptive Reuse Expertise:
 - Proven track record in transforming historic buildings for modern use while preserving their character
 - Experience navigating complex preservation requirements and securing historic tax credits
4. Equitable Development:

- Strategies to ensure that the redevelopment benefits all segments of the Sharon community
- Focus on creating economic opportunities and fostering cultural vibrancy
- 5. Sustainability Integration:
 - Emphasis on incorporating sustainable design principles and green building practices
 - Experience in creating projects that contribute to long-term environmental sustainability
- 6. Stakeholder Engagement:
 - Expertise in facilitating community engagement processes and building consensus among diverse stakeholders
 - Strategies for ongoing community involvement throughout the project lifecycle

By leveraging their combined expertise in community development, architectural design, and innovative financing, Jeremy Liu and Kyle Rawlins will guide the Sharon Carnegie Library project towards a vision that honors the building's history while creating a dynamic space for Sharon's future.

Jeremy Liu - Managing Partner

Jeremy Liu is a nationally recognized expert in community development innovation, with over two decades of experience in real estate development, urban planning, and creative placemaking.

Professional Background:

- 20+ years in community development and real estate
- Former Executive Director of two nationally-recognized community development corporations, including the East Bay Asian Local Development Corporation in Oakland, CA
- Senior Fellow at PolicyLink, focusing on integrating arts and cultural strategies into equitable development
- Experience analyzing and planning for the redevelopment of land and air rights formerly occupied by highways and rail infrastructure

Relevant Experience:

- Led the development of over \$500M of real estate, including affordable housing and community-serving retail and office space
- Advisor to The Friends of the Rail Park in Philadelphia, developing strategies for equitable park development and stormwater management
- Led two efforts to redevelop land taken by eminent domain for highway construction in Boston's Chinatown

- Designed and facilitated a community-wide research and planning project for the Philadelphia Chinatown Development Corporation, focusing on equitable development along The Rail Park

Education:

- Bachelor of Science in Environmental Studies
- Harvard Kennedy School Fellowship in Community Development
- University of Miami School of Architecture Fellowship in Community Planning

Jeremy's expertise in community-driven development and experience with infrastructure reuse projects will be invaluable in shaping the vision for the Sharon Carnegie Library redevelopment.

Kyle Rawlins

Kyle Rawlins brings over 20 years of experience in architecture, urban design, and community-centered development to the Sharon Carnegie Library project. This marks his first project with CDP, allowing him to apply his extensive background to this unique opportunity.

Professional Background:

- Co-founder of BIG Oakland, an incubator/coworking space for the architecture, engineering, construction, and real estate industry
- Co-founder of Designing Justice + Designing Spaces (DJDS), focusing on addressing root causes of mass incarceration through design
- Former Vice President at The Clarett Group, developing residential and mixed-use properties in New York City
- Held senior positions with Prudential Real Estate Investors (PREI), managing Latin American investments and development

Relevant Experience:

- Led the development strategy and capital raising for the Love Building, a
- Led the acquisition process for Restore Oakland, a community advocacy and training center
- Advised the Center of Hope Community Church on redeveloping a 25,000 SF school building for supportive housing
- Developed an economic development model for the New York City Housing Authority (NYCHA) to empower residents
- Extensive experience in analyzing, financing, designing, and managing real estate projects in North and South America

Education and Recognition:

- BS in Architecture from the University of Virginia
- MBA from Harvard Business School

- Echoing Green Fellow - 2016 Black Male Achievement Cohort
- Lecturer at the University of California, Berkeley, teaching equitable and inclusive development

Kyle's unique blend of architectural expertise, community-centered design principles, and extensive development experience will be crucial in reimagining the Sharon Carnegie Library as a vibrant community asset.

Janelle Chan

Janelle Chan brings over 20 years of experience as a strategic community and economic development leader to the Sharon Carnegie Library project. Her deep expertise in equitable transit-oriented development, affordable housing, and government and nonprofit management makes her an invaluable asset to the development team.

Professional Background

- Current Role: Senior Advisor to Creative Development Partners
- Previous Positions:
 - National Director of Housing, Ballmer Group
 - Undersecretary, Massachusetts Department of Housing and Community Development
 - Chief of Real Estate, MBTA (Massachusetts Bay Transportation Authority)
 - Executive Director, Asian Community Development Corporation

Key Expertise

1. Transit-Oriented Development:
 - Led the drafting and adoption of the first TOD Policy for both MBTA and Massachusetts Department of Transportation
 - Expertise in integrating housing, transportation, and community development
2. Affordable Housing:
 - Oversaw allocation of resources for affordable housing at the state level
 - Led development of hundreds of affordable housing units in Boston region
3. Public Policy and Government Relations:
 - Experience working at local, state, and national policy-making levels
 - Skill in navigating complex political environments and aligning resources with community needs
4. Community Engagement:
 - Extensive experience in Chinatown community leadership and engagement
 - Co-Principal Investigator for the award-winning "Participatory Chinatown" gaming platform
5. Innovative Approaches to Planning:
 - Involvement in creating digital civic engagement platforms
 - Experience in piloting regional equity trainings

Scott Aquilina, AIA - Principal, Sustainable Heritage Consultants

Scott Aquilina brings a wealth of experience in strategic planning and project management for new, revitalized, and expanded buildings for educational and cultural institutions. His expertise in historic preservation and adaptive reuse makes him an ideal architect for the Sharon Carnegie Library project.

Professional Background

- Current Role: Principal, Sustainable Heritage Consultants (Founded in 2019)
- Previous Positions:
 - Principal, Bruner/Cott Architects
 - Senior Associate, Ann Beha Architects

Key Expertise

1. Historic Preservation:
 - Specialist in renovation and adaptive reuse of historic structures
 - Expertise in balancing preservation requirements with modern functionality
2. Cultural and Educational Institutions:
 - Extensive experience working with museums, theaters, and educational facilities
 - Understanding of the unique needs of community-centered spaces
3. Sustainable Design:
 - Focus on integrating sustainable practices in historic renovations
 - LEED accredited professional
4. Project Leadership:
 - Skilled in leading multi-disciplinary teams through complex projects
 - Experience in managing stakeholder expectations and navigating approval processes

Relevant Projects and Achievements

1. Huntington Theatre Renovation and Expansion, Boston:
 - Led the renovation of this historic theater, modernizing facilities while preserving character
 - Demonstrated ability to work within urban contexts and manage complex stakeholder requirements
2. New England Conservatory of Music:
 - Managed renovation and expansion project for this renowned institution
 - Showcased skills in integrating new construction with historic structures
3. Currier Museum of Art:
 - Led planning and design for expansion and renovation
 - Experience in creating flexible, multi-use spaces for cultural institutions
4. Boston Symphony Orchestra Projects:
 - Various renovation and improvement projects

- Expertise in acoustic considerations and performance space design
- 5. Children's Museum and Theatre of Maine:
 - Demonstrates understanding of creating engaging spaces for diverse age groups
- 6. Hamilton Chapel - Belmont Hill School:
 - Experience in renovating and adapting historic educational structures
- 7. Diana Chapman Walsh Alumnae Hall, Wellesley College:
 - Showcases ability to modernize historic campus buildings while respecting their heritage

Recognition and Awards

- Projects recognized for design excellence by national and state chapters of the AIA
- Awards from the Society for College and University Planning
- Recognition from the Massachusetts Historical Commission

Approach to Project Management

- Fosters broad, collaborative team leadership
- Focuses on meeting program needs and budget targets while achieving high design standards
- Emphasizes stakeholder engagement throughout the design and construction process

Relevance to Sharon Carnegie Library Project

Scott's experience is particularly relevant to the Sharon Carnegie Library project in several key ways:

1. Historic Library Expertise: Extensive work with historic educational and cultural institutions provides a strong foundation for understanding the unique challenges and opportunities presented by the Sharon Carnegie Library.
2. Adaptive Reuse Specialist: His experience in adapting historic structures for modern use aligns perfectly with the project's goals of repurposing the library while respecting its heritage.
3. Community-Centered Design: Scott's work with museums, theaters, and educational institutions demonstrates his ability to create engaging, multi-use spaces that serve diverse community needs.
4. Sustainable Preservation: As a LEED accredited professional, he can ensure that the library renovation incorporates sustainable practices while maintaining historic integrity.
5. Stakeholder Management: His experience managing complex projects with multiple stakeholders will be crucial in navigating the interests of the Town of Sharon, local community groups, and preservation authorities.
6. Flexible Space Planning: Projects like the Currier Museum of Art expansion showcase his ability to create adaptable spaces, which will be valuable in reimagining the library for various community uses.

7. Budget and Program Alignment: Scott's focus on meeting program needs within budget constraints will help ensure the project's financial feasibility while delivering on community expectations.

By leveraging his extensive experience in historic preservation, adaptive reuse, and community-centered design, Scott Aquilina is well-positioned to lead the architectural aspects of the Sharon Carnegie Library redevelopment. His expertise will be crucial in creating a design that honors the building's history while transforming it into a vibrant, sustainable community asset for Sharon's future.

Reed Miller, AIA, NCARB - Associate, Sustainable Heritage Consultants

Reed Miller brings significant expertise in adaptive reuse and historical preservation, with a strong focus on urban revitalization and community-driven projects. His technical skill set and hands-on experience with renovation and reuse projects make him a valuable asset to the Sharon Carnegie Library redevelopment.

Professional Background:

- Current Role: Associate, Sustainable Heritage Consultants, Newton, MA
- Previous Positions:
 - Architect, McIntosh Poris Architects, Birmingham, MI
 - Architect, Sheehan Nagle Hartray Architects, Chicago, IL
 - Designer, EXTENTS, Ann Arbor, MI
 - Junior Architect, Delson or Sherman Architects, Brooklyn, NY

Key Expertise

- Historic Preservation:
 - Contributed to the First Baptist Church in Newton tower restoration, ensuring the preservation of this landmark structure.
 - Led efforts in the Episcopal Diocese of Massachusetts archive relocation, handling sensitive historical materials and spaces.
- Adaptive Reuse:
 - Extensive experience in industrial and mixed-use redevelopments, including the Uniroyal mixed-use riverfront district and the Fisher 21 lofts.
 - Worked on the Barton-McFarland community center, enhancing community facilities through adaptive reuse in Ann Arbor, MI.
- Sustainable Design:

- Focuses on integrating sustainable practices in his architectural projects, particularly in the adaptive reuse and restoration of historically significant buildings.
- His involvement in data center projects emphasizes energy-efficient and large-scale design strategies.

Project Leadership:

- Skilled in coordinating multi-disciplinary teams on large-scale projects, such as the 450,000 SF (64 MW) data center in Chicago, demonstrating his ability to manage complex, technical undertakings.

Relevant Projects and Achievements:

- First Baptist Church Tower Restoration, Newton, MA:
Contributed to the restoration of the church's historical bell tower, balancing preservation with necessary structural updates. His involvement helped secure community preservation funding.
- Uniroyal Mixed-use Riverfront District, Detroit, MI:
Participated in the adaptive reuse of industrial waterfront space, transforming it into a vibrant mixed-use district that revitalized a historically significant area while meeting modern urban needs.
- Fisher 21 Lofts, Detroit, MI:
Collaborated on the renovation of an industrial building into residential lofts, blending the building's historical character with contemporary urban living requirements.
- Episcopal Diocese of Massachusetts Archive Relocation:
Managed the careful relocation of historical archives, ensuring the preservation of sensitive materials within a new facility.
- Barton-McFarland Community Center, Ann Arbor, MI:
Designed and contributed to a community center redevelopment project, creating a space that fosters multi-generational engagement through sustainable design and adaptive reuse.

Recognition and Awards

- Taubman Scholarship, University of Michigan
- Phi Beta Kappa, Washington University in St. Louis
- Schmerling Scholarship, Washington University in St. Louis

Approach to Project Management

Reed emphasizes collaboration and stakeholder engagement to ensure successful project delivery. His ability to work within program requirements, while integrating modern functionality with historic preservation, makes him a strong leader in both technical execution and design integrity.

Relevance to Sharon Carnegie Library Project

Reed's experience is particularly relevant to the Sharon Carnegie Library project for the following reasons:

1. **Historic Preservation Expertise:** His work on projects like the First Baptist Church and Episcopal Diocese archives showcases his ability to handle historically significant structures.
2. **Adaptive Reuse Experience:** His background in transforming industrial buildings into community-focused spaces aligns with the goals of the Sharon Carnegie Library renovation.
3. **Sustainability Focus:** Reed's commitment to sustainable practices ensures that the library's redevelopment will meet environmental goals while maintaining its historical integrity.
4. **Community-Centered Design:** Reed's experience in creating spaces that serve diverse community needs, like the Barton-McFarland Community Center, will help ensure the Sharon Carnegie Library becomes a vibrant, multifunctional space for Sharon's residents.

By leveraging his expertise in adaptive reuse and community-centered design, Reed Miller is well-positioned to contribute to the architectural transformation of the Sharon Carnegie Library, ensuring the project honors the building's legacy while evolving it for future generations.

Appendix A - Development Experience - Love Building

THE
LOVE
BUILDING

4731 GRAND RIVER AVENUE, DETROIT MICHIGAN 48208



ALLIED
MEDIA
PROJECTS

Cultivating media
for liberation
ALLIEDMEDIA.ORG

THE
LOVE
BUILDING



SOURCES:

CONSTRUCTION LOAN (MICHIGAN FIRST)	\$3.3M
PROGRAM RELATED INVESTMENT (TIDES)	\$1.5M
NEW MARKETS TAX CREDITS	\$2.5M
ALLIED MEDIA PROJECT EQUITY	\$6.5M
TOTAL SOURCES:	\$13.8M

USES:

SITE ACQUISITION	
HARD COSTS	\$1.0M
SOFT COSTS	\$9.9M
FURNITURE, FIXTURES & EQUIPMENT	\$1.7M
CONTINGENCY	\$0.7M
FINANCING EXPENSES	\$0.3M
TOTAL USES:	\$0.2M
	\$13.8M



The Love Building: A Beacon of Justice, Community, and Innovation in Detroit's Core City

Nestled in the heart of Detroit's Core City neighborhood, the Love Building at 4731 Grand River Ave stands as a testament to inclusive, community-centered development. To understand its significance, we must first understand the community it serves.

Core City: A Community in Need of Inclusive Development

Core City, spanning 2.5 square miles and home to approximately 5,625 residents, is a microcosm of Detroit's challenges and resilience. This predominantly African American (70%) neighborhood faces significant socioeconomic hurdles:

- A poverty rate of 40%, far exceeding city and national averages
- An unemployment rate of around 20%
- 31% of residents living with disabilities
- 40% of households lacking any form of internet subscription

These statistics paint a picture of a community grappling with economic marginalization, digital exclusion, and limited access to essential services. The COVID-19 pandemic has only exacerbated these disparities, disproportionately affecting the health, education, and economic stability of Core City residents.

It's against this backdrop that the Love Building's story unfolds.

The Love Building's Origin: A Vision Born from Necessity

Allied Media Projects (AMP), with its 20-year history of fostering media-based organizing for social transformation, recognized the urgent need for a permanent, accessible home for its network of sponsored projects and partnering organizations. Facing displacement due to rising rents and gentrification, AMP and its partners decided to take control of their spatial future.

In 2018, AMP embarked on an ambitious journey to purchase and renovate a 100-year-old industrial building in Core City. This decision was driven by a commitment to root their work deeply in Detroit's soil and to create a lasting legacy of community ownership and empowerment.

A Day in the Life of the Love Building

Today, the Love Building buzzes with activity that directly addresses Core City's challenges:

- The Detroit Justice Center provides pro-bono legal services, helping nearly 500 individuals annually navigate complex legal challenges.
- Detroit Disability Power hosts accessible wellness classes, serving the neighborhood's significant disabled population.
- The Detroit Community Technology Project trains residents to build and maintain community internet infrastructure, bridging the digital divide.
- Allied Media Projects coordinates over 120 media-based initiatives, each driving transformative social change.
- The Food Equity Incubator's deli-cafe offers healthy, affordable meals, addressing food insecurity and health disparities.

A Model of Inclusive Development

The Love Building stands in stark contrast to profit-driven development models that have often marginalized Core City residents. With an unwavering commitment to accessibility, the building allocated \$4 million - 28% of its construction budget - to features like elevator redundancy and barrier-free design.

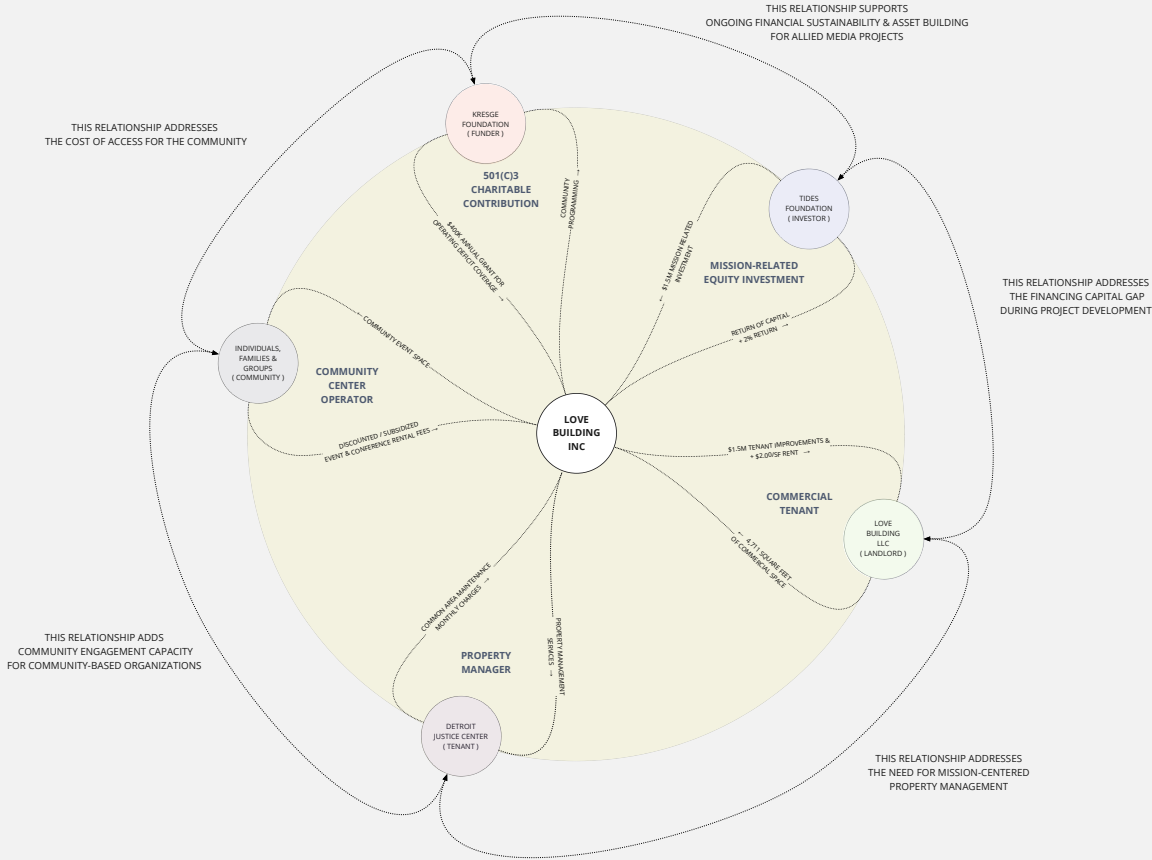
Its Community Benefits Agreement, developed through two years of neighborhood engagement, ensures the building remains a true community asset. The Love Building offers both physical and digital accessibility initiatives, including a free internet hotspot accessible from nearby bus stops and a Digital Equity Training Program offering low-cost broadband service to area households.

Looking to the Future

As the Love Building continues to evolve, its vision remains clear: to deepen its impact and broaden its reach within Core City and beyond. Plans are underway for new initiatives like a pocket park and an oral history/mural project, further cementing its role as a catalyst for community empowerment and resilience.

In a neighborhood often challenged by systemic exclusion and limited resources, the Love Building stands as a beacon of hope and a model for inclusive development. It's not just a building - it's a blueprint for a more just, accessible, and vibrant Core City and Detroit at large, born from the collective vision and determination of Allied Media Projects and its partners.

ALLIED MEDIA PROJECTS
LOVE BUILDING INC
BUSINESS MODEL





Appendix B - Development Experience - Swan's Market

SWANS MARKET (OAKLAND, CA)

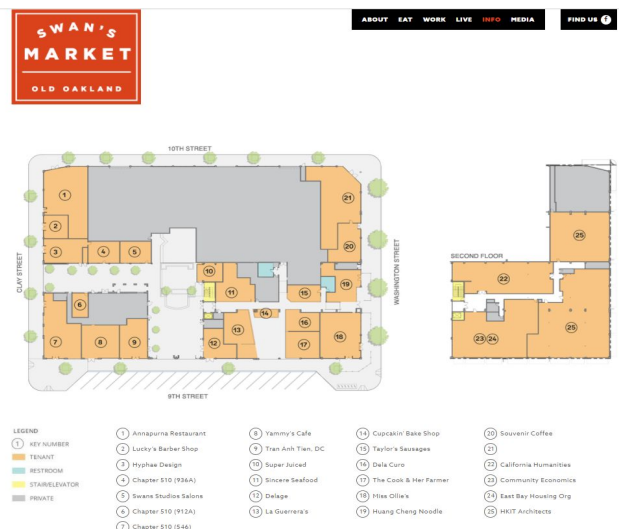
Redevelopment and revival led by Jeremy Liu and Jason Vargas both while at another (not-for-profit) firm

Swan's Market <http://swansmarket.com/> is a vibrant mixed-use historic preservation development that transformed an underutilized city block in Old Oakland into affordable apartments, co-housing condominiums and retail and office space for local businesses. Originally opened in 1917, Swan's Marketplace and, later, Housewives Market was the premier market in downtown Oakland. After the store closed in 1983, the building sat vacant until it was redeveloped in 1998.

CDP team members developed 20 condominium loft units designed for co-housing, and 18 new one-and-two bedroom affordable housing units with four of the units for people living with AIDS. CDP team members also played an integral role in managing the renovation and lease up of Swan's mixed-use commercial office and retail property. Jeremy Liu – who was Executive Director of EBALDC at the time – and team carefully curated the leasing effort, prioritizing diverse retailers emblematic of the local community to create a representative community hub. In addition to now iconic local food businesses such as Cosecha, Miss Ollie's and Rosamunde, the team selected unique community-benefit focused organizations, including [Community Economics](#), [East Bay Housing Organizations](#), [Hyphae Design Laboratory](#), and [HKIT Architects](#). This project was made possible through New Market Tax Credit equity as well as a CDFI loan.



Client	EBALDC & Strada
Client Contact	Ener Chiu echiu@ebaldc.org
Location & Type	Downtown Oakland, housing with community retail, office, studios
Size	150,000 SF
Development Cost	\$11M
Funding Sources	New Market Tax Credits, CDFI below-market loan, Transit Oriented Aff. Housing Trust, City funds



Appendix C - Development Experience - Restore Oakland

Restore Oakland

“The work that DJDS did on Restore Oakland was really beautiful. It’s an open, airy space with staff that’s warm and understanding of the needs of the local community.”

– Javier Torres-Campos
Director, Thriving Cultures, the Surdna
Foundation



Restore Oakland

Creating and Replicating Models of Restorative Reinvestment

Restore Oakland is the country's first center for Restorative Justice and Restorative Economics, located in East Oakland, California. DJDS supported ROC United and the Ella Baker Center for Human Rights in locating and purchasing a building that we gutted and converted into a multi-use tenant hub. Housed inside are: the country's largest fine dining training kitchen and restaurant, which trains low-wage restaurant workers to get living wage jobs in fine dining; community organizing space for the nonprofits housed there; and the county's first dedicated space for restorative justice, where youth are diverted out of court into restorative justice processes.

This project is an example of how a prototype can ignite and catalyze replication. The Restore Oakland project and our thought leadership in designing spaces for restorative justice and peacemaking have supported the development and awareness of this building typology domestically and globally. We are now seeing RFPs for restorative justice centers, and we are consulting and advising municipalities and NGOs internationally on how to create more of this type of place.





Appendix D - Architect Portfolio - Aquilina



PORTFOLIO

Scott Aquilina, AIA

Currier Museum of Art

Manchester, NH

The renovation and expansion of the Currier Museum has made New Hampshire’s only public art museum more visible and accessible, attracting an expanded and diverse audience. The Museum site now encompasses two city blocks and includes a new arrival court, visitor parking and outdoor spaces for sculpture and events as well as a fully functional loading dock.

Scott Aquilina provided a leadership role in the expansion of this historic landmark which doubled the museum’s exhibition space and provided a “Winter Garden” incorporating the museum’s original Beaux Arts designed façade. This sky lit atrium serves as a connector to a lower level auditorium, classrooms and curatorial offices while providing facilities for special events on weekends and evenings and an intimate café setting during regular museum hours. The ample and visible entry lobby addition, an insertion between two existing galleries, was a main priority. The lobby provides a reception desk, coat room, rest rooms and shop.

Construction cost: \$14 million
Area: 75,000 sf
Completion: 2009

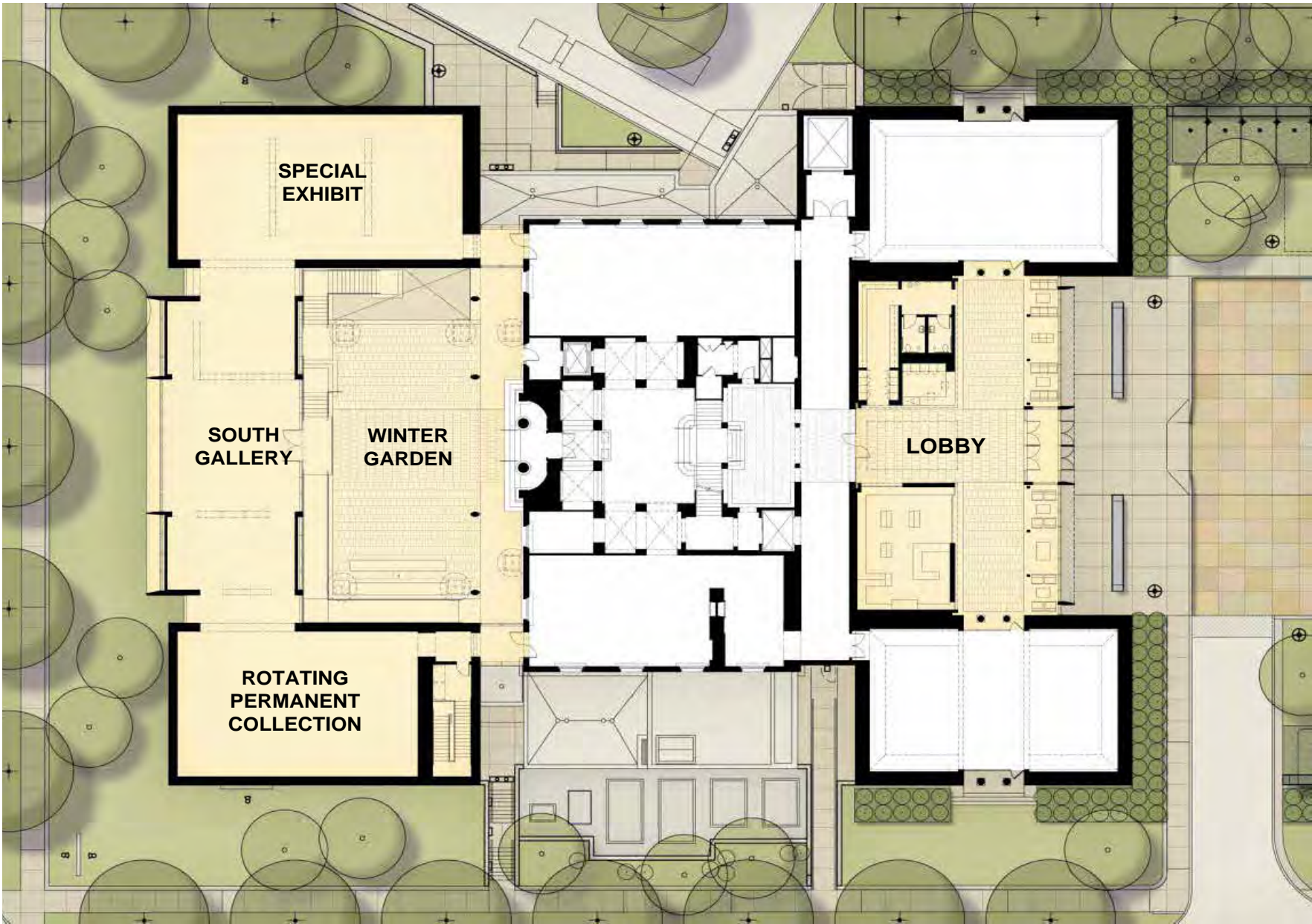
AIA Hew Hampshire Chapter
2009 People’s Choice Award
Honor Award

Boston Society of Architects
2009 Honor Award

Scott Aquilina while with Ann Beha Architects

Photography by Jonathon Hillyer





CARL A. FIELDS CENTER
Princeton University

Princeton, NJ

The Carl A. Fields Center for Equality and Cultural Understanding was named for the first African American dean at Princeton. The project restored and re-purposed a campus landmark, and companioned it with a decidedly contemporary new structure. Clad in stucco, cast stone and zinc coated copper, the restored former clubhouse offers community tutorial facilities, a library and resource center, seminar and program rooms, café, and staff offices.

The addition is sheathed in a larger scale cast stone, and glass metal curtain wall system, with deep and shading overhangs to recall the adjacent, now re-constructed, roof. Zoned for day and evening uses, the addition offers a new entry, open to a lawn and terrace, catering kitchen, and an auditorium, clad in Douglas Fir, designed for music, lectures, conferences, and special events. The composition of the two volumes, set in a new landscape, create a distinction and integration of historic and new. The project received a LEED Silver certification.

Construction cost: \$9.4M
Area: 18,784 sq. ft. existing 13,704 sq. ft. new 5,080 sq. ft.
Completion: 2009

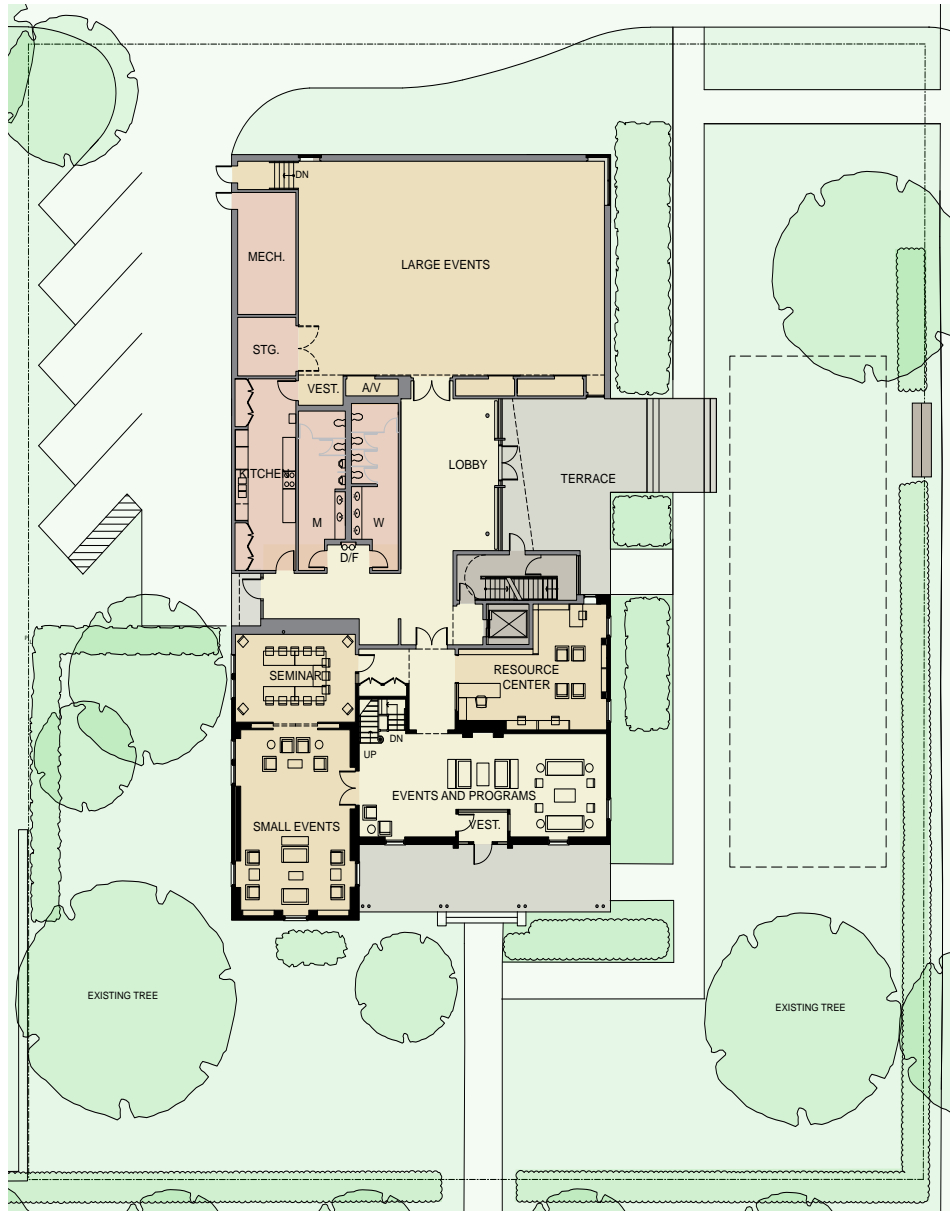
AIA New Jersey
2010 Honor Award

Boston Society of Architects
2011 Honor Award

Scott Aquilina while with Ann Beha Architects

Photography by David Lamb





NEW ACADEMIC CENTER Cornell Law School

Ithaca, NY

The Cornell Law School serves as an iconic gateway to the Ithaca campus. The School's three Collegiate Gothic buildings include its landmark library and Moot Court, and instructional, faculty and staff spaces. Following a Master Plan for the 200,000 sf School, ABA completed the first phase of renovations and expansion, preserving the School's historic resources, re-purposing existing buildings, and accommodating growth without expanding the campus footprint. Constructed below an existing lawn, a new Academic Center provides three state-of-the-art tiered classrooms and breakout spaces. A new accessible entry in the existing building extends the composition of the historic buildings, welcoming students, faculty and visitors into a renovated lobby. The lobby provides an inviting setting for informal gatherings, and leads to the Academic Center and new Law School Commons. The classroom breakout lobby and commons open out onto Purcell Court, a re-envisioned historic quadrangle, enhancing the use of this primary but previously under-utilized outdoor space. This project exceeds the University's standards for sustainable design and received a LEED Platinum certification, the first on the Ithaca campus.

Construction cost: \$14M
Area: 25,000 sq. ft. existing 20,000 sq. ft. new 5,000 sq. ft.
Completion: 2014

Boston Society of Architects
2016 Design Award

Society for College and University Planning
2015 National Design Award

Scott Aquilina while with Ann Beha Architects

Photography by David Lamb



CHAPIN HALL MUSIC CENTER

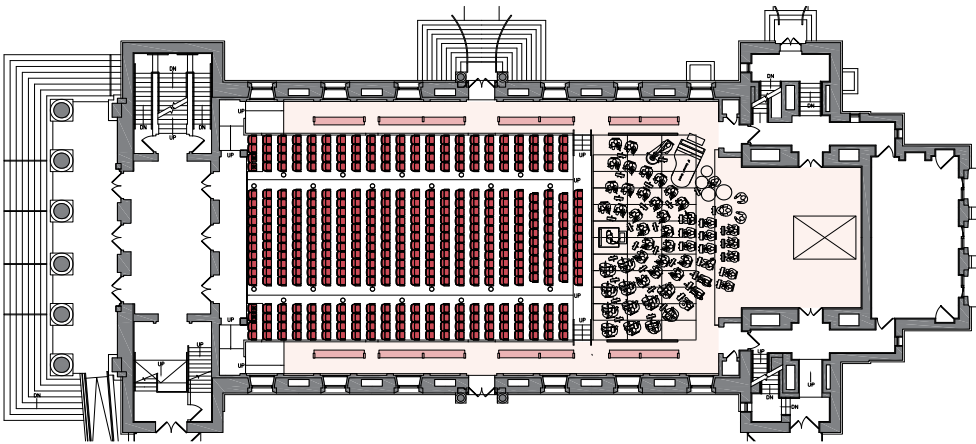
Williams College

Williamstown, Massachusetts

Chapin Hall is the home stage for the Williams College Department of Music. Scott Aquilina led a comprehensive Master Plan for the landmark building, one of the most revered spaces on the campus. The Master Plan addressed issues related to Fire Code, egress, accessibility, seating, sight lines, stage configurations, lighting, acoustics and mechanical systems. The Master Plan laid out a phased renovation, allowing the College continued use of the building during the program season. The Phase 1 renovation, completed in 2011, provided full accessibility, life safety upgrades and all new mechanical systems for the building and its 1,000 seat auditorium. Phase 2, completed October 2015, provided acoustical, theatre design and lighting improvements to support concert-level orchestra performance and included all new seating and seating configurations for improved comfort, access and sight lines; a permanent stage extension; an operable stage extension sized for orchestral performance; a stage lift with access to instrument storage below the stage; custom designed, portable acoustical shells, new performance lighting rig; and a multi-functional audio-visual system to support events and alternative performance modes. The interior was restored following an historic paint analysis and included new gilt trim, custom color washes and revamped historic light fixtures. Final acoustical, AV and lighting upgrades were added in Phase 3 which was completed in 2017.

Scott Aquilina with Ann Beha Architects:	
Phase 1	Phase 2
Construction cost: \$3 million	Construction cost: \$5 million
Area: 20,000 sf	Area: 20,000 sf
Completed: 2011	Completed: 2015

Scott Aquilina with Bruner/Cott Architects:	
Phase 3	
Construction cost: \$1 million	
Area: 20,000 sf	
Completed: 2017	



Accessible Entry New Seating Operable Stage Extension Green Room

STUDENT LIFE & PERFORMANCE CENTER

New England Conservatory of Music

Boston, MA

The New England Conservatory of Music offers undergraduate and graduate degree programs, a continuing education program, and a preparatory program for young musicians.

Scott Aquilina led the design team from Schematic Design through Bidding as Senior Project Manager for the Conservatory’s new 10-story Student Life and Performance Center, which broke ground in Spring 2015. In addition to a student residential facility, the building includes a dining commons, music library, practice and teaching classrooms, Orchestra Rehearsal Room, Jazz Ensemble Room, Recording Studio, and Opera Theatre. The 250-seat theatre was designed to accommodate both frontal and arena style performance and includes a wire rope grid, light and sound control booth, and audio/visual systems for multi-media presentations. The Dining Commons at street level and the lower level lobby adjacent to the theatre are both open to the public and serve as a welcoming gathering and waiting areas for theatre patrons during events and for students at other times.

The completed project is LEED Gold Certified.

Construction cost: \$70 million
Area: 135,000 sf
Completion: Fall 2017

Scott Aquilina while with Ann Beha Architects, in association with Genlser



The New Huntington Theatre

Boston, MA

Bruner/Cott is working with the Huntington Theatre Company on a once-in-a-lifetime transformation of their facility. We began with a Feasibility Study for the renewal of the historic theatre, renovation of a production support wing and construction of a new, contemporary public lobby and event center. The Study assessed the condition and needs of the theatre and support building, articulated a space needs program, and demonstrated how to optimize the use of the real estate available to the HTC in support of the program, enhanced public outreach, and sustainable long term operations.

The Huntington Theatre will become a beacon of activity, alight during the daytime and glowing at night. It will provide Boston a new cultural destination, with “Boston’s Living Room” overlooking the street to welcome today’s diverse community through expanded programming and engage a new generation of theatre participants.

The restored facade will reclaim its iconic character and draw attention with a new marquee. Lobbies will be less crowded. New seating, carpet, and paint colors will transform the auditorium to a bright elegance. Enhanced stage technology will offer greater flexibility, easier operation, and expanded opportunities for creative expression. The Historic Theatre will be a 21st Century version of itself, inside and out.

Est. construction cost: \$45 million
Area: 75,000 sf
Est. Completion: 2021



Scott Aquilina, AIA