

January 06, 2012

Dear Trinity Staff,

It was with great interest that I visited three of your projects yesterday. I gained increased respect for your efforts to make a difference in the lives of so many people. To see what creative and innovative scaled developments can do was impressive to say the least.

The first location was:

- **Maverick Landing**, East Boston, Massachusetts
- Maverick Landing is a new mixed income neighborhood located on the East Boston waterfront. In 2001, the Boston Housing Authority was awarded a \$35 million HOPE VI award for the complete renovation of Maverick Gardens, a deteriorated public housing development. Working with development partner, the East Boston Community Development Corporation, Trinity devised a four phase redevelopment plan calling for demolition of all 413 units to be replaced with 396 units in newly constructed buildings including, 20 townhouse buildings and six six-story mid-rise buildings and a community center. The new development was the first LEEDs certified multi-family housing development in New England and includes energy efficient lighting, appliances, and structural elements including photovoltaic panels. Maverick Landing is a mixed income community with 77% of the units affordable to households earning up to 60% of area median income and the remaining 23% as market rate rentals. The reconfiguration of the historic street pattern provides a new corridor to Boston Harbor, and reconnects Maverick to the surrounding East Boston community. A new non-profit, Maverick Landing Community Services, Inc. provides on-going supportive services for residents of the development. Maverick has received national recognition for its focus on energy efficiency and earned the honor of Affordable Housing Magazine's 2006 "Best Affordable Housing Development".

The concept that you employed in returning and integrating this public housing project in to the neighborhood is refreshing to see exciting to experience. Taking a housing project isolated from the community and weaving these families into the community was more than impressive from my perspective. It was interesting to hear about the difficult fight you had in reestablishing the old street pattern, fronting most of the housing units on to the street, creating a neighborhood atmosphere consistent with the surrounding housing and introducing 23% of the units as market rate. After viewing the results of that fight I gained renewed respect for the vision that you stuck to in fighting reactionary forces that would have diminished your commitment to excellence in this project. It was a pleasure to witness your community center at work with a CPR class in progress in the staffed and equipped computer. The park that you integrated into this development adds so much to the neighborhood and ties the church into the neighborhood just as I imagine it was before the former housing project was carved into this neighborhood isolating it from that neighborhood. The open and inviting community room that you staff say is booked full with parties both private and public seemed just the right touch for this development.

The idea that large scale is inherently bad was debunked in my mind when witnessing the advantages that scale brought to these former public housing residents now living in the Maverick Landing development. Demonstrating that a large scale public housing

development can be created with real intimate feel is reassuring for future developments created and managed by Trinity.

I feel it is important for Ayer, Harvard or Shirley voters, to understand Trinity's vision and role in the impact that this development had on East Boston. Understanding your core values as a developer and the possibilities you brings to a project is a vital component to a successful vote on advancing the Vicksburg Square project. I realized yesterday the importance your Maverick Landing project can play in this understanding.

The second location was:

- **Mattapan Heights**, Mattapan, Massachusetts
- Mattapan Heights is a multi-phased comprehensive redevelopment project that is transforming the former 52-acre hospital campus in the Mattapan neighborhood of Boston. Portions of the grand campus were abandoned for more than 20 years and the few remaining campus buildings were in an advanced state of disrepair.
- Phase 1 commenced in November 2001 and was the completed and occupied in March 2003. This first phase encompassed the rehabilitation of the Foley Building into 98 mixed-income elderly assisted and independent living units, and 18 units for Latina women in recovery and their children in the E Building. Mattapan Heights Phase 2 was completed in late 2006 and consists of the rehabilitation of five historical buildings into 83 affordable family housing units.
- Mattapan Heights Phases 3 and 4 were completed in February 2008 and created 73 affordable family housing units. Phases 3 and 4 included both new construction and historic restoration.
- Phase 5A is expected to close and begin construction in December 2011. It will consist of a newly constructed building on the upper campus which will contain 60 affordable units. Construction on Phase 5A is anticipated to be completed in December 2012.
- With the completion of the fifth phase of Mattapan Heights, more than 300 new units of mixed-income housing will have been created, eight historic hospital buildings saved from demolition and more than 27 acres of campus landscape reclaimed and restored.
- Awards Received: "Massachusetts Historical Commission Preservation Award," 2004; "Charles L. Edson Affordable Housing Tax Credit Excellence Award," 2004; "Boston Preservation Alliance - Significant Rehabilitation/Restoration Award," 2009.
- **Type:** Rental; **Total Development Cost:** \$100 million; **Phase 1 Completed:** 2003; **Phase 2 Completed:** 2006  
**Phases 3 and 4; Completed:** 2008; **Phase 5A Completion:** 2012

The management of this historic site, admittedly a very difficult set of challenges, was completely reassuring to me that Vicksburg Square will be a crowning asset to our region. The flow and feel of this development was about lives and bringing life to this former hospital site. Parking integrated throughout the development in a manner that caused me to ask, where is the parking? After close examination I realized the brilliance that was employed to weave it in. It was so effectively created, without drawing attention to it, that my mind could not grasp the actual extent of it.

The third location was:

- **The Carruth**, Dorchester, Massachusetts
- Included as part of the 116 unit Carruth development is approximately 10,000 SF of neighborhood retail. The Carruth retail tenants reflect the specific requests and desires of members of the surrounding community, who through a series of pre-development meetings provided input on the types of retail uses they wanted to see as part of the neighborhood revitalization project. A locally owned and operated real estate office occupies one of the spaces and doubles as the designated broker for condominium sales at The Carruth; and an award winning chef, who is also a local resident operates an Italian restaurant, Tavolo (voted one of Boston Magazine's "Best Neighborhood Restaurants, 2010" and "Best Bar in Dorchester, 2009" by Improper Bostonian).
- Additionally, the community identified an obvious lack of retail banking options that could be easily accessed during daily commutes on the adjacent subway system, as well as there being no quality coffee establishments in the surrounding area. This challenge was met by leasing one of the prime retail locations in the building to Wainwright Bank, a New England bank who has been a national leader in socially responsible investing and banking. While Wainwright met the banking need, an arrangement was made for Wainwright to partner with a local coffee roaster, Flat Black Coffee Company. The result is one of the only retail bank branches in the country that includes a full service coffee establishment. The Wainwright/FlatBlack space has quickly become one of the premier neighborhood gathering spots. This unique arrangement has caught the eye of many national retailers. For more retail information, contact [retail@trinityfinancial.com](mailto:retail@trinityfinancial.com).
- **Type:** Mixed-Use, Transit-Oriented **Total development cost:** \$52.6 Million **Units:** 74 rental, 42 condo, 10,500 sf retail **Completion:** 2008

Visiting this site reminded me of the impact that current economic conditions play on what is possible and appropriate. Originally planned with the top two floors market rate for sale condominiums, the fact that these are occupied now as rental units highlights current conditions and possibilities in today's marketplace.

I commend you on your insistence in sticking to your vision when developing a project. From my observations this vision reflects public input but does not become a slave to appeasing every public comment or criticism. 30 plus public meetings on the Maverick Landing project, I wonder how close we are to that number for Vicksburg Square? Your results in numerous projects in creating a vision, listening to public input then shaping the project to best serve the public. Your professional vision results in developments that ultimately serve lives that are fortunate enough live there and the community that welcomes them.

The cynical side of me keeps looking for the hidden underlying belly of Trinity, the AH HA moment when magically all is revealed and I must pay homage to critics and cynics. After being subjected to "Aspen Squares" and what was purported to be a quality developer, I had developed a very thick and sensitive skin. Trinity you have softened that skin and resorted in me a confidence that a corporation can be committed to the highest quality in projects designed to serve the public. I have personally challenged you

on a number of occasions. You patiently and seriously addressed these challenges and always responded with professional concise responses that address my issues. I started with an attitude of “sure, yea?” when confronted with your initial pitch as a developer. After 18 months of intense study on my part, my attitude is “sure are!”

Please persist in your efforts to inform my neighbors, both Devens and the region, so that this opportunity does not slip away. This is the moment; you are the developer for Vicksburg Square. Get the politics right and bring this project home.

Sincerely,  
Phillip Crosby  
Devens resident