COUNTRY CLUB ROAD

CHINBURG PROPERTIES RFP RESPONSE

CHINBURG
DEVELOP. BUILD. MANAGE.

Chinburg Properties

3 Penstock Way,
Newmarket, NH 03857
www.Chinburg.com

Country Club Road

203 Country Club Road
Montpelier, VT 05602

CHINBURG
DEVELOP. BUILD. MANAGE.

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CCR Townhouse Avenue

February 18, 2026

Stephanie Clarke
White + Burke Real Estate Advisors, Inc.
Phone: (802) 862-1225 ext. 3
Email: sclarke@whiteandburke.com

RE: RFP Response – 203 Country Club Road, Montpelier, VT

Dear Ms. Clarke,

Chinburg Properties ("Chinburg") is pleased to submit this proposal in response to the City of Montpelier's Request for Proposals for the redevelopment of 203 Country Club Road. We are excited by the opportunity to partner with the City to create a vibrant, mixed-income neighborhood that advances Montpelier's housing goals while honoring the community-driven vision for the site.

Chinburg proposes a thoughtfully designed, mixed-income neighborhood totaling approximately 310 residential units and 10,000 square feet of neighborhood-serving retail space. The development will include approximately 250 multifamily rental apartments and 60 for-sale townhomes and single-family homes.

With nearly 40 years of experience developing, constructing, and managing mixed-use and residential communities throughout northern New England, Chinburg brings deep expertise in public-private partnerships, sustainable design, and long-term property ownership. We are committed to delivering high-performance, Energy Star-rated housing that aligns with CDBG-DR requirements and supports Montpelier's goal of delivering 75 new units per year outside the floodplain.

We look forward to collaborating closely with the City to realize a resilient, inclusive, and enduring neighborhood at Country Club Road.

Sincerely,

Eric J. Chinburg
CEO, Chinburg Properties

2. DEVELOPMENT TEAM AND QUALIFICATIONS

a. Lead Developer

Chinburg Properties
Newmarket, NH
CEO: Eric J. Chinburg

Chinburg is a vertically integrated development, construction, and property management firm with over 150 employees. The company has developed and currently manages more than 1,800 apartments and over 1 million square feet of commercial space, with an additional 800 apartments in development. Chinburg also builds and sells approximately 80 single-family homes annually. Chinburg's vertically integrated model, under unified leadership, ensures accountability from entitlement through long-term operations. This structure reduces delivery risk, enhances cost control, and aligns incentives with the City's long-term stewardship objectives.

Chinburg has extensive experience in:

- Mixed-income housing
- Public-private partnerships
- Historic preservation and adaptive reuse
- Energy-efficient and high-performance construction
- Long-term ownership and property management

Chinburg has received the Energy Star Sustained Excellence Award seven times in the past nine years and will target Energy Star and Efficiency Vermont's high-performance standards for this project.

b. Anticipated Team Members

The Principle Group (Somerville, MA)
The Principle Group is a nationally recognized planning and urban design firm with deep expertise in traditional neighborhood development, walkable community planning, and mixed-use placemaking. Their work emphasizes human-scaled streetscapes, connected block structures, and context-sensitive design rooted in New England's architectural vernacular.

For Country Club Road, The Principle Group will guide the master planning framework to ensure a cohesive, village-oriented neighborhood integrated with surrounding recreation and conservation assets as well as providing architectural services for single family homes and townhomes.

CJ Architects (Portsmouth, NH)
CJ Architects is an award-winning architectural firm with extensive experience designing multifamily, mixed-use, and community-centered residential environments throughout northern New England. Their portfolio reflects a strong command of traditional forms and materials

interpreted for contemporary living, with sensitivity to scale, massing, and neighborhood compatibility. CJ Architects will provide architectural design services for the multifamily components of the Project.

Horsley Witten Group (Exeter, NH)
Horsley Witten is a respected civil and environmental engineering and landscape architecture firm with significant experience in sustainable site design, stormwater management, and green infrastructure integration. Their expertise includes low-impact development strategies, watershed-sensitive planning, and municipal coordination—supporting the project's commitment to environmental stewardship, resilient infrastructure, and seamless integration with City systems at Country Club Road. Horsley Witten will guide master planning efforts and provide civil engineering and landscape architectural services for the project.

Chinburg Management (Dover, NH)
Chinburg Management is the in-house property management division of Chinburg Properties and oversees a portfolio of more than 1,800 multifamily units and over one million square feet of commercial space across New Hampshire, Maine, and Vermont. With nearly four decades of operational experience, Chinburg Management provides full-service leasing, compliance, maintenance, financial reporting, and asset management services. The team specializes in long-term ownership strategies, mixed-income housing operations, and maintaining high-quality residential communities that support resident retention and neighborhood stability. Their integrated structure ensures seamless coordination from development through stabilization and ongoing operations.

Chinburg Builders, Inc. (Newmarket, NH)
Chinburg Builders, Inc. is the construction affiliate of Chinburg Properties and serves as general contractor for the company's residential and mixed-use developments. With extensive experience in multifamily, mixed-use, and single-family construction throughout northern New England, Chinburg Builders brings deep expertise in cost control, scheduling, value engineering, and high-performance building practices. The firm has delivered thousands of apartments and homes in recent years and is nationally recognized for energy-efficient construction, including multiple Energy Star Sustained Excellence Awards. As an integrated construction partner, Chinburg Builders ensures quality execution aligned with project vision, budget, and long-term ownership goals.

Please see Exhibit 1 for the proposed Organizational Chart.

Please see Exhibit 2 for Team Bios and Experience

Please see Exhibit 3 for a Summary of Relevant Projects

c. Organizational Structure

Chinburg Development, LLC will serve as the master developer and will enter into a development agreement for site control with the City. Chinburg Development is the company's land development entity, with Eric J. Chinburg as sole member.

For each multifamily development site, we anticipate that a unique single-purpose ownership entity will be formed to acquire, develop, and operate the multifamily component of the project, with Eric J. Chinburg serving as Manager. The entity will capitalize the multifamily developments through a combination of equity raised from Chinburg's established pool of closely held investors and construction financing from regional lending institutions. Upon stabilization, construction loans will be refinanced with permanent debt consistent with Chinburg's long-term ownership strategy.

For the homeownership sites, Chinburg Development LLC will serve as the development entity. Financing for this portion of the Project will consist of acquisition and development debt and a revolving line of credit for vertical construction, both provided by regional lenders. Equity capital will be contributed by Chinburg Development LLC.

For both property types, the developer entity will engage Chinburg Builders, Inc. as the general contractor. Chinburg Builders will contract with and manage local suppliers and subcontractors and be responsible for all aspects of construction management. Having a related-party general contractor allows Chinburg to be efficient and nimble in its execution of projects.

3. PROJECT CONCEPT AND DEVELOPMENT PROGRAM

a. Overall Vision

Chinburg envisions the Country Club Road site as a walkable, mixed-income neighborhood that supports Montpelier's growth objectives while extending development beyond the floodplain. The plan is organized around a neighborhood center with small-scale retail, shared community spaces, including the existing civic building and daycare, which will be thoughtfully integrated into the overall design as an active community anchor.

The current program concentrates development within the more readily buildable lower portion of the site to maximize infrastructure efficiency and minimize grading and environmental disturbance. The northern and more topographically challenging areas are envisioned as potential future phases, likely accommodating smaller-scale single-family homes if market conditions, site constraints, and the City support such development.

b. Development Program

Our team has prepared a conceptual development program reflecting the anticipated density for the site. This framework will guide the project as plans advance and are refined through the design, community engagement, and permitting processes.

- Total Residential Units: ~310
- Multifamily Rental Units: ~250
- For-Sale Units: ~60
- Retail: ~10,000 GSF
- Total GSF: ~375,000 GSF

Unit Mix – Apartments (250 units)

- 40% Studios
- 40% One-Bedroom
- 20% Two-Bedroom

Unit Mix – For-Sale (60 units)

- Mix of 2- and 3-bedroom attached townhomes and detached single-family homes

c. Market Demand

Montpelier and the greater Central Vermont region continue to face sustained housing shortages, particularly outside floodplains and near major employment centers. The proposed development advances the City's goal of producing approximately 75 new housing units annually while adding supply in a resilient location.

The project responds to clear regional demand for:

- Workforce rental housing, serving employees of State government, Central Vermont Medical Center, schools, and local businesses.
- Smaller household units, aligned with growing one- and two-person households, young professionals, and downsizing seniors.
- Moderate-priced homeownership opportunities, which remain limited in the Montpelier market.
- Modern, energy-efficient housing options, professionally managed and maintained to ensure long-term quality and reliability.

d. Ownership and Management

Chinburg expects to retain long-term ownership of the multifamily buildings and manage them in-house.

For-sale units will be conveyed to new homeowners as condominiums or fee simple lots and managed by their respective future homeowner's associations. The development of the Project will be phased to align with absorption of units.

e. Affordability Strategy

Chinburg supports the City's mission to provide housing affordable to a range of incomes. Understanding that the City's funding sources have affordability requirements, Chinburg will work with the City to achieve the requirements. Affordable rental units will be phased to achieve occupancy by 2030 in compliance with CDBG-DR and CHIP requirements. Chinburg will collaborate with the City to structure a competitive CHIP application to support public infrastructure investments, including Route 2 intersection improvements and new on-site streets, stormwater systems, utilities, and recreational amenities. Long-term affordability will be secured through recorded deed restrictions or regulatory covenants consistent with applicable funding guidelines.

The proposed affordability framework includes:

- 5–15% of rental apartments affordable at 80% AMI to satisfy CDBG-DR requirements (10–18 units per the RFP) and optimize CHIP loan benefits (10% to up to 15% providing maximum advantage to the City).
- Remaining rentals are targeted to workforce households earning at or below 120% AMI.
- 10% of for-sale homes (approximately 6 units) are affordable to households earning up to 150% AMI, or as required under CHIP guidelines.

4. SITE PLAN AND DESIGN APPROACH

a. Site Plan & Integration

Chinburg proposes to develop the site in a manner consistent with the Montpelier Country Club Site Actionable Plan and associated massing concepts, refined through a traditional neighborhood development and New Urbanist framework. The master plan is organized to create a discernible village center that transitions thoughtfully to the site's more rural and conservation-oriented edges. Building placement, streets, and open spaces establish a clear neighborhood hierarchy and a strong sense of place.

The development program is intentionally more compact and concentrated on the southern, less steep, more readily buildable portion of the site. This approach reduces the overall length of new roadways and associated infrastructure costs, focuses density on the flattest and most suitable land area, accommodates required market-based parking ratios, and prioritizes the delivery of much-needed housing. The northern, more topographically constrained areas remain positioned for potential lower-density or recreational uses in future phases.

A central green and interconnected open spaces form the heart of the community, supported by sidewalks and trail connections to surrounding recreation assets, including the Cross Vermont Trail and the Montpelier Recreation Path. The result is a cohesive, walkable neighborhood rooted in

Vermont's town-building traditions—designed to integrate seamlessly with its setting while meeting contemporary housing needs.

Parking is thoughtfully integrated to minimize visual impact and support a pedestrian-oriented environment. Surface parking for multifamily buildings will be located behind structures and screened with native plantings and tree buffers. For-sale homes will incorporate attached garages, and on-street parking will support retail activity, guest access, and traffic calming.

Please see Exhibit 4 for Conceptual Master Plan

b. Stormwater and Green Infrastructure

The proposed stormwater strategy is grounded in minimizing environmental impact while ensuring full compliance with State and City requirements. Development density is concentrated within the flatter, previously disturbed portions of the site to limit impervious coverage and reduce overall runoff generation.

The neighborhood framework is designed to work with existing topography and drainage patterns, avoiding steep slopes, forested areas, and natural drainageways where feasible. A restored central drainage corridor will function as both a civic greenspace and a natural stormwater feature, integrating stream enhancement, vegetated buffers, and passive recreation elements within a walkable public setting.

At the street and block level, stormwater management will incorporate decentralized green infrastructure practices within the public realm, including bioretention areas, bioswales, tree trenches, and permeable treatments where appropriate. These systems will manage water quality events through filtration and infiltration, with controlled overflow to subsurface detention and rate-control systems prior to discharge to the City's stormwater network.

Please see Exhibit 5 for Conceptual Infrastructure Plan

c. Architectural Character

The architectural and urban design framework for Country Club Road draws directly from Montpelier's historic building traditions and established neighborhood patterns. Inspired by the proportional systems, materials, and streetscapes found throughout the City's Federal, Greek Revival, and vernacular architecture, the project interprets these precedents in a contemporary manner using modern construction methods and high-performance building standards.

The neighborhood is organized around a traditional village structure, with four-story multifamily buildings defining the village center and central green. These buildings reflect the rhythm and permanence of Montpelier's historic commercial blocks, with disciplined window patterns and

durable materials. Townhomes provide a transition in scale, drawing from New England row house traditions with stoops and porches that engage the street. Single-family homes at the edges complete the neighborhood fabric, reinforcing a gradual transition to lower-density surroundings.

All buildings and public spaces will be designed in full compliance with ADA and Fair Housing accessibility standards, with universal design principles incorporated where feasible.

Please see Exhibit 6 for Architectural Renderings

d. Traffic and Multi-Modal Access

The proposed circulation framework reflects traditional New England village patterns, organizing pedestrian-oriented streets into a connected network of walkable blocks. The reorientation of the existing civic building to front a small welcome green establishes a clear point of arrival from Route 2 and anchors the neighborhood center. The site plan emphasizes internal walkability, proximity to recreation assets, and direct connections to the Route 2 multi-modal path to reduce reliance on single-occupancy vehicles. A diversified unit mix, including smaller apartments and workforce housing near employment centers, further supports reduced per-unit trip generation relative to conventional suburban development.

New public streets are designed as integral components of the public realm, emphasizing traffic calming, pedestrian comfort, and bicycle accommodation. Street sections will minimize excess pavement width and incorporate sidewalks, street trees, and parallel parking to create a human-

scaled environment. Rear alleys and internal parking areas allow buildings to consistently front public streets and greens, reinforcing a cohesive streetscape. An off-street multi-use path will provide safe pedestrian and bicycle connections throughout the site and link to Route 2 and adjacent trail systems.

As part of the entitlement process, the development team will prepare updated traffic assessments to evaluate existing conditions, including continued daycare operations and projected site-generated traffic. The analysis will also assess intersection performance at Route 2 and identify any required improvements to ensure safe and efficient access consistent with City and State standards.

Please see Exhibit 7 for the Public Space and Mobility Plan

5. PHASING PLAN

Chinburg anticipates implementing the Project in two primary phases, structured to align infrastructure investment with housing delivery and market absorption.

Phase 1 will include reconstruction of Country Club Road and construction of approximately half of the new public streets within the proposed village center, including completion of the Welcome Green and Central Green. Initial development is expected to deliver approximately 140 multifamily apartments, 7,000 SF of accessory retail, 13 townhomes, and 12 single-family homes, along with associated parking and supporting infrastructure.

Phase 2 will extend the internal street network to complete the village center and remaining public roadways. This phase is anticipated to include approximately 113 additional multifamily apartments, 3,000 SF of accessory retail, 21 additional townhomes, and 10 single-family homes, together with associated site improvements.

The current site plan also preserves a potential future third phase on the northern portion of the site, where topographic conditions are more constrained. This area may accommodate lower-density single-family homes and/or expanded recreational space, subject to future planning, market conditions, and City priorities.

Please see Exhibit 8 for the Phasing Plan

6. INFRASTRUCTURE CONCEPT AND CITY PARTNERSHIP ASSUMPTIONS

The proposed infrastructure program is structured to align with the master plan and phased development schedule. Infrastructure improvements will be delivered in coordination with vertical construction to ensure efficiency and alignment with public investment.

Our concept assumes that the City is funding public roads and utilities to create buildable lots with the development. Work on the buildable lots is the responsibility of the developer. Refer to the Infrastructure Funding Plan in Exhibit 7 for a graphical presentation of this cost sharing.

a. Developer Responsibilities:
   - Construction of private internal streets within the development.
   - Installation of on-site utilities (water, sewer, electric, and communications) within the project boundaries.
   - Design and construction of internal stormwater management systems, including green infrastructure such as bioretention areas, bioswales, and subsurface detention.
   - Overall construction management and coordination of on-site infrastructure improvements.

b. City Responsibilities:
   - Funding and delivery of primary infrastructure extensions from Route 2 to the project entry and Welcome Green, including public roadways, sidewalks, and underground utilities, as illustrated in the exhibits.
   - Funding and delivery of public streets and infrastructure within the development. We understand that this will likely require a CHIP loan and that the developer will be a participant in seeking the loan. We will support the City's efforts to obtain CHIP Loans, Catalyst Grants, or other available public funding sources to offset eligible public infrastructure costs.
   - Participation in Route 2 intersection improvements as identified through updated traffic studies, including use of CHIP loan proceeds.

Please see Exhibit 9 for the Infrastructure Funding Plan

7. DEVELOPMENT BUDGET AND FINANCING PLAN

We have prepared conceptual budgets and pro formas consistent with the development program and assumptions in this proposal. The numbers are forward-looking and our best projections using today's costs, rents, and sales prices as a starting point. As an active developer with nearly 40 years' experience, we have successfully navigated the ups and downs of the market and economic cycles that inevitably affect multi-year projects. As a partner with the City, we believe this is a strength that sets us apart. We will find a way to deliver the development program will be steadfast in our resolve to realize the City's vision.

By utilizing City-owned land and the City's investment in the road and utility infrastructure, we can directly reinvest those capital savings into community affordability. As a starting point for the multi-family rental buildings, we have included a 10% set-aside of all apartments for rents at 80% of the Area Median Income (AMI). This creates essential 'workforce housing' for our local professionals while providing the specific data points required for the city's upcoming grant

applications. Similarly, we propose selling 10% of the homeownership units at prices that are affordable to households earning 150% AMI as provided in the RFP.

Please see Exhibit 10 for Project Budget, Sources and Uses, and Operating Proforma

8. SCHEDULE

Affordable rental units will be delivered by 2030 to ensure CDBG-DR compliance. The financing strategy does not rely on competitive LIHTC allocations.

a)	Developer Selection by City Council (per RFP):	April 8, 2026
b)	Execute LOI for Development Agreement (per RFP):	June 10, 2026
c)	Execute Development Agreement:	NLT than July 31, 2026
d)	Design & Entitlements (12 Months starting Aug 2026):	July 2027
e)	CHIP Application & Award:	December 2026
f)	City Starts Infrastructure to Site:	June 2027
g)	Closing & Groundbreaking (dependent on CHIP):	September 2027
h)	City Starts Infrastructure on Site:	September 2027
i)	First Phase of Multifamily Completion:	Q3 2029
j)	First Townhome/Single Family Closings:	Q4 2029
k)	Full Buildout:	December 2032

9. COMMUNITY OUTREACH AND COMMUNICATION STRATEGY

Chinburg will proactively advance all required permitting and entitlement processes in coordination with the City and regulatory agencies. As part of this effort, we will implement a structured community engagement program that includes:

- Public meetings at key project milestones in alignment with the permitting schedule
- Direct coordination with abutters, adjacent property owners, and neighborhood groups
- Ongoing communication throughout review and construction phases

A designated community liaison will serve as a publicly accessible point of contact for residents and stakeholders, ensuring timely communication and responsiveness throughout development.

10. ASSUMPTIONS, CONDITIONS, AND REQUESTS OF THE CITY

This proposal assumes:

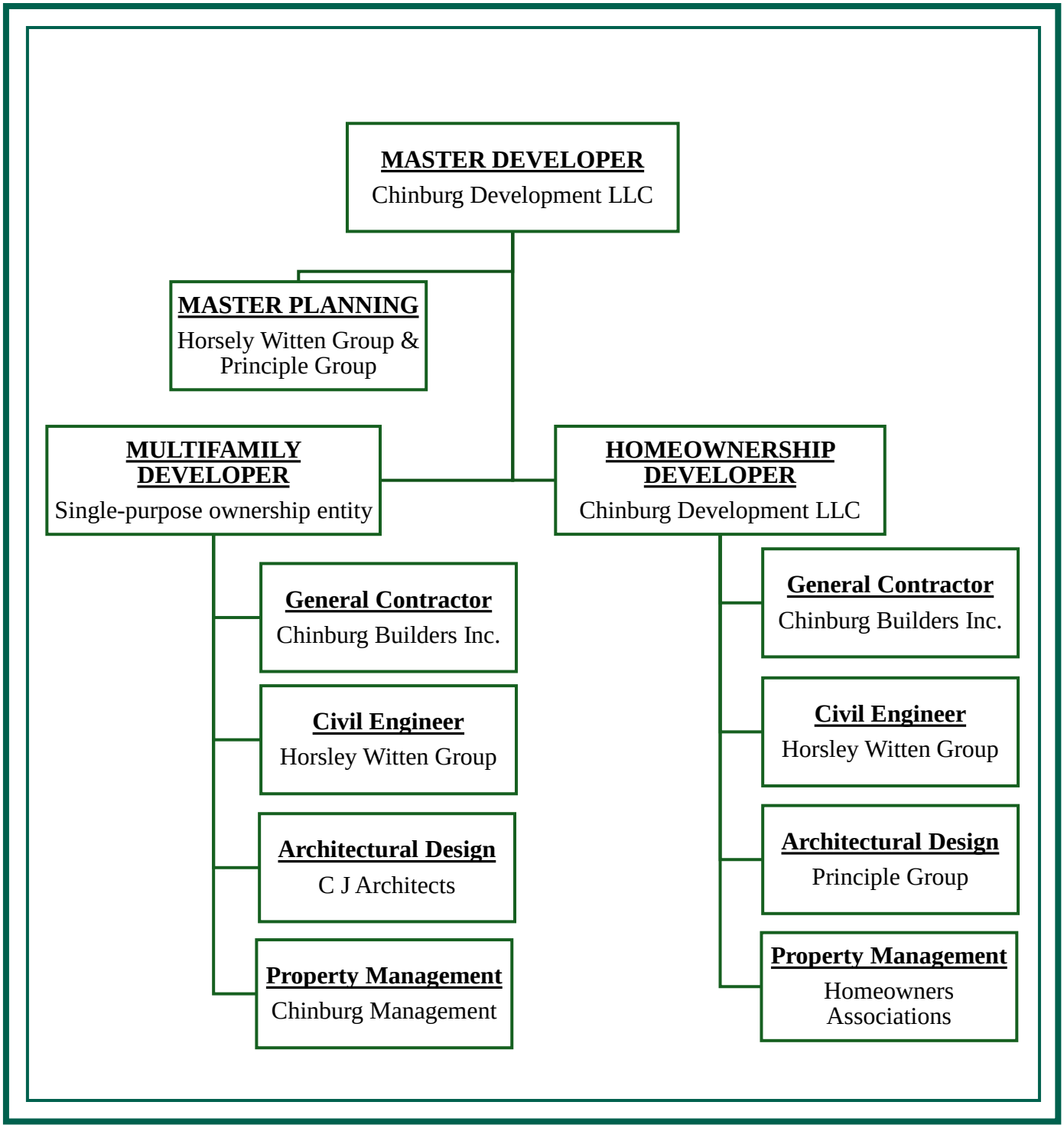
- $1 land conveyance,
- City infrastructure contribution as outlined including sources from CHIP Loans and Catalyst Grants. To include roads, sidewalks, and underground utilities (water, sewer, electric,

communications) from Route 2 to the welcome green and within the development (refer to the exhibits),
- Waivers for all municipal fees,
- Waiver of property taxes until the 1st building is occupied,
- Zoning consistent with proposed density, and that
- Chinburg and City are able to secure all state and local entitlements, Chinburg will coordinate closely with City on Tier 1A designation and serve as co-applicant where appropriate.

Chinburg looks forward to negotiating a Development Agreement that clearly defines funding, phasing, affordability compliance, and infrastructure responsibilities.

EXHIBIT 1
ORGANIZATIONAL CHART

Organizational Chart



3 Penstock Way, Newmarket, NH 03857 Phone 603-868-5995 Fax 603-389-9011

EXHIBIT 2
TEAM BIOS AND EXPERIENCE

Eric Chinburg

Owner and CEO

Eric Chinburg founded Chinburg Builders in 1987. A NH native, Eric graduated with a Civil Engineering degree from UNH. The company was founded with a keen eye for design and an interest in innovative building, development and land management. Chinburg has attracted many of the best professionals in the region, and has become a highly trusted name in new construction, adaptive reuse and property management industries in New Hampshire, Maine and Massachusetts.

Eric and the Chinburg team have particular expertise in creating private and public partnerships. The long-term relationships with communities, vendors and subcontractors helps to get each job done as efficiently as possible.

Over Chinburg's 35 years of company growth, our catalog of successful projects has grown along with the expertise our team offers. A particular area of expertise is historic renovation and adaptive reuse, and we are able to preserve the history while transforming buildings for modern use.

Chinburg has received several awards for thoughtful design and construction, particularly for urban infill and mixed-use developments.

Jen Chinburg

Executive Vice President of Corporate Development & Brand

Jen joined the Chinburg Team in 2003. She has over 30 years of business experience in marketing, management, strategy, public relations and economic development. In her role at Chinburg, Jen sets the brand standard across the company and the properties. She and her team set the guidelines for both internal and external facing communication. She manages the company brand with influence in customer experience, property management, and design, working with the talented team across all of these disciplines to help create communities where people will thrive. She is a champion of continuous improvement and innovation.

Jen's prior business experience includes managing economic development for the Portsmouth Chamber of Commerce, financial management the Center for Press, Politics and Public Policy at Harvard University, and as the Chief of Staff at BankBoston Development Company.

Matt Assia

Executive Vice President Development and Asset Management

Matt Assia joined Chinburg in 2013. In his position as Executive Vice President of Development and Asset Management, Matt oversees a team that leads the assessment, planning, permitting, and financing of new opportunities for adaptive re-use, acquisition, and land development. Under Matt's leadership, the team captains the projects through the development life cycle from acquisition to successful project completion and transition to property management or new home sales.

In addition, Matt's responsibilities include overseeing the financial performance of Chinburg's investment property portfolio and collaborating with Chinburg's accounting and property management team to provide timely reporting, monitor financial metrics, and plan and execute capital expenditure projects.

With Chinburg's focus on historic mill rehabilitation, Matt has a unique skillset in managing and modeling projects with complex capital stacks that include historic tax credit equity, senior and subordinate debt, and private equity.

Paul Goodwin

Director of Commercial Development

SUMMARY

Paul is the Director of Commercial Development at Chinburg. Paul joined the team in January 2021. He manages development actives across the project lifecycle; from aiding acquisition, leading entitlements, managing design, and performing construction administration to coordinating with Chinburg' s in-house marketing and property management teams to ensure a successful lease-up. While at Chinburg, he has contributed to delivering some 350 new apartments to market and is currently managing a development pipeline of an additional 800 apartments. Paul holds a Master in City Planning and a Master of Science in Real Estate Development from the Massachusetts Institute of Technology, and a Bachelor of Arts in Geography from the University of New Hampshire.

MAJOR PROJECTS

Continental Mill, Lewiston, ME
The Bleachery, Somersworth, NH
Stevens Mill, Franklin, NH
The Courthouse, Dover, NH
Monadnock Mill, Claremont, NH
Scenic Salinger, Rochester, NH
200 Exchange, Malden, MA
The Graphic Lofts, Boston, MA
Millbrook Lofts, Somerville, MA

FORMER EMPLOYMENT

Berkeley Investments
Project Manager
Jan 2016 – December 2020

PROJECT EXPERIENCE

- Entitlements
- Financing & Budgeting
- Design & construction Management
- Multifamily & Mixed-Use
- Commercial
- Adaptive Reuse & Historic Preservation

Rob Nunez

President of Chinburg Builders, Inc.

SUMMARY

Rob is the President of Chinburg Builders, Inc. Having joined the team in January 2020, he manages all mill, commercial, and single-family developments along with a staff of 50+ employees. With over 25 years of extensive experience in construction management and general contracting, Rob held executive-level roles at two of the nation's largest general contractors before his role at Chinburg. His areas of expertise include multi-unit apartment buildings, commercial office buildings, restaurants, hospitality, education, infrastructure, industrial, senior living, and healthcare. Rob's skills encompass overseeing both private and public projects with complex facilities involving multiple disciplines, divisions, operators, and agencies.

MAJOR PROJECTS

Lincoln Mill & Hotel, Biddeford, ME
Stevens Mill, Franklin, NH
Joint Force HQ, Hanscom, AFB, MA
Brewery 145, Portsmouth, NH
The Courthouse, Dover, NH
Monadnock Mill, Claremont, NH
Scenic Salinger, Rochester, NH

FORMER EMPLOYMENT

Nauset Construction
Project Executive
May 2005 - Jan 2020

Suffolk Construction
Project Manager
May 1998 - May 2005

PROJECT EXPERIENCE

- Historic Preservation
- Design Build
- Mixed Use
- Residential
- Commercial
- Industrial

Jenn Avedisian

Vice President of Commercial Construction

SUMMARY

Jenn joined the Chinburg team in August of 2015 as an Assistant Project Manager and quickly advanced to a Project Manager in the Mills and Commercial Division of the company. Now as Vice President of Commercial Construction, Jenn provides leadership and direction for all mill and commercial projects with a focus on team building, coaching and strengthening systems and procedures to ensure success for all members of Chinburg's commercial teams. Prior to joining the team, Jenn obtained her business management degree from Granite State College as well as her NH real estate license which she still actively uses today for small development projects.

MAJOR PROJECTS

The Lincoln Lofts & Hotel, Biddeford, ME
Frank Jones Brew Yard, Portsmouth, NH
233 Vaughan St, Portsmouth, NH
Hope on Haven Hill, Rochester, NH
Aroma Joe's, Portsmouth, NH
Music Hall Members Club
& Lounge, Portsmouth, NH

FORMER EMPLOYMENT

River Run Company
Executive Assistant
April 2009 – Aug 2015

Attitash Mtn. Service Co.
Front Office Manager
April 2001 – April 2009

PROJECT EXPERIENCE

- Mill Adaptive Reuse
- Multi-Family New Construction
- Commercial Fit up and Ground up
- Luxury Condominiums
- Luxury Hotel

Featured Projects

Brewery 145

Portsmouth, NH

Urban Infill, Ground-Up Market-Rate Residential Apartments

145 Brewery Lane in Portsmouth was an underutilized urban lot that Chinburg, as the owner and sole Developer and Construction Manager, designed and built Brewery 145 on in 2020. The newly constructed wood-platform-framed building now sits on a podium-capped below-grade garage and the 92 apartments are built to the high-performance specifications of the EPA's Energy Star Standards.

Key Project Requirements:

- "Pre-loading" the site to avoid significant shoring piles
- Redirecting a municipal sewer line that ran through the site
- Coordinating multiple exterior siding materials (brick, burnt cypress, prefinished cementitious panels and custom brake metal) to avoid moisture infiltration.

Year Completed: 2020

Square Footage: 74,000 GSF

Number of Units: 92 Units

Project Scope: $17.25 million

The Lincoln Lofts & Hotel

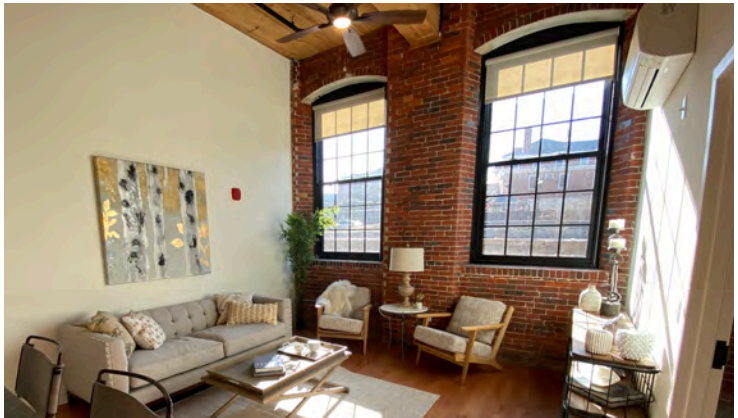
Biddeford, ME

Mixed Use, Residential Apartments, Hotel/Restaurant & Commercial in Adaptive Reuse of Historic Mill Building

The Lincoln Lofts and Hotel, an adaptive reuse of a historic mill building, kicked off in earnest in 2019. After a stalled kick-off with the original Developer, Chinburg was added as the development's Managing Partner and Construction Manager. This project included 148 market-rate apartments, a 33-room boutique hotel with a restaurant & bar, a member gym, and other commercial spaces.

Key Project Requirements:

- Extensive structural and masonry repairs: due to neglect
- Building to the National Park's standards for Historic Preservation (to comply with HTC's utilized in the financing of the project)
- Coordinating with the owner's design team for the very high-end boutique hotel
- Rooftop pool and terrace



Year Completed:	2022
Square Footage:	232,000 GSF
Number of Units:	148 Loft Apartments
	33 Hotel Rooms
	26,400 sq. ft. Commercial Space
Project Scope:	$47.2 million

233 Vaughan Street

Portsmouth, NH

Mixed Use, Commercial and High-End Residential Condominium

233 Vaughan Street is a beautiful urban infill project that kicked off early in 2014. Chinburg was brought in both as the Construction Manager and as a Partner Developer. After completing the Core and Shell, Chinburg went on to do the fit-up of 3 high-end, Class A Commercial spaces and 9 custom design and built Condominiums.

Key Project Requirements:

- LEED “lite” Design
- Geothermal heating and cooling
- Heated, secure underground parking
- Detailed building envelope
- Extremely tight site against a working railroad
- Green roof with individual rooftop patios and soaking pool

Year Completed:	2016
Square Footage:	56,000 GSF
Number of Units:	9 Residential Penthouse Units 3 Class A Commerical Spaces
Project Scope:	$13.2 million

The Courthouse

Dover, NH

Adaptive Reuse and 4-story Addition to a Historic County Courthouse

The Dover Courthouse is an adaptive reuse project of an existing 1889 County Courthouse building that included a new 4-story addition with parking under it. This creative solution allowed for the preservation of the original building while creating additional housing on the waterfront in downtwon Dover, per the wishes of the City.

Project Features:

- Public art was invested in and added to the landscaping of the property, featuring a local Dover based artist.
- The exterior of the historic building was carefully restored
- Preserved six hand-carved dragon heads, which are featured in individual apartments, along with many original architectural details
- Property is walkable to many downtown amenities, including restaurants and the grocery store, reducing carbon footprint.
- 20% of the apartments were priced as affordable, defined as accessible to people who earn 80% of the AMI (Area Median Income).

Year Completed:	2024
Square Footage:	55,800 GSF
Number of Units:	59 Apartments, 3,800 sq. ft Commerical Space

Stevens Mill

Franklin, NH

Mixed Use, Residential Apartments & Commercial in Adaptive Reuse of Historic Mill Building

Stevens Mill's riverfront campus in downtown Franklin, NH is an adaptive reuse of the historic mill property. As the sole Developer and Construction Manager, Chinburg designed and built 153 market rate and affordable apartments plus 35,000 sq. ft. of build-to-suit commercial space. This Historic Tax Credit project started with the extensive demolition of undesirable 20th-century buildings to create open space and bring light into the remaining buildings.

Project Features:

- Coordinating the work between the 4 attached but very different building types
- National Park Service compliance
- Working through the Covid-19 pandemic labor/supply challenges
- Complex financing structure; included InvestNH Funds
- Building around the river that flowed under the building
- 20% of the apartments were priced as affordable, defined as accessible to people who earn 80% of the AMI (Area Median Income).

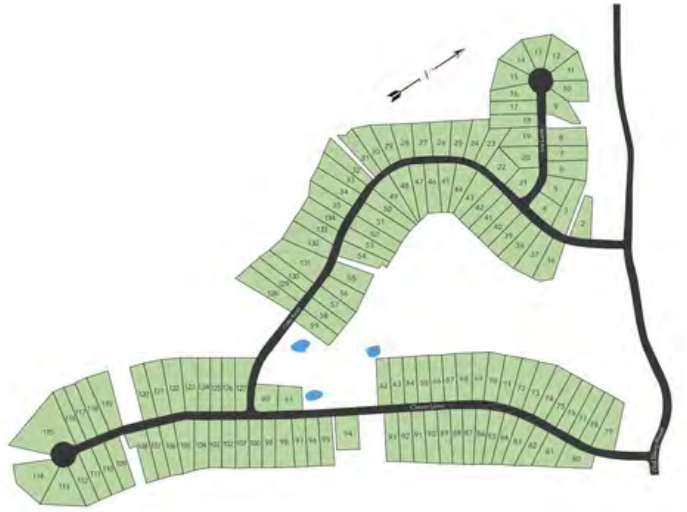
Year Completed:	2024
Square Footage:	167,500 GSF
Number of Units:	153 Apartments
	35,000 sq. ft. Commerical Space

Lorden Commons

Londonderry, NH

Conservation Subdivison

Lorden Commons is a 133-lot conservation subdivision built across 229 acres in Londonderry, NH. Completed in 2025, the project was constructed in four phases and includes 144.7 acres of open space, deeded to the town for public recreation. Originally zoned for mixed use, the site was fully rezoned to allow residential development. A private sewer system with a pump station was established, with final discharge to the Manchester sewer system through an intermunicipal agreement. Stormwater management is handled via engineered ponds located in the open space and maintained by the HOA. Phase 1 homes used private wells, while later phases are serviced by municipal water through a partnership with Derry and Manchester Water Works.



Project Features:

- Rezoned mixed agricultural-residential/industrial parcel to allow full residential development.
- Engineered stormwater management system with multiple ponds located in the preserved open space, maintained by the HOA through drainage easements.
- Private sewer system with gravity and force mains, on-site pump station, and PUC-approved sewer franchise, discharging to the City of Manchester under an intermunicipal agreement.

Year Completed:	Total Parcel Size:	Open Space:	Number of Homes:
2025	229 Acres	144.7 Acres	133 House Lots

Horsley Witten Group

Sustainable Environmental Solutions

Science

Wetlands & Streams: Resource Area Delineation | Ecological Restoration | Habitat Survey | Rare Species | Permitting

Hydrogeology: Sampling & Monitoring | Modeling | Groundwater Protection | Water Supply Development

GIS Services: Data Development | Spatial Analysis | Model Development | Remote Sensing | Risk Assessment

Environmental Site Services: Environmental Due Diligence | Site Assessment & Remediation | Licensed Site Professional

Planning

Community Planning: Comprehensive Planning | Conceptual Design | Community Engagement | Regulatory Reform | Climate Resilience & Adaptation | Hazard Mitigation | Open Space/Recreation Planning

Water Resource Planning: Integrated Water Management | Watershed Assessment & Planning Nutrient Management | GIS Services

Coastal Resources: Land Use & Ecosystems | Coastal Watershed Planning | Habitat Assessment | Pacific & Caribbean Island Water Resources

Engineering

Core Services: Civil | Environmental | Survey-GIS | Construction Administration | Permitting

Specialization: Stormwater | Water Supply | Wastewater | Shoreline Stabilization | Stream Restoration

Design

Site Design: Landscape Architecture | Ecological Design | Parks Pathways | Green Stormwater Infrastructure | Affordable Housing Sites | Urban Design

Marketing & Education: Graphic Design | Web Design | Branding Manuals & Handbooks | Handouts & Presentations | Signage

Training

Public Sector: Emergency Preparedness & Response | Water Security | GIS | Custom Technical Trainings

Best Practices: Regulatory Tools | Stormwater Management & Design | Source Water Protection | Watershed Planning

Horsley Witten Group

Sustainable Environmental Solutions

Profile

Horsley Witten Group is an interdisciplinary team of engineers, scientists, planners, and landscape designers committed to delivering quality services. The success of our practice is rooted in responsiveness, innovation, and client relationships. Our dedicated staff of highly skilled professionals manages complex projects in New England and beyond. For over 30 years, the firm has excelled serving as a liaison between decision makers and the public, and translating technical subjects into understandable concepts. The ability to move across disciplines and communicate with groups from all backgrounds sets us apart. HW's award-winning projects address critical environmental challenges including climate change, coastal resiliency, watershed health, and resource protection.

Our services include site and community design, green infrastructure implementation, public engagement, regulatory reform, data system development, resource assessment, habitat restoration, and emergency preparedness. Our clients include the U.S. EPA, NOAA, and the U.S. Department of Justice as well as more than 100 New England municipalities, several state agencies, tribal agencies, non-profit organizations, private organizations, and multiple universities and colleges. HW is a New England-based corporation headquartered in Sandwich, MA with regional offices in Boston, MA, Providence, RI, and Exeter, NH.

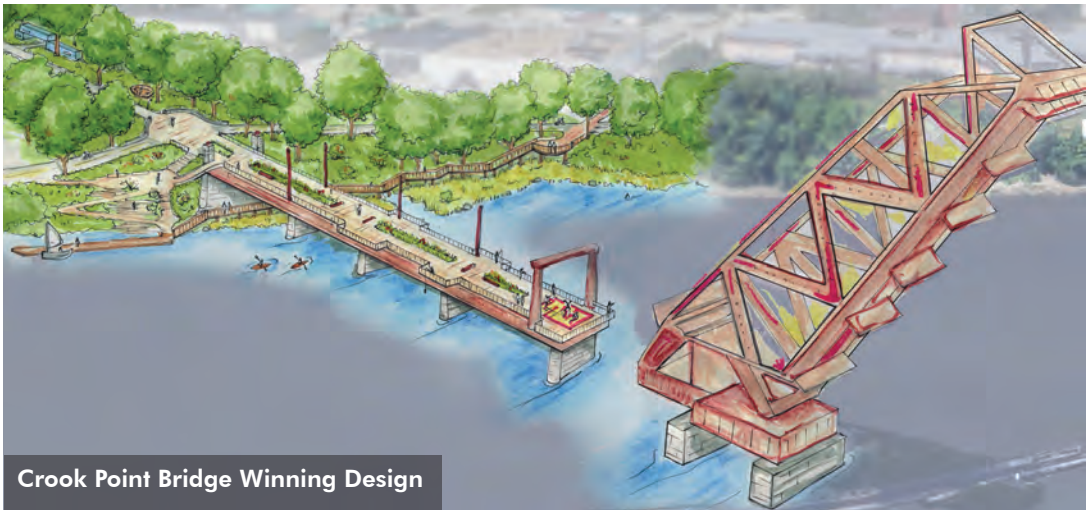
Mission and Vision

Mission Statement: To address environmental and social challenges with sustainable solutions.

Vision Statement: HW envisions a world where people and nature thrive together.

URBAN DESIGN

LISTEN | COLLABORATE | PLAN | DESIGN | BUILD



Crook Point Bridge Winning Design

Horsley Witten Group provides innovative and implementable urban design concepts that support healthy, happy, and inviting places that are in balance with nature. Our urban designers, landscape architects, and engineers specialize in sustainable neighborhood design and resilient infrastructure. We apply a "boots-on-the-ground "interdisciplinary approach that draws on our experience implementing sustainable design at various scales, from the watershed to the block, street, and site, generating realistic solutions that people love!

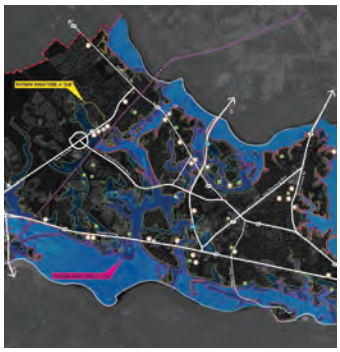
We strive to build momentum through a collaborative and participatory design process. Much of our experience involves translation of community values and objectives to consensus designs and implementation plans. We understand visioning builds momentum for long-term change, and realize that decision-makers often need a clear and manageable series of steps to get started. Our design solutions clearly express long-term community vision, and align immediate and short-term actions and investments towards common objectives.

Urban Design services include:

- *Vision & Master Plans*
- *Neighborhood Design*
- *Conceptual Site Planning & Yield Analysis*
- *Waterfront Planning*
- *Green Streets & Streetscapes*
- *Greenways & Urban Trails*
- *Community Outreach*
- *Public Engagement*
- *Design Charrettes*
- *Design Guides & Manuals*
- *Graphic Design & Project Websites*
- *Educational Signage*

"The best foundation for design is authentic listening."

HW Designer



West Ashley Vision & Master Plan

Charleston, SC

HW collaborated with Dover, Kohl & Partners to develop a Plan West Ashley, a community vision and master plan for the West Ashley area of Charleston, South Carolina. The City Council adopted the plan and it now plays a pivotal role in shaping the area's future. Our experts led climate resiliency, infrastructure, sustainability, and open space elements of the plan – balancing economic development and growth pressures with environmental impacts and climate change. The plan featured a tool kit for GI and resiliency strategies for various urban conditions found in West Ashley.

Sewanee Village Stormwater Master Plan

The University of the South, Sewanee, TN

A diverse group of stakeholders convened to create an updated plan for approximately 12 acres of the Village, balancing economic development, placemaking, and environmental stewardship. The university wanted to be a model of environmental sustainability. The HW team applied an enhanced existing conditions assessment, creative neighborhood design, innovative block, street, and building landscape architecture, and engineering modeling to help review alternatives and select an ambitous consensus plan. Phased construction is underway.

Seekonk Riverbank Revitalization

Providence, RI

HW has worked with a neighborhood-led coalition with the City of Providence on public outreach, visioning, and design for transformation of a one mile stretch of the Seekonk Riverbank. The community supported design provides a separated riverfront multi-use path, green infrastructure, community parks, complete street design, and improved public connection to the water. We recently won the high-profile Crook Point Bridge design competition, where our vision to revitalize the iconic bridge was selected from 80 proposals received from around the world.

Panama City Neighborhood Recovery Plans

Panama City, FL

We led the sustainability and resilient infrastructure elements of four neighborhood plans. Each plan includes implementable solutions for watershed restoration, coastal adaptation, green infrastructure at neighborhood/block/street/site scales, and design of new public open spaces. Our staff produced a green-blue framework plan for each community as the roadmap for bayou restoration, floodplain/wetland expansion, and connected open spaces integrated with urban design, cultural, and economic objectives.

Dover Cochecho Waterfront Development

Dover, NH

HW is leading a design team to create a plan for the Cochecho Waterfront Site, a 21-acre brownfield property. The plan features a waterfront park, dock, mixed-use development, and new street connections to downtown and adjacent parks. We are producing construction documents for the riverfront park, shoreline restoration, new pedestrian-oriented streets, and mass grading for the site, with a focus on earthwork analysis and shoreline design to plan for climate change and sea level rise.

LANDSCAPE ARCHITECTURE

UNDERSTAND | PLAN | DESIGN | CONSTRUCT | BUILD

Woonasquatucket Greenway Concept, Providence, RI

Horsley Witten Group provides comprehensive environmental design and innovative solutions for both public and private sector clients. HW excels in the integration of sustainable design principles with built and natural environments, through a holistic design process. Our commitment to this approach allows us to create functional and vibrant places in balance with nature. Our clients benefit from our 30+ years of industry experience combined with a passionate interdisciplinary staff of highly skilled professionals who manage projects of various sizes and complexity.

Our team is skilled in providing nature-based solutions that integrate ecologically sensitive design techniques. HW's landscape architects are dedicated to the restoration, creation, and maintenance of spaces that function, thrive and sustain healthy ecosystems, generating connectivity between people and nature.

New Pathway at Heritage Museum and Gardens

Landscape Architecture services include:

- *Ecological Planning and Design*
- *Site Analysis and Plant Inventories*
- *Master Planning (Connectivity and Conservation)*
- *Landscape and Shoreline Restoration*
- *Invasive Species and Land Management Planning*
- *Trails, Multi-use Pathway and Boardwalk Design*
- *Green Streets/ Streetscapes*
- *Sustainable Park Design*
- *Outdoor Classrooms*
- *Design Guides and Manuals*
- *Public Outreach, Training and Educational Signage*

Ecological Design

West Brittania, Taunton, MA

At the West Brittania dam removal project site, we teamed with Sumco, Inc. to implement design/build services for riverfront restoration and plantings along the Mill River for the Nature Conservancy. We coordinated with the Conservation Commission, designed the restoration area, and provided construction coordination and oversight.

Outdoor Classrooms

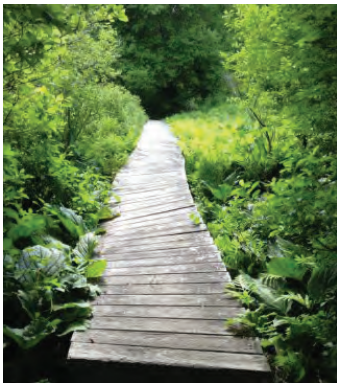
Boston Public Schools, Boston, MA

In a truly rewarding project, we designed outdoor spaces with green stormwater infrastructure (GSI) to manage stormwater runoff and engage students at five Boston Public Schools. The GSI design incorporated various practices to help showcase methods for capturing, transporting, and cleaning stormwater. One component of this project was the integration of stormwater into the science curriculum. We created details in the outdoor classrooms to help students interact with the nature-based systems and monitor and test differences between practices. This project received an award in 2019 at the 25th Annual Secretary's Awards for Excellence in Energy and Environmental Education.

Pathways

Audubon Society of Rhode Island Nature Center, Bristol, RI

At the Audubon Society of Rhode Island, we designed a meandering, accessible path through an open meadow between the Visitor's Center and the wetland boardwalk trail. To blend into the natural surroundings, we used a stabilized soil path that integrates stormwater and erosion control techniques to ensure the longevity of the path and the comfort of the users.



Management Plans

Norman Bird Sanctuary, Middletown, RI

HW created a comprehensive management plan for the Norman Bird Sanctuary (NBS) that identifies future investments and management opportunities for the property's buildings, grounds, and environmental resources. We conducted field data collection on plant communities, trail conditions, drainage areas and cultural resources. We teamed with McLaughlin & Buie Housewrights, LLC to inventory building conditions. Working with NBS, we identified restoration opportunities and created an invasives species management plan within the historical and cultural context of the Sanctuary's long-term vision. The project received an Honor Award for Planning and Analysis in 2019 from the RIASLA.

Connectivity Master Plans

Perkins Street Eco-Campus, Peabody, MA

Working with the City of Peabody and community stakeholders, we developed a comprehensive connectivity plan between Emerson Park and Scouting Woods to make the area a regional destination. This area includes various outdoor and indoor recreation areas, playgrounds, a middle school, a dog park and many acres of wetlands and woodlands. The plan gives priority to natural systems and pedestrians by restoring and conserving existing environments while developing safe and effective infrastructure, branding, and wayfinding.

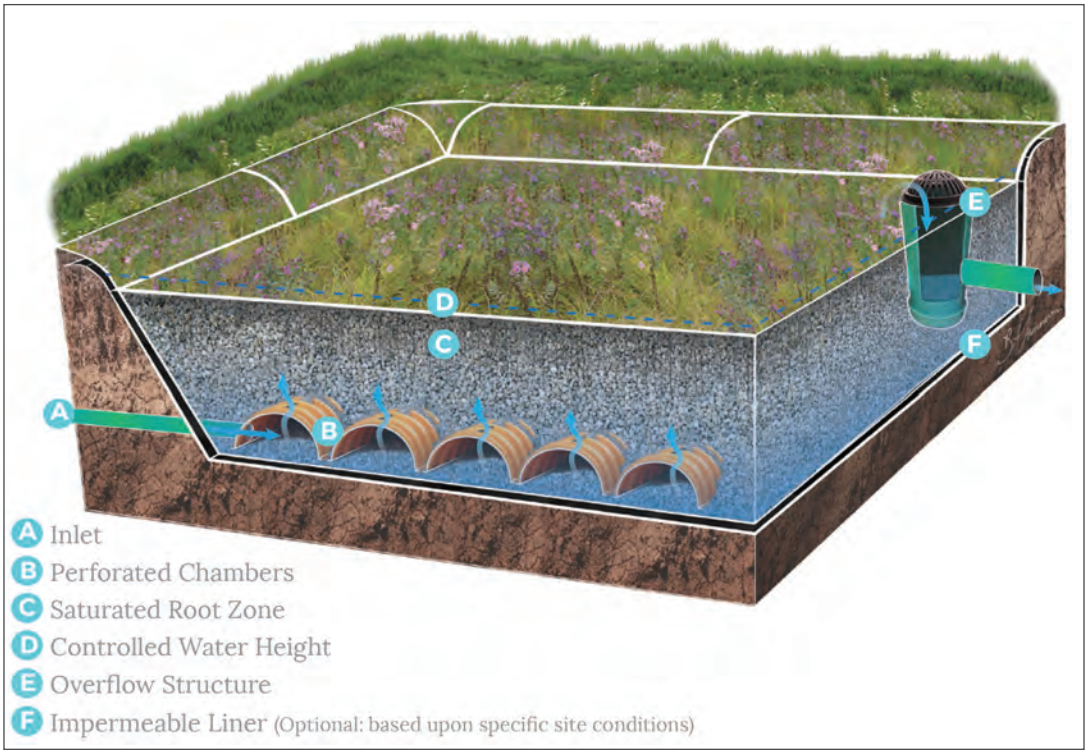
GREEN STORMWATER INFRASTRUCTURE

ASSESS | PLAN | DESIGN | CONSTRUCT | EDUCATE

What's in a name? Green Stormwater Infrastructure (GSI) has been known by many names and acronyms over the years – Smart Growth Practices, Better Site Design, Low Impact Design (LID), Green Infrastructure (GI), and Nature-based Design to name a few. Regardless of what it is called, the design intent is the same. GSI mimics natural processes to manage stormwater runoff while also providing healthier spaces for people, plants, and animals. GSI includes a variety of stormwater practices that reduce and/or treat stormwater, such as rain barrels and cisterns, rain gardens, bioretentions, green streets, underground infiltration, porous pavements, and constructed wetlands.

Horsley Witten Group has been on the forefront of GSI planning and design from its very inception. We work with state and federal agencies, nonprofits, towns, and cities to provide all aspects of GSI services. Our staff is experienced in adapting GSI design for a range of site conditions and contexts, from parks to urban centers. We have developed state and local design manuals that incorporate GSI and have performed code audits to identify GSI opportunities and barriers within local regulations. We have developed GSI curriculums for school systems and conducted hands-on workshops building and maintaining GSI practices. Our staff love getting out into the field for watershed assessments and identifying the best locations for GSI retrofits. We are always following the latest research and data for ways to tweak GSI design to enhance pollutant removals and climate resiliency. We are passionate not only about implementing GSI as we know it today, but pushing it into the future when, who knows, it might be known by another name!

Gravel Wetland Design



Green Stormwater Infrastructure Services include:

- *GSI Planning, Sizing, & Design*
- *Stormwater Master Plans & Watershed Plans*
- *Permitting Assistance*
- *Soil Evaluations*
- *Field Investigations*
- *Vulnerability Assessments*
- *GIS Mapping/Modeling*
- *Municipal and Public Training*
- *Native Plant Selection and Restoration*
- *MS4 and TMDL Assistance*
- *Phosphorus Control Plans*
- *ORM Plans and Workshops*
- *Grant Funding Assistance*
- *Public Outreach and Engagement*
- *Construction Oversight*

"Green infrastructure is a cost-effective, resilient approach to managing wet weather impacts that provides many community benefits." - *US EPA*

GSI for Park Improvement

Roger Williams Park, Providence, RI

We assisted the City of Providence and the Narragansett Bay Estuary Program with the development of a water quality management plan for Roger Williams Park. The goal was to improve the water quality and biodiversity conditions of the Park's ponds. The project included the identification and prioritization of dozens of GI practices, several of which we have designed and constructed. Our projects will be highlighted as part of a new regional GSI Center at the Park!

Watershed-wide GSI

Three Bays Watershed, Barnstable, MA

HW is working with the Association to Preserve Cape Cod, the Barnstable Clean Water Coalition, and the Town of Barnstable to reduce stormwater pollution in the Three Bays Watershed. We have completed extensive field assessments, identifying and prioritizing over 70 GSI retrofit opportunities! We designed and permitted eight of the top priority sites and have overseen construction on three of them. We will be constructing three more in 2020! We also led numerous outreach activities including hands-on workshops to teach homeowners how to build rain gardens and to train municipal staff, on how to perform GSI maintenance.

GSI at Boston Public Schools

Boston Water and Sewer Commission, Boston, MA

We designed GSI to manage stormwater runoff and engage students at five Boston Public Schools. The schools plan to incorporate green infrastructure into their strategic plan for educational programming and capital investments. With help from several partners, HW provided site investigations, GSI feasibility assessments, soil evaluations, GSI siting and design, and assistance with the stakeholder input process. Integration of stormwater into the science curriculum for fifth and seventh graders was one of the most exciting components of this project.

Implementing GSI for CSO Abatement

New York, NY

New York City is implementing GSI as a cost-effective and green alternative to big tanks/tunnel storage typically used for combined sewer overflow (CSO) abatement. We have helped the City evaluate numerous BMPs including permeable pavements, underground recharge chambers, bioretentions, and blue roofs; providing siting, design, and construction oversight services for a variety of projects. We also collaborated with the City's Office of Green Infrastructure to initiate wide-scale implementation of GSI "bioswales" within City street ROWs and "on-site" practices at several public school sites.

GSI Guidance for Pacific and Caribbean Islands

We developed this guide to help on-island stormwater managers to implement better stormwater management using island examples. It showcases successes from a variety of Pacific and Caribbean islands and provides island-specific information ranging from how to adapt designs using local materials to sizing criteria and rainfall data. This guide is not regulatory but is intended to inspire our island stormwater champions to embrace and implement GSI.

Jonathan Ford, PE, NCI

Senior Project Manager
Community Design
jford@horsleywitten.com

Areas of Expertise

Civil Engineering
Urban Design
Downtown & Neighborhood Revitalization
Land Use Planning
Mobility & Complete Street Design
Smart Growth / Low Impact Development

Professional Registrations & Affiliations

Professional Engineer: MA, RI, CT, FL

National Charrette Institute (NCI) Charrette Planner Certification

Co-founder, Current Vice President: New England Chapter of the Congress for the New Urbanism

Board of Directors: Seekonk River Alliance

Board of Directors: Blackstone Parks Conservancy

Knight Fellow in Community Building, University of Miami School of Architecture

Academic Background

Bachelor of Science, Civil Engineering: University of Notre Dame

Professional Experience

Horsley Witten Group, Inc., Senior Project Manager - Community Design, 2014 to present

Morris Beacon Design, LLC, Principal and Founder, 2006 to 2014

Nitsch Engineering, Project Engineer, 2002 to 2006

Horsley Witten Group
Sustainable Environmental Solutions

Jon has over 23 years of experience as a civil engineering and neighborhood planning innovator and is a recognized leader in the area of New Urbanist planning and engineering. Jon is a 2006 Knight Fellow in Community Building at the University of Miami's School of Architecture, a co-founder of the New England Chapter of the Congress for the New Urbanism, and on the faculty of the Form-Based Codes Institute. Jon's project designs have won numerous local and national awards, multiple CNU Charter Awards, the Rudy Bruner Award for Urban Excellence, and the Boston Society of Landscape Architects Honor Award.

KEY PROJECTS

Coastal Florida Hurricane Ian Recovery and Resiliency Partnership Project - Sanibel, Fort Myers Beach, and Fort Myers, Florida

Directed design for a team under contract with EPA, with funding from FEMA, to assist three coastal Florida communities to explore and develop a variety of recovery and resiliency projects in the aftermath of Hurricane Ian. Through facilitated public discussions, design charrettes, research into regulatory codes and policies, and resiliency designs, our Team helped these communities plan for improved multi-modal connectivity, improve park resiliency designs, consider challenging neighborhood flooding remedies, address emergency response access needs, and integrate green infrastructure practices throughout these projects. HW was supported by Dover, Kohl & Partners (urban design and planning) and Spikowski Planning Associates.

Woonasquatucket Vision Plan and Greenway, Providence, Rhode Island

Led infrastructure and placemaking design for Providence's Woonasquatucket Vision Plan and Woonasquatucket Greenway. Designed concepts for the area along the Woonasquatucket River from Providence's Olneyville neighborhood to the Providence Place Mall – including parts of three City neighborhoods that have historically faced disinvestment and a disproportionate level of environmental impacts. Focused concepts on providing a separated urban trail to connect Providence Place Mall to Eagle Square, multiple new pocket parks, green infrastructure, trees, and a kayak launch.

Plan Cruz Bay, St. John, USVI

Developed a community-led plan for recovery from the two back-to-back Category 5 hurricanes in 2017, to guide rebuilding, preserve community character, and shape public spaces to benefit St. John for generations to come. HW led the project collaborating with Dover, Kohl and Partners, with special focus on infrastructure, public realm, and resiliency elements of the plan. The outcomes are designed as a supplement to the Department of Planning and Natural Resources' HW-led Comprehensive Land and Water Use Plan currently underway territory-wide.

Barbara Jordan II, Providence, Rhode Island

Led site planning, civil engineering, and landscape architecture design for construction of over 80 affordable housing units in 12 buildings on multiple sites in South Providence. Site improvements include upgraded parking areas, utilities, green stormwater infrastructure, and landscape amenities. Barbara Jordan II is one of dozens of HW affordable housing projects in Providence in the last 15 years, constructing many hundreds of sorely needed affordable housing units in the City.

Jonathan Ford, P.E., NCI
Senior Project Manager - Community Design
jford@horsleywitten.com

Horsley Witten Group
Sustainable Environmental Solutions

Panama City Downtown Vision and Neighborhood Plans
Collaborated with Dover, Kohl and Partners on the Panama City Strategic Vision for Downtown and its Waterfront and Neighborhoods Plan for Glenwood, Millville, and St. Andrews as part of the city-wide Hurricane Michael Recovery Planning Project. Led sustainability and resilient infrastructure planning and design for each neighborhood fitting into the community vision for future development and preservation, sustainable building, connectivity, and gathering spaces. The Downtown Vision Plan won a 2020 CNU Charter Award.

Greenbush Transit-Oriented Development, Scituate, Massachusetts
Led site planning, civil engineering, and landscape architecture design for redevelopment of portions of the MBTA commuter rail parking lot to build a new village center consisting of 78 residential units and 10,000 sq. ft. of commercial space in six buildings.

Cocheco Waterfront Development, Dover, New Hampshire
Collaborated with Union Studio to produce a community vision and development plan for the Cocheco Waterfront Site, a 21-acre City owned brownfield property across the river from downtown Dover. Currently leading a 6-consultant team to produce construction documents for public improvements including new streets and a riverfront park, with special focus on green infrastructure, pedestrian-oriented street design, earthwork analysis, and shoreline design to plan for climate change.

Chattanooga West End
Collaborated with Dover, Kohl and Partners to develop a Master Land Use Plan for Chattanooga's West End, consisting of 95 acres of industrial oriented land with over ¾ mile of frontage on the Tennessee River. Led the infrastructure design and public realm elements of the plan setting a physical framework for the West End's evolution into Chattanooga's next vibrant, mixed-use neighborhood, including a riverfront nature park, streetcar line, and urban canal system woven through the proposed street network.

Seekonk River Revitalization Initiative & Crook Point Bridge Design Competition, Providence, Rhode Island
Led planning and civil engineering tasks as part of a community led initiative to improve a three-quarters of a mile stretch of the Seekonk Riverfront in Providence. Developed concepts that include green infrastructure, complete streets design, and plaza and boat launch improvements to increase public access to the water. Part of a 3-member team that created the winning City of Providence Crook Point Bascule Bridge design competition vision, selected in 2021 from almost 80 international proposals.

Sewanee Village Implementation Plan, University of the South, Sewanee, Tennessee
Updated the Implementation Plan for the 10+ acre Village to integrate sustainable neighborhood design principles and green infrastructure, including detailed concept plans for four blocks.

Plan West Ashley, Charleston, South Carolina
Collaborated with Dover Kohl and Partners to develop Plan West Ashley, a community vision and plan for the West Ashley area of Charleston, South Carolina - home to over half of Charleston's population. Assisted with the development of broad policies and specific actions to enhance quality of life and protect the area's historic, cultural, and natural environment. Led the infrastructure, sustainability, climate resiliency, and open space elements of the plan.

Ellen Biegert, RLA

Landscape Architect
ebiegert@horsleywitten.com

Areas of Expertise

Landscape Architecture
Site Planning and Design
Master Planning
Graphic Services
Green Infrastructure Design
Stormwater Management
Botanical Knowledge

Professional Registrations & Affiliations

Registered Landscape Architect, PA

Member, American Society of Landscape Architects (ASLA), Rhode Island Chapter

Member, Congress for New Urbanism (CNU), Rhode Island Chapter

Academic Background

Bachelor of Science in Landscape Architecture, Temple University

Professional Experience

Horsley Witten Group, Inc., Project Manager, November 2018 to Present

Terra Design Studios LLC, Project Manager and Designer, November 2014 to 2018

Thomas J. McLane and Associates, Project Designer, 2013 to 2014

Horsley Witten Group
Sustainable Environmental Solutions

Ellen Biegert has ten years of professional experience in Landscape Architecture and is driven to strengthen the connection between the natural and built environment. Ellen works on projects that integrate open space and green infrastructure into neighborhood and urban context to create green networks for surrounding communities and natural systems. She provides landscape design services to a variety of private and public entities including master planning, planting and botanical design, graphics, permitting, construction documentation and administration. Her past work includes public recreation areas such as parks and trails, botanical gardens, family gardens, university campuses, stormwater planning, and streetscape design.

KEY PROJECTS

Woonasquatucket River Greenway Bike Path, Providence, RI (on going)
Served as a primary designer for an urban street bike path that connects users to the tidally influenced Woonasquatucket River and links EJ communities to downtown Providence while incorporating green infrastructure, kayak launches, and small gathering spaces. Contributed to all phases of the project including site analysis, public engagement, conceptual design, permitting, construction documents and construction administration.

Lily Pond Park, Nantucket, MA (on going)
Provided creative and technical support for the Design of Lily Pond Park from Master Plan through Permitting. The design integrates stormwater and invasive management into the visitor experience and park improvements. Contributed to site and stormwater analysis, green infrastructure concepts, and graphic plans and sections to communicate with the client and stake holders.

Cruz Bay Plan, Saint John, USVI (Plan finished 2023)
Provided creative and technical support for the re-visioning of Downtown Cruz Bay. Focused on weaving green space planning, coastal resilience and water management practices with the built environment while balancing community needs to create sustainable and vibrant neighborhoods. Contributed to the open space network design, stormwater analysis, streetscape design, conceptual green infrastructure approach, and graphics.

Brooklawn Park Constructed Wetland, New Bedford, MA (Constructed 2024)
Served as primary designer for the stormwater and pedestrian improvements to Duck Pond in Brooklawn Park. Designs integrated stormwater management into the visitor experience with walkway improvements and educational opportunities. Aided in site and stormwater analysis, graphic concepts, construction documents and construction administration.

Moshassuck River Preserve, Lincoln, RI (ongoing)
Served as a primary designer for an accessible path and river crossing for the Nature Conservancy at Moshassuck River Preserve. The project focuses on immersing visitors in nature and providing an opportunity for everyone to access the preserve and resources. Currently in schematic design phase moving toward permitting and construction documentation.

Easton Street Pocket Park, Nantucket, MA (Constructed 2024)
Served as primary designer for a pocket park in downtown Nantucket that provides greenspace for residents. Designs integrated stormwater management into the visitor experience with walkway improvements and educational signage. Aided in site and stormwater analysis, conceptual designs, construction documents and construction administration.

Ellen Biegert, RLA
Landscape Architect
ebiegert@horsleywitten.com

Greenbush Station Development, Scituate, MA (Constructed 2023)
Contributed to the site and landscape design for redeveloping an old train station parking into a mixed-use development that includes a village scale pedestrian-oriented public realm and green infrastructure applications. Provided site analysis and design, landscape design, construction documentation, and construction administration.

Coastal Florida Hurricane Ian Recovery and Resiliency Partnership Project, Sanibel, Fort Myers Beach and Fort Myers, FL (on going)
Provided creative and technical support for three coastal Florida communities for projects related to recovery and resiliency in the aftermath of Hurricane Ian. Through facilitated public discussions, design charrettes, research into regulatory codes and policies and resiliency designs, our team helped plan for improved multi-modal connectivity, improve park resiliency designs, challenging neighborhood flooding remedies and integrate green infrastructure throughout the projects.

Panama City Downtown and Neighborhoods Master Plan, Panama City, FL (Plan Finished 2021)
Provided creative and technical support for the re-visioning of Downtown Panama City and surrounding neighborhoods as they were recovering from the damage of Hurricane Michael, which hit the area in 2018. Focused on weaving green space planning, coastal resilience and water management practices with the built environment while balancing community needs to create sustainable and vibrant neighborhoods. Contributed to the open space network design, stormwater analysis, streetscape design, conceptual green infrastructure approach, and graphics.

Mangrove Restoration, Saint Criox & Saint Thomas, USVI (on going)
Provided site analysis, graphical and technical support for the assessment and conceptual design of degraded Mangrove Habitats in the USVI with the goal of improving bird habitat. Developed and revised concepts to support public engagement and community outreach.

Iron Hill Park, Weymouth, MA
Provided design services for an environmentally sensitive park that balances human and environmental interaction by creating spaces for people, preserving the park's herring run, and expanding native vegetation communities to improve habitat. Developed and revised concepts to support public meetings and outreach.

Chattanooga West End, Chattanooga, TN
Provided creative and technical support for the re-visioning of an approximately 95-acre industrial site along the Tennessee River. Aided in site and stormwater analysis, streetscape design, and graphic plans and sections to communicate with the client and stakeholders.

Middlebury Master Plan, VT
Provided creative and technical support for the planning of the historic downtown, integrating green stormwater practices, open space, and trails into the downtown network. Supported site and stormwater analysis, green infrastructure concepts, and graphic plans and sections to communicate with the client and stakeholders.

John Glass Square, Middleborough, MA
Provided design, construction documentation, and construction administration services for a pocket park and landscape along a central collector street within, providing better pedestrian connectivity and public gathering space.

Educational Signs
Developed and coordinated printing of educational signage for several sites throughout the cape to identify green infrastructure practices, the importance of them and other environmental information. Printed signage locations include Sandwich Boardwalk, in Sandwich MA, and Ropes Beach in Cotuit, MA.

Michael Laham, P.E.

Senior Engineer/Project Manager
mlaham@horsleywitten.com

Areas of Expertise

Civil Engineering
Environmental Engineering
Environmental Permitting
Municipal Infrastructure Improvements
Stormwater Management
Ecological Landscapes
Site Design & Sustainability

Professional Registrations

Professional Engineer: MA, NH

MA Certified Soil Evaluator

LEED Accredited Professional

American Council of Engineering Companies

Academic Background

Bachelor of Science, Northeastern University, Civil Engineering, Minor in Environmental Science

Master of Ecological Design, San Francisco Institute of Architecture

Certificate of Permaculture Design, Regenerative Design Institute, Bolinas, CA

Professional Experience

Horsley Witten Group, Inc., Senior Engineer/Project Manager, January 2022-Present
Morin-Cameron Group
Project Manager - May 2015-Dec. 2021
Engineering Alliance, Inc. - Project Engineer - Feb 2012-May 2015
Questa Engineering Corp. - Environmental Engineering Associate
October 2007 - December 2010

Horsley Witten Group
Sustainable Environmental Solutions

Michael Laham is a senior engineer and project manager in HW's Exeter office, proving technical design, analysis and consulting services to a variety of private and public entities. Mike brings more than 17 years of experience to his work, and specializes in site-sensitive land development projects, holistic site design, utility design, green stormwater infrastructure, hydrologic modeling, municipal infrastructure improvements and project permitting. He utilizes his experience to develop detailed plans and documentation which facilitate successful projects from the concept phase through permitting and final construction.

KEY PROJECTS

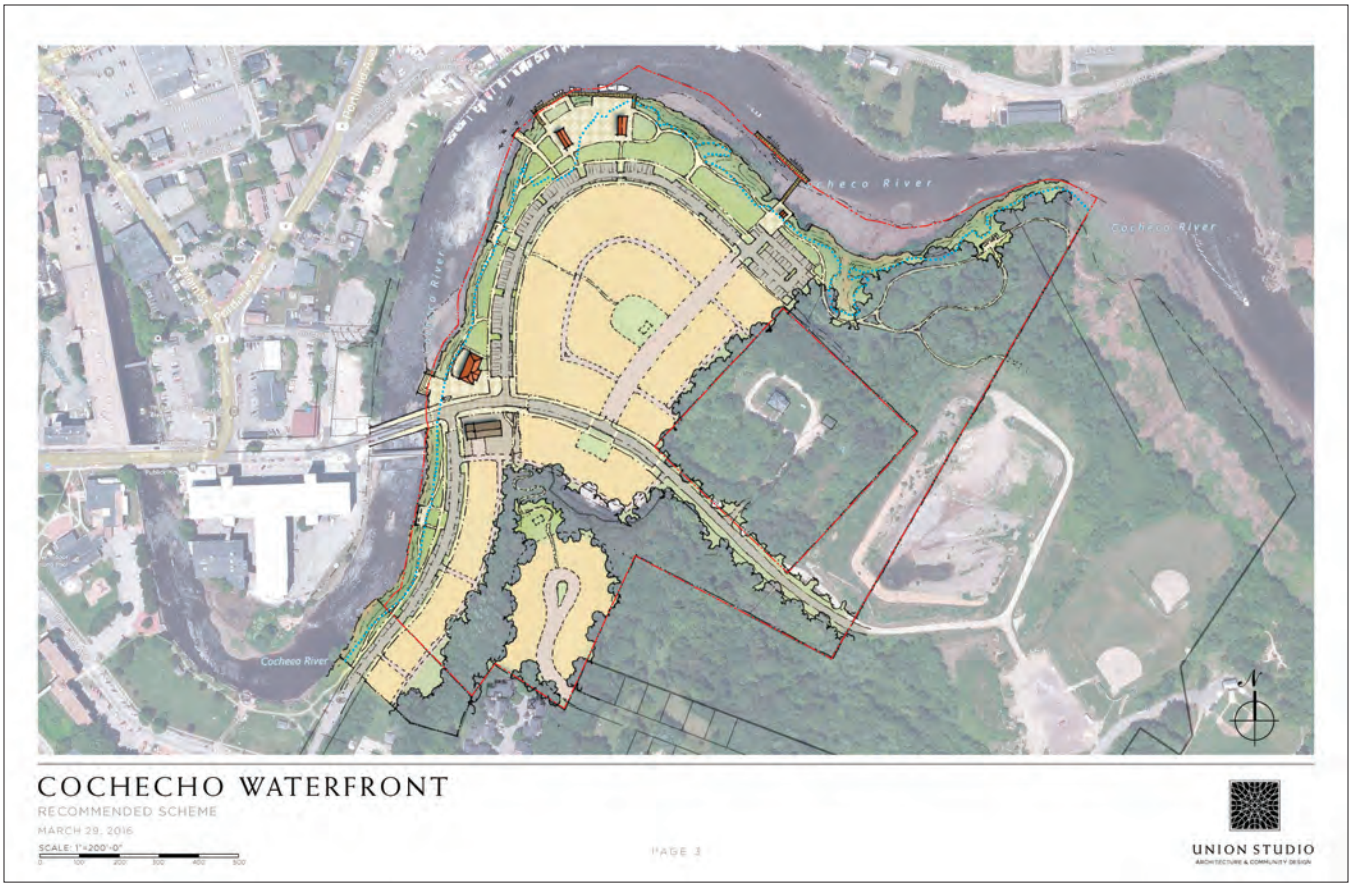
Cochecho Waterfront Redevelopment, Dover, NH: Provided engineering design, permitting and plan production services for the preparation of Construction Drawings for the large-scale Cochecho Waterfront project, which includes environmental remediation, shoreline restoration, a waterfront park and associated public amenities, along with new roadway and utility infrastructure to support the revitalization of an underutilized parcel near downtown on the Cochecho River. The project included an analysis of future sea level rise and climate adaptation considerations, and the drainage design incorporated a variety of green infrastructure stormwater management practices.

James Street Park, Peabody, MA: Served as engineering design lead for the preparation of permitting and construction drawings for a new woodland trail system in James Street Park, associated with Peabody's Eco-Campus Connectivity Plan. In support of the new trail system through a wooded hillside, the project required a detailed grading and drainage design that respected the natural topography and existing trees while providing comprehensive solutions for preventing erosion and managing stormwater runoff. The drainage elements included vegetated swales, bioretention areas, raingardens and an underground recharge system.

Strawberry Banke Museum Resilience Study, Portsmouth, NH: Conducted field studies and performed an analysis of the existing Strawberry Banke Museum campus in an effort to develop short and long-term measures to improve overall stormwater management, localized drainage problems, vulnerability to sea level rise as well as analyze the overlap of vehicular and pedestrian corridors throughout the site. Supported the preparation of conceptual designs for stormwater management and resiliency measures, utilizing Green Infrastructure practices and site-sensitive design elements to meet the goals of the Museum under both current and future projected coastal conditions.

Affordable Housing in Oak Bluffs, MA: Served as engineering design lead for a new affordable housing community in the town of Oak Bluffs on Martha's Vineyard. Through close coordination with the project partners, state permitting agencies and the Martha's Vineyard Commission, the project seeks to create a vibrant community experience while respecting the natural site topography and surroundings. The project incorporated green stormwater infrastructure and an ecological landscape design to further these goals, and also included design and coordination efforts associated with an advanced wastewater treatment system which will service the new residential buildings.

Hillside Center for Sustainable Living, Newburyport, MA (prior to HW): Lead civil engineer for project permitting and through the multi-year construction phase. Highly innovative multi-family residential housing project focused on energy efficiency and environmental stewardship through building and site design, solar energy, ecological stormwater management, storage and re-use applications, and sustainable agriculture and permaculture themes.



Project Profile
Dover, NH

Client Contact
Chris Parker
City of Dover
603-516-6024

HW Contact
Jon Ford, P.E.

15157

COCHECO WATERFRONT DESIGN & MASTER PLAN

The Cochecho Waterfront project features the redevelopment of a 21-acre city-owned brownfield property located across the river from downtown Dover. The redevelopment kicked off in 2015 when Union Studio, HW staff, and Ironwood created a master plan to guide public and private investment of the site. The master plan includes a public waterfront park, docks, new green pedestrian-oriented streets to connect the site to downtown and adjacent parks, and a framework of new pad-ready development sites to attract private investment.

After completion of the master plan, HW staff led the interdisciplinary consultant team through the public infrastructure design and permitting process, as well as supported the city's RFP process to select a private developer for construction of mixed-use and residential buildings on private parcels. The public infrastructure includes the site remediation, riverfront park, shoreline restoration, new streets and utilities, and mass grading for the site – with special focus on resiliency elements including design for climate change and sea level rise. Construction of public infrastructure commenced in the winter of 2023/2024, with private development construction to follow soon.

Project Profile
City of Providence, RI

Client Contact
Woonasquatucket
River Greenway
Jess Lance
Director of Special Projects
Department of
Planning & Development
401-680-8519

HW Contact
Jonathan Ford, P.E.

19039

horsleywitten.com

WOONASQUATUCKET RIVER GREENWAY

The City of Providence's Woonasquatucket River Greenway Improvement Project is transforming a one mile stretch of the Greenway connecting Providence Place Mall to Eagle Square. Improvements include a new off-street urban trail along the Woonasquatucket River, two new pocket parks, two new kayak launches, and extensive tree planting and green stormwater infrastructure. The approximately $14M improvements are part of the implementation of 2018 Woonasquatucket Vision Plan, funded by a U.S. EPA brownfields planning grant.

HW was part of the 2018 Vision Plan consultant team and collaborated with Bowman, Cogent Services, and DiChiera Consulting on the Greenway project visioning, public outreach, design, and construction oversight with specific responsibility for the placemaking, green infrastructure, sustainability, and landscape architecture elements of the plan. Project construction has commenced and is scheduled for completion in the spring of 2025.

Project Profile
Sewanee – University of the South, Tennessee

Client Contact
Frank Gladu
Special Assistant to the Vice-Chancellor
The University of the South
931-598-3397

HW Contact
Jonathan Ford, P.E.

18089

SEWANEE VILLAGE STORMWATER MASTER PLAN

The University of the South has designated Sewanee Village as one of three future development focus areas. The University envisions redevelopment of the Village as a mixed-use, walkable, vibrant place – incorporating planning and design best practices to better reflect the University's commitment to act as a model of environmental sustainability. HW created the Village Stormwater Master Plan, building upon the 2016 Village Implementation Plan to meld a more detailed assessment of on-the-ground existing conditions with the University's sustainability principles, as well as to support the vision for the Village as a vibrant mixed-use center. The project involved extensive field assessment and a robust stakeholder engagement process. We identified upstream stormwater management improvements to reduce flows at Sewanee Village, produced three conceptual alternatives to Village buildout, and created a detailed urban design and green infrastructure overlay for the preferred concept plan.

horsleywitten.com

Project Profile
Chattanooga, TN

Client Contact
Victor Brandon Dover, FAICP
CNU Fellow
Founding Principal
Dover, Kohl & Partners
305-666-0446

HW Contact
Jonathan Ford, P.E.

18155

WEST END MASTER LAND USE PLAN

Horsley Witten Group is collaborating with Dover, Kohl and Partners to develop a Master Land Use Plan for Chattanooga's West End. Comparable in size to other well-loved urban places such as Boston's Back Bay or downtown Savannah, Georgia, the West End consists of 95 acres of industrial-oriented land with over ¾ mile of frontage on the Tennessee River. The design team developed an innovative vision and design plan for the property, setting a physical framework for its evolution into Chattanooga's next vibrant, mixed-use neighborhood. The plan features several unique elements, including a riverfront nature park, streetcar line, and urban canal system woven through the proposed street network. HW staff led infrastructure design and public realm elements of the plan.

horsleywitten.com

Project Profile
East Greenwich, RI

Client Contact
Donald Powers
AIA, CNU, LEED AP
Union Studio
401-272-4724

HW Contact
Jon Ford, P.E.

16153

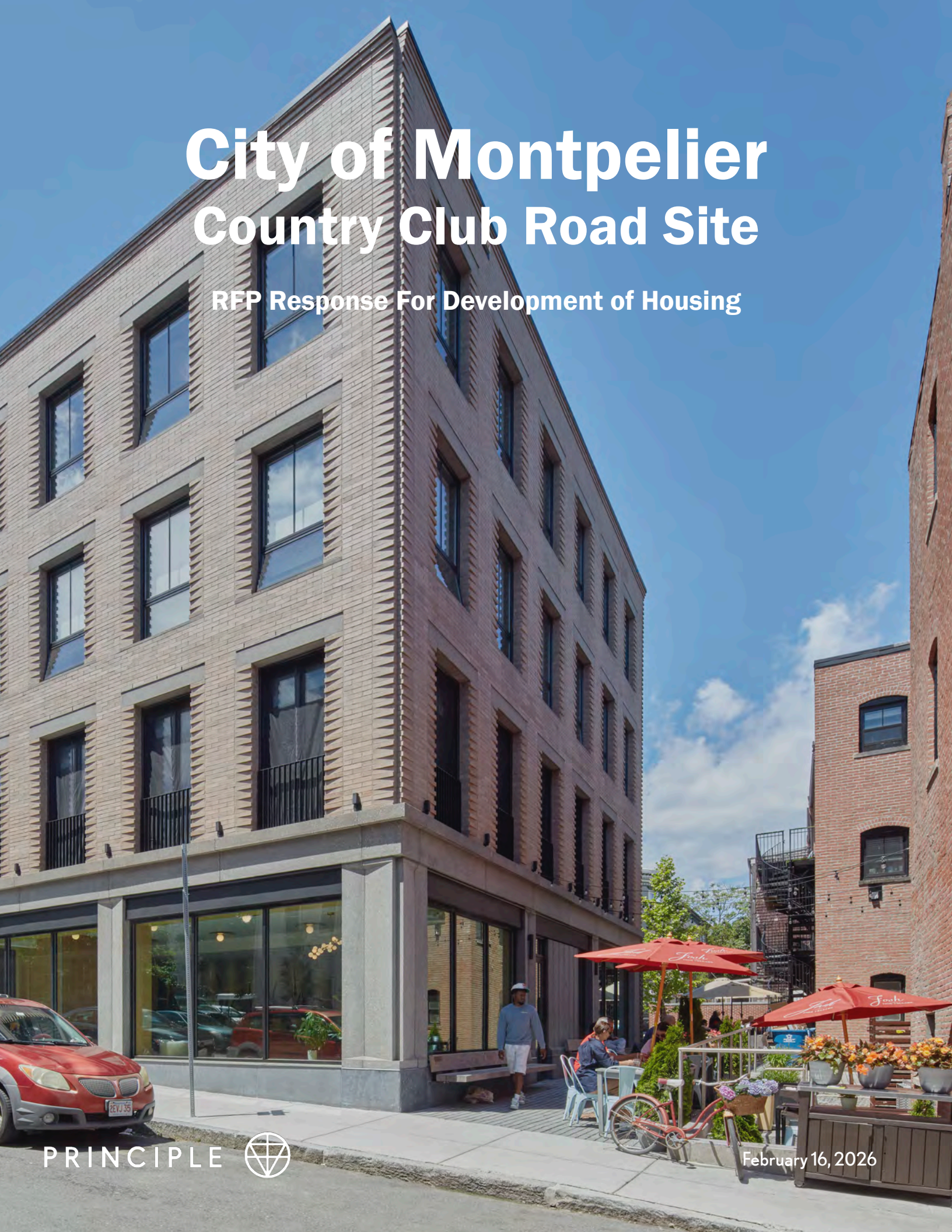
CASTLE STREET COTTAGES

Castle Street Cottages is a pocket neighborhood infill development comprised of 9 residential cottage units clustered around a common greenspace. Horsley Witten Group (HW) is collaborating with Union Studio, Traverse Design, and other contributors, to provide civil engineering services featuring site layout, grading, infrastructure design, stormwater management, permitting, and construction administration. HW staff met unique geometric and topographic site constraints by designing stormwater systems not only to filter and infiltrate runoff but to meet town and state regulations. This project applies green infrastructure as a visible and lovable part of the project's identity and aesthetics. Our engineers integrated bioretention systems and infiltration practices throughout the site, serving as attractive buffers and transitions between parking areas, common areas, and semi-private front porches.

Castle Street Cottages, currently under construction by East Greenwich Cove Builders, won a National Association of Home Builders 'Best in American Living' Award for both Single-Family Community Under 100 Units and Suburban Infill Community of the Year.

City of Montpelier
Country Club Road Site

RFP Response For Development of Housing



PRINCIPLE

February 16, 2026

About Principle

Principle Group creates places people love through planning, design, architecture, and real estate development. We focus on human-centered environments that deliver strong environmental, economic, and social benefits.

Our approach is grounded in local community, geography, and sustainability. We collaborate with residents to develop plans that reflect local character and promote resilience. By engaging directly with local residents and business owners, we help create long-term visions that begin with practical improvements today.

At Principle, we draw on community knowledge to address complex challenges and improve design solutions. Our multidisciplinary teams combine local insight with proven design principles to create visionary plans, from neighborhoods to individual buildings. We are committed to creating spaces that add lasting value to communities.

We recognize that locals have deep knowledge of their communities. Our process involves a wide range of stakeholders, fostering meaningful engagement throughout each project. Our planning encourages open dialogue, collaborative problem-solving, and consensus-building, even among diverse groups. We also pilot innovative ideas through demonstrations and short-term projects.

Great places begin with thoughtful planning, innovative design, and effective regulations. When policies align with community goals, they guide the creation of vibrant, sustainable spaces. Our work helps communities shape their future with certainty.

Principle is based in Boston, Massachusetts, and was founded by Russell Preston in 2011.

PRINCIPLE

Project Typologies

Principle undertakes a wide range of projects, including neighborhood planning, corridor planning, codes, hospitality, commercial, mixed-use, and public spaces. Our mission is to create places people love, from large-scale master plans to individual homes. We consistently prioritize people in every aspect of our work.

Neighborhood Planning

Union Square East Somerville, MA

Public Engagement

Downtown Freeport Freeport, ME

Commercial

Somernova Somerville, MA

PRINCIPLE

Corridor Planning

Washington Street Vision Newton, MA

Codes

PlaceCode

Public Space

Mashpee Commons Mashpee, MA

Housing

The Laneway Boston, MA

Project Examples

Principle has designed and helped build new communities across the country that integrate natural environments, address housing needs, and create public spaces that foster connection.

Mashpee Commons

Master Planning for several new mixed-use and residential neighborhoods adjacent to the existing town center.

Camden

Design for a new pocket neighborhood on the edge of the existing town center.

Carmel

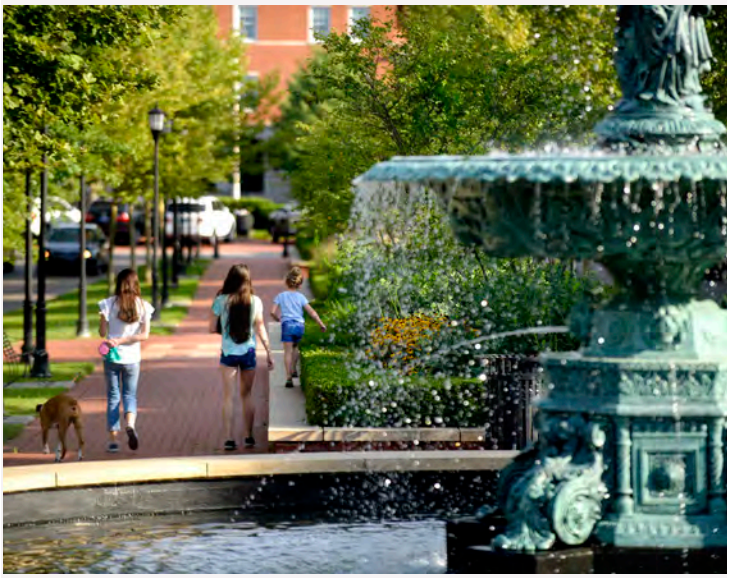
Master Plan for a new residential neighborhood retrofitting the suburban parking lots of existing office park.

PRINCIPLE

South Main

Consulting on the development of a new neighborhood & the design of for several new housing & hospitality buildings.

Norton Commons



The master plan design for the new town center's main plaza.

Windham

Master Plan and zoning for the suburban retrofitting of a commercial coordior into a collection of mixed-use neighborhoods.

Mission Hill

Design and development of several new missing middle, multi-family housing projects along the neighborhoods historic main street.

PRINCIPLE

Mixed-use apartment building,
Mashpee Commons, Completed 2005

FIRM BIOGRAPHY

CJ ARCHITECTS
est. 2002
233 Vaughan Street, Suite 101
Portsmouth, NH 03801
603.431.2808
www.cjarchitects.net

Owner:
Carla Goodknight, AIA
Principal Architect

Structure:
Limited Liability Corporation

Certified Women-Owned Business

CJ Architects is a creative, efficient, and highly productive firm dedicated to client service. Our clients are as diverse as our projects, and we enjoy the unique challenges and opportunities presented by each one. Innovative design solutions, practical application, and smart details are all given equal consideration by our experienced staff.

LICENSES & MEMBERSHIPS

- Architectural Licenses in NH, ME, US Virgin Islands
- Registered vendor State of NH # 224162
- Professional memberships include:
  - AIA: American Institute of Architects
  - NCARB: National Council of Architectural Registration Boards
  - ICC: International Code Council
  - NFPA : National Fire Protection Association
  - Workforce Housing Coalition of the Greater Seacoast

FIRM EXPERTISE

- Multi-family including student & workforce housing, midrise, townhomes, and active adult
- Mixed use commercial, office, and retail
- Affordable Housing, public and private financing
- Retail and Office Fit-up
- Commercial Interior Design
- Historic preservation design and approvals as well as adaptive re-use
- Planning, Feasibility and Needs Assessments
- Construction administration, ADA and Life Safety codes, energy improvements

ARCHITECTURAL – KEY PERSONNEL

Carla Goodknight, AIA, NCARB - Project Manager
PRINCIPAL ARCHITECT

Carla graduated cum laude from NYIT with a Bachelor of Architecture degree. She also studied abroad at the International Seminar of Urban Architecture in Venice, Italy. Prior to founding CJ Architects in 2002, Carla gained experience at Architectural firms in New York and New Hampshire, including office and retail, mixed use, light commercial, and custom homes in the Hamptons.
Since forming CJ Architects, Carla has focused on orchestrating development scenarios for urban mixed use, historic adaptable reuse, and municipal approvals - as well as commercial interior design. She has also concentrated on innovative design strategies for all aspects of housing, from affordable to luxury waterfront.

Bill Bartell, AIA
PROJECT ARCHITECT

Bill graduated magna cum laude from Roger Williams University with a Bachelor of Architecture degree. Prior to his work at CJ Architects, Bill assisted in project development at firms in Boston, MA, Charlotte, NC, and Cape Cod. He has produced designs, feasibility studies, and construction documents for many project types including retail fit-up, healthcare and research laboratories, developer-driven mixed use, and high-end residential construction. Bill is also a member of the International Code Council and the National Fire Protection Association.

Eric Knight, NCARB, LEED AP
PROJECT ARCHITECT

Eric is an NCARB Certified Architect and LEED Accredited Professional with experience ranging from custom single family residential through large scale higher education projects. Graduating with a Master of Architecture in 2009 Eric began work at a small design build firm creating high-end custom residences along the Florida coast. He went on to pursue larger scale higher education and civic projects in Texas and dense mixed use multifamily projects in California, Arizona, and Nevada. Eric is highly proficient with current BIM and Project Management practices and has experience navigating complex approval processes and construction techniques.

CONSULTANT TEAM OPTIONS

ENGINEERING

JSN ASSOCIATES, INC.
Structural Engineering
One Autumn Street
Portsmouth, NH 03801
603.433.8639
www.jsneng.com

HALEY WARD
Civil Engineering
200 Griffin Road, Unit 3
Portsmouth, NH 03801
603.430.9282
www.haleyward.com

DESIGN DAY MECHANICALS, INC.
Mechanical & Plumbing Engineering
PO Box 447
New Ipswich, NH 03071
207.337.2473
www.designdaymech.com

SOUZA, TRUE, & PARTNERS
Structural Engineering
1 Cranberry Hill, Suite 301
Lexington, MA 02421
617.926.6100
www.souzatrue.com

ALTUS ENGINEERING, INC.
Civil Engineering
133 Court Street
Portsmouth, NH 03801
603.433.2335
www.altus-eng.com

ELECTRICAL SYSTEMS ENGINEERING, INC.
Electrical Engineering
22 Manchester Road, Suite 8-A
Derry, NH 03038
603.870.9009
www.eseinc.co

OTHER POTENTIAL CONSULTANTS

REUTER ASSOCIATES
Acoustical Consulting
10 Vaughan Mall, Suite 201A
Portsmouth, NH 03801
603.430.2081
www.reuterassociates.com

TANGRAM 3DS
3D Rendering and Visualization
21 Rogers Road, Suite One
Kittery, ME 03904
207.439.9500
www.tangram3ds.com

ROBERT CUMMINGS & ASSOCIATES, PLLC
Fire Protection Engineering
379 Amherst Street, PMB 209
Nashua, NH 03063
603.496.3933

TERRA FIRMA LANDSCAPE ARCHITECTURE
Landscape Architecture
163a Court Street
Portsmouth, NH 03801
603.531.9109
www.terrafirmalandarch.com

CJ ARCHITECTS

COMMUNITY PLANNING & DEVELOPMENT

CENTRAL WATERFRONT DEVELOPMENT
Dover, NH

Principal Architect Carla Goodknight began her involvement with the Dover Central Waterfront as a member of the committee overseeing the urban development and planning of this transfer station site located on prime waterfront real estate on the banks of the Cochecho River.

Member of Central Waterfront Development Action Committee (CWDAC)

Member, Co-Author Central waterfront Design Guidelines Committee

DOVER WATERFRONT PAVILION
Dover, NH – under construction

With the CWDAC committee's mission complete, CJ Architects went on to design a public pavilion for the City of Dover on the Central Waterfront site.

Municipal Approvals ▪ Construction Documents ▪ Construction Administration

Public space overlooking Cochecho River
Kayak Storage
Future Vendor Space

COCHECHO WATERFRONT BUILDING F
Dover, NH – under construction

CJ Architects has also been retained by the selected Cochecho Waterfront Developer to complete a feature multifamily residential condominium building on the site.

Municipal Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

43 Residential Condominium Units
Lower-Level Parking Garage
Amenity Roof Deck

233 Vaughan Street, Suite 101 Portsmouth NH 03801 (603) 431 2808 www.cjarchitects.net

CJ ARCHITECTS

HISTORIC DISTRICT & MIXED-USE PROJECTS

233 VAUGHAN STREET
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

3 Commercial Units / 9 Residential Units
Office/Retail Design
Lower-Level Parking Garage
Rooftop Deck

145 BREWERY LANE
Portsmouth, NH

Municipal Approvals ▪ Construction Documents ▪ Construction Administration

92 Rental Units
Roof Top Deck, Amenities
Balconies, Patios
Lower-Level Parking Garage

PISCATAQUA LANDING
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

3 Commercial Units
4 Residential Units
Lower-Level Parking Garage

PISCATAQUA LANDING
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

Historic Restoration
6 Residential Units

233 Vaughan Street, Suite 101 Portsmouth NH 03801 (603) 431 2808 www.cjarchitects.net

CJ ARCHITECTS

HISTORIC DISTRICT & MIXED-USE PROJECTS

PISCATAQUA LANDING
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration

4 Residential Units
Lower-Level Parking Garage

SECOND STREET COURTHOUSE
Dover, NH

Municipal Approvals ▪ Construction Documents ▪ Construction Administration ▪ Adaptive Reuse

Commercial Space / 59 Residential Units
Existing Building Historic Renovation
New Construction
Lower-Level Parking Garage
Under Construction 2022-2024

25 MAPLEWOOD AVENUE
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

4 Commercial Units
9 Residential Units
Office/Retail
Lower-Level Parking Garage

THE GRANARY
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

5 Commercial Units / 6 Residential Units
Existing Building Historic Renovation
Lower-Level Parking Garage

233 Vaughan Street, Suite 101 Portsmouth NH 03801 (603) 431 2808 www.cjarchitects.net

CJ ARCHITECTS

HISTORIC DISTRICT & MIXED-USE PROJECTS

PARKSIDE PLACE
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Commercial Interior Design

2 Commercial Units / 9 Residential Units
Existing Building Historic Renovation
Garage & Surface Parking
Roof Top Deck

SCENIC SALINGER
Rochester, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration ▪ Adaptive Reuse

2 Commercial Units / 48 Residential Units
Existing Building Historic Renovation
Garage Parking
Roof Top Deck

ISLINGTON PLACE
Portsmouth, NH

Municipal Approvals ▪ Historic District Approvals ▪ Construction Documents ▪ Construction Administration

14 Residential Units
Parking Garage with Lifts
Historic Renovation
Roof Top Deck

SHEPARD'S COVE DEVELOPMENT
Kittery, ME

Construction Documents ▪ Construction Administration

90 Active Adult Units
Mid-rise, Duplex, and Cottage Styles
Boathouse
NAHB Active-Adult Community Silver Award

233 Vaughan Street, Suite 101 Portsmouth NH 03801 (603) 431 2808 www.cjarchitects.net

CJ ARCHITECTS

MULTI-FAMILY PROJECTS

ATKINSON HEIGHTS
Atkinson, NH

Municipal Approvals ▪ Construction Documents ▪ Construction Administration

288 Condominium Units
Nine Mid-Rise Buildings
Lower-Level Parking Garage
Clubhouse
Abuts Atkinson Country Club Golf Course

RESIDENCES AT 27 CHESTNUT
Exeter, NH

Construction Documents ▪ Construction Administration

96 Rental Units
Two Mid-Rise Buildings
Lower-Level Parking Garage

BLUEGILL LODGE AT MEREDITH BAY
Laconia, NH

Construction Documents ▪ Construction Administration

24 Mid-Rise Condominium Units
Lakeside Community
Lower-Level Parking Garage

SPINDLE VIEW TOWNHOMES
Laconia, NH

Construction Documents ▪ Construction Administration

26 Townhome Condominium Units
Lakeside Community
Lower-Level Parking Garage

233 Vaughan Street, Suite 101 Portsmouth NH 03801 (603) 431 2808 www.cjarchitects.net

CHINBURG
DEVELOP. BUILD. MANAGE.

EXHIBIT 3
SUMMARY OF RELEVANT PROJECTS

Chinburg Summary of Revant Projects - Commercial

	Property	Date Completed	Location	Type	Financing	Description	Apartments	Commercial Leasable SF	Total Gross SF
1	**Millport**	1996	Portsmouth, NH	Adaptive Reuse	Conventional	Market-rate apartments	63	4,690	51,544
2	**Picker House**	2000	Dover, NH	Adaptive Reuse	Conventional	Market-rate apartments	27	-	23,310
3	**No. 2 Mill**	2008	Somersworth, NH	Adaptive Reuse	Conventional	Market-rate apartments/ Mixed-use	69	85,398	147,646
4	**Newmarket Mill**	2012	Newmarket, NH	Adaptive Reuse	NMTC & HTCs	Market-rate apartments/ Mixed-use	112	55,582	144,992
5	**Cocheco Mills**	2013	Dover, NH	Adaptive Reuse	Conventional	Market-rate apartments/ Mixed-use	117	167,668	259,063
6	**27 & 31 Chestnut**	2016	Exeter, NH	New Construction	Conventional	Market-rate apartments	98	-	122,400
7	**Saco Mill No.4**	2017	Saco, ME	Adaptive Reuse	HTCs & TIF	Market-rate apartments/ Mixed-use	150	31,358	225,912
8	**Frank Jones Brew Yard**	2018	Portsmouth, NH	Adaptive Reuse	Conventional	Market-rate apartments/ Mixed-use	68	17,079	89,747
9	**Hilltop School**	2020	Somersworth, NH	Adaptive Reuse	HTCs & TIF	Market-rate apartments	22	5,057	17,943
10	**145 Brewery Lane**	2020	Portsmouth, NH	New Construction & Adaptive Reuse	Conventional	Market-rate apartments/ Mixed-use	92	28,728	88,491
11	**Washington Street Mill**	2021	Dover, NH	Adaptive Reuse	Conventional	Market-rate apartments/ Mixed-use	88	137,213	195,283
12	**Monadnock Mills**	2022	Claremont, NH	Adaptive Reuse	HTCs & TIF	Market-rate apartments	83	150	69,000
13	**Scenic Salinger**	2022	Rochester, NH	New Construction & Adaptive Reuse	Conventional & TIF	Mixed-income apartments/ Mixed-use	50	1,120	43,562
14	**Lincoln Lofts & Hotel**	2022	Biddeford, ME	Adaptive Reuse	HTCs & TIF	Market-rate apartments/ Mixed-use	147	23,467	247,163
15	**Stevens Mill**	2024	Franklin, NH	Adaptive Reuse	HTCs & TIF	Mixed-income apartments/ Mixed-use	153	27,693	161,756
16	**The Courthouse**	2024	Dover, NH	New Construction & Adaptive Reuse	Conventional & TIF	Mixed-income apartments/ Mixed-use	59	3,660	42,584
17	**The Eleven**	2025	Biddeford, ME	Adaptive Reuse	HTCs	Market-rate apartments	76	-	64,361
						Totals:	**1,474**	**588,863**	**1,994,757**

Chinburg Summary of Revant Projects - Single Family

	Community Name	# of Lots	Location	Description	Last Closing
1	**Rockingham Green**	52	Newmarket, NH	Cul-de-Sac Detached Homes	2019
2	**Sea Star Cove**	10	Portsmouth, NH	Cul-de-Sac Detached Condos	2019
3	**Appledore**	10	North Hampton, NH	Frontage Lots Detached Homes	2020
4	**Lamprey's Edge**	5	Newmarket, NH	Frontage Lots Detached Homes	2020
5	**Riverlee Commons**	35	Lee, NH	Cul-de-Sac Detached Homes	2020
6	**Sewall Meadows**	10	Greenland, NH	Loop Road Detached Homes	2020
7	**Bramble**	5	Bramble, NH	Cul-de-Sac Detached Homes	2021
8	**Hobbs**	24	Wells, ME	Frontage Lots Detached Homes	2021
9	**Huntington**	20	Kittery, ME	Cul-de-Sac Detached Homes	2021
10	**Landmark Hill Square**	11	Kittery, ME	Mixed Use Detached Homes	2021
11	**Brooks**	23	Kennebunk, ME	Cul-de-Sac Detached Homes	2022
12	**Edgewater**	4	Wells, ME	Detached Condos	2022
13	**Meadowlark**	7	Kittery, ME	Cul-de-Sac Detached Homes	2022
14	**Milltown**	11	Newmarket, NH	Cul-de-Sac Detached Homes	2023
15	**Watson's Landing**	4	Portsmouth, NH	Cul-de-Sac Detached Homes	2023
16	**West Meadow**	7	Kennebunk, ME	Cul-de-Sac Detached Homes	2023
17	**Green Peak**	21	Waterville Valley, NH	Frontage Lots Townhouse Condos	2024
18	**Lorden Commons**	133	Londonderry, NH	Phased Detached Homes	2024
19	**Silvergrass**	46	Hampton, NH	Loop Road Detached Condos	2024
20	**Arborwood**	19	Epping, NH	Cul-de-Sac Detached Homes	2025
21	**Stonehill**	38	Newmarket, NH	Loop Road Duplexes & Detached Homes	2025
	Totals:	**495**			

EXHIBIT 4
CONCEPTUAL MASTER PLAN

Corporate Headquarters
3 Penstock Way | Newmarket, NH 03857 | 603.868.5995

LEGEND

EXISTING

- Building
- Canopy
- Wetlands
- Wetland Buffer

PROPOSED

- Building - Multi Family
- Building - Town House
- Building - Single Family
- Canopy Tree
- Street or Parking
- Restored Stream or Buffer

PARKING SUMMARY

Allocation	Lot or Street	Spaces	Spaces / Unit
Multi-Family	Lot A	178	1.64
	Lot B	95	
	Street (Parallel)	112	
	Street (Angled)	32	
*Additional	Street (Parallel)	100+	

* 100 spaces as shown striped on plan. Additional informal street parking is available for single-family residential streets.

UNIT SUMMARY

Phase	Unit Type	Building Numbers	Floors	Units Total	SF/Unit	GSF/Building
Phase 1	Single-Family	SF-1 to SF-12	2.5	12	2,000	2,500
	Townhomes	TH-1	2.5	13	1,500	23,400
	Multi-Family	MF-1	4	140	700	137,600
Phase 2	Single-Family	SF-13 to SF-22	2.5	10	2,000	2,500
	Townhomes	TH-2	2.5	14	1,500	25,200
		TH-3	2.5	7	1,500	12,600
		TH-4	2.5	7	1,500	12,600
	Multi-Family	MF-2	4	53	700	48,400
		MF-3 to MF-7	3	60	700	11,532
Potential Phase 3	Single-Family	SF-23 to SF-44	2.5	22	2,000	2,500

Conceptual Master Plan

Country Club Road Site, Montpelier, VT

February 2026

CHINBURG DEVELOP · BUILD · MANAGE

Horsley Witten Group

PRINCIPLE

0 30 60

SCALE: 1" = 60'

EXHIBIT 5
CONCEPTUAL INFRASTRUCTURE PLAN

LEGEND

EXISTING

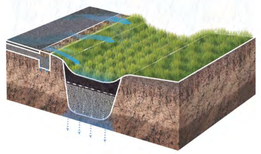
- Sewer and Stormwater Pipe
- Water Pipe
- Water Flow - Leaving site

PROPOSED

- Water Flow - Proposed Surface
- Subsurface Infiltration
- Surface Treatment (Bioretention, Tree Trench or Swale)
- Restored Stream and Treatement
- Water Quality Unit
- Stormwater Pipe
- Sewer Pipe
- Water Pipe
- Electric (Underground)

NOTE: Proposed infrastructure approaches are schematic and subject to change pending additional detailed design development and regulatory coordination.

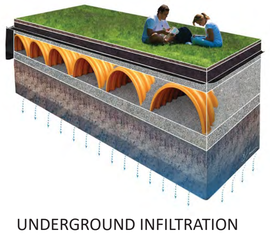
STORMWATER GREEN INFRASTRUCTURE TOOLKIT



VEGETATED SWALE

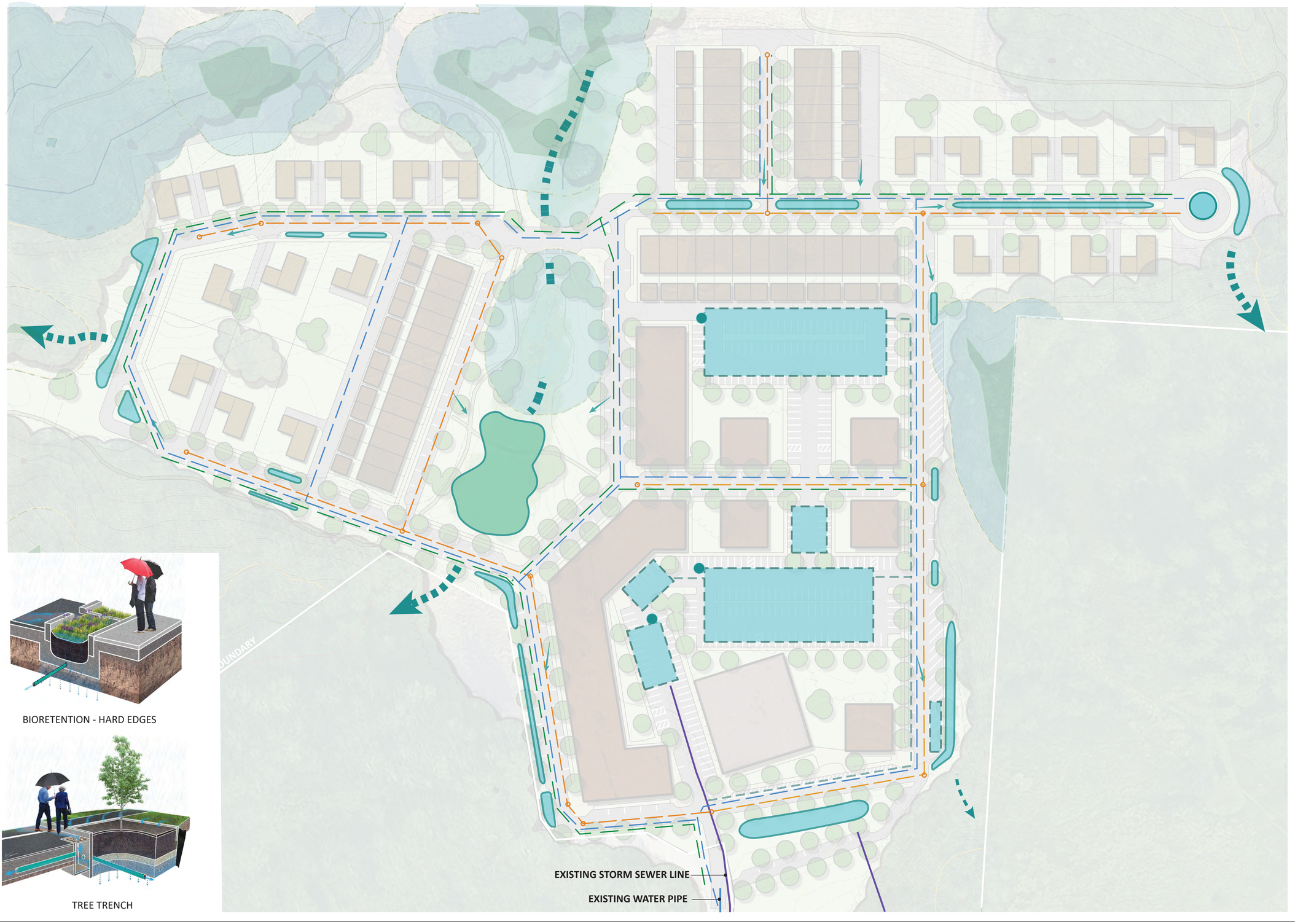
BIORETENTION - SOFT EDGES

BIORETENTION - HARD EDGES



UNDERGROUND INFILTRATION

TREE TRENCH



Conceptual Infrastructure

Country Club Road Site, Montpelier, VT

February 2026

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Horsley Witten Group

PRINCIPLE

0 30 60
SCALE: 1" = 60'

EXHIBIT 6
ARCHITECTURAL RENDERINGS

Perspective Renderings

Country Club Road Site, Montpelier, VT

February 2026

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PRINCIPLE

0 30 60

SCALE: 1" = 60'

EXHIBIT 7
PUBLIC SPACE AND MOBILITY PLAN

U-32 TRAIL

POTENTIAL FUTURE
LOW DENSITY RESIDENTIAL &
RECREATIONAL AREA

FUTURE ROAD

POTENTIAL FUTURE
LOW DENSITY RESIDENTIAL &
RECREATIONAL AREA

TRAIL NETWORK

POTENTIAL FUTURE
LOW DENSITY RESIDENTIAL &
RECREATIONAL AREA

U-32 TRAIL

OVERLOOK

SLEDDING
HILL

OPEN / RECREATION
SPACE

LOW DENSITY

MEDIUM
DENSITY

LOW DENSITY

MEDIUM
DENSITY

POCKET
GREEN

CENTRAL
GREEN

MAIN STREET

HIGH DENSITY

WINOOSKI RIVER

OLD COUNTRY CLUB ROAD TRAIL

PLAYSPACE

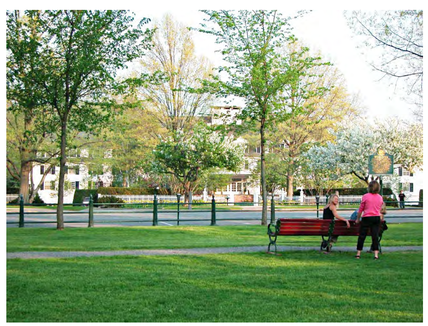
WELCOME
GREEN

LEGEND

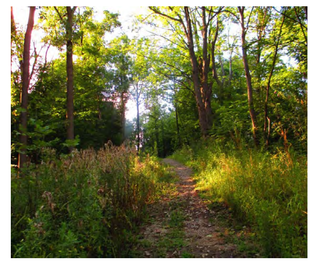
EXISTING
- Parcel Boundary
- 10’ Contour
- 1’ Contour
- Wetland
- Streams and Rivers
- 50’ Wetland Buffer
- 50’ Riparian Buffer

PROPOSED
- High Density Area
- Medium Density Area
- Low Density Area
- Potential Low Density / Recreation Area
- Open / Recreation Space
- Road
- Road - Future Phase
- Trail - Primary
- Trail - Secondary
- Gathering / Seating Space

CENTRAL GREEN WITH RESTORED STREAM



WELCOME GREEN



TRAILS

Public Space and Mobility

Country Club Road Site, Montpelier, VT

February 2026
Page 1 of 6

CHINBURG DEVELOP·BUILD·MANAGE

Horsley Witten Group

PRINCIPLE

0 50 100
SCALE: 1" = 100'

EXHIBIT 8
PHASING PLAN

LEGEND

PHASE 1
Development
Roads

PHASE 2
Development
Roads

POTENTIAL PHASE 3

UNIT SUMMARY

Phase	Unit Type	Building Numbers	Floors	Units Total	SF/Unit	GSF/Building
Phase 1	Single-Family	SF-1 to SF-12	2.5	12	2,000	2,500
	Townhomes	TH-1	2.5	13	1,500	23,400
	Multi-Family	MF-1	4	140	700	137,600
Phase 2	Single-Family	SF-13 to SF-22	2.5	10	2,000	2,500
	Townhomes	TH-2	2.5	14	1,500	25,200
		TH-3	2.5	7	1,500	12,600
		TH-4	2.5	7	1,500	12,600
	Multi-Family	MF-2	4	53	700	48,400
		MF-3 to MF-7	3	60	700	11,532
Potential Phase 3	Single-Family	SF-23 to SF-44	2.5	22	2,000	2,500

Phasing Plan

Country Club Road Site, Montpelier, VT

February 2026

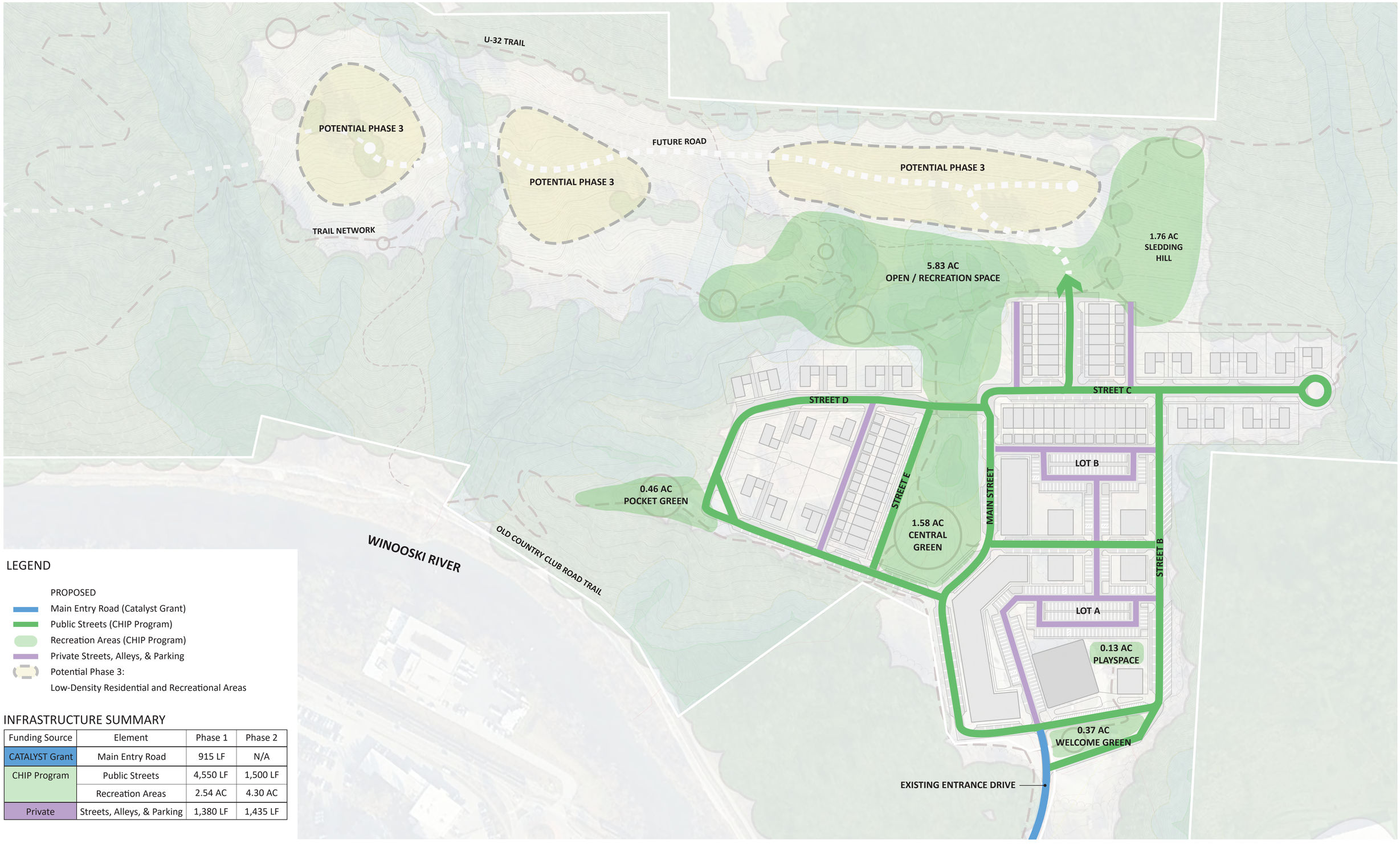
CHINBURG DEVELOP · BUILD · MANAGE

Horsley Witten Group

PRINCIPLE

0 30 60
SCALE: 1" = 60'

EXHIBIT 9
INFRASTRUCTURE FUNDING PLAN



LEGEND

PROPOSED
- Main Entry Road (Catalyst Grant)
- Public Streets (CHIP Program)
- Recreation Areas (CHIP Program)
- Private Streets, Alleys, & Parking
- Potential Phase 3:
  Low-Density Residential and Recreational Areas

INFRASTRUCTURE SUMMARY

Funding Source	Element	Phase 1	Phase 2
CATALYST Grant	Main Entry Road	915 LF	N/A
CHIP Program	Public Streets	4,550 LF	1,500 LF
	Recreation Areas	2.54 AC	4.30 AC
Private	Streets, Alleys, & Parking	1,380 LF	1,435 LF

Infrastructure Funding Exhibit

Country Club Road Site, Montpelier, VT

February 2026

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Horsley Witten Group

PRINCIPLE

0 50 100

SCALE: 1" = 100'

EXHIBIT 10
PROJECT BUDGET, SOURCES AND USES, AND OPERATING PROFORMA